



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

Management Sciences

MARKETING & LOGISTICS (MARKETING SECTION)

QUALIFICATION : BACHELOR OF SPORT MANAGEMENT	
QUALIFICATION CODE: 07BOSM	LEVEL: NQF LEVEL 7
COURSE: PROJECT AND EVENTS MANAGEMENT	COURSE CODE: PEM621S
DATE: JANUARY 2020	SESSION: JANUARY
DURATION: THREE (3) HOURS	MARKS: 100

2ND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MR. S TJITAMUNISA
MODERATOR:	MR. IRVINE NDJAVERA

THIS QUESTION PAPER CONSISTS OF (8) PAGES
(Including this front page)

INSTRUCTIONS

- **ANSWERED ALL THE QUESTIONS.**
- **SECTION A: USE TABLES PROVIDED ON PAGE 8 OF THIS QUESTION PAPER. MAKE SURE YOU INSERT THE TABLE INSIDE YOUR ANSWER BOOK**

SECTION A

Use Table A on page 8 to answer and detach, hand in with your answer sheet.

QUESTION ONE (MULTIPLE CHOICE)

(30x1.5) = 45 marks

1. You are a project manager working on a project to market a new product. The deliverables of the project have been established, and the project work has begun. A contract to deliver the deliverables has been signed. The customer who has signed the contract has telephoned you to request additional work to be done on the project. This work will affect the budget but not the schedule of the project. This project has a high priority with your company. What should you do next?
 - a. Do what the customer asks you to do and add the additional requirements to the original contract
 - b. Refuse the request and send a memo to your management explaining the situation
 - c. Respond to the customer's request by explaining the change procedure and asking that he or she submit a request for change
 - d. Arrange to meet with the project team to discuss this change
2. You are the project manager for a high visibility project. The margin on this project is low, and it is extremely important that the cost estimates for the work on the project be accurate. While reviewing the cost estimates for this project you notice that one of the cost estimates for an element in the WBS is 10% higher than two previous projects for very similar work. What should you do?
 - a. Accept the estimate because you trust all the people on your project team, and they are responsible for estimates
 - b. Reduce the estimate and add the additional budget to the management reserve
 - c. Ask the person responsible for the estimate to explain the difference and bring supporting information to you
 - d. Reduce the estimate and add the additional budget to the contingency reserve
3. You are managing a project in a foreign country. In this country there is a normal practice for business people to exchange gifts when very large contracts, such as the one you are working on, are signed. The gift is of a greater value than your company's policy for gift exchange will allow. You have given a gift of similar value to the customer's representative already. What should you do?
 - a. Take the gift
 - b. Contact your company's management and seek for assistance
 - c. Refuse the gift graciously, explaining your company's policy
 - d. Ask the customer's representative to give the gift to your manager.
4. 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
- 5. 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
- 6. 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 always important that all team members be on site 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
- 7. 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
- 8. 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?
 - a. Authorize the change in design to your engineers
 - b. Continue with the present design
 - c. Speak to the visiting engineers and discuss having an informal meeting between your engineers and the visiting engineers
 - d. Ask the visiting engineers to submit a change proposal to the change system
- 9. Which of the following is the example of a conflict of interest?
 - a. You are the fourth cousin of a vendor supplying parts to a project in your company
 - b. You are the owner of a company that is supplying parts to a project that you are managing
 - c. You receive a gift from a supplier of parts for your project
 - d. A supplier tells you sensitive information, in confidence, that allows you to select another supplier for your project

10. You are the project manager for a large project that is completed on time and on budget. The customer and all of the stakeholders are pleased with the results. As a direct result of the successful completion of the project, your manager approves a bonus of \$25,000 for you. There are fifteen members of the project team. One of the people in the project
 - a. team has been a very low contributor to the project; the other fourteen have all been above standard. What should you do with the money?
 - b. Keep the money yourself; you deserve it. And the manager gave it to you
 - c. Divide the money equally among all the team members
 - d. Ask the team members how they would divide the money
 - e. Divide the money equally among the team members except for the substandard team member
11. One of the members of your project team comes to you and says that he heard that one of the suppliers to the project had given a substantial gift to one of the project team members in hopes that the team member would favor his company with a purchase order. The company was favored with a purchase order for the parts. What should you do?
 - a. Talk to the person and get him or her to give back the gift
 - b. Investigate the matter completely
 - c. Cancel the purchase order with the supplier
 - d. Meet with your manager and discuss the problem
12. Decomposing the major deliverables into smaller, more manageable components to provide better control is called:
 - a. Scope planning
 - b. Scope definition
 - c. Scope baselining
 - d. Scope verification
13. Any numbering system that is used to monitor project costs by category such as labor, supplies, or materials, for example, is called
 - a. Chart of accounts
 - b. Work breakdown structure
 - c. Universal accounting standard
 - d. Standard accounting practices
14. A person who is involved in or may be affected by the activities or anyone who has something to gain or lose by the activity of the project is called a:
 - a. Team member
 - b. Customer
 - c. Stakeholder
 - d. Supporter
15. A temporary endeavor undertaken to create a new product or service is called a:
 - a. New product development
 - b. Project
 - c. Program
 - d. Enterprise
16. A group of related projects that are managed in a coordinated way that usually include an element of ongoing activity is called a:
 - a. Major project
 - b. Project office

