



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**MANAGEMENT SCIENCES
MARKETING & LOGISTICS**

QUALIFICATION : BACHELOR OF SPORT MANAGEMENT	
QUALIFICATION CODE: 07BOSM	LEVEL: NQF LEVEL 7
COURSE: PROJECT AND EVENTS MANAGEMENT	COURSE CODE: PEM621S
DATE: NOVEMBER 2019	SESSION: NOVEMBER
DURATION: THREE (3) HOURS	MARKS: 100

1ST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MR. S TJITAMUNISA
MODERATOR:	MR. IRVINE NDJAVERA

THIS QUESTION PAPER CONSISTS OF TEN (10) PAGES
(Including this front page)

INSTRUCTIONS

- **ALL QUESTIONS ARE COMPUSORY AND MUST BE ANSWERED BY ALL STUDENTS.**
- **SECTION A: USE TABLES PROVIDED ON PAGE 10 OF THIS QUESTION PAPER. MAKE SURE YOU INSERT THE TABLE INSIDE YOUR ANSWER BOOK**
- **WRITE CLEARLY AND NEATLY**

SECTION A

Use Table A on page 10 to answer and detach, hand in with your answer sheet.

QUESTION ONE (MULTIPLE CHOICE)

(30x1.5) = 45 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 undertaken to create a unique product, service, or result.
2. Project management is:
 - a. The integration of the critical path method and the Earned Value Management system.
 - b. The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.
 - c. The application of knowledge, skills, wisdom, science, and art to organizational activities to achieve operational excellence.
 - d. A subset of most engineering and other technical disciplines.
3. Managing a project typically includes:
 - a. Balancing the competing project constraints including scope, quality, schedule, budget, resources, and risk.
 - b. Integrating requirements of profitability, low cost, and legal responsibility.
 - c. Implementation of software, hardware, and other systems to enhance organizational efficiency.
 - d. Supporting human factors, communications, discipline, and performance management.
4. Portfolio management refers to:
 - a. Managing various contents of the project file.
 - b. Managing the levels of financial authority to facilitate project decision making.
 - c. Identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives.
 - d. Applying resource-leveling heuristics across all the organization's projects to achieve the organization's strategic objectives.
5. Project success is measured by:
 - a. Degree to which the project satisfies its time and budget objectives.
 - b. Triple constraints of schedule, cost, and technical performance.
 - c. Product and project quality, timeliness, budget compliance, and degree of customer satisfaction.
 - d. Degree to which the project satisfies the needs for which it was undertaken and its long-term contribution to aggregate performance of the organization's portfolio.

6. A program is a:
 - a. Grouping of related tasks lasting one year or less.
 - b. Group of related projects managed in a coordinated way.
 - c. Project with a cost over \$1 million.
 - d. Sequence of steps constituting a project.
7. A primary function of a project management office (PMO) is to support the project manager in a variety of ways which generally include all of the following EXCEPT:
 - a. Delivering specific project objectives and controlling the assigned project resources to best meet objectives of the project.
 - b. Managing shared resources across all projects administered by the PMO.
 - c. Identifying and developing project management methodology, best practices, and standards.
 - d. Coaching, mentoring, training, and oversight.
8. All of the following are true about projects and operations EXCEPT:
 - a. Operations are ongoing, repetitive, and permanent endeavors while projects are temporary endeavors.
 - b. Projects require project management while operations require business process management or operations management.
 - c. Projects can intersect with operations at various points during the product life cycle. At each point, deliverables and knowledge are transferred between the project and operations for implementation of the delivered work.
 - d. Projects, because of their temporary nature, cannot help to achieve an organization's goals.
 - e. Therefore, strategic activities in the organization can be generally addressed within the organization's normal operations.
9. The PMBOK® Guide is the standard for:
 - a. Managing all projects all of the time across all industries.
 - b. Managing all projects all of the time across some types of industries.
 - c. Managing most projects most of the time across many types of industries.
 - d. Managing some projects some of the time across few types of industries.
10. Which of the following is NOT true about project stakeholders?
 - a. They are persons or organizations that are actively supportive of the project.
 - b. They are persons or organizations who are actively involved in the project.
 - c. They are persons or organizations whose interests may be positively or negatively affected by the performance or completion of the project.
 - d. They are persons or organizations that may exert influence over the project, its deliverables, and the project team members.
11. The five Project Management Process Groups are:
 - a. Planning, Checking, Directing, Monitoring, and Recording.
 - b. Initiating, Planning, Executing, Monitoring and Controlling, and Closing.
 - c. Planning, Executing, Directing, Closing, and Delivering.
 - d. Initiating, Executing, Monitoring, Evaluating, and Closing.

