SUBJECT, COURSE AND CODE: Project Management – ENPD3PM H2

DURATION: 3 HOURS  TOTAL MARKS: 100

INTERNAL EXAMINER: Dr. N. Harinarain  EXTERNAL EXAMINER: Mr. N. Sirbadhoo

Instructions:

1. Answer ALL questions.

2. All answers must be completed on a separate booklet.

3. Ensure that your student number is clearly written on the front cover.

4. University examination rules apply.
QUESTION 1  [20 Marks]

You and four of your friends recently spent a week holiday at one of KwaZulu-Natal’s beautiful Lakes. After a week of swimming, fishing, water skiing and golfing in this scenic place, you and your friends have decided to build a holiday house on the shore of the lake. This project is to be a joint project, but because you have knowledge of project management, your friends asked you to lead the effort to ensure that all goes well. The estimated cost for this project is R 100,000 within 6 months period.

Answer the following questions:

1.1. Because you and your friends are in vesting your life saving, you think it is imperative that you explain the possible causes that could result in the project been delayed, exceeding budget and not meeting quality expectations. [10 marks]

1.2 The owner of the neighbouring property approached you and states ‘aren’t you too young to be a project manager?’ You decide to explain to your neighbour the attributes of a successful project manager. [10 marks]

QUESTION 2  [20 Marks]

“Project Human Resource Management includes the processes that organise, manage, and lead the project team” (PMBOK, 2013). Describe in detail the Project Human Resource Management processes that are required in a project.

QUESTION 3  [15 Marks]

In June 2016, Kombs Engineering had grown to a company with R25 million in sales. The business base consisted of two contracts with the Department of Energy (DOE), one for R15 million and one for R8 million. The remaining R2 million consisted of a variety of smaller jobs for R15,000 - R50,000 each.

The larger contract with DOE was five-year contract for R15 million per year. The contract was up for renewal in 2016. DOE had made it clear that, although they were very pleased with the technical performance of Kombs, the follow-on contract must go through competitive bidding by law. Marketing intelligence intended that DOE intended to spend R10 million a year for five years on the follow on contract.

On June 21, 2016, the solicitation for proposal was received at Kombs. The technical requirements of the proposal request were not considered to be a problem for Kombs. There was no question in anyone’s mind that on technical merit alone, Kombs would win the contract. The more serious problem was that DOE required a separate section in the proposal on how Kombs would manage the R10 million/year project as well as a complete description of how the project management system as Kombs functioned.

When Kombs won the original bid, there was no project management requirement. All projects at Kombs were accomplished through the traditional organisational structure. Line
managers acted as project leaders.

In July 2016, Kombs hired a consultant to train the entire organisation in project management. The consultant also worked closely with proposal team in responding to the DOE project management requirements. The proposal was submitted to DOE during the second week of August. In September 2016, DOE provided Kombs with a list of questions concerning its proposal. More than 95 percent of the questions involved project management. Kombs responded to all questions.

In October 2016, Kombs received notification that they would not be granted the contract. During a post-award conference, DOE stated that they had no "faith" in the Kombs project management system. Kombs Engineering is no longer in business.

- What was the reason for the loss of the contract?
- Could it have been averted? If yes, how so, if not why not?
- Does it seem realistic that proposal evaluation committees could consider project management expertise to be as important as technical ability?

**QUESTION 3** [15 Marks]

"Delivering a successful quality project is the sole responsibility of employees". Discuss this statement in the light of the parties' responsibility for project quality management.

**QUESTION 4** [10 Marks]

Discuss in detail the stages of team development.

**QUESTION 5** [10 Marks]

Explain what steps a project manager must take to ensure a smooth project close out and handover.

**QUESTION 6** [10 Marks]

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<th>Use your project management knowledge to complete the following crosswords</th>
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6.2 1 A process through which information is exchanged among persons using a common system of symbols, signs, or behaviors. It is one of the most important roles that project manger plays throughout the project life cycle.

2 A temporary endeavor undertaken to create a unique product, service, or result.

3 The person or group who provides the financial resources, in cash or in kind, for the project.

4 Lack of project can lead to project failure.

5 Project is a endeavor undertaken to create a unique product, service, or result.

6 One of the phases of project management

Do not redraw this cross word, simply complete and submit with your answer book.