



FACULTY	FACULTY OF AGRICULTURE, ENGINEERING, NATURAL SCIENCES		
DEPARTMENT	ENVIRONMENTAL SCIENCE		
SUBJECT	PROJECT MANAGEMENT		
SUBJECT CODE	GIS 3800		
DATE	November 2022		
DURATION	3 Hours	MARKS	100

SPECIAL / SUPPLEMENTARY EXAMINATION

Examiner: Dr R. N. Shikangalah, University of Namibia

Internal Moderator: Mr. A. Amukwaya, University of Namibia

External Moderator: Prof. T Dube, University of Western Cape

INSTRUCTIONS

1. Present your work as neatly as possible.
2. This paper consists of 3 pages; **including** this cover page.
3. **Answer all the questions.**
4. Use your Examination Answer Book for all the notes you are taking during your examination.

1. **The world of project Management.**
 - a) Draw a distinction between a project and a program. 2
 - b) Why is the distinction between a project and a program important? 2
 - c) Contrast the two types of project life cycle. 4
 - d) Why is it important to know which type of project life cycle the current project is following? 2

2. **The manager, the Organization, and the team**
 - a) Describe two disadvantages of a matrix project organization? 4
 - b) How should a PM decide which problems (or potential problems) deserve being reported to management and which are not worth the trouble when attempting to “never surprise the boss?” 4
 - c) State one circumstance where deferring conflict might be a wise course of action. 2

3. **Project activity and risk planning**
 - a) Explain one advantage of identifying and including the project team at the project launch meeting. 2
 - b) Why is the hierarchical planning process useful for project planning? 4
 - c) Discuss the reasons for inviting the functional managers to a project launch meeting rather than their subordinates who may be actually doing the work? 4

4. **Budgeting the project**
 - a) List any five work elements that you will consider when determining resource requirements and costs of the tasks. 5
 - b) Would you expect a task in a GIS project that uses lots of complex software to have a learning curve closer to 70 percent or 95 percent? 2
 - c) Describe the aspects of the Agile approach that simplify the developing of the initial project budget? 6
 - d) Explain whether or not any of the elements of the Agile approach to budgeting be applied to when more traditional approaches to project management are used? 2

5. **Allocating resources to the project**
 - a) Why is the problem of allocating scarce resources to a set of projects similar to the problem of scheduling a job shop? 2
 - b) State the potential disadvantages of “labor pools” in a project – oriented company. 3
 - c) Describe the fundamental trade-offs when deciding whether or not to crash a project. 4
 - d) Explain the purpose(s) that might be served by using each of the following priority rules for allocating scarce resources? 6
 - i. As late as possible
 - ii. Shortest task duration time first
 - iii. Minimum slack first

6. **Monitoring and controlling the project**
 - a) What does it mean to say that “project monitoring and project control” are on the opposite sides of “project selection and planning” in a project management phases? 4
 - b) Describe the purposes of the sprint review and sprint retrospective events. 4

- c) In a project management, a project manager is dispensed with all the planning formality because no one ever looked at it anyway. Explain what should the firm do in the future to correct this problem? 6
- d) In fields such as psychology and sociology, verbal characterizations are frequently used to show the amount of some factors. How can one might set up such a measure for a project management characteristic such as the “energy” of the project team? 6

7. Evaluation and closing of the project

- a) What might be some characteristics of a good closure manager? 4
- b) How should an audit team handle an audit where it is explicitly restricted from accessing certain materials and/or personnel? 8
- c) Contrast project audits from financial audits. 8