2\textsuperscript{nd} OPPORTUNITY EXAMINATION QUESTION PAPER – July 2017

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THIS PAPER CONSISTS OF 5 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. (2 marks x10=20 Marks).

1. In the ___________ stage of the project life cycle, project objectives are established, teams are formed, and major responsibilities are assigned.
   a. Identifying
   b. Defining
   c. Planning
   d. Executing
   e. Closing

2. In the ___________ stage of the project life cycle, a major portion of the physical project work performed.
   a. Identifying
   b. Defining
   c. Planning
   d. Executing
   e. Closing

3. In the ___________ stage of the project life cycle project the product is delivered to the customer and resources are reassigned.
   a. Identifying
   b. Defining
   c. Planning
   d. Executing
   e. Closing

4. 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.

5. A series of co-ordinated, related, multiple projects that continue over an extended time period and are intended to achieve a goal is known as a:
   a. Strategy.
   b. Program.
   c. Campaign.
   d. Crusade.
   e. Venture.
6. 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

7. 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

8. 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

9. 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

10. Which of the following is NOT one of the stages of a project life cycle?
    a. Initiation
    b. Reporting
    c. Planning
    d. Executing
    e. Closing
Section B:

Question 1: (40 marks)

In your innovative project, you are requested to produce a documentary film about the training experience of the property development team. The table 1 below shows the following activities: After the script has been approved and the location confirmed (activity A), filming of the documentary can begin; there are six scenes to be filmed (activities B through G) and, due to the nature of the documentary, there are several dependencies that determine when each activity can be completed. Once the final scene has been filmed, the documentary can be cut and edited before presenting it to the customers for review. The project begins at time 0. This means that the activity A starts with 0 and has an estimated duration of 2 days; see further details in Table 1 below.

Table 1

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Estimated duration in days</th>
<th>Immediate Predecessor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Develop and obtain approval for the script</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>B</td>
<td>Film scene 1</td>
<td>3</td>
<td>A</td>
</tr>
<tr>
<td>C</td>
<td>Film scene 2</td>
<td>1</td>
<td>A</td>
</tr>
<tr>
<td>D</td>
<td>Film scene 3</td>
<td>2</td>
<td>B</td>
</tr>
<tr>
<td>E</td>
<td>Film scene 4</td>
<td>4</td>
<td>B</td>
</tr>
<tr>
<td>F</td>
<td>Film scene 5</td>
<td>2</td>
<td>B; C</td>
</tr>
<tr>
<td>G</td>
<td>Film scene 6</td>
<td>4</td>
<td>D; E</td>
</tr>
<tr>
<td>H</td>
<td>Cut and edit the advert</td>
<td>5</td>
<td>F; G</td>
</tr>
<tr>
<td>I</td>
<td>Review with customer</td>
<td>1</td>
<td>H</td>
</tr>
</tbody>
</table>

Note 6: Please note that you have received all information in Case Study 6 that is needed to answer the sub-questions within the question 6 below.

Requirement: Answer the sub-questions within the question 6 below

a. Use the Table 1 above to develop a network diagram (10 marks)

b. Calculate the Early Start (ES), Early Finish (EF), Late Start (LS), Late Finish (LF) and Slack. Insert the Early Start (ES), Early Finish (EF), Slack, Late Start (LS), Duration and Late Finish (LF) in your network diagram (10 marks)

c. Calculate and illustrate the critical path on the developed network diagram (20 marks)
Question 2: (20 Marks)

A. How does the WBS differ from the project network? How are WBS and project networks linked? (5 marks)

B. Identify and briefly describe the three types of project constraints that could impact or change the structure of project network. (5 marks)

C. "Managing a project and leading a project is essentially the same thing." Agree or disagree, and support your conclusion. (5 marks)

D. When using the traditional approach to managing contracted relationships, risk is transferred to the other party. Give a real life example of this. Discuss why this is not conducive of a partnering relationship and how it can impact project innovation. (5 marks)

Question 3: (20 Marks)

3.1 Discuss the main functions of the project office. (6 Marks)

3.2 Assume that you are a project manager, representing Windhoek Hire & Sales in Singapore. Explain how you will cope with culture shock. (10 Marks)

3.3 What do we mean by quality in project management? (4 marks)

THE END. TOTAL FOR THIS PAPER: 100