



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

**DEPARTMENT OF MARKETING, SPORTS MANAGEMENT LOGISTICS**

<b>QUALIFICATION: POST GRADUATE DIPLOMA IN PROCUREMENT MANAGEMENT</b>	
<b>QUALIFICATION CODE: 08PDPM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: LPM802S</b>	<b>COURSE NAME: LEADERSHIP AND PROJECT MANAGEMENT</b>
<b>SESSION: JANUARY 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>
<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Mr. Linus Hamukoto
<b>MODERATOR:</b>	Dr. Anatolia Shooya
<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number your answers.</li></ol>	

**THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)**

## SECTION A

### MULTIPLE CHOICE QUESTIONS

#### QUESTION 1

(40 MARKS)

There are 20 Multiple-choice questions requiring you to select the correct response for each.

Each question is equivalent to 2 marks.

**1. A project is:**

- a) A set of sequential activities performed in a process or system.
- b) A revenue-generating activity that needs to be accomplished while achieving customer satisfaction.
- c) An ongoing endeavor undertaken to meet customer or market requirements.
- d) A temporary endeavor done to make something special, like a new product, service, or result.
- e) None of the above

2 marks

**2. The Oshakati Town Council, a local authority in Namibia is planning to undertake a large-scale infrastructure project aimed at improving the transportation network in its rapidly growing urban area. The project involves the construction of new roads, bridges, and related facilities to address the increasing traffic congestion and support future development. The CEO has appointed you to identify the various projects to be undertaken by the Council. Which of the following is not a project?**

- a) Road Safety Initiatives
- b) Parking Infrastructure Enhancement
- c) Bridge Construction
- d) Road Expansion and Widening
- e) None of the above

2 marks

**3. Mrs. Elizabeth Nashidengo, a homeowner in the quaint town of Windhoek, Namibia, decided to embark on a home renovation project to enhance the comfort and aesthetics of her residence. Mrs. Nashidengo contracted Kamati Construction cc, a reputable local construction company, to carry out the project. Upon completion, Mrs. Nashidengo had the following testimony to say;**

*"I am beyond pleased with the outcome of my home renovation. Kamati Construction exceeded my expectations in every way. Mr. Kamati and his team were not only skilled professionals but also great communicators. They turned my vision into reality, and I now have a home that I love. I highly recommend Kamati Construction to anyone considering a renovation project."*

**Which of the following reflect the success of the project?**

- a) The project successfully met or exceeded customer requirements, was completed within the specified timeframe, gained customer acceptance, and was accomplished within the allocated budget.
- b) The project neither met or exceeded customer requirements, although completed within the specified timeframe, gained customer acceptance, and accomplished within the allocated budget.
- c) The project successfully met or exceeded customer requirements, was completed within the specified timeframe, gained customer acceptance, and was accomplished within the allocated budget but lacked stakeholder consultations.
- d) The project did not achieve or neither surpassed customer requirements, adhered to the designated timeframe, did not secure customer acceptance, and stayed within the allocated budget.

e) None of the above

**2 marks**

- 4. 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 which of the 2 factors?**

a) Probability and Impact  
b) Certainty and Triviality  
c) Unlikelihood & Impact  
d) Outcome and Triviality  
e) None of the above

**2 marks**

- 5. Which of the following best describes a program in project management?**

a) A temporary endeavour with a specific goal  
b) Ongoing operations to maintain business processes  
c) A group of related projects managed in a coordinated way  
d) A sequence of steps constituting a project  
e) A & D only  
f) None of the above

**2 marks**

- 6. Project management is:**

a) Is a temporary endeavour undertaken to create a unique product, service, or result  
b) Applying expertise, abilities, tools, and methods to project tasks to fulfill project needs.  
c) The application of knowledge, skills, wisdom, science, and art to organizational activities to achieve operational excellence.  
d) The integration of the critical path method and the Earned Value Management system.  
e) Both A&C

**2 marks**

- 7. A Summary schedule in Project Management is.**

a) a project schedule that tracks minor milestones and key deliverables.  
b) a project management tool that outlines and visualizes key project milestones, which are significant points or events during the project's timeline.  
c) a comprehensive and high-level schedule that outlines the overall plan for the entire project.  
d) a hierarchical decomposition of the total scope of work to be carried out by the project team.  
e) Both A&C  
f) None of the above

**2 marks**

- 8. What is the significance of situational leadership in project management?**

a) It emphasizes a single leadership style for all situations  
b) It adapts leadership style based on the team's readiness and the task at hand  
c) It promotes a rigid leadership structure  
d) It is not applicable in project environments  
e) A & B only  
f) None of the above

**2 marks**

- 9. The Windhoek Urban Renewal Project faces scope changes due to evolving city regulations. What communication method would help manage and document these changes effectively?**

- a) Change control meetings
- b) Casual conversations with team members
- c) Sending project-wide emails
- d) Posting updates on a project website
- e) Printed newsletters
- f) Direct emails to stakeholders

2 marks

**10. Managing a project typically includes management of the key areas of project management. Which of the following includes the key areas of project management.**

- a) Scope Management, Issue Management, and cost management, Schedule Management.
- b) Scope Management, Issue Management, and Operations Management, Schedule Management.
- c) Scope Management, Issue Management, and Change Control Management, Schedule Management.
- d) Scope Management, Risk Management, and Change Control Management, Schedule Management.
- e) A, C and D only
- f) All of the above

2 marks

**11. You are leading a construction project to build a new office complex. There's a tight schedule, and any delays could result in financial penalties. As the project manager, you have implemented a comprehensive risk management plan.**

