



**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: NOVEMBER 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>
<b>FIRST 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 4 PAGES (Including this front page)**

## SECTION A

### QUESTION 1: Fill-in the correct answers

(40 MARKS)

There are 20 Fill-in questions requiring you to fill-in the correct response for each. Fill-in the correct answer using the Belbin model and different types of powers in project management. Each question is equivalent to 2 marks.

- 1.1. In a team, the \_\_\_\_\_ role is often the one who provides ideas and creative solutions.  
2 Marks
- 1.2. The \_\_\_\_\_ role is crucial for keeping the team organized, ensuring deadlines are met, and maintaining focus on objectives.  
2 Marks
- 1.3. During challenging situations, the team benefits from having a \_\_\_\_\_ who can provide a calm and steady influence.  
2 Marks
- 1.4. In a team, the \_\_\_\_\_ role is typically the one who challenges assumptions and ensures thorough examination of ideas.  
2 Marks
- 1.5. For fostering strong team relationships and resolving conflicts, having a team member in the \_\_\_\_\_ role is highly beneficial.  
2 Marks
- 1.6. The \_\_\_\_\_ role involves providing practical insights, expertise, and specialized knowledge to enhance team performance.  
2 Marks
- 1.7. In order to drive the team forward and turn ideas into action, the \_\_\_\_\_ role is essential.  
2 Marks
- 1.8. During times of uncertainty or change, a team benefits from the positive and motivational influence of a \_\_\_\_\_.  
2 Marks
- 1.9. A team requires someone in the \_\_\_\_\_ role to scrutinize details, prevent errors, and ensure high-quality outcomes.  
2 Marks
- 1.10. In a hierarchical structure, \_\_\_\_\_ power is derived from an individual's official position or title within the organization.  
2 Marks
- 1.11. \_\_\_\_\_ power is associated with having access to valuable information that others find useful or essential for decision-making.  
2 Marks
- 1.12. Leaders who possess \_\_\_\_\_ power are often admired, respected, and emulated by others due to their personal qualities and characteristics.  
2 Marks
- 1.13. During critical situations, individuals with \_\_\_\_\_ power can exert influence based on the specific circumstances or context.  
2 Marks

- 1.14. \_\_\_\_\_power is rooted in the charisma, personality, and personal qualities of a leader, making them highly influential.  
2 Marks
- 1.15. An individual with \_\_\_\_\_power is recognized for their expertise, knowledge, and competence in a particular field or domain.  
2 Marks
- 1.16. Leaders who can provide rewards such as promotions, bonuses, or other incentives wield \_\_\_\_\_power.  
2 Marks
- 1.17. In situations where negative consequences are imposed, \_\_\_\_\_power is demonstrated through the use of punishment or coercion.  
2 Marks
- 1.18. \_\_\_\_\_power involves applying pressure or force to make others comply with directives or requests.  
2 Marks
- 1.19. Leaders who evoke feelings of guilt or a sense of obligation are leveraging \_\_\_\_\_power to influence decisions or actions.  
2 Marks
- 1.20. Effective communicators often employ \_\_\_\_\_power by presenting logical and compelling arguments to persuade others.  
2 Marks

**(40 marks)**

**SECTION A: 40 TOTAL MARKS**

## **SECTION B (60 MARKS)**

### **QUESTION 2**

The Government of the Republic of Namibia, in collaboration with Government of the Republic of Botswana, has initiated a project to establish a One Stop Border Post (OSBP) at Mamuno to streamline border crossing processes between the two countries. The aim is to enhance trade and travel efficiency, reduce wait times, and promote economic cooperation. The project involves amongst others designing and constructing new infrastructure, integrating information systems, and training border control officers from both countries to work collaboratively in a shared facility.

Using the One Stop Border Post at Mamuno project as an example, discuss the five key phases of the project lifecycle? For each phase, outline two (2) key activities and two (2) deliverables that would be involved in ensuring the successful completion of this cross-border initiative.

**(25 Marks)**

### **QUESTION 3**

Briefly define the Project Plan and the key elements of a project plan?

**(20 Marks)**

### **QUESTION 4**

You have been appointed as a project manager for a project under the Ministry of Finance and Public Enterprises. As part of your functions, you are required to prepare a Project Procurement Plan. Discuss any 5 of the contents of a Project Procurement Plan? **(10 Marks)**

### **QUESTION 5**

List the 5 stages of the Change Curve, or Kübler Ross' Change Curve Model?

**(5 Marks)**

**SECTION B: 60 TOTAL MARKS**

**TOTAL: 100 MARKS**