- c. Program
 - d. Group of projects
17. Schedules are used in many ways. In a project to build a bridge the project manager wants to use a tool that will show the scheduled activities in such a way that it is easy to see when each activity starts and finishes, and which activities are taking place at the same time. Which tool should be used?
- a. PERT chart
 - b. Gantt chart
 - c. Precedence diagram
 - d. GERT chart
18. The project manager decided to improve the predicted completion date for the project by doing in parallel several of the activities that were scheduled to be done in sequence.
- a. This is called:
 - b. Crashing
 - c. Increasing priorities
 - d. Hurry up defense
 - e. Fast tracking
19. A project manager makes a narrative description of the work that must be done for her project. This is called a:
- a. Project plan
 - b. Control chart
 - c. Statement of work
 - d. Project objective
20. An example of scope verification is:
- a. Reviewing the performance of an installed software module
 - b. Managing changes to the project schedule
 - c. Decomposing the WBS to a work package level
 - d. Performing a benefit-cost analysis to determine if we should proceed
21. The process of establishing clear and achievable objectives, measuring their achievement, and adjusting performance in accordance with the results of the measurement is called
- a. Strategic planning
 - b. Contingency planning
 - c. Detailed planning
 - d. Management by objectives
22. Configuration management is:
- a. Used to ensure that the description of the project product is correct and complete
 - b. The creation of work breakdown structure
 - c. The set of procedures developed to ensure that project design criteria are met
 - d. A mechanism to track budget and schedule variances
23. A project manager is employed by a construction company and is responsible for the furnishing of the completed building. One of the first things that the project manager for this project should do is to write a:
- a. Work breakdown structure
 - b. Budget baseline
 - c. Project charter
 - d. Project plan

24. A project manager is creating a work breakdown structure for her project. In the work break down structure, the lowest level of the breakdown for the project manager is called:
- Activity
 - Task
 - Work package
 - Cost account
25. A project manager is reviewing the scope of the project and the scope baseline of the project. This includes which of the following?
- The original project schedule, budget, and scope
 - The original project description and project charter
 - The original scope of the project plus or minus any scope changes
 - The current budget of the project
26. A project manager has just become the manager of a project. The document that recognizes the existence of the project is called:
- The statement of work
 - The project assignment
 - The project charter
 - The product description
27. A project manager is reviewing the work breakdown structure for her project. The WBS of the project represents:
- All the tangible items that must be delivered to the client
 - All the work that must be completed for the project
 - The work that must be performed by the project team
 - All the activities of the project
28. A project manager makes a narrative description of the work that must be done for her project. This is called a:
- Project plan
 - Control chart
 - Statement of work
 - Project objective
29. A contingency plan is:
- A planned response that defines the steps to be taken if an identified risk event should occur.
 - A workaround
 - A reserve used to allow for future situations which may be planned for only in part.
 - a and c
30. The quality management plan provides input to _____ and addresses quality control, quality assurance, and quality improvement.
- The overall project plan
 - The WBS
 - The project scope
 - External stakeholders

SECTION B

(55marks)

QUESTION THREE (25 Marks)

3.1 Events are complex experiences. In relation to an event (or events) of your choice, critically consider how an understanding of consumer behaviour (and therefore, an understanding of why people buy) helps with understanding the marketing concept?

(15marks)

3.2 Name five benefits of project management?

(10 marks)

QUESTION FOUR (30 Marks)

4.1 Identify the five major characteristics of a project?

(10 marks)

4.2 Describe what it means that a Project Manager must work with a diverse troupe of characters?

(10 marks)

4.3 Describe any conflicts which might arise within a project life cycle.

(10 marks)

DETACH AND HAND IN WITH YOUR ANSWERSHEET

Student Name.....

Student no.....

Multiple Choices Table A (30x1.5) = 45 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>				