



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: POSTGRADUATE DIPLOMA: PROCUREMENT MANAGEMENT	
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SECOND OPPORTUNITY EXAMINATION	
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INSTRUCTIONS	
<ul style="list-style-type: none">• This question paper is divided into Section A and B• Answer ALL QUESTIONS in Section A• Answer ANY TWO QUESTIONS in Section B• Marks are provided in each section• Be as clear as possible• Read each question carefully• Be guided by the mark allocation regarding how much to write on each question• Number your answers appropriately	

THIS 2nd OPPORTUNITY EXAM PAPER CONSISTS OF 9 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS [Q1.1 - Q 1.60] [TOTAL MARKS - 60]

1. A communication management plan identifies the relevant information that should be communicated to.
 - A. the project team
 - B. the project stakeholders
 - C. the project board
 - D. the project sponsor

2. Which one of the following statements is true?
 - A. Independent reviews and quality audits form part of quality assurance to ensure the project manager delivers on time and to budget
 - B. Quality assurance provides confidence to stakeholders that requirements for quality will be exceeded
 - C. Quality control verifies that the project deliverables conform to specification, are fit for purpose and meet stakeholder expectations
 - D. Quality planning enables the project manager to manage the trade off between customer expectations and budget

3. Project risk management is best described as.
 - A. managing responses to threats
 - B. identifying and acknowledging threats and opportunities
 - C. planning responses to threats
 - D. minimising threats and maximising opportunities

4. Which one of the following best describes a project issue?
 - A. A major problem that requires formal escalation
 - B. A problem that the project manager has to deal with on a day to day basis
 - C. An uncertain event that may or may not occur
 - D. An opportunity that occurs through change control

5. Scheduling can best be defined as the process used to determine.
 - A. overall project duration
 - B. project cost estimating
 - C. the project management plan
 - D. sub contractor s responsibilities

6. Which one of the following statements is true?
 - A. An increase in project scope is likely to increase project cost
 - B. A decrease in the project time is likely to increase project quality
 - C. An increase in the project quality requirements is likely to decrease project cost
 - D. A decrease in the project cost is likely to decrease project time

7. Which one of the following statements best defines the purpose of a Product Breakdown Structure?
 - A. To define the hierarchy of deliverables that are required to be produced on the project
 - B. To define how the products are produced by identifying derivations and dependencies
 - C. To establish the extent of work required prior to project commissioning and the handover

D. To identify the health and safety strategies and procedures to be used on the project

8. Which one of the following is least likely to be a success criteria?

- A. A target for the project to receive zero change requests
- B. The date by which the project is to be completed
- C. Delivery of products that meet required specifications
- D. The awarding of bonuses to senior management

9. Which one of the following is a valid project Key Performance Indicator?

- A. Staff appraisals
- B. Management buy in
- C. Milestone achievement
- D. Master schedule

10. Which one of the following statements is true?

- A. The business case is owned by the sponsor and is created during the concept phase of the project life cycle
- B. The business case is owned by the project manager and is created during the concept phase of the project life cycle
- C. The business case is owned by the sponsor and is created during definition phase of the project life cycle
- D. The business case is owned by the project manager and is created during the definition phase of the project life cycle

11. Who owns the Project Management Plan?

- A. The project team
- B. The chief executive
- C. The project manager
- D. The project support office

12. Which one of the following best describes users?

- A. Providers of both strategic and tactical direction to the project
- B. Those intended to receive benefits or operate outputs
- C. Facilitators of an appropriate issue resolution procedure
- D. Those providing full-time commitment to the project

13. Which statement best describes a responsibility of the project manager.

- A. to be the sole source of expertise for estimating techniques on cost and time
- B. to deliver the project objectives to enable benefits to be realised
- C. to take ultimate accountability for the delivery of the business benefits
- D. to delegate all accountability for managing time, cost and quality to team leaders

14. A project is typically defined in terms of scope or time or cost and which other parameter?

- A. Benefits
- B. Quality
- C. Tolerance

D. Controls

15. Which one of the following statements is true?

- A. Business as usual activities cannot be improved
- B. Business as usual activities are more difficult to manage than projects
- C. Projects are transient endeavours that bring about change to business as usual
- D. A project is always the starting point for operation refinement

16. What is defined as having the ability to influence and align others towards a common purpose?

- A. Teamwork
- B. Motivation
- C. Management
- D. Leadership

17. Which one is a true statement relating to project communications?

- A. A project sponsor is responsible for all communication methods and media
- B. Different stakeholders typically have different communication needs
- C. It is best to have a standard set of project reports used for every project
- D. Email is the only way to communicate with large numbers of people

