Tutorial Letter 101/3/2018

Project Management

PRM3701

Semesters 1 & 2

Department of Operations Management

IMPORTANT INFORMATION

Please register on myUnisa, activate your *myLife* e-mail addresses and make sure that you have regular access to the myUnisa module website, PRM3701-2018-S1/PRM3701-2018-S2, as well as your group website.

Note: This is an online module and therefore it is available on myUnisa. However, in order to support you in your learning process, you will also receive some study material in printed format.

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1 INTRODUCTION



Dear Student

We have pleasure in welcoming you to the module in Project Management (PRM3701). We trust that you will find it a rewarding and interesting area of study, and appreciate the undeniable value of project management in your particular field of interest and direction of study.

It is recommended that you commence your studies as soon as possible in order to master all the specific outcomes and module requirements. An early start will assist you in effective exam preparation and time management.

This tutorial letter contains module-specific information, including the purpose and outcomes of the module, relevant contact details, module-related resources, how you will be assessed in this module, the assignments and information regarding your examination and final marks. As this module is offered online, it is important that you read this tutorial letter thoroughly, keep it in a safe place and then log onto the myUnisa site for this module. Apart from the inventory letter, you should also have received the brochure *my Studies @ Unisa*. This brochure contains important information and is also available on myUnisa.

During the course of this semester, you will receive the following tutorial material for the module PRM3701:

- Tutorial letter 101 (PRM3701/101/3/2018)
- Tutorial Letter 201 which contains feedback on Assignment 01
- Tutorial Letter 202 which contains feedback on Assignment 02
- The modules online document (MO001) for this module

This tutorial matter will enable you to read the core study material, even if you are not online.

Tutorial Letters 201 and 202 (with feedback on Assignments 01 and 02) will also be available on myUnisa a few weeks after the due date of each assignment.

Because this is a fully online module, you will need to use myUnisa to study and complete the learning activities for this course. Visit the website for PRM3701 on myUnisa frequently. The website for your module is PRM3701-18-S1 for semester 1, and PRM3701-18-S2 if you are enrolled for the second semester.

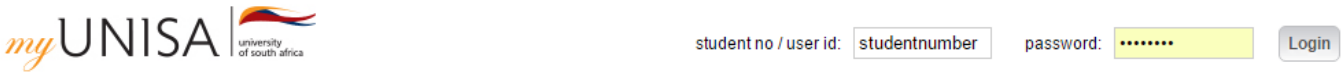
Students must be registered for a *myLife* email address and must be able to log in on myUnisa in order to obtain access their study material, submit assignments, and utilise the library functions and various learning resources, download study material, “chat” to their lecturers and fellow students about their studies and the challenges they encounter, as well as participate in online discussion forums.

1.1 Getting started …

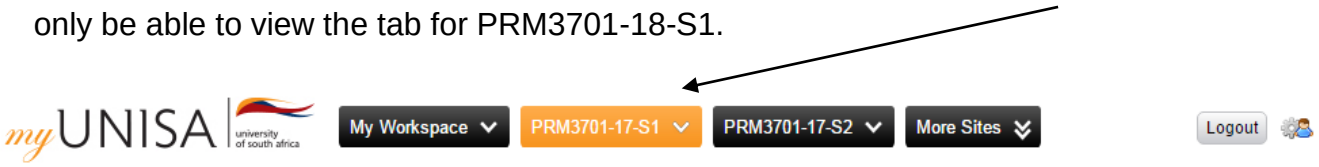
Most of the information that you will need for this module can be accessed on the PRM3701 module site on myUnisa. This tutorial letter serves merely to guide you on where to start and what to do. It is important that you to connect to myUnisa regularly. This might be the first time that you are enrolled for an online module. If you have done online modules before, remember that how we do things in this module might differ slightly from other online modules that you have completed.

To get you started, simply follow this step-by-step process:

1. Go to the website at https://my.unisa.ac.za and log in using your student number and password.



2. You will see PRM3701-18-S1 or PRM3701-18-S2 in the row of modules displayed in the orange blocks at the top of the webpage. If you are registered for the first semester, you will only be able to view the tab for PRM3701-18-S1.



Should you be registered for the second semester of the module, you will only have the PRM3701-18-S2 tab on your screen.



3. Select the **More** tab if you cannot find the module you require in the orange blocks. Then click on the module you want to open.



