



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**  
**DEPARTMENT OF GOVERNANCE MANAGEMENT AND SCIENCES**

<b>QUALIFICATION:</b> BACHELOR OF BUSINESS MANAGEMENT HONOURS	
<b>QUALIFICATION CODE:</b> 08BBMH	<b>LEVEL:</b> 8
<b>COURSE CODE:</b> APM811S	<b>COURSE NAME:</b> ADVANCED PROJECT MANAGEMENT
<b>SESSION:</b> JUNE 2023	<b>PAPER:</b> THEORY
<b>DURATION:</b> 3 HOURS	<b>MARKS:</b> 100

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Ms. Joyce Mukubi, MBA Mr. Joshua Mario, PMP
<b>MODERATOR:</b>	Mr. Daniel Kandjimi

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li><li>4. This question paper consists of two parts (Section A and Section B)</li></ol>

**THIS QUESTION PAPER CONSISTS OF 08 PAGES (Including this front page)**

**SECTION A**  
**MULTIPLE CHOICE QUESTIONS (30 Marks)**

1. During project executing, a team member comes to the project manager because he is not sure of what work needs to be accomplished on the project. Which of the following documents contains the detailed description of work packages?
  - A. WBS dictionary.
  - B. Activity List.
  - C. Project scope statement.
  - D. Scope management plan.
  
2. During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by the stakeholders'. The BEST thing for the project manager to do is to :
  - A. Let the sponsor know of the stake holder's request.
  - B. Evaluate the impact of adding the scope.
  - C. Tell the stakeholder the scope cannot be added.
  - D. Add the work if the time is available in the project schedule.
  
3. The Work Breakdown Structure can BEST be thought of as an effective aid for \_\_\_\_\_ communications.
  - A. Team
  - B. Project manager
  - C. Customer
  - D. Stakeholder.

4. Which of the following is the KEY output of Verify Scope process?
  - A. A more complete Scope management plan.
  - B. Customer acceptance of project deliverables.
  - C. Improved Schedule estimates.
  - D. An improved Project management information system.
  
5. A detailed project schedule can be created only after creating the:
  - A. Project budget.
  - B. Work breakdown structure.
  - C. Project management plan.
  - D. Detailed risk assessment.
  
6. You are using the interviewing technique to perform a quantitative risk analysis process. You intend to use normal and lognormal distributions. All of the following statements are true regarding this question except which one?
  - A. Interviewing techniques are used to quantify the probability and impact of the risks on project objectives
  - B. Normal and lognormal distributions use mean and standard deviation to quantify risks
  - C. Distributions and rustic plea displayed the impacts of risk to the project objectives
  - D. Triangular distributions rely on optimistic, pessimistic, and most likely estimates to quantify risks
  
7. You are the project manager for a new training website. You need to perform the perform qualitative risk analysis process. When you have completed this process, you will produce all of the following as part of the project documents updates output except which one?
  - A. Priority list of risks
  - B. What's a list of low priority risks
  - C. Probability of achieving time and cost estimates

- D. Risks grouped by categories
8. Assessing the probability and consequences of identified risks to the project objectives, assigning a risk score to each risk, and creating a list of prioritized risks, describe which of the following processes?
- A. Perform quantitative risk analysis
  - B. Identify risks
  - C. Perform qualitative risk analysis
  - D. Plan risk management
9. Each of the following statements is true regarding the risk management plan except for which one?
- A. The risk management plan is an output of the plan risk management process
  - B. The risk management plan includes a description of the responses to risks and triggers
  - C. The risk management plan includes thresholds, scoring and interpretation methods, responsible parties, and budgets
  - D. The risk management plan is an input to all the remaining risk management processes
10. In the project management process, state at what stage is the project manager appointed.
- A. Initiation process
  - B. Planning process
  - C. Planning and Execution process
  - D. All of the above
11. The information gathering techniques used in the identify risks process include all of the following except \_\_\_\_\_
- A. Root cause analysis
  - B. The Delphi technique
  - C. Brainstorming



D. Checklist analysis

12. Which of the following processes assesses the likelihood of risk occurrences and their consequences using the numerical rating?
- A. Perform qualitative risk analysis
  - B. Identify risks
  - C. Perform quantitative risk analysis
  - D. Plan risk responses
13. You are a project manager of the new installation to improve customer service. You are tasked to develop a issues pertaining to risk management. What will be your first step?
- A. Risk Identification
  - B. Risk response
  - C. Risk assessment
  - D. Risks grouped by categories
14. You have identified a risk event on your current project that could save N\$100,000 in project costs if it occurs. Which of the following is true based on this statement?
- A. This is a risk event that should be accepted because the rewards outweigh the threats to the project
  - B. This risk event is an opportunity to the project and should be exploited
  - C. This risk event should be mitigated to take advantage of the savings
  - D. This is a risk event that should be avoided to take full advantage of the potential savings
15. You have identified a risk event on your current project that could save N\$500,000 in project costs if it occurs. Your organization is considering hiring a consulting firm to help establish proper project management techniques to assure it to realizes these savings. Which of the following is true based on this statement?
- A. This is a risk event that should be accepted because the rewards outweigh the

threats to the project

- B. This risk event is an opportunity to the project and should be exploited
- C. Is risk event should be mitigated to take advantage of the savings
- D. This is a risk event that should be shared to take full advantage of the potential savings

## **Section B: Structured Questions (70 Marks)**

### **Question 1**

Projects deliver most benefit when focused on achieving the strategic objectives of the organisation. Discuss the 5 broad knowledge areas of management in an organization. **(10)**

### **Question 2**

A project office is very important in managing projects. Therefore, a Project manager would be required to set up a project office. Describe the main functions of such an office and why it is important to project management. **(7)**

### **Question 3**

Projects are operated at local, national and international level. Write an explanatory note on the various factors affecting international projects and the benefits of a change control system in project management. **(15)**

### **Question 4**

Work break down structure (WBS) is an hierarchical outline that identifies the products and work elements involved in a project. It defines the relationship of the final deliverable to its sub deliverables, and in turn, their relationships to work packages. WBS is best suited for design and build projects that have tangible outcomes rather than process-oriented projects. With the above information in mind, briefly explain how the WBS helps the Project Manager in the implementation of any kind of project. **(10)**

### **Question 5**

Project teams are key to project management deliverables. Outline the challenges of managing virtual teams and how to overcome such challenges. **(8)**

**Question 6**

A project team goes through a group process to them to work optimally in terms of project delivery. Discuss the stages of group development, cite relevant examples to support your answer. **(10)**

**Question 7**

The project charter is very important in the foundational stages of the project. Describe the project charter and its importance to project management. **(10)**

**End of Examination**