18. In project management the term quality is best defined as.

- A. inspection then testing and measurement
- B. reviews and audits
- C. fitness for purpose of deliverables
- D. professionally bound project reports

19. The main outcome of risk identification in a risk management process is to.

- A. identify and determine the relative importance of the project risks
- B. identify and describe all risks that might occur on the project
- C. identify and determine the responses to the project risks
- D. identify and describe risks that have occurred on previous projects

20. Which one of the following is not considered in resource management?

- A. Identifying resources
- B. Influencing resources
- C. Assigning resources to activities
- D. Matching resources to the schedule

21. Which one of the following does project change control primarily seek to ensure?

- A. All variance to the project scope is evaluated
- B. No reduction in the perceived quality of the project outcome
- C. Management costs of the project do not increase
- D. Any decrease in the scoped deliverable of the project is rejected

22. Which one of the following is captured in the Work Breakdown Structure?

- A. The life cycle phases

- B. The logical order of tasks
- C. The scope of the project
- D. Project costs

23. Project reporting can best be defined as.
- A. informing stakeholders about the project.
 - B. storing and archiving of project information
 - C. gathering stakeholder feedback
 - D. collecting project information.

24. Which one of the following statements best defines an estimate?
- A. An approximation of project time and cost targets, refined throughout the project life cycle
 - B. A prediction of a future condition or event based on information or knowledge available now
 - C. The value of useful work done at any given point in a project to give a measure of progress
 - D. A situation that affects or influences the outcome of the project expressed in time or cost terms

25. The justification for the investment to be made in a project is documented in the.
- A. Cost Breakdown Structure
 - B. procurement strategy
 - C. business case
 - D. Project Management Plan

26. Which one of the following is a responsibility of the project steering group or board?
- A. To identify potential problems for the project team to solve
 - B. To provide strategic direction and guidance to the sponsor
 - C. To manage the project team in all daily activities
 - D. To receive and consider daily reports from team members

27. One of the reasons a project life cycle is split into phases is to.
- A. facilitate formal go or no go decision making during the project
 - B. balance the costs of work in each phase of project development
 - C. mirror the major deployments of resources throughout the project
 - D. chunk work into time periods of similar durations

28. Which of the following best describes a project environment?
- A. The type of organisation concerned with implementation
 - B. The structured method used to control the project
 - C. The context within which a project is undertaken
 - D. An understanding of the risks involved in the project

29. Which one of the following statements best describes a project?
- A. A project is a set of tools and techniques often used when delivering organisational change

- B. A project is the sum of activities needed to remove uncertainty from a unique piece of work
- C. A unique transient endeavour undertaken to achieve a desired outcome
- D. A project is a method of planning work
30. The document that identifies what information needs to be shared to whom why when and how is called the.
- A. communication management plan
- B. stakeholder mapping grid
- C. document distribution schedule
- D. responsibility assignment matrix
31. An important aim of a post-project review is to.
- A. validate overall progress to date against the budget and schedule
- B. capture learning and document it for future usage
- C. ensure acceptance of all permanent documentation signed by the sponsor
- D. establish that project benefits have been identified
32. The process that evaluates overall project performance to provide confidence is called.
- A. quality assurance
- B. quality planning
- C. quality control
- D. quality audit
33. Which one of the following statements about the project risk register is false?
- A. It facilitates the review and monitoring of risks
- B. It facilitates the risk appetite
- C. It facilitates the recording of risk responses
- D. It facilitates the recording of risks
34. Which one of the following statements best defines procurement?
- A. A technique to establish the best approach for obtaining the resources for the project
- B. A group of interrelated resources and activities that transform inputs into outputs
- C. The description of the purpose or form and components to support delivery of a product
- D. The process by which products and services required for the project are acquired
35. Once a change has been requested what is the next step in the change control process?
- A. Evaluate the change
- B. Advise the sponsor
- C Update the change log
36. A Responsibility Assignment Matrix can be used to.
- A. define the terms of reference of the project manager
- B. define the limits of the project sponsor's responsibilities
- C. allocate risk management response activities to project personnel
- D. allocate work packages to those responsible for project work