You will receive this tutorial letter and a printed copy of the online study material for your module. While the printed material may appear different from the online study material, it is the same, as it has been copied from the myUnisa website.

2 OVERVIEW OF THE MODULE PRM3701

2.1 Purpose

Students who successfully complete this module will be able to equip themselves with the necessary competence to discharge all of the responsibilities of a project manager. At the end of this module, the qualifying student should be able to apply project management principles in practice.

The module is delivered via *myUnisa,* the internet, peer group interaction, and community engagement in some of the activities. We will interact with students on *myUnisa* and via email.

2.2 Outcomes

For this module we hope you will be able to familiarise yourself with the core aspects of project management and the tools and techniques used, thereby enabling you to quickly become a useful and productive member of a project team in your chosen industry and profession. The workplace for the active project manager can be an immensely satisfying and a rewarding one; conversely, it can also be hard and unforgiving. Project management implies taking on a lot of responsibility; and stakeholders will be looking to you to produce project results.

This module will provide many pertinent insights into the discipline of project management and thereby also help you to decide whether project management is a good career choice for you.

For this module, you will have to master the following outcomes:

Specific outcome 1: Students must understand what the “life” of a project entails including general project management concepts, needs identification, proposed solutions and project implementation.

Specific outcome 2: Students must understand certain selected project planning and control tools and techniques including project planning, project scheduling, project schedule control, project resource considerations and project cost planning and performance.

Specific outcome 3: Students must understand what project success entails including the role of the project manager and the project team, project communications, project documentation and the various types of project organisational structures.

3 LECTURERS AND CONTACT DETAILS

3.1 Lecturers

Your lecturers for this module are:

Lecturer	Mrs Sandra Last
Office details	AJH van der Walt Building, Room 4-40 Muckleneuk Campus
Email address	lasts@unisa.ac.za
Telephone no.	012 429 3320

Lecturer	Ms Zainab Aziz
Office details	AJH van der Walt Building, Room 4-40, Muckleneuk Campus
Email address	azizz@unisa.ac.za
Telephone no.	012 429 3427

Only queries that are **about the content of this module** should be directed to the primary lecturer, not administrative queries. Please have your study material with you when you contact us. To avoid disappointment, make an appointment beforehand if you wish to see the lecturer in person. Remember to use your student number in the subject line when addressing any correspondence to your lecturer.

3.2 Lecturers availability

The lecturers for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

3.3 Department

For administrative enquiries, you can contact the Department of Operations Management as follows:

Email address	ops@unisa.ac.za
Telephone no.	012 429 2222
Postal address	The Department of Operations Management PO Box 392 Unisa 0003

3.4 University

To contact the University, follow the instructions in the brochure ***Study @ Unisa***. Remember to have your student number available whenever you contact the University. Whenever you write to a lecturer, please include your student number to enable the lecturer to help you more effectively. For academic **enquiries related to the institution and not specifically related to this module**, please use the following number: 012 429 4239.

4 PRESCRIBED TEXTBOOK

The prescribed textbook for this module is:

Larson, E.W & Gray, C.F. 2018. **Project Management: The Managerial Process.** 7th Ed. New York: McGraw Hill/Irwin. (ISBN: 9781259666094)

Ensure that the textbook you purchase includes the compact disc (CD). This will make accessing the additional study material and especially the on-line quizzes much easier. If the CD is not available with your textbook, access the textbook web site on www.mhhe.com/larsongray5e.

Please note: It is essential that you either acquire or have the prescribed textbook at your disposal. We recommend that you purchase the prescribed book as you will have to study it thoroughly and refer to it frequently. We suggest that you try to obtain the book as soon as possible.

5 STUDENT SUPPORT SERVICES FOR THE MODULE

5.1 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa do not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also do not provide these predators with studymaterial, guidelines or your contact information.

These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or College, it is best to confirm with your lecturer if the provider is a legitimate Unisa partner.

5.2 TVET Agreements

Unisa, however, have agreements with a number of TVET Colleges to provide contact tuition and support for students in the following Higher Certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences

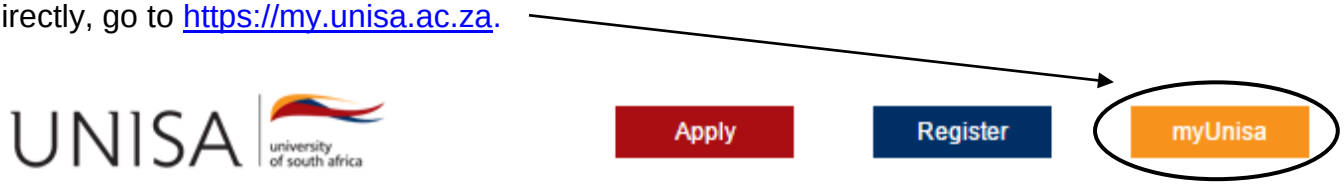
More information on this is available on the Unisa website.

