

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE

COMMONWEALTH

(VUSSC)

Bachelor Of Business Administration - Leadership and Change Management

Bachelor Of Business And Entrepreneurship

LEADERSHIP, CHANGE AND PROJECT MANAGEMENT/

PROJECT MANAGEMENT

LC232/ PM232

Special 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. What broad term describes the following people in relation to your project? Your university, your participants, anyone who may be affected by the results of your research, the ethics committee.
 - A. Subjects
 - B. Gatekeepers
 - C. Collaborators
 - D. Stakeholders

2. Which of the following are good general rules to follow in your dealings with project stakeholders?
 - A. Don't assume, ask.
 - B. Divert attention away from any concerns about your project
 - C. Tell external stakeholders less about your project than internal stakeholders
 - D. All of the above

3. Which of the following are generally safe assumptions in dealing with schools, clubs or similar organizations?
 - A. You will be introduced to all the staff who work in the organization.
 - B. You may make use of the staff rooms on site.
 - C. Classes or activities will be organized to allow you to collect your data.
 - D. None of the above.



4. What advice do we give about factoring in the commitments of project stakeholders when making your own plans?
 - A. Consult student timetables to see when they might be free to attend data collection sessions.
 - B. Ask external organizations what the most convenient times would be for you to visit
 - C. Neither of these
 - D. Both A and B

5. The assessment of the external and internal environments is called _____ analysis.
 - A. SWOT analysis
 - B. Competitive
 - C. Market
 - D. Strategic

6. Which of the following are risks to your project that you can take steps to manage?
 - A. The photocopier breaking down
 - B. Running out of ink for your printer
 - C. Your computer crashing
 - D. All of the above

7. Which of the project management charts is most effective when you want to study the relationships between tasks?
 - A. Gantt chart
 - B. PERT chart
 - C. PMBOK chart
 - D. WBS chart



8. From a project management perspective, a project is considered a success if _____.
- A. the system is delivered on time and developed within budget
 - B. the system is acceptable to the customer
 - C. the system is developed using either product-driven or model-driven methodology
 - D. all of the above
9. All of the following are the project management causes of failed projects, except _____.
- A. lack of organization's commitment to the system development methodology
 - B. lack of project documentation
 - C. premature commitment to a fixed budget and schedule
 - D. failure to establish upper-management commitment to the project
10. Susie's department is implementing many projects. She finds herself starting and stopping work on one task to go and work on another task, and then return to the work on the original task. Susie is experiencing _____.
- A. Poor scheduling
 - B. Excess work burden
 - C. Multitasking
 - D. Flexi tasking

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. A PERT chart is a graphical network model that depicts a project's tasks and the relationships between those tasks.
2. One of the key objectives of Joint Project Planning (JRP) is to have all stakeholders reach consensus on the business requirement statement for the project.
3. Statement of work depicts the hierarchical decomposition of a project into phases, activities, and tasks.
4. Pessimistic duration is the estimation of the maximum amount of time that it would take to perform a task.
5. A Gantt chart is the most commonly used project scheduling and progress evaluation tool.
6. The term project is defined as a sequence of activities that must be completed on time, within budget, and at a minimal cost.
7. The scope of process management is all projects, whereas the scope of project management is a single project.
8. A project is considered successful if the resulting information system is developed at the lowest possible cost.
9. Feature creep is the unexpected and gradual growth of requirements during an information systems project, while scope creep is the uncontrolled addition of technical features to a system.
10. Among the basic functions of a project manager are scoping, planning, directing, estimating, scheduling, programming, and closing.



SECTION C – SHORT ANSWER QUESTIONS

[30 MARKS]

Answer ALL questions in this section

- 1a) Explain the benefits of using a work breakdown structure . **(4 marks)**
 (b). Name four benefits of project management. **(6 marks)**
2. Explain FIVE reasons why Projects Fail. **(10 marks)**
- 3a) Kindly explain 3 basic task of first Phase of a project.
 b). Define ‘Project Management’. **(3 marks)**
4. Explain ‘milestone’ in project management. **(4 marks)**



SECTION D ESSAY QUESTIONS

[50 MARKS]

Answer any TWO questions from this section.

QUESTION 1

(25 marks)

With relevant examples, discuss the role of the sponsor in a project organisation and his/her relationship with the project manager

(25 marks)

QUESTION 2

(25 marks)

Who is a Project Manager? List and critically explains FIVE key activities or roles of a Project Manager and give relevant examples in Botswana.

(25 marks)

QUESTION 3

(25 marks)

(a). Differentiate between project Constraints and Project risk

(5 marks)

(b). With the aid of relevant examples, discuss in detail the FOUR stages to risk management.

(20 marks)

END OF THE PAPER!