



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT HONOURS	
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DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms. Joyce Mukubi, MBA Mr Joshua Mario, PMP
MODERATOR:	Mr Daniel Kandjimi

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly4. This question paper consists of two parts (Section A and Section B)

THIS QUESTION PAPER CONSISTS OF 07 PAGES (Including this front page)

SECTION A

MULTIPLE CHOICE QUESTIONS (30 Marks)

1. Various tools and techniques determine project requirements during the Collect Requirements process. These requirements form the basis for defining the project scope. One of the responsibilities of a project manager is to identify key project deliverables during this exercise. Where are the key project deliverables documented?
 - A) Scope Management Plan
 - B) Requirement Management Plan
 - C) Project Scope Statement
 - D) Accepted Deliverables

2. The output of the Validate Scope process is accepted deliverables that are formally signed off by the stakeholders. The stakeholders, on some projects, can get involved with the project as early as?
 - A) During the project initiation
 - B) During the project planning
 - C) During the project execution
 - D) During the project monitoring & controlling

3. The WBS represents all product and project work. The total work at the lowest levels should roll up to the higher levels so that nothing is left out and no extra work is performed. This principle is also the?
 - A) 100 percent rule
 - B) 80/20 rule
 - C) Pareto's rule
 - D) Ground rule

4. A management control point where scope, budget and schedule are integrated and compared to earned value for performance measurement is?
- A) Code of accounts
 - B) Control packages
 - C) Control account
 - D) Account Plan
5. A project has gone out of control, and the project manager is trying to bring it back under control. There have been a number of changes to the project scope. Some of these changes resulted in further changes, causing project cost to spiral upward and causing the project to go out of schedule. This is known as:
- A) Scope creep
 - B) Scope jump
 - C) Project creep
 - D) Scope control
6. A planning package is a work breakdown structure component below the control account and above the work package with known work content but without:
- A) Work packages
 - B) User stories
 - C) Schedule activities
 - D) Requirements
7. Product scope is measured against the product requirements, while project scope is measured against:
- A) The WBS and WBS dictionary
 - B) The project scope statement and its associated WBS and WBS dictionary
 - C) The project requirements and WBS

D) The acceptance criteria

8. Given multiple alternatives, the group decision method that allows the largest block in a group to decide (even if more than 50 percent of the members of the group do not support the decision) is:

A) Dictatorship

B) Plurality

C) Unanimity

D) Majority

9. A certain project was in the Collect Requirements phase. The product's eventual users could not define their requirements. In this scenario, which of the following tools could have helped determine the requirements?

A) Interviews

B) Prototypes

C) Survey

D) Questionnaires

10. Sheila is the project manager of a website development project. After a detailed discussion with the project management team, she decides to create an informal, broadly framed Project quality management plan. What would your comment on this be?

A) A quality management plan should be formal and broadly framed.

B) A quality management plan should be formal and detailed.

C) The project requirements determine the style and detail quality management plan.

D) A quality management plan should be informal and highly detailed.

11. A company manages SBG contracting bids for government tenders and all successful bids as a separate project. The structure of the company is mainly projectized for a dedicated project team to manage each project. However, to realize economies of scale, there are some central departments that serve all projects. Which of the following role is most likely to be working in a central department instead of directly working with a project team?
- A) Quality control inspector
 - B) Construction manager
 - C) Project planner
 - D) Procurement administrator
12. The performance reports produced during the Control Procurements process are then provided to which project management process for further processing?
- A) Monitor & Control Project Work in the form of work performance information
 - B) Direct & Manage Project Work in the form of work performance data
 - C) Perform Integrated Change Control in the form of a change request
 - D) Performance report is not an output of the Control Procurement process
13. You are managing a complex submarine causeway construction project. When you started the project, the scope of work was not clear and was based on a rather high-level estimate. Now that you are in the middle of the project, more information has become available. As a result, you now need to change some of the key subcontracts on the project. Which of the following will guide you through the change process?
- A) Change control terms of the individual subcontracts
 - B) Project management plan's change control procedures
 - C) Organizational process assets
 - D) Supplier's contract administrator

14. PERT, which means the Program Evaluation and Review Technique, is a duration estimating technique that uses the formula $(O+(4M)+P)/6$ for the optimistic, most likely, and pessimistic values for each work package. A PERT chart is a project management tool used to schedule, organize, and coordinate tasks within a project. PERT stands for Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A PERT chart presents a graphic illustration of a project as a network diagram consisting of numbered nodes (either circles or rectangles) representing events, or milestones in the project linked by labeled vectors (directional lines) representing tasks in the project. The direction of the arrows on the lines indicates the sequence of tasks.

- A. Status meetings
- B. Push communications
- C. Regular communications
- D Status reports and Change requests

15. Which of the following statements best describes an activity in a project?

- A. It is a defined set of functions a resource must complete for the project scope to be considered complete.
- B. It is the effort needed to complete a work package.
- C. It is the unit of resource utilization needed to complete a project deliverable.
- D. It is a listing of all project work that must be accomplished for the project scope to be considered complete.

Section B: Structured Questions (70 Marks)

Question 1

Project management teams are critical in achieving project deliverables. Differentiate between team building from team development and discuss the norming stage of the group development stages and its effects on project management. **(15)**

Question 2

Project scope in project management is what outlines the project. Change is inevitable, discuss the project deliverables that may be affected by the changes in project scope. **(12)**

Question 3

As a project management expert, you are invited for a presentation. In your presentation outline the scope statement as a component of the scope management plan **(10)**

Question 4

A Critical Path is a flow chart that graphically depicts the sequence, interdependencies, and start and finish times of the project job plan of activities through the network. Explain the purpose or reasons why project managers use the network diagram to depict the critical path of a project. **(15)**

Question 5

A project network diagram is important in terms of scheduling and other functions. As a project management expert, describe any five rules in developing a project networks. **(10)**

Question 6

Communication is vital in project management. Write an explanatory statement on why the need to communicate in projects and the steps in developing a communication plan. **(8)**

End of Examination