UNISA
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PRM3701

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PROJECT MANAGEMENT

Duration   2 Hours

70   Marks

EXAMINERS :
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SECOND   MR A SITHOLE
EXTERNAL   DR JJ OSCHMAN

Use of a non-programmable pocket calculator is permissible.

Closed book examination.

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This paper consists of 4 pages

ANSWER ANY TWO OF THE FOLLOWING THREE QUESTIONS. All questions are of equal value (35 marks each = Total 70 marks).

SUMMATIVE ASSESSMENT GUIDELINES:

- Please note that your time management will be crucial during this exam session.
- Make sure you answer the questions directly and according to the assessment criteria and level descriptors provided.
- The questions are in line with the outcomes of the paper as described in each study unit of your study guide. There should therefore not be any surprises. All we need is your evidence. Enjoy the paper.

QUESTION 1

1 1   Define a project. What are **five characteristics** that help differentiate projects from other functions carried out in the daily operations of an organisation?   (7)

1.2   Another way of illustrating the unique nature of project work is in terms of the project life cycle. The project life cycle typically passes sequentially through four stages. Identify and briefly describe the **four stages of the Project Life Cycle**. Further illustrate the **Project Life Cycle by means of a figure.**   (10)

1.3   The success of individual projects is typically measured by performance compared to three constraints usually placed on all projects. Identify and briefly describe **those three constraints.**   (6)

1 4   Explain what is meant by the statement "**The organic nature of projects.**" Also state the **two properties** all project organisations must have in order to be organic.   (3)

1.5   In practice there are really different kinds of matrix systems, depending on the relative authority of the project and functional managers. Identify and briefly discuss the **three types of matrices that have been discussed in your prescribed textbook.**   (9)

TOTAL: QUESTION 1 = [35]

QUESTION 2

2.1   Project network diagrams are inherent to most project plans. **Construct a project network according to the AON format** in terms of the seven steps provided in the study guide. The GRACE FACTORY RE-LAYOUT engineering project consists of the following ten activities described as follows:

Short description of the project

Activity	Duration (hours)	Immediate followers
A	2	B,C
B	8	D,E
C	4	F,E
D	2	G
E	1	D
F	2	E,H
G	3	J
H	10	E,G,I,J
I	7	J
J	0	-

Draw a **CPM (Critical Path Method) network,** determine the **Critical Path (CP)** and indicate the **ES, EF, LS, and LF** times of activities **C, F, H and J.**   (15)

2.2   Explain the importance and significance of a documented **project communication plan**   (5)

2.3. Briefly list the important elements of the **project scope checklist**   (6)

2.4   Illustrate the main elements of the **basic risk management process** by means of a figure.   (3)

2.5   Identify, in order from the broadest to the most specific, the **six levels of the hierarchal breakdown of the WBS.**   (6)

TOTAL: QUESTION 2 = [35]

[TURN OVER]

QUESTION 3

3.1 There are a number of requirements (e.g. concretise a strong and clear vision and inspire project team members to strive for the realisation of vision/project success) that leaders have to meet in the project organisation. List the **four aspects** related to people that **leaders should attend to.** (4)

3.2 Project leaders wear different hats. List and briefly describe the **seven traits (distinct characteristics)** of project leaders. (7)

3.3 Distinguish between **teams and groups.** (7)

3 4 List the types of **project closure** (5)

3.5 Project managers need to understand project control just as good as project planning. Define **project control** and list the **project control steps** for measuring and evaluating project performance. (6)

3.6. Identify six of the nine major items which make up a **request for proposal (RFP)** (6)

TOTAL: QUESTION 3 = [35]

TOTAL FOR PAPER=[70]