

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Bachelor Of Business Administration -
Leadership and Change Management

LEADERSHIP, CHANGE AND PROJECT MANAGEMENT
LC232

Sessional Examination

Marks: 100

Time allowed: 3 hours

Instructions

1. The examination consists of four sections: A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

SECTION A

[10 MARKS]

MULTIPLE CHOICE QUESTIONS

ANSWER ALL QUESTIONS

1. Which of the following is NOT a project management cause of failed projects?
 - A. Shortcuts taken during the project
 - B. Lack of or imprecise targets
 - C. Inadequate systems analysis and design tools
 - D. Budget overruns

2. Which of the following is NOT a basic function of a project manager?
 - A. Controlling
 - B. Programming
 - C. Scheduling
 - D. Directing

3. Which of the following functions of the project manager is the most difficult and important function?
 - A. Planning
 - B. Organizing
 - C. Directing
 - D. Controlling

4. Which of the following is a simple horizontal bar chart that depicts project tasks against a calendar?
 - A. PERT chart
 - B. Bar chart
 - C. Line chart
 - D. Gantt chart



5. The process of scoping, planning, staffing, organizing, and controlling the development of an acceptable system at a minimum cost within a specified time frame is _____.
- A. Project Management
 - B. Process Management
 - C. Expectations Management Matrix
 - D. Statement of Work
6. An ongoing activity that documents, manages the use of, and improves an organization's chosen methodology for systems development is _____.
- A. Project Management
 - B. Process Management
 - C. Expectations Management Matrix
 - D. Statement of Work
7. A strategy wherein all project stakeholders participate in a multiple-day workshop to achieve consensus on project scope, schedule, resources and budget is _____.
- A. Total Quality Management
 - B. Stakeholder's Meeting
 - C. Joint Project Planning
 - D. Capability Maturity Planning
8. Which of the following is NOT one of the five basic questions that influence project scope?
- A. What product is wanted?
 - B. The efficiency of each of the team members
 - C. When should the product be delivered
 - D. What resources are available for the project



9. Every Project has Project Life Cycle the phase 1 is known as _____
- A. Project Planning
 - B. Project definition
 - C. Project Implementation
 - D. Project Close
10. The _____ is the formal project definition document.
- A. Charter
 - B. Statement of Work
 - C. Improvement Proposal
 - D. Project Planning

SECTION B – TRUE/FALSE QUESTIONS [10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. The critical path for a project is that sequence of dependent tasks that have the largest sum of most likely durations. The critical path determines the earliest possible completion date of a project.
2. The critical path for a project is that sequence of dependent tasks that have the shortest sum of pessimistic durations. The critical path determines the latest possible completion date of a project.
3. The project schedule should be developed based on the desired due date for project completion based on management decree.
4. "Identify Business Requirements" is an example of a milestone.
5. It is uncommon for project scope to grow out of control even when a properly completed statement of work was agreed on early in the planning process.
6. When a properly completed statement of work is agreed upon at the start of the planning process, it is unlikely that changes in project scope will occur.



7. Change is frequently a point of contention between the customer and the information systems organization, because they disagree on whether a particular function is a change or a part of the initial agreement.
8. An expectations management matrix shows that if project scope changes then cost and/or schedule must also change.
9. Once management has committed to a project, it is not possible for them to change the funding allocated to the project, or to change the deadline of the project.
10. GANTT is an acronym that stands for Group Activity Network Time Table.

SECTION C – SHORT ANSWER QUESTIONS

[30 MARKS]

Answer ALL questions in this section

1a). Define Work Breakdown Structure

(3 marks)

(b). Outline SEVEN reasons why Projects Fail

(7 Marks)

QUESTION 2

2a) Kindly explain 4 basic tasks in the first Phase of a project.

(4 marks)

b). Define 'Project Management'.

(3 Marks)

c). Define Work Breakdown Structure

(3 marks)

3. Outline any FIVE issues to be addressed when conducting Project Feasibility Study

(10 marks)



SECTION D ESSAY QUESTIONS

[50 MARKS]

Answer any **TWO** questions from this section.

QUESTION 1

(25 marks)

Define the term 'Project Risk'. With the aid of relevant examples, discuss in detail the **FIVE** strategies for dealing with risk in project management.

(25 Marks)

QUESTION 2

(25 marks)

According to Boddy and Buchanan (1992) identified **SIX** key activities of a Project Manager. List and critically explains the key activities of a Project Manager and give relevant examples in Botswana.

(25 Marks)

QUESTION 3

(25 marks)

Explain what is meant by the following quality terms in project management and give relevant example in Botswana:

- a) Quality assurance
- b) Quality systems
- c) Quality control
- d) Quality plan
- e) TQM

(25 Marks)

END OF THE PAPER!