37. An Organisational Breakdown Structure is used to identify.
- A. the reporting structure and current availability of all individuals in the project
 - B. technical ability and line of communication for all individuals in the project
 - C. lines of communication and responsibility for all the individual managers in the project
 - D. the reporting structure and lines of communication for all individuals in the projects
38. Which one of the following best describes project success criteria?
- A. Actively seeking some senior management support
 - B. Measures by which the success of the project is judged
 - C. Achievement of milestones
 - D. A motivated project team
39. Comparative estimating uses.
- A. current data from similar projects
 - B. historic data from all projects
 - C. historic data from similar projects
 - D. current data from all projects
40. Which one of the following best describes a project stakeholder?
- A. A party who is concerned about the project going ahead
 - B. A party with an interest or role in the project or is impacted by the project
 - C. A party who has a vested interest in the outcome of the project
 - D. A party who has a financial stake in the organisation managing the project
41. The main purpose of the Project Management Plan is to.
- A. provide justification for undertaking the project in terms of evaluating the benefit cost and risk of alternative options
 - B. ensure the project sponsor has tight control of the project manager's activity
 - C. document the outcomes of the planning process and provide the reference document for managing the project
 - D. document the outcome of the risk, change and configuration management processes
42. Who has ultimate responsibility for project risk?
- A. Steering group
 - B. Risk owner
 - C. Project sponsor
 - D. Project manager
43. When a project has completed the handover and closure phase.
- A. the project deliverables are ready for commissioning
 - B. the project deliverables are ready for handing over to the users
 - C. the project documentation must be disposed of
 - D. the capability is now in place for the benefits to be realised
44. Which one of the following illustrates why effective project management is beneficial to an organisation?
- A. It utilises resources as and when required under direction of a project manager

- B. It advocates employing a consultancy firm which specialises in managing change
- C. It recommends using only highly skilled people in the project team
- D. It ensures that the chief executive is accountable for the achievement of the defined benefits

45. A key aspect of managing a project involves.

- A. defining which operational systems to put in place
- B. identifying routine tasks
- C. ensuring ongoing operations are maintained
- D. planning to achieve defined objectives

46. Which one of the following statements best defines teamwork?

- A. People working collaboratively towards a common goal
- B. Developing skills that will enhance project performance
- C. Gathering the right people together to work on a project
- D. Establishing vision and direction towards a common purpose

47. A review undertaken to decide whether a project should proceed into its next phase is known as a.

- A. gate review
- B. feasibility study
- C. milestone review
- D. evaluation review

48. Which one of the following statements best describes the use of an issue log?

- A. A summary of all possible alternative resolutions of an issue
- B. A summary of all the project issues or their analysis and status
- C. A tool to ensure that a process is in place for capturing all issues
- D. A tool to ensure that the issue management process is adhered to

49. The main aim of a project risk management process should be to.

- A. identify project risks and then manage them appropriately
- B. identify all project risks and transfer them immediately
- C. identify all the things that are threats or opportunities on a project
- D. satisfy the organisation's project management process

50. What is a visual representation of a project's planned activities against a calendar called?

- A. A Gantt chart
- B. A critical path network
- C. A product flow diagram
- D. A Pareto chart

SECTION B - ESSAY QUESTIONS - ANSWER ANY TWO QUESTIONS ONLY IN THIS SECTION

QUESTION 2

[25 MARKS]

Case study; NBC to lay off 152 employees as it ponders liquidation

Nearly a third of the national broadcaster's staff will lose their jobs, and the institution will return to "end of transmission" era. The NBC television broadcast hours will also be slashed from the current 24-hours to 07h00 - 21h00, and all indigenous news bulletins will be ceased, in effort to cut cost. The board insist that they require at least an injection of N\$290 million by government during the current financial year, to save the parastatal from possible liquidation. Ultimately, the broadcaster should be liquidated if funding is not provided.

You believe PPP framework could be a sustainable solution to the NBC dilemma, discuss any 5 benefits of Private Public Partnership that can serve as a solution to NBC operations?

NB; you are expected to demonstrate with clear sustainable initiatives from private sectors in relation to NBC operational activities.

QUESTION 3

[25 MARKS]

Propose how the effective use of project management software can help an organisation manage its projects throughout the 5 stages of the project life cycle?

QUESTION 4

[25 MARKS]

Many innovation projects brings change to the way project deliverables are adopted at the organizational level. The success of any change highly depends on how individuals in the organization embrace the change and how companies manage the change. With reference to an organization of your choice, critically evaluate the different stages of change according to the ADKAR and recommend how such change can be managed at each stage?

END OF SECOND OPPORTUNITY EXAMINATION