



QUALIFICATION: Bachelor of Business Management	
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COURSE: Project Management	COURSE CODE: BEP712S
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DURATION: 3 Hours	MARKS: 100

1st OPPORTUNITY EXAMINATION QUESTION PAPER NOVEMBER 2019

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**THIS PAPER CONSISTS OF 6 PAGES
(INCLUDING THIS FRONT PAGE)**

INSTRUCTIONS

1. Answer **all** questions.
2. Read all the questions carefully before answering.
3. Marks for each question are indicated at the end of each question.
4. Please ensure that your writing is legible, neat and presentable.

SECTION A – Multiple Choice Questions (20 marks)

1. Project scope is:
 - a. All the work that must be done to deliver a product according to the specified features and functions, only.
 - b. The features and functions that are to be included in a product or service.
 - c. A narrative description of work to be performed under contract.
 - d. a and b
 - e. all of the above

2. Work Breakdown Structure does not help to do one of the following.....
 - a. indicate how schedules and costs will be managed
 - b. give visibility to important or risky work efforts
 - c. allow mapping of requirements and deliverables
 - d. foster ownership
 - e. produce key performance indices

3. Gantt Charts will usually show:
 - a. Activities or tasks to be performed; duration of task and project completion
 - b. Bar charts of project risks
 - c. Charts of tasks on critical path
 - d. a + c
 - e. None of the above

4. Which of the following statements is true about Project Management?
 - a. Project must not be aligned with the organizational strategic goals
 - b. Stakeholders may or may not be affected by the outcome of the project.
 - c. In order to manage a project effectively and efficiently, there is need for application of knowledge, skills, tools and techniques
 - d. Project Management cannot be carried out outside business environment
 - e. All of the above are true

5. How is project scope defined?
 - a. The length of your project and how much it will cost
 - b. The deliverables or outputs during the course of the project
 - c. The range of resources you have available and their capabilities
 - d. What you expect to deliver to your customer when the project is complete
 - e. The range of customer expectations

6. Which of the following is not a broad knowledge area of management in an organization?
 - a. Strategic Management
 - b. Process Management
 - c. Communication Management
 - d. Performance Management
 - e. Issues Management

7. Which of these is true? Changes to Project Scope do not affect the following:
- a. Human Resources
 - b. Risk Exposure
 - c. The costs
 - d. The Quality
 - e. The set price of the stock market
8. The work of a project must be integrated with the ongoing operations of an organization.
- a. True
 - b. False
 - c. Irrelevant
 - d. Teamwork
 - e. All of the above
9. In the project planning phase, the following tools ensure scheduling:
- a. WBS
 - b. Gantt Chart
 - c. a + b
 - d. None of these
 - e. All of the above
10. Project Life Cycle (PLC) 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
11. One of the following is not an activity carried out during the Project Initiation phase...
- a. Scope identification
 - b. Planning
 - c. Team Set-up
 - d. Scope Verification
 - e. All of the above
12. It is best practice to integrate project with the ongoing operations of an organization.
- a. True
 - b. False
 - c. Irrelevant
 - d. Teamwork
 - e. All of the above

13. PERT is useful for determining how much time a project needs before completion.

- a. True
- b. False
- c. Irrelevant
- d. Crashing
- e. None of the above

14. In the project planning phase, the following tools ensure scheduling:

- a. WBS
- b. Gantt Chart
- c. a + b
- d. None of these
- e. All of the above

15. One of the following is not necessary for a successful Project integration.....

- a. The project must be integrated with the ongoing operations of the performing organization
- b. Product scope and project scope must be integrated
- c. Deliverables from different functional specialties must be integrated
- d. Project risks and size of project team
- e. None of the above

16. 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

17. The Phase exits or Stage gates of a project life cycle are.....

- a. Exit of project team members
- b. Briefing of Top Management Team about a project
- c. a + b
- d. End of phase reviews
- e. All of the above

18. How projects should be delivered to meet strategic objective is:

- a. Issues Management
- b. Improvement of relationships and teamwork
- c. Performance Management
- d. Strategic Management
- e. None of the above

19. One of the following is not required for integration into Project.....

- a. The project must be integrated with the ongoing operations of the performing organization
- b. Product scope and project scope must be integrated
- c. Deliverables from different functional specialties must be integrated
- d. Project risks and size of project team
- e. None of the above

20. What is Program Management?

- a. Coordination of group of related projects to sustainably achieve strategic objectives
- b. A schedule of related projects to sustainably achieve strategic objectives
- c. Management of related activities in a project to sustainably achieve strategic objectives
- d. All of the above
- e. None of the above

(Total mark for Section A questions is 20 marks)

SECTION B – Essay Type Questions (80marks)

Question 1

- a) Draw a simple work breakdown structure for the manufacture of a bicycle (8 marks)
- b) Explain the benefits of using a work breakdown structure (6 marks)
- c) State three other breakdown structures which can be developed from a WBS (6 marks)

Question 2

Discuss the concept of project life cycle, the characteristics and give examples. (20marks)

Question 3

- a) Discuss the various elements or factors that can be used to categorize stakeholders and give examples of stakeholders in each of the categories. Total – (10marks)
- b) Explain what communication strategies can be used for each of the categories and give detailed examples of the strategies being used. Total – (10 marks)

Question 4

- a) Discuss the concept of Integration and its effect on project management. Total – (10marks)
- b) What are the outputs of Change Control? Illustrate with examples Total – (10marks)

TOTAL FOR SECTION B: 80 MARKS

THE END.

TOTAL FOR THIS TEST: 100 MARKS