6 RESOURCES

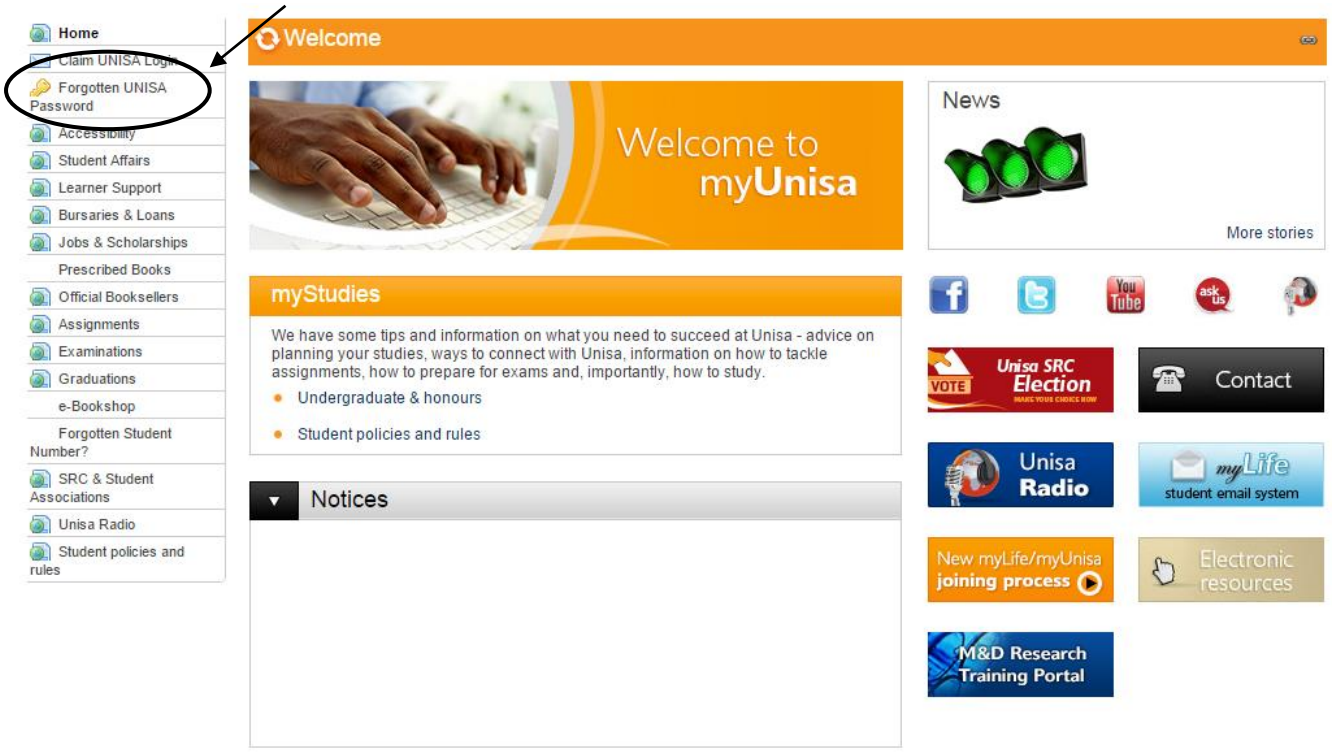
6.1 Joining myUnisa

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is the University's online campus that will help you communicate with your lecturers, with other students and with the administrative departments at Unisa – all through the computer and the internet.

