JUNE 2013 EXAMINATION

DATE: 11 JUNE 2013

TIME: 14H00 – 17H00 TOTAL: 100 MARKS

DURATION: 3 HOURS PASS MARK: 40%

(PMLF-001)

PROJECT MANAGEMENT FOR LAW ENFORCEMENT

THIS EXAMINATION PAPER CONSISTS OF 4 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS (10 MARKS)
(ii) 5 TRUE OR FALSE QUESTIONS (10 MARKS)
(iii) 10 MATCHING-STATEMENT QUESTIONS (10 MARKS)
ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 3 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (10 MARKS)

SECTION C: CONSISTS OF 3 LONG ANSWER QUESTIONS
ANSWER ALL THE QUESTIONS (40 MARKS)

SECTION D: CONSISTS OF 3 INTERPRETATIVE QUESTIONS
ANSWER ANY ONE OF THE QUESTIONS (20 MARKS)

INSTRUCTIONS:

1. Read the following instructions carefully before answering the paper, as failure to act upon them will result in a loss of marks.
2. Write your answers in your answer book, which is provided in the exam.
3. Ensure that your name and student number are clearly indicated on your answer book.
4. Write your answers in either blue or black ink in your answer book.
5. Read each question very carefully before you answer it and number your answers exactly as the questions are numbered.
6. Begin with the question for which you think you will get the best marks.
7. Note the mark allocations for each question – give enough facts to earn the marks allocated.
   Don't waste time by giving more information than required.
8. You are welcome to use diagrams to illustrate your answers.
9. Please write neatly – we cannot mark illegible handwriting.
10. Any student caught cheating will have his or her examination paper and notes confiscated.
    The College will take disciplinary measures to protect the integrity of these examinations.
11. If there is something wrong with or missing from your exam paper or your answer book, please inform your invigilator immediately. If you do not inform your invigilator about a problem, the College will not be able to rectify it afterwards, and your marks cannot be adjusted to allow for the problem.
12. This paper may be removed from the examination hall after the examination has taken place.
(i) MULTIPLE-CHOICE QUESTIONS

Choose the correct option for each of the following. Write only the question number and your chosen answer. For instance, if you think that the correct answer for number 1 is (a), then write it as 1. (a).

1. Dividing the product into major components, splitting them into subassemblies and thereafter into parts, then splitting the work into the different functions of the organisation and allocating the work to be done to a specific cost centre or to task owners with it, is known as:

   (a) Work Breakdown Structure (WBS).
   (b) Project Network Technique (PNT).
   (c) Quality Assurance (QA).
   (d) Activity on Arrow (AoA).

2. Calculation or estimation of the duration of an activity is best done using which one of the following techniques?

   (a) PNT
   (b) PERT
   (c) WBS
   (d) Card Networking Technique

3. The project budget must involve all the related:

   (a) departments and managers.
   (b) members of public and general society.
   (c) non-governmental organisations and government departments.
   (d) non-profit organisations governments.

4. A negative schedule variance with zero cost variances suggests a project that is:

   (a) running late which is also overspend.
   (b) on time with an overspend.
   (c) running into trouble.
   (d) running late with no overspend.

5. A progress certificate issued by the architect in order to recover costs from the client, and which shows the contract price of work certified is:

   (a) uncertified work.
   (b) certified work.
   (c) retention monies.
   (d) total estimated profit.
6. The additional amount of assets / money that the project needs from time to time, for example for the purchase of an additional delivery vehicle is called:

(a) outside capital.
(b) current assets.
(c) bridging capital.
(d) owner's capital (equity).

7. Companies with an annual turnover (sales) of over _____ must register for VAT.

(a) R100 000
(b) R200 000
(c) R300 000
(d) R400 000

8. Projects invariably encounter moments where a fault or a defect changes the dynamics of the project. Possible defects, which can have an influence on the project, can be classified as:

(a) temporary, permanent or distant defects.
(b) intentional, unintentional and accidental defects.
(c) critical, major and minor defects.
(d) simple, complex and variegated defects.

9. Which one of the following is a process of checks and balances carried out for management purposes by a company to ascertain how closely the various departments in the company are working to the procedures prescribed for the project?

(a) internal audit
(b) project review
(c) work group norms
(d) corrective action

10. The formal system applied for quality assurance in South Africa is:

(a) BS 5750.
(b) ISO 9000.
(c) EN 29000.
(d) AOA 4321.

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are True or False. Motivate all your answers.

1. The purpose of the cost-related processes is to ensure the project exceeds the financial budget in order to maximise profits.

