NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PROJECT MANAGEMENT CBU 4209

SUPPLEMENTARY EXAMINATION- JULY 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: New Bulk Production Facility

A site was going through a phased expansion requiring a new bulk manufacturing facility and associated infrastructure and support systems. The first phase of the project had gone badly with cost and schedule spiraling out of control and start-up issues still on-going. The corporate engineering group reviewed the project and concluded that there was no robust control strategy in place:

1. Design changes were excessive and design was still in progress when procurement started;
2. Equipment vendors and site - based contractors were allowed to manage themselves;

3. In order to try to maintain schedule the site was flooded with many different contractors in the final months leading to quality, safety and co-ordination issues – as well as further project delays.

The second phase was due to commence , and due to the above , a project director from corporate engineering was put in charge . All work was completed by a local site – based Project Manager.

The Project Manager kicked off the second phase of the project and provided a detailed plan of how the project would proceed before he commenced any significant work. The project director approved the plan noting that it outlined a detailed and structured control strategy using appropriate tools.

The was a traditional engineering are progressing successively through design, procurement, construction and commissioning. Additionally each element needed to take into account the regulatory requirements of the pharmaceutical industry.- current good manufacturing practices. Throughout the project, the project director conducted regular project health-checks and the attached is an example of one completed during final phases of the procurement stage.

The project director was impressed with the overall running of the project and asked for a comprehensive close- out report to be developed for issue to other site engineering departments as apart of sharing learning. The site director wondered why a project director was needed - everything seemed to go so smoothly.

Adapted from Project Management Toolkit by Trish Melton 2005:140

Required

a) Review the original stakeholder map and discuss. **[15 marks]**

b) Are project costs under control? For example review cost plan actual versus budget **[10 marks]**

c) Are project activities being completed by the appropriate members of the organisation. **[15 marks)**

SECTION B

QUESTION 2

Explain what project management is, and why it is different from other forms of management. **(20 marks)**

QUESTION 3

Outline the role of a project manager. **(20 marks)**

QUESTION 4

Illustrate the nine knowledge areas as defined by PMBOK 4th Edition.

(20 marks)

QUESTION 5

Discuss how you would identify the stakeholders on your project and assess their needs and expectations. **(20 marks)**

QUESTION 6

Develop a control plan for your project. Show how you would name and number your documents **(20 marks)**

QUESTION 7

Discuss how you monitor and test the quality of the work on a project.

(20 marks)

END OF EXAMINATION PAPER