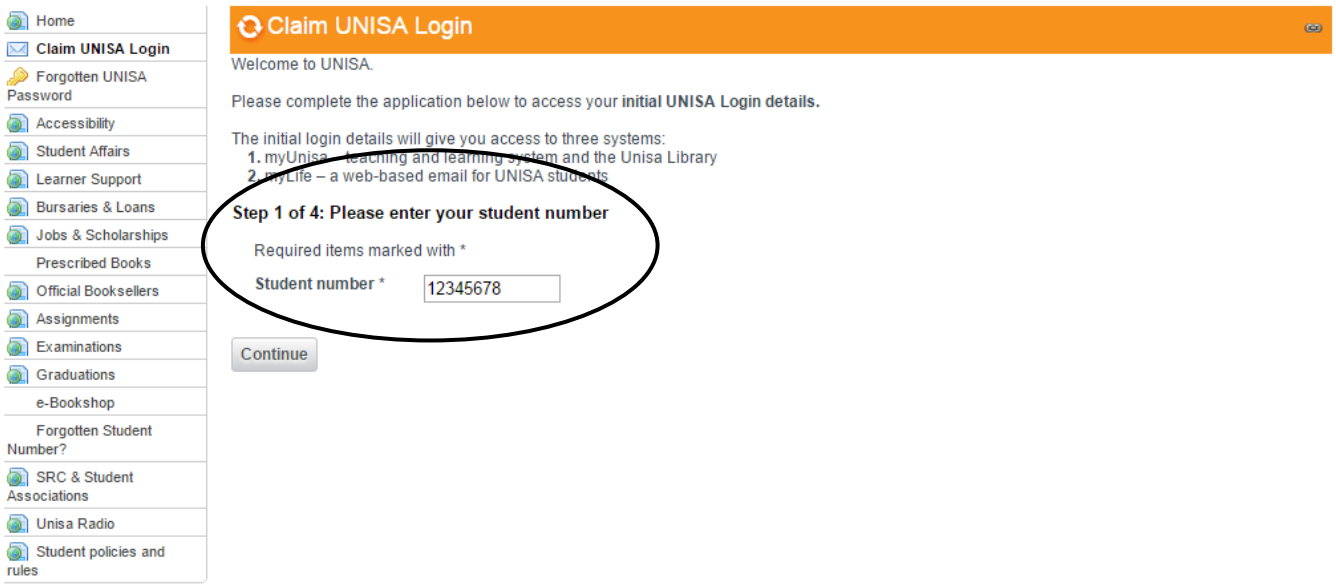
You can start at the main Unisa website at http://www.unisa.ac.za and then click on the myUnisa orange block. This will take you to the myUnisa website. To go to the myUnisa website directly, go to https://my.unisa.ac.za.



Click on the **Claim UNISA Login** on the left-hand side of the screen on the myUnisa website.



You will then be prompted to give your student number in order to claim your initial myUnisa details as well as your *myLife* e-mail login details.



Follow the next 3 steps in order to complete the registration process.

For more information on myUnisa, consult the brochure ***Study*** @ ***Unisa***, which you received with your study material.

6.2 Other resources – printed support material

Because we want you to be successful in this online module, we also provide you with some of the study material in printed format. This will allow you to read the study material even if you are not online.

The printed study material will be sent to you at the beginning of the semester, but you do not have to wait for it before you start studying – you can go online as soon as you have registered and find all your study material there. The material we will send you is an **offline** copy of the formal content for the online module. Having an offline copy will enable you to study for this module WITHOUT having to use the internet or to go to an internet café. It will save you time and money, and you will be able to read and re-read the material and start doing the activities.
It is very important that you log in to myUnisa regularly. We recommend that you log in at least once a week or every 10 days to do the following:

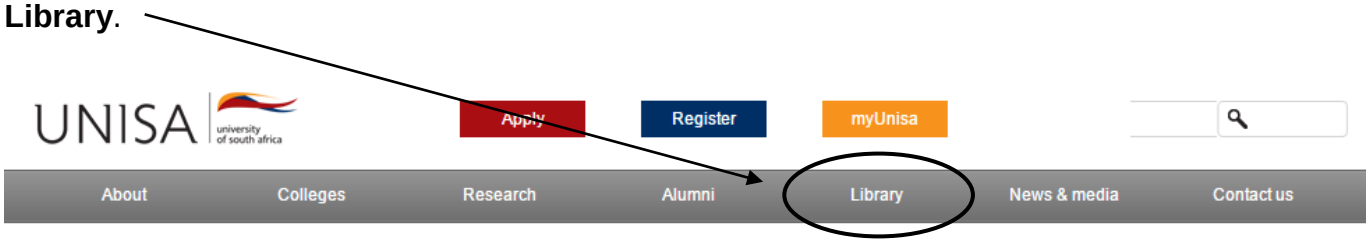
- **Check for new announcements.** You can also set your *myLife* e-mail account to receive the announcement e-mails on your cellphone.
- **Participate in discussion** groups that have been formed amongst fellow students.
- **Access additional resources** posted by your lecturers for the module.
- **Participate in practise exercises** in preparation for your exams. These will be sent to you in an announcement and also be loaded under the Additional Resources tab.

