UNIVERSITY OF KWAZULU-NATAL

EXAMINATION : NOVEMBER 2013

SUBJECT, COURSE AND CODE : PROJECT MANAGEMENT (ENPD3PM)

INTERNAL EXAMINER : PROFESSOR R G PEARL

EXTERNAl EXAMINER : MR D NARAINSAMY

THREE HOURS are allowed for this paper.

The maximum number of marks is 100.

QUESTION 1
Describe the processes and procedures you would take to draw up a project plan at all levels from the moment your boss had the idea and appointed you as project manager to the signing of the contract. You should cover at least twenty points in your answer.

[25]

QUESTION 2
Discuss how a project manager should deal with changes to the scope of the project once the project has already started. Cover all areas that can be affected by a scope change, including risks, schedule, budget, quality and human resourcing to mention some.

[20]

QUESTION 3
“The major illusion with communication is the illusion that it has occurred” – Albert Einstein.
Explain why communication is a major problem on most projects and what can be done to reduce communication issues. Relate to the knowledge areas of the Project Management Framework and discuss how Communication Management and Risk Management are inter-related and must be managed to avoid project failure.

[25]
QUESTION 4
List three common types of structures that can be used to organize people to work on projects, and compare the advantages and disadvantages of each.