12. All of the following are true about the project scope management plan EXCEPT:
 - a. It provides guidance on how project scope will be defined, documented, managed, and controlled.
 - b. It provides guidance on how project scope will be verified.
 - c. It may be formal or informal, highly detailed, or broadly framed, based upon the needs of the project.
 - d. It is separate from the project management plan.
13. The following is an example of a constraint associated with the project scope that limits the team's options in scope definition:
 - a. A predefined budget.
 - b. The threat of a strike by a subcontractor.
 - c. Existing relationships with sellers, suppliers, or others in the supply chain.
 - d. The method used to measure project performance.
14. An input to the define Scope process is:
 - a. The type of contract detail language.
 - b. Project Charter.
 - c. Work breakdown structure (WBS).
 - d. Decomposition.
15. What is the WBS typically used for?
 - a. To organize and define the total scope of the project.
 - b. To identify the logical person to be project sponsor.
 - c. To define the level of reporting that the seller provides the buyer.
 - d. As a record of when work elements are assigned to individuals.
16. A manager who manages a group of related projects is called a:
 - a. Project manager
 - b. Project expediter
 - c. Program coordinator
 - d. Program manager
17. A new project has begun. The project charter has been written and the project manager has been assigned. The project manager is preparing the work breakdown structure for the project. The WBS is typically used for:
 - a. Explaining the scope of the project relevant to the client
 - b. The basis for organizing and defining the total scope of the project
 - c. Showing the resource conflicts that exist in the project
 - d. The logical relationship between tasks in the project
18. During the life of a project, the project will go through several phases – initiating, planning, execution, and closeout. Which phase of the project is likely to have the greatest amount of its funding spent?
 - a. Initiating
 - b. Planning
 - c. Executing
 - d. Closeout

19. During the course of the project it is important that the stakeholders be informed of the progress of the project. One of the reports that is frequently used is a progress report. Which of the following is true about progress report?
- They allow stakeholders to judge the performance of the project according to its plan
 - They are generally considered to be overkill on very small projects
 - They require the use of earned value reports
 - They must be produced by the project manager
20. The coordinated undertaking of interrelated activities directed toward a specific goal that has finite period of performance is a:
- Project charter
 - Project
 - Set of project objectives
 - Program
21. The document that is proof of upper management's commitment to the project and gives the authority to manage the project to the project manager is called:
- The project plans
 - The project goals and objectives
 - The project charters
 - The project definition
22. A project manager works in a company favoring the weakest authority for the project manager the type of organization that holds the project manager to be the weakest is:
- Projectized organization
 - Strong matrix organization
 - Weak matrix organization
 - Balanced matrix organization
23. A project manager has been asked by the client to meet the promise date of the project. The project manager analyzes the schedule before promising a date to the customer. The project manager uses the program evaluation and review technique to evaluate the project schedule. She decides that based on the PERT calculations she can promise a delivery date of June 30. The expected value of the project completion date is May 30. If the project manager is willing to accept a 5% probability that the project will be delivered later than June 30, what is the standard deviation of the duration of the activities on the critical path? Assume a five-day workweek.
- Ten days
 - Fifteen days
 - One-half month
 - One month
24. A project is proposed to a customer. Price and schedule for delivery are agreed upon. The work breakdown structure is agreed to as well. The customer requests that one of the milestones of the project be completed by a certain date. The project schedule is reviewed, and it is found that the expected completion date for this milestone is considerably earlier than the date requested by the customer. The date for this milestone is which of the following?
- Consideration