We hope that by giving you extra ways to study the material and practise all of the activities, this system will help you succeed in the online module. To get the most out of the online course you **MUST** go online regularly to complete the activities and assignments on time.

Remember, the printed support material is back-up material for everything that is found online on myUnisa. It does not contain any extra information. **In other words, do NOT wait for the printed support material to arrive before you start studying.**

6.3 Library services and resource information

For brief information, go to www.unisa.ac.za/brochures/studies
For detailed information, go to the Unisa website at http://www.unisa.ac.za/ and click on **Library**.



For research support and services of personal librarians, go to http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102.

The Library has compiled numerous library guides:

- finding recommended reading in the print collection and e-reserves – http://libguides.unisa.ac.za/request/undergrad
- requesting material – http://libguides.unisa.ac.za/request/request
- postgraduate information services – http://libguides.unisa.ac.za/request/postgrad
- finding, obtaining and using library resources and tools to assist in research – http://libguides.unisa.ac.za/Research_Skills
- contacting the Library/finding us on social media/frequently asked questions – http://libguides.unisa.ac.za/ask

7 HOW TO STUDY ONLINE

7.1 What does it mean to study fully online?

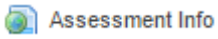
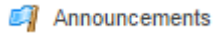
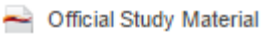
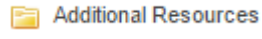
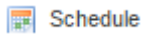
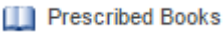
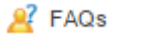
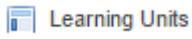
Studying fully online modules differs completely from studying some of your other modules at Unisa.

- ***All your study material and learning activities for online modules are designed to be delivered online on myUnisa.*** Although we give you a printed copy to support your studies, the module is designed to be delivered online.
- ***All of your assignments must be submitted online*****.** This means that you do all your activities and submit all your assignments on myUnisa. In other words, you may **NOT** post your assignments to Unisa using the South African Post Office. Nor should you email any assignments to your lecturer.
- ***All of the communication between you and the University happens online.*** Lecturers will communicate to you by e-mail, and using the **Announcements,** the **Discussion Forums** and the **Questions and Answers** tools. You can also use all of these ways to ask questions and contact your lecturers.

7.2 The myUnisa tools you will use

All of the information about myUnisa tools is located under **Unit 0** on the myUnisa website for this module. However, we thought it was important to highlight the tools that will be used for your formal assignments.

The tools (on the left hand side of the PRM3701 page) that will be used during the facilitation of this module are:

Icon	Tool	Description
	Assessment Info	Submit your assignments here and monitor your results.
	Announcements	From time to time we will draw your attention to important matters using an announcement.
	Discussions	We will use discussions to share and explore important issues around the topic of project management in various discussion forums. We will alert you to these discussions via announcements. Students are also encouraged to use this forum to start their own study groups.
	Official Study Material	Here you can access the tutorial letter 101, tutorial letter 201 tutorial letter 202, study guide as well as past examination papers.
	Additional Resources	All official study material from topics 1 to 6, assignments 1 and 2 as well as the self-assessment can be accessed here. You can also access other module related content posted by the lecturer on a regular basis.
	Schedule	Please consult the Schedule tab about important dates and events such as examination dates and assignment submission dates. This will assist you in planning your own schedule and managing your timelines so that you can keep up with all the learning activities.
	Prescribed Books	You will find the prescribed book that is required for this module here.
	FAQs	Here you will find the answers to most of our student enquiries. Please do the following: Read the FAQ section thoroughly before you commence with your studies. Much of the information which was available in the old 101 series tutorial letters will be found here. Always check here first before contacting us directly. Many of the questions which students typically have are already answered here.
	Course Contact	You will find the lecturer's contact details here.
	Learning Units	Here you will be guided to access your study material for the course, example the study topics 1 to 6; assignments 1 and 2 as well as the self-assessment.

7.3 e-Tutors for the module

Please be informed that, with effect from 2014, Unisa offers online tutorials (e-tutoring) to students registered for modules at NQF level 5, 6 and 7 which means qualifying first year, second year and third year modules.

