UNIVERSITY OF KWAZULU-NATAL
EXAMINATION : NOVEMBER 2011

SUBJECT, COURSE AND CODE : PROJECT MANAGEMENT (ENPD3PM)

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EXTERNAL EXAMINER : MR. D NARAINSAMY

THREE HOURS are allowed for this paper.
The maximum number of marks is 100.

QUESTION 1
"No single profession provides consulting project managers with all the skills needed in conducting their business as principal agents of a client body". Discuss this statement as it relates to project managers in the commercial sector of the construction industry, and clearly describe the principal attributes that a project manager has to develop to effectively do his / her work.

[25]

QUESTION 2
a. Describe what a functional-type organisation is. Make sure that you discuss the advantages and disadvantages of this structure.
b. Describe what a project-type organisation is. Make sure that you discuss the advantages and disadvantages of this structure.
c. Describe what a matrix-type organisation is. Make sure that you discuss the advantages and disadvantages of this structure.
d. What are the responsibilities of the project manager in a matrix-type organization?

[25]
QUESTION 3
The manager at a local bank noticed that after a new information system was installed at the bank, some of the customer transactions were not getting posted. The manager knew that this problem could lead to serious financial difficulties as well as unhappy customers. Describe how she could apply the nine-step problem-solving process described in the literature to solve the problem.

[30]

QUESTION 4
If you were asked to advise someone on how to prepare for and deliver an important presentation, what would you say? For each step listed, state why it is important.

[20]