2. In Activity on Arrow networks the nodes are represented by labels within geometric shapes (usually circles) and activities are represented by arrows, the arrowheads being at the completion of the activity.
3. Once the project manager is appointed, he or she can use any computer just to be able to type letters.

4. Indirect costs such as depreciation of fixed assets, electricity and water consumption, will only arise if the project is not dormant and all actions of the project are happening as scheduled.

5. Good procurement is not dependent on competitive pricing. [5 x 2 = 10]

(iii) MATCHING-STATEMENT QUESTIONS

Match the terms in Column B to the statements in Column A. Write down the answers only, for example 1. (a).

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. the attempt made to devise a timetable for all the activities that make up the project</td>
<td>(a) cost control</td>
</tr>
<tr>
<td>2. the time that a project takes is presented by a horizontal line, the length of the line being proportionate to the duration of the activity</td>
<td>(b) variance</td>
</tr>
<tr>
<td>3. the principal means of controlling a project and also the only means of control over the project that the customer has</td>
<td>(c) retention monies</td>
</tr>
<tr>
<td>4. the activities where time is consumed in tasks which support 'do' activities, e.g. inspections, temporary delays, etc.</td>
<td>(d) fixed price contracts</td>
</tr>
<tr>
<td>5. budgeted cost minus committed cost</td>
<td>(e) bar or Gantt chart</td>
</tr>
<tr>
<td>6. this tool of the project manager records all the 'happenings', both expected and unexpected, and as such, provides guidelines to future projects</td>
<td>(f) free on board</td>
</tr>
<tr>
<td>7. the monies a customer holds back in order to protect himself or herself against defective 'shoddy' work, until the contract is certified</td>
<td>(g) public liability</td>
</tr>
<tr>
<td>8. the parties agree on a fixed amount of money, allowing for reasonable escalation of prices of the contract</td>
<td>(h) project plan</td>
</tr>
<tr>
<td>9. goods that were ordered are delivered to a specified point with all transport charges paid</td>
<td>(i) project log</td>
</tr>
<tr>
<td>10. claims for damages paid as a result of accidental death, physical injury or illness of an employee or customer</td>
<td>(j) ancillary duties</td>
</tr>
</tbody>
</table>

[10]
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Name two of the three different organisational structures used in project management. [2]

QUESTION 2

The aim of risk management is two-fold. What are these two aims? [2]

QUESTION 3

(a) i. The one thing that can safeguard a project manager is a warranty from the supplier. Explain what is meant by the term ‘construction warranty’. (1)

ii. Name any two other types of warranties. (2)

(b) Name at least three distinct phases in project management. (3) [6]

[10]
SECTION C: LONG ANSWER QUESTIONS

(40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

(a) A feasibility study needs to be conducted before a project is undertaken. Discuss at least five details that should be included in a feasibility study. (5)

(b) Identify five skills that any good project manager should have. (5) [10]

QUESTION 2

When money plays a role, it is critically important to have a budget. This also applies to project management for law enforcement.

Identify the specific benefits of drawing up a project budget. [10]

QUESTION 3

(a) i. Before one can manage a project, it obviously needs to be procured first. There are six main tasks in project procurement. Identify at least five of these tasks. (5)

ii. Although the option of local sourcing is usually the better one, a project manager sometimes needs to acquire / order from international suppliers. Give the main reasons for making use of international suppliers. (5)

(b) Explain the three major shortcomings of a bar chart. (10) [20]

[40]
SECTION D: INTERPRETATIVE QUESTIONS (20 MARKS)

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

(a) Provide a clear definition for what 'a project' is. (10)

(b) Different types of materials and services are available for different projects. The project manager needs to have a very good knowledge of materials and services available in the market. Briefly discuss five types of project materials / services of which the project manager should be aware. Name five materials / services and explain each one briefly. Use examples, where possible, to indicate your understanding of the subject matter. (10) [20]

OR

QUESTION 2

Name and describe ten applications of project management. [20]

OR

QUESTION 3

(a) i. Name at least five principles of budgeting. (5)

   ii. Whilst preparing for a sizeable project, one needs to carefully draw a network. When drawing an Activity-on-Arrow (AoA) network, there are five definite steps to be considered. Name these steps. (Do not discuss.) (5)

(b) Name the nine different steps in the quality improvement programme. (You will receive an extra mark for the correct order.) (10) [20]

Section A: 30 marks
Section B: 10 marks
Section C: 40 marks
Section D: 20 marks
TOTAL: 100 MARKS