**Considering the case study, what are key benefit of the risk management plan in this construction project?**

- a) Cost Reduction
- b) Timely Delivery
- c) Quality Improvement
- d) A & B only
- e) All of the above

2 marks

**12. A project manager is working to keep the people interested in the project engaged by using a process called Control Stakeholder Engagement. They use the project management plan to help with this. But, out of these options, which part of the project management plan is probably not used as much in this process?**

- a) Communication management plan
- b) Resources management plan
- c) Change management plan
- d) A & B only
- e) None of the above

2 marks

**13. Imagine you are a project manager tasked with organizing a community event to celebrate a city's centennial anniversary. As part of your project planning, what tool would you utilize to manage the various tasks and components involved in organizing this event?**

- a) Procurement Management Plan
- b) Work Breakdown Structure
- c) Network Diagram

- d) Risk Register
- e) C & D
- f) None of the above

2 marks

14. Namibia University of Finance and Economics faced challenges typical of educational institutions, including adapting to technological advancements, improving academic standards, and fostering an environment that encourages research and innovation. The university recognized the need for a transformation through this period of change.

Dr. Jason Amagola was appointed as the new Vice-Chancellor with a mandate to lead the university. The challenge was not only to modernize educational practices but also to instill a sense of purpose and innovation among faculty and students.

What leadership qualities and initiatives did the Namibia University of Finance and Economics consider in the appointment of Dr. Jason Amagola?

- a. Transactional leadership and strict enforcement of academic policies.
- b. Autocratic leadership and centralized decision-making processes.
- c. Transformational leadership with a focus on inspiring vision, intellectual stimulation, and empowerment.
- d. Laissez-faire leadership allowing complete autonomy to faculty members.
- e. None of the above

2 marks

15. In your capacity as a project manager, you meticulously oversee the project's issue log, a comprehensive record containing vital information such as issue descriptions, priorities, responsible parties, target resolution dates, and status updates. Within the realm of schedule management, various issues can emerge and are routinely documented in this log. These may encompass challenges related to resource constraints, unforeseen risks, stakeholder conflicts, and notably, changes within the project schedule.

"Which of the following is NOT typically considered an issue in project schedule management?"

- a) Task Dependencies
- b) Resource Constraints
- c) Scope Changes
- d) Task Duration Estimation
- e) Organizational Culture
- f) None of the above

2 marks

16. Proficient project management is a valuable asset for individuals, groups, and both public and private organizations, aiding them in achieving business objectives. Which of the following does not represent a business goal that can be improved through project management?

- a) Achieving Business Objectives

- b) Meeting Stakeholder Expectations
- c) Increasing Predictability
- d) Boosting Success Rates
- e) Ensuring Timely and Precise Deliverables
- f) All of the above

2 marks

**17. The Namibian government initiated a significant infrastructure project aimed at constructing a network of modern highways across the country to enhance connectivity and foster economic growth. However, due to poor project management practices, several issues were experienced amongst others missed deadlines. Which of the following is correct in relation to delays in overall project progress and the anticipated public benefits?**

- a) Lack of a clear project schedule and efficient time management resulted in consistent missed milestones.
- b) Inadequate budget planning, monitoring, and control.
- c) Inadequate quality control resulted in subpar construction.
- d) All of the above

2 marks

**18. Poorly managed projects or the absence of project management may result in?**

- a) Missed deadlines
- b) Cost overruns
- c) Poor quality
- d) Rework
- e) Uncontrolled expansion of the project
- f) All of the above

2 marks

**19. Which of the following is considered as a key interpersonal skill(s) of a project manager?**

- a) Leadership
- b) Team building
- c) Motivation
- d) Communication
- e) All of the above

2 marks

**20. Otjo Investment, is a legally independent entity created specifically for the development of a mixed development investment, where a bank loan is taken to provide funds for the construction. The bank loan is repaid from the revenue generated from the cash flow and earnings, and only the assets of this entity are used as collateral for the loans. This kind of arrangement is called \_\_\_\_\_?**

- a) Debt Financing
- b) Government Funding
- c) Project Financing
- d) Government Initiative
- e) None of the above

2 Marks

(40 marks)

**SECTION A: 40 TOTAL MARKS**

**SECTION B****(60 MARKS)****QUESTION 2**

A prominent research institution embarked on constructing a state-of-the-art research facility to advance scientific endeavors. The project involves the procurement of various goods and services, ranging from specialized laboratory equipment to construction materials. The success of the project hinged on efficient procurement management. In ensuring efficient execution of the project, you have been tasked to develop an evaluation criterion.

Discuss and evaluate at least 5 vendor selection criteria that can be included in a bidding/sourcing document when conducting project procurement management? **(20 marks)**

**QUESTION 3**

Different types of financing mechanisms are employed based on project requirements, scope, and financial considerations. Discuss Project Financing and analyse the impact of the following financing modes on project feasibility and risk management?

- Equity Financing
- Debt Financing
- Mezzanine Financing
- Public-Private Partnerships (PPPs)
- Grants and Subsidies

**(25 marks)****QUESTION 4**

The ADKAR model is a tool that can be used in the change management process. The tool focuses on five areas that guides the change management process. Discuss the 5 areas of the ADKAR model? **(10 marks)**

**QUESTION 5**

Greiner's Model of Organizational Growth outlines various phases that organizations go through, each followed by specific crises and management challenges. List the 5 phases of the Greiner's Model of Organizational Growth **(5 marks)**

**SECTION B: 60 TOTAL MARKS****TOTAL: 100 MARKS**