Once you have been registered for a qualifying module, you will be allocated to a group of students with whom you will be interacting during the tuition period as well as an e-tutor who will be your tutorial facilitator. Thereafter you will receive a sms informing you about your group, the name of your e-tutor and instructions on how to log onto myUnisa in order to receive further information on the e-tutoring process.

Online tutorials are conducted by qualified e-tutors who are appointed by Unisa and are offered free of charge. All you need to be able to participate in e-tutoring is a computer with internet connection. If you live close to a Unisa regional Centre or a Tele-centre contracted with Unisa, please feel free to visit any of these to access the internet. E-tutoring takes place on myUnisa where you are expected to connect with other students in your allocated group. It is the role of the e-tutor to guide you through your study material during this interaction process. For you to get the most out of online tutoring, you need to participate in the online discussions that the e-tutor will be facilitating

8 ASSESSMENT

8.1 Assessment plan

Unlike residential universities, Unisa does not require students to write tests to gain admission to the examination. Assignments are seen as part of the learning material for this module. As you do the assignment, study the reading texts, consult other resources, discuss the work with fellow students or tutors or do research, you are actively engaged in learning. Looking at the assessment criteria given for each assignment will help you to understand what is required of you more clearly.

Two assignments are set for this module. **Both Assignments 01 and 02** for PRM3701 are thus **compulsory** assignments (**see the Addendums in this tutorial letter)**. You **must submit both assignments** in order to **obtain admission to the examination**. Admission will be obtained by **submitting both assignments** and **not** on the strength of the marks you obtain for them. Failure to submit the assignments will mean that you will **not be admitted to the examination**, regardless of your results. Both Assignments 01 and 02 consist of multiple-choice questions.

You will receive feedback on both Assignments 01 and 02 in Tutorial letters 201 and 202 respectively. As soon as you have received the commentaries, please check your answers. The assignments and the commentaries on these assignments constitute an important part of your learning and should help you to be better prepared for the examination.

8.2 Compulsory assignments

The main purpose of the assignments is to encourage you to study the prescribed book, to read certain sections over and over again, and to think about the tutorial matter in terms of its practical application. With these remarks in mind, the questions may sometimes be difficult, and some may seem ambiguous. The idea is not to try to trick you or catch you out, but to make you think.

Formative assessment for PRM3701 takes place through a semester mark system. Both Assignments 01 and 02 are compulsory and you will be allocated a separate mark for each of these assignments. The marks of the two assignments will be taken to calculate your semester mark.

The submission of both assignments is compulsory. The submission of the compulsory assignments, and the marks earned, will be relevant as it will prove that you are an active student and will therefore earn you admission to the examination. Admission to the examination will be obtained by submitting the compulsory assignments and not by the marks obtained for it. You will undoubtedly realise the importance of commencing your study programme in good time so that you can obtain admission to the examination and earn a good year mark.

8.3 General remarks regarding your assignments

- Assignments are available on myUnisa on the left select; 'Home' then click on the link provided for each assignment.

- The compulsory assignments (number 01 and number 02), must be submitted on or before the due date. You will receive feedback on both the assignments in Tutorial Letters 201 and 202 respectively.

- It is in your own interest to retain a copy of proof that the compulsory assignments (number 01 and number 02) were submitted so that you can produce this in the event that there should be any dispute concerning whether or not the assignment was received.

- A year-mark of 20% will contribute to your final mark. This year-mark will be calculated as an average of the marks obtained for assignment 01 and assignment 02 (if you obtain at least 40% in the examination).

- **Plagiarism:** Plagiarism is the act of taking words, ideas and thoughts of others and passing them off as your own. It is a form of theft which involves a number of dishonest academic activities. The Disciplinary Code for Students (latest version) is given to all

students at registration. Students are advised to study the code. Kindly read the University's Policy on Copyright Infringement and Plagiarism as well.

8.4 Assignment due dates

Please ensure that your assignments reach us on or before the relevant due dates. You will not be admitted to the examination if an assignment is submitted later than the due date. Please do not phone us with a request to be admitted to the examination if you have not submitted the assignments, or if you have submitted it after the due date.

Different unique numbers are allocated to the two assignments. Please make sure that you provide the correct unique number on the mark-reading sheet.

PLEASE NOTE: Enquiries about assignments must be addressed to assign@unisa.ac.za.