- b. Summary activity
 - c. Constraint
 - d. Suggestion
25. In a very large project having a budget of \$5 million and a project team of over one hundred persons, the project manager constructs a work breakdown structure. The project manager will do the WBS to the detail level of which of the following?
- a. Task
 - b. Activity
 - c. WBS element
 - d. Work package
26. You are the manager of a research group that is developing a new chemical material. You hire a person from a competing company who has a great deal of expertise in this area. The person contributes greatly to the progress of your project. During conversation with the person you determine that many of this person's ideas were developed by the competing company. What do you do?
- a. Tell the person that he or she should not mention that the ideas came from another company
 - b. Sign a nondisclosure agreement with this person before he or she leaves your company
 - c. Accept the new ideas
 - d. Investigate the employee for security reasons
27. You are managing a project that is in process. A large and unexpected problem occurs that will cause a delay in the schedule in excess of the contingency schedule for the project. What should you do?
- a. Look at other tasks in the schedule and see which ones should be reduced to allow time for this problem to be worked
 - b. Reduce testing on the completed tasks
 - c. Require mandatory overtime for the project team
 - d. Speak to the stakeholders about getting additional time and budget for the project
28. You are the project manager for a large project. Some members of the project team have come to you and asked that they be permitted to work on a flexible schedule. Some of the other team members feel that it is important that all team members be on site at all times unless they are absent for business reasons. What should you do?
- a. Turn down the request for flexible time schedules
 - b. Accept the request for flexible time schedules
 - c. Arrange a meeting of the project team members and allow them to decide
 - d. Discuss this problem with your manager and act on the results of the meeting
29. You are the project manager for a project that has high visibility. Your manager wants you to prepare a presentation for him to present at a conference. Most of the material in the presentation will be facts that are the results of your project. Your manager intends to present the material under his own name. Your name will not appear. What should you do?
- a. Refuse to work on the presentation unless you are listed as a coauthor
 - b. Do the work as you were told by your manager
 - c. Present your own presentation
 - d. Meet with your manager's manager and discuss the problem

30. You are managing a project and the customer's engineer visits your facility on an inspection and general getting acquainted tour. During the tour they make the comment that the parts that are being designed should be in stainless steel instead of plain steel with enamel. What should you do?
- Authorize the change in design to your engineers
 - Continue with the present design
 - Speak to the visiting engineers and discuss having an informal meeting between your engineers and the visiting engineers
 - Ask the visiting engineers to submit a change proposal to the change system

QUESTION TWO (TRUE/FALSE)

(5x2) = 10 marks

Use Table B on page 10 to answer and detach, hand in with your answer sheet.

- The PMs aim is to help & encourage the backers whilst trying to win over the blockers → Active & Passive
- Manage closely - you must fully engage with - make the greatest effort & satisfy → High Power/high interest
- Just as passing the CPA exam is a standard for accountants, passing the ____ exam is becoming a standard for project managers. → scope
- The project ____ usually provides the direction and funding for the project. → sponsor
- Project ____ management is an overarching function that affects and is affected by all of the other knowledge areas. → integration

QUESTION THREE (MATCHING)**(5x2) = 10 marks**

Match column A to column B and write down the number and the correct letter next to it, write down the answers in your answer sheet.

Column A	Column B
1. Stakeholder	(a) The narrative description of the project scope, including major deliverables, project assumptions, project constraints, and a description of work, that provides a documented basis for making future project decisions and for confirming or developing a common understanding of project scope among the stakeholders.
2. Project Scope Statement	(b) A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be considered throughout the project.
3. Product Life Cycle.	(c) Person or organization (e.g., customer, sponsor, performing organization, or the public) that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project. A stakeholder may also exert influence over the project and its deliverables.
4. A Project is	(d) A collection of generally sequential, non-overlapping product phases whose name and number are determined by the manufacturing and control needs of the organization.
5. Stakeholder Analysis	(e) A temporary endeavor undertaken to create a unique product, service, or result.

SECTION B

QUESTION FOUR

(20 Marks)

4.1 What is project management?

(5 Marks)

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

4.2 Discuss Critical Path Method (CPM)?

(5 Marks)

4.3 Discuss the importance of team building in project management?

(10marks)

QUESTION FIVE

(15 Marks)

5.1 What is Volunteerism in sport event management?

(5 Marks)

5.1 Practically create any Work breakdown structure WBS for any sport project of your choice in Namibia.

(10 Marks)

DETACH AND HAND IN WITH YOUR ANSWERSHEET

Student Name.....

Student no.....

Multiple Choices Table A (15x2) = 30 marks

True or False Table B (5x1) = 5 marks

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
<u>1</u>				
<u>2</u>				
<u>3</u>				
<u>4</u>				
<u>5</u>				
<u>6</u>				
<u>7</u>				
<u>8</u>				
<u>9</u>				
<u>10</u>				
<u>11</u>				
<u>12</u>				
<u>13</u>				
<u>14</u>				
<u>15</u>				
<u>16</u>				
<u>17</u>				
<u>18</u>				
<u>19</u>				
<u>20</u>				
<u>21</u>				
<u>22</u>				
<u>23</u>				
<u>24</u>				
<u>25</u>				
<u>26</u>				
<u>27</u>				
<u>28</u>				
<u>29</u>				
<u>30</u>				

	<u>True</u>	<u>False</u>
<u>1</u>		
<u>2</u>		
<u>3</u>		
<u>4</u>		
<u>5</u>		