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DURATION: 3 Hours	MARKS: 100

2nd OPPORTUNITY EXAMINATION QUESTION PAPER JANUARY 2020

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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. Which of the following is not a Project Initiation

   a. Scope identification
   b. Planning
   c. Team Set-up
   d. Scope Verification
   e. All of the above

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. The purpose of project management is to:

   a. Plan
   b. Organize and control
   c. Assess risks
   d. a + b + c
   e. None of these

4. Project initiation includes:

   a. Scope identification
   b. Team set-up
   c. Planning
   d. a + b
   e. a + b + c

5. The balanced scorecard is applicable in a project management environment to ensure strategic linkages.

   a. True
   b. False
   c. Not in project management
   d. Only in strategic management
   e. Only in processes

6. ....in the scope of a project affect all other project management functions.

   a. Change
   b. Objective
   c. Quality
   d. A+B+C
   e. Strategy

7. The work of a project must be integrated with the ongoing operations of an organization.

    a. True
    b. False
    c. Not in the public sector
    d. Not in the private sector
    e. Not in financial services

8. Communication role of the project manager is to:

    a. Make politics
    b. Improve relationships and teamwork
    c. A+B
    d. Develop a product
    e. None of these

9. In the project planning phase the following tools ensure scheduling:
    a. WBS
    b. Gantt chart
    c. A+B
    d. Risk matrix
    e. None of these

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

    a. True
    b. False
    c. Not in the public sector
    d. Not in the private sector
    e. Not relevant

11. The WBS is not used in the cost estimation process.

    a. True
    b. False
    c. Not in the public sector
    d. Not in the private sector
    e. Not relevant

12. 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

13. Project life cycle is...............

   a. All activities that took place during the life of a project
   b. Cycle of all the meetings that took place during a project
   c. a + b
   d. End of phase reviews
   e. All of the above

14. Phase exits or Stage gates 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

15. Project Life Cycle is used to.................

   a. Guide the level of contingency needed for a project
   b. Integrate activities
   c. Communicate project achievements
   d. a + b
   e. All of the above

16. 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

17. 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

18. 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

19. The Critical Path shows the.............................

   a. Critical employees required for the project
   b. Tasks that are critical for the project

c. Tasks that have no slack time
d. b + c
e. a + b + c

20. Project Management is dependent on three variables..............

    a. Cost, Time, Quality
    b. Cost, Resources, Planning
    c. Strategy, Scheduling, Scorecard
    d. None of the above
    e. All of the above

(Total mark for Section A questions is 20 marks)

SECTION B – Essay Type Questions (80marks)

Question 1

Create a new Work-Breakdown Structure (WBS) for a small project with the following elements: developing a new technology product, design phase, programming phase, testing phase, first design phase and second design phase

(20 marks)

Question 2

The communication plan is an important part of a project planning. As a newly appointed project manager, you are facing the following situation: The project needs to begin on 3 March 2020. Before the project can commence, the team needs to be built. The first project team development meeting is scheduled for 6 February 2020. The project assistant is requested to send an agenda via email for the meeting on 15 January 2020 to all team members. Later, on 22 January 2020, he needs to call all team members to invite them personally to participate in a project team development programme. On 15 February 2020, the project manager will send the project team development document via email to all team members in order to inform them about the procedure.

You are requested to create the communication plan with appropriate headings by using the data supplied above. Plan carefully and allocate correct information in a table.

(20marks)

Question 3

Draw a diagram of a typical project life cycle showing the phases and state 8 advantages for developing a life cycle. **(20 marks)**

Question 4

Explain what is meant by a project environment and support with examples

(20 marks)

TOTAL FOR SECTION B: 80 MARKS

THE END. **TOTAL FOR THIS TEST: 100 MARKS**