Both the compulsory and self-assessment assignments for 2018 for the module PRM3701 are set out in the ADDENDUM of this tutorial letter.

The closing dates for the submission of the assignments are:

Semester 1		
Assignment	**Due date**	**Unique number**
01 Compulsory	19 March 2018	691433
02 Compulsory	23 April 2018	813679

Semester 2		
Assignment	**Due date**	**Unique number**
01 Compulsory	20 August 2018	692355
02 Compulsory	25 September 2018	869667

8.5 Submission of assignments

You need to submit assignments electronically via myUnisa.

Submit assignments using *myUnisa*:

- Go to http://my.unisa.ac.za
- Enter your student number and password
- Select the module.
- Click on assignment info in the left-hand menu.
- Click on the assignment number you want to submit.
- Follow the instructions on the screen.

8.6 Assignments

Refer to the ADDENDUM for assignment questions. The questions are also on myUnisa, under the Additional Resources tool on the left-hand tab.

The memorandum with explanations will be provided 2 weeks after the official assignment submission date. Answers for the self-assessment will be provided together with the answers for assignment 02. All answers will be posted under Additional Resources as well.

NB: Assignment 01 and Assignment 02 are multiple choice assignments and therefore can only be submitted electronically via myUnisa. The self-assessment is for exam preparation purposes only. Do not attempt to submit the answers to myUnisa.

8.7 Year mark

Your final assessment mark for this module will therefore be a combination of the year mark and the examination mark.

The year mark (the weighted mark of the two assignments) will contribute a maximum of 20% to the final assessment mark for the module, while the examination mark will contribute 80%. Assignments 01 and 02 each carry a weight of 50% respectively towards the year mark.

Irrespective of the year mark obtained, **a subminimum of 40%** must be obtained in the examination. You will therefore not pass the module if your examination mark is less than 40%. In addition, if your examination mark is less than 40%, your year mark will not be used in the calculation of your final assessment mark. The examination mark will be the final assessment mark in this instance.

9 EXAMINATION

Use your my Studies @ Unisa brochure for general examination guidelines and examination preparation guidelines.

9.1 Examination admission

The submission of the compulsory assignment and the mark earned will be relevant as it will prove that you are an active student and will therefore earn you admission to the examination. Admission will be obtained by submitting the compulsory assignment and not by the marks that you achieved for the assignments.

The examination is your opportunity to demonstrate that you have achieved the outcomes of this module. Use your *myStudies @ Unisa* brochure for general examination guidelines and examination preparation guidelines.

You **must** submit **BOTH ASSIGNMENTS** in order to obtain admission to the examination. Admission will be obtained by submitting the assignment and not on the strength of the marks you obtain for it. Failure to submit Assignment 01 will mean that you will not be admitted to the examination, regardless of whether you submit Assignment 02.
This module is offered over a semester period. This means that if you are registered at the beginning of the semester, you will write the examination in May/June 2018. If you are registered for this module during the second semester, you will write your exam in October/November 2018.

During the semester, the DSAA will provide you with information regarding the examination in general, examination venues, examination dates and examination times. Please note that the supplementary examination for this module will be written in the following examination period. That means if you were granted a supplementary exam for the module after writing your exam in May/June 2018, you will write the supplementary exam in October/November 2018. Should you be granted a supplementary exam after your exam in October/November 2018, you will write that supplementary exam in May/June 2019.

9.2 Examination format

The duration of the examination paper is two hours. The examination paper is set in English. The question paper counts 70 marks and consists of two sections. Section A (10 marks) is compulsory and consists of 10 multiple choice questions. Section B (60 marks) will consist of three questions of which you will have to answer any two.

Please note that the marks that you obtain for the compulsory assignments is not an indication of your level of understanding of the study material or what marks you can expect in the examination. Limited copies of old examination papers are placed on *my*Unisa by the Examination Department. Please note that these examination papers are provided to give you an idea of the expected format of your examination and you should not regard it as an indication of questions that are likely to appear in the examination you will write.

However, please refer to the specific examination guidelines provided in this tutorial letters as the format of examination papers may vary from semester to semester. No further previous examination papers will be provided, nor can we provide you with memoranda for the example papers provided.

Please do not contact your lecturers for copies of previous examination papers or the availability of examination papers on myUnisa, as this is a function performed by the Examination Department.

