NOVEMBER 2013 EXAMINATION

DATE: 15 NOVEMBER 2013

TIME: 09H00 – 11H00
DURATION: 2 HOURS
TOTAL: 100 MARKS
PASS MARK: 40%

(OX-98)

PROJECT MANAGEMENT TECHNIQUES

THIS EXAMINATION PAPER CONSISTS OF 4 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS (10 MARKS)
(ii) 10 TRUE OR FALSE QUESTIONS (20 MARKS)

SECTION B: CONSISTS OF 2 SHORT QUESTIONS
ANSWER BOTH QUESTIONS (20 MARKS)

SECTION C: CONSISTS OF 2 LONG ANSWER QUESTIONS
ANSWER ONE OF THE QUESTIONS (25 MARKS)

SECTION D: CONSISTS OF 2 INTERPRETATIVE QUESTIONS
ANSWER ONE OF THE QUESTIONS (25 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.
SECTION A  

(30 MARKS)  

ANSWER ALL THE QUESTIONS  

(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. Which of the following refer to internal environmental influences?  
   (a) strengths  
   (b) opportunities  
   (c) threats  
   (d) contracts  

2. Which of the following elements in the remote environment could have an influence on the success of a project?  
   (a) foreign economy  
   (b) production ability  
   (c) the political situation of the country  
   (d) competitors  

3. The output of the concept phase is:  
   (a) the close-out report.  
   (b) the baseline plan.  
   (c) the feasibility study report.  
   (d) a 'go' or 'no go' decision.  

4. The first document that is normally produced in a project is called:  
   (a) the feasibility study.  
   (b) the risk plan.  
   (c) the scope.  
   (d) the Project Charter.  

5. Projects are formally started with:  
   (a) a vague idea.  
   (b) the TOR document.  
   (c) the mission statement.  
   (d) an instruction.  

6. The main purpose of the TOR document is:  
   (a) to obtain approval to allocate resources and budget to proceed with the next phase of the project.  
   (b) to be filed for record-keeping purposes.  
   (c) to identify the client's needs.  
   (d) to plan the scope of work.
7. The following subject or subjects should be included in the TOR-document:

(a) the WBS
(b) the scope of work
(c) a Gantt chart
(d) the project team

8. When you deflect risk, you are looking at ways to transfer the risk (in part or whole) to another party, e.g.

(a) by contracting.
(b) by avoiding.
(c) by accepting.
(d) by negotiating.

9. If the duration of an activity changes, it could have serious implications on the project objectives such as:

(a) time and quality.
(b) contracts.
(c) the price of materials.
(d) labour.

10. A technique for estimating the time duration of an activity is:

(a) the similarity matrix.
(b) the dissimilarity coefficient.
(c) the Delphi technique.
(d) the partitioning method.

(ii) TRUE OR FALSE QUESTIONS

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

1. The nature of direct costs is that the total expense can be charged to a job or project.

2. When taking corrective action, a team member's performance may differ from the expected standard in a positive way.

3. The work breakdown structure subdivides the work into two large work packages that are easier to manage, control and assign work and responsibilities to specific persons.

4. Planning far ahead does not necessarily mean that delegation will be made easier with less need for constant supervision of subordinates.

5. In statistics, an advantage of the 'median' is that it is the most reliable measure of central tendency.

6. Democratic leadership is a form of leadership used by people who, through their personal vision and energy, inspire followers.
7. Short-range plans can be defined as those that run for a couple of years but can also be once-off plans.

8. The principle of similarity of assignment suggests that all deviating activities should be grouped together to be performed by an individual employee or single department.

9. Delegation frees the supervisor from personal responsibility.

10. Leadership behaviours must be constructive and non-disruptive.\[10 \times 2 = 20\]
SECTION B: SHORT QUESTIONS (20 MARKS)

ANSWER BOTH QUESTIONS

QUESTION 1

(a) What is another name for the project charter? (1)

(b) How does the project charter affect the project? (1)

(c) Name and briefly describe two of the agreed-upon objectives of the project found in the scope statement. (4)

(d) What are the tasks involved when determining the procurement schedule of a project? (2)

(e) What are the functions required to implement quality control in a project? (2) [10]

QUESTION 2

(a) Explain the purposes of structuring the activities of the project into specific phases. (2)

(b) Identify the four phases of a project. (4)

(c) List four possible reasons why a sponsor may want to start a project. (4) [10]
SECTION C: LONG ANSWER QUESTIONS (25 MARKS)

ANSWER ONE OF THE QUESTIONS

QUESTION 1

(a) On a project management level, certain factors could influence the outcome of our project. Write brief notes on how the following factors could influence the project:

- the general economy
- the political situation
- technological developments (10)

(b) It is important to understand the underlying causes of requests for changes to the scope prior to making any decisions.

Discuss the most frequent causes of scope change requests. Your answer should include the following:

- errors or omissions
- value-adding opportunities
- competitive pressures
- schedule slippage (15) [25]

OR

QUESTION 2

(a) Graphically illustrate and explain the four primary deliverable objectives of a project and their interdependency. (15)

(b) Implementing a new project management system in a company is always difficult.

Explain the four basic methods you can use to successfully implement a new system. (10) [25]

[25]
QUESTION 1

You are the project manager for H&O Properties, a company whose income is derived from the development and building of housing complexes in a secure environment. The company, using the work breakdown structure, identified the following activities for the project:

<table>
<thead>
<tr>
<th>Activity number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>develop project proposal</td>
</tr>
<tr>
<td>200</td>
<td>develop detailed schedules</td>
</tr>
<tr>
<td>300</td>
<td>award contracts</td>
</tr>
<tr>
<td>400</td>
<td>produce operations manuals</td>
</tr>
<tr>
<td>500</td>
<td>perform a viability study</td>
</tr>
<tr>
<td>600</td>
<td>do a WBS</td>
</tr>
<tr>
<td>700</td>
<td>procure equipment and services</td>
</tr>
<tr>
<td>800</td>
<td>inspect and rectify problems</td>
</tr>
<tr>
<td>900</td>
<td>identify stakeholders</td>
</tr>
<tr>
<td>101</td>
<td>draw a network diagram</td>
</tr>
<tr>
<td>201</td>
<td>develop golf course</td>
</tr>
<tr>
<td>301</td>
<td>train users / clients</td>
</tr>
</tbody>
</table>

(a) To increase the management and control of the project, H&O Properties requires that you indicate the following in a table format:

- the phases in which the activities should be performed and
- what the required process, input and output of each phase should be.

Use the following suggested format for the table:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Phase</th>
<th>Phase</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input</td>
<td>Input</td>
<td>Input</td>
<td>Input</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process</th>
<th>Process</th>
<th>Process</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>Output</td>
<td>Output</td>
<td>Output</td>
</tr>
</tbody>
</table>

(b) Advise H&O Properties on the method they should apply to shorten the duration of the project and give them an example using two or more of the above activities. (20)

OR

(5)
QUESTION 2

In project management it is very important to evaluate and improve the project team's performance.

With this statement in mind, discuss performance evaluation, paying particular attention to the following aspects:

- the reasons for the use of performance evaluation
- the difference between criticism and feedback
- the characteristics of positive feedback
- the guidelines for a performance review session
- the actions that you can take when positive deviations occur

Section A: 30 marks
Section B: 20 marks
Section C: 25 marks
Section D: 25 marks
TOTAL: 100 MARKS