



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT (HONOURS)</b>	
<b>QUALIFICATION CODE: 08BBMH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: APM811S</b>	<b>COURSE NAME: ADVANCED PROJECT MANAGEMENT</b>
<b>SESSION: JULY 2019</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>	J. V. OLU OJO
<b>MODERATOR:</b>	RAINER RITTER

<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 the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Calculators. Use of Cell Phones for calculations or any other purpose is not permitted.
- 2.
- 3.

**THIS QUESTION PAPER CONSISTS OF 4 PAGES** (Including this front page)

## **SECTION A – Multiple Choice Questions (20 marks)**

Choose the correct answer

1. Which of the following is NOT true about an organization's strategy?
  - a. Strategy determines how an organization will compete
  - b. Strategy is implemented through projects
  - c. Only top management must understand strategy
  - d. Project selection should be clearly aligned with strategy
  - e. Project management plays a key role in supporting strategy
  
2. The project life cycle can be used as a tool to.....
  - a. Help identify tasks
  - b. Break the project into manageable parts
  - c. Recycle the project
  - d. a + b
  - e. a + b + c
  
3. Bill is working on a project involving the upgrading of a management information system. The project is being managed by the information systems department with the coordination of other departments occurring through normal channels. He is working in a \_\_\_\_\_ organization.
  - a. Functional
  - b. Balanced matrix
  - c. Weak matrix
  - d. Strong matrix
  - e. Projectized
  
4. Which of the following is NOT considered to be a characteristic of a project?
  - a. An established objective
  - b. A clear beginning and end
  - c. Specific time, cost and performance requirements
  - d. For internal use only
  - e. Something never been done before
  
5. Project Management is.....
  - a. Application of Authority
  - b. Achievement of Top Management Objectives
  - c. Reduction of employee workload
  - d. Application of knowledge, skills, tools and techniques in order to meet or exceed stakeholder's expectations from a project
  - e. All of the above
  
6. An activity's normal time and cost are 8 and \$100, respectively. Its estimated crash time and cost are 6 and \$160, respectively. What is this activity's crash cost per time unit?
  - a. \$33
  - b. \$30
  - c. \$60

- d. \$65
  - e. \$153
7. In the \_\_\_\_\_ stage of the project life cycle, project objectives are established, teams are formed, and major responsibilities are assigned.
- a. Initiation
  - b. Measuring
  - c. Planning
  - d. Executing
  - e. Closing
8. In which project management phase is the Critical Path Method (CPM) usually applied?
- a. In the initiation phase
  - b. In the execution and control (implementation) phase
  - c. A+B
  - d. None of these
  - e. All of the above
9. In the forward pass rule, the maximum of the earliest finish of the preceding three activities is equal to the ..... stage of the project life cycle, a major portion of the physical project work is performed.
- a. Earliest finish of the subsequent activity
  - b. Latest start of one of the preceding activities
  - c. Earliest start of the preceding activity
  - d. Earliest start of the subsequent activity
  - e. The sum of the three earliest starts
10. Project management is ideally suited for a business environment requiring all of the following EXCEPT
- a. Accountability
  - b. Flexibility
  - c. Innovation
  - d. Speed.
  - e. Repeatability

## **SECTION B – Essay Type Questions (80 Marks)**

### **Question 1**

The process for manufacturing a bicycle consists of producing three key parts, which are the front forks, transmission gear and the frame. The front forks consist of the brakes and the handle bar, the transmission gear consists of the pedals and the wheels and the frame consists of the saddle and the carrier. The pedal has to be linked to the chain while the wheel is constructed from the hub, spokes and tyres.

- a. Draw a simple work break down structure for the manufacture of the bicycle described above? **(10 marks)**
- b. Explain the benefits of using a work breakdown structure in Project Management? **(5 marks)**
- c. What other breakdown structure can be used in Project Management? **(5 marks)**

### **Question 2**

Identify the five major characteristics of a project and give one example for each of the five characteristics identified.

**(15 marks)**

### **Question 3**

The City of Windhoek (CoW) has just approved the building of a New Police Station in Havana informal settlement in Windhoek by The Ministry of Safety & Security. Assume that you are appointed as the project manager for this project. Your assignment is to ensure that this project is executed timeously and professionally.

**3.1** Explain how this project can support Namibia's vision 2030. **(10 marks)**

**3.2** Describe all scope processes involved in this project. **(15marks)**

### **Question 4**

Discuss the various structures that can be used for project management in organizations. What are the advantages and disadvantages and how do you determine the right project structure?

**(20 marks)**

**GRAND TOTAL – 100 marks**