



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF MANAGEMENT SCIENCES**

DEPARTMENT OF MARKETING AND LOGISTICS

QUALIFICATION: DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT	
QUALIFICATION CODE: 08PDPM	LEVEL: 8
COURSE CODE: LPM802S	COURSE NAME: LEADERSHIP AND PROJECT MANAGEMENT
SESSION: November 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. Linus Hamukoto
MODERATOR:	Mr. Bonny Chicken
INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number your answers.	

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A

MULTIPLE CHOICE QUESTIONS

QUESTION 1

(40 MARKS)

There are 20 Fill-in questions requiring you to fill in the correct response for each. Each question is equivalent to 2 marks.

1. Procurements that involve large-scale projects with high risk and complexity, requiring detailed planning and oversight, are called _____
2 marks
2. Procurements that are low-risk, low-value, and straightforward, typically requiring minimal approval, are known as _____
2 marks
3. Purchases of commercially available products that require little or no customization are classified as _____
2 marks
4. Procurements carried out through formal partnerships or alliances with other corporations are referred to as _____.
2 marks
5. Procurements made to another division or segment of the same project company are called _____.
2 marks
6. _____ is the application of knowledge, skills, wisdom, science, and art to organizational activities to achieve operational excellence.
2 marks
7. A _____ is a temporary endeavor done to make something special, like a new product, service, or result.
2 marks
8. _____ is a loan structure that relies primarily on the project's cash flow for repayment, with the project's assets, rights, and interests held as secondary collateral.
2 marks
9. Risk management is the systematic process of identifying, analyzing, assessing, and controlling potential events or situations that may have an impact on the achievement of objectives in order to minimize potential harm or loss. Risk management in projects revolves around the following 2 factors _____.
2 marks
10. A group of related projects managed in a coordinated way best describes a _____ in project management.
2 marks
11. A _____ in Project Management is a project management tool that outlines and visualizes key project milestones, which are significant points or events during the project's timeline.
2 marks
12. Your project is halfway through the execution phase. The project is progressing well and is on schedule when one of the vendors calls you to inform you that there will be a delay in his shipment delivery. A _____ would best capture the impact of the delay on the project schedule.
2 marks

13. You are managing a project with emerging requirements and evolving scope, which is very complex. The team is currently demonstrating a product increment to your stakeholders to gain feedback on a key functionality of the project's product. The team is conducting a _____ meeting.

2 marks

14. Your project is in the final stages of testing and the team is interacting with the customer on a daily basis to update him with the project status and incorporate his feedback. _____ would be the most critical process to be followed in this scenario.

2 marks

15. Your project is halfway through its execution and it is being audited. You have a meeting with a stakeholder whose department is responsible for testing. The stakeholder requests information on the corrective actions his department should take to meet the project's quality expectations, as well as the team's recommendations for improving the product, processes, and the overall project. The stakeholder is asking for _____.

2 marks

16. You are analyzing a statement of work and discussing the major deliverables with stakeholders. You go through the aspects of the project and document the first project assumptions and constraints. These assumptions and constraints are recorded in the _____.

2 marks

17. A project manager is in the process of documenting and defining stakeholders' needs to meet the project objectives. The output of this process is _____.

2 marks

18. A key stakeholder from the quality department wants to understand how the tailoring of the project management processes was done by the project team. He also wants to know the rationale for selecting specific processes, their implementation details, and how they will be used to manage interdependencies. The project manager should refer him to the _____.

2 marks

19. You recently took over a project in the execution phase that involves large procurements. During a meeting with stakeholders, you notice differing opinions on several procurement aspects such as whether the seller should deliver turnkey, which contract type to use for payments, and what milestones should define the bidding and subsequent activities. To address this situation effectively, you should determine a _____.

2 marks

20. As a project manager, you are conducting a structured review of the seller's progress to ensure delivery aligns with the contract specifications. Your goal is to assess performance against the procurement statement of work. This review is conducted during a project _____.

2 Marks

(40 marks)

SECTION A: 40 TOTAL MARKS

SECTION B (60 MARKS)

QUESTION 2

The Namibia Water Corporation (NamWater) has developed a Strategic Water Security Plan (2025–2035) aimed at ensuring reliable water supply across all regions of Namibia. To achieve this, NamWater has initiated several projects, such as the Ohangwena Aquifer Development Project, the Coastal Desalination Expansion Project, and the Windhoek–Okahandja Pipeline Rehabilitation Project. These projects are grouped under a broader Water Infrastructure Development Program, which is part of NamWater’s overall National Water Security Portfolio.

As the Strategic Projects Manager, you are required to brief new team members on how NamWater’s strategic goals are achieved through the effective alignment and management of projects, programs, and portfolios.

Using the NamWater case study above:

- a) Explain how individual projects, such as the Ohangwena Aquifer Development Project, contribute to achieving organizational strategic goals.
(5 Marks)
 - b) Describe how a program helps in coordinating and managing related projects to deliver combined benefits.
(5 Marks)
 - c) Discuss the role of a portfolio in aligning programs and projects with NamWater’s long-term strategic objectives.
(5 Marks)
 - d) Illustrate the relationship between projects, programs, and portfolios within the context of NamWater’s Strategic Water Security Plan.
(5 Marks)
- (20 MARKS)

QUESTION 3

The Electricity Control Board (ECB) of Namibia is planning a Rural Electrification Expansion Project to increase electricity access in remote parts of the Kavango West and Zambezi regions. Many rural households in these regions currently rely on wood, diesel, or solar solutions for energy, and the existing electricity infrastructure is limited or outdated.

Before designing and implementing the project, the ECB project team needs to gather accurate data on:

- Household energy consumption patterns and demand,
- Current electricity infrastructure and grid availability,
- Technical challenges such as terrain and accessibility,
- Socio-economic factors affecting adoption of electricity, and
- Potential environmental and community impacts.

Using the Rural Electrification Expansion Project as a case study, identify and discuss at least five (5) data gathering techniques that the project team could use. For each technique, explain how it would be applied to this project and the type of information it would provide.

(15 MARKS)

QUESTION 4

You have been appointed as the Project Manager for the National Cultural Festival Project under the Namibia Tourism Board (NTB). Your project team includes representatives from NTB, the

Ministry of Environment and Tourism, local municipalities, tourism operators, and cultural organizations.

You are required to explain the different techniques of voting to your team to enable them to select one preferred option for key project decisions, such as the festival location, main attractions, or budget allocation.

Using this scenario, describe the following voting and decision-making techniques, including how each could be applied, the expected outcome, and possible advantages or challenges:

- Unanimity
- Majority
- Plurality
- Autocratic decision-making
- Multicriteria Decision Analysis (MCDA)

(20 MARKS)

QUESTION 5

The Ministry of Health in Namibia is planning a project to upgrade regional hospitals by procuring new medical equipment and construction services. As the project manager, you are tasked with preparing the Project Procurement Management Plan to guide the procurement process and ensure transparency, accountability, and timely delivery.

Using this scenario, list any five (5) key components that should be included in the Project Procurement Management Plan to ensure effective procurement planning and management.

(5 Marks)

SECTION B: 60 TOTAL MARKS

TOTAL: 100 MARKS