

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PROJECT MANAGEMENT CBU 4209

FINAL EXAMINATION- APRIL 2014

TIME ALLOWED: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question **one** and any **three** questions from section B.

INFORMATION TO CANDIDATES

- i) Question one carries **40** marks.
- ii) Questions in section B carry **20** marks.
- iii) Questions may be answered in any order
- iv) Credit will be given for the use of appropriate examples.
- v) This paper contains **seven** questions.

SECTION A

Question 1

Case: Product Launch Situation

A new pharmaceutical product has been developed which would be of significant benefit to a large patient group globally. There would be little serious competition due to the efficiency of the product and the way it can be administered compared to conventional treatments. The board were therefore keen to fast track this product launch and had committed to getting it to the market place 18 months faster than usual new product launches.

The project

The project commenced once the product concept had been proved. Since that time the board team of scientists, engineers, commercial and supply chain personnel had been working in various functional sub-teams to fast track project progress.

The project leader had a background in regulatory affairs as this was seen to be particularly difficult part of the project; achieving full approval from the appropriate authorities to manufacture and sell the product.

With product launch only 6 months away, the board wanted additional assurance that the launch would be successfully achieved. They were about to confirm the launch date externally- from that point there would be no going back. The project leader had links into the engineering project management organization and asked if a detailed review could take place.

The Outcome

A project review was held and the initial recommendation was that the team be brought together for a formal risk review. Without this the Project Manager conducting the review had refused to comment on the likelihood that the project would be a success. There was not enough 'hard' data for the 'hard' message that the Project Manager was starting to put together. The review checklist had already highlighted concerns about the level of project control.

The risk review was held and a summary critical path of success collated for senior management. The key message that it was highly unlikely that the launch could be successful in 6 months, however with suitable mitigation plans a plan for a launch in 10 months looks highly probably.

The board were taken through the risk data and brought into the recommendations. The launch date was announced to the market place and when the launch was achieved on schedule the industry was impressed at the reduced timescale to get the product to the marketplace-over a year earlier than normal.

Adapted from Project Management Toolkits by Trish Melton (2005:134)

Required

- a) Why is the project being carried out and explain the role of stakeholders. **(15 marks)**
- b) Will the project change the way people do business? Give advantages that will accrue if any. **[15 marks]**
- c) Explain some benefits after the completion of this project. **[15 marks]**

SECTION B

QUESTION 2

Discuss how a project can be subdivided into four phases. **(20 marks)**

QUESTION 3

Illustrate how you would establish the required quality for a project. **(20 marks)**

QUESTION 4

With the aid of examples, explain the differences between a project and an ongoing concern, giving examples. **(20 marks)**

QUESTION 5

Elaborate the salient features that make project method distinct from an ordinary manufacturing undertaking. **(20 marks)**

QUESTION 6

How would you apply the skills that you have learnt in managing risks in a project of your choice? **(20 marks)**

QUESTION 7

Develop a team charter to work at the National University of Science and Technology farm. **(20 marks)**

END OF EXAMINATION PAPER