9.3 Calculation of your final mark

Assignment performance can primarily be to the benefit for students. It can benefit everyone to be better prepared for the examination and the assignment mark can also benefit those with a relative low examination mark between 46 and 50%. Please take note that no assignment mark will be added for students with an examination mark below 40%. Irrespective of the year mark

obtained a sub-minimum of 40% must be obtained in the examination. You can therefore not pass the module if your examination mark is less than 40%.

These two assignment marks (percentages) will be combined as an average percentage mark referred to as your year mark. The year mark and your examination mark (the mark that you achieve in the examination) will be combined to calculate your final mark. Your final mark for this module will therefore consist of a combination of the year mark (average assignment mark / percentage) and the examination mark. The year mark will contribute 20% to the final mark for the module, while the examination mark will contribute 80%.Please study the following examples of how the year mark may contribute to the final mark:

Example 1:

If you obtain 50% in assignment 01, this mark is multiplied by 0.5 to give you 25% towards your year mark. If you obtain 60% in assignment 02, this mark is multiplied by 0.5 to give you 30% towards your year mark. The total mark of assignments 01 and 02 (25% plus 30%) will constitute your final year mark of 51%. This figure is then calculated to give you a weight of 11% year mark (55 x 0.2%). If then you obtain 50% in the examination, this figure is then multiplied by 0.8 to give you a weight of 40% examination mark. The two results are then combined to give a final assessment mark of 51% (11% + 40%) for the module.

Assessment	% Obtained	Multiplier	Mark
Assignment 01	50%	0.5	25%
Assignment 02	60%	0.5	30%
Year mark (weighted mark)	55%	0.2	11%
Examination mark	50%	0.8	40%
Final assessment mark			**51%**

Example 2: No marks for assignments: to pass need 62% in the examination

If you get an assignment mark of 0% for both assignments, you would have to obtain 62% in the examination to pass as this percentage is multiplied by 0.8 which equals 49.6% (50%), your final assessment mark.

Assessment	% Obtained	Multiplier	Mark
Assignment 01	0%		
Assignment 02	0%		
Year mark (weighted mark)	0%	0.2	0%
Examination mark	62%	0.8	49.6%
Final assessment mark			**50%**

Example 3: Examination mark below sub minimum of 40%; year mark does not count

Assessment	% Obtained	Multiplier	Mark

Assignment 01	100%		
Assignment 02	100%		
Year mark (weighted mark)		0.2	0%
Examination mark	39%	0.8	31.2%
Final assessment mark			**31%**

9.4 Alternative assessment to assist students who qualify for final year concessions

The myStudies @ Unisa brochure contains important information on the Final Year Concession procedure to assist students with one or two modules outstanding. The Department of Student Assessment Administration (DSAA) will inform all students who qualify for a final year (FI) concession per sms/email. Please ensure that your contact details are correct and that you have access to your Unisa *myLife* email account to receive these notifications should they be applicable to you.

10 CONCLUSION

You are now ready to begin with this module. We trust that you will approach your studies with enthusiasm and commitment. You are welcome to contact us should you experience any problems with your studies. Should you apply yourself to your studies, it is more likely that you will attain success with your studies.

Do not hesitate to contact us by e-mail if you are experiencing problems with the content of this tutorial letter or with any academic aspect of the module.

We wish you a fascinating and satisfying journey through the learning material and trust that you will complete the module successfully.

Enjoy the journey!

Your lecturers

Mrs Sandra Last and Ms Zainab Aziz

Project Management (PRM3701)
DEPARTMENT OF OPERATIONS MANAGEMENT

11 ADDENDUM

Please consult the addendum in the remainder of this document as it contains your compulsory assignments.

Semester 1

Assignment 01

Unique Number 691433	
Due date	19 March 2018
Contents	Study units 1 – 8
Number of questions	20 Multiple choice questions
Assignment mark	20 marks
Weight	10% of the year mark
Review **study units 1 - 8** before attempting this assignment. Please answer the following questions by selecting the correct answer. **Submit your assignment on the *myUnisa*** web page, under the tool **Assessment Info**. This multiple choice assignment will be marked by computer. Hence the closing date is fixed and no extension of time may be granted. Submission of this assignment is compulsory in order to be admitted to the examination.	

DUE DATE: 19 March 2018

Question 1

Like most organisational effort, the major goal of a project is to satisfy a customer's need. Which of the following is not considered as a major characteristic of project management.

1. An established objective.
2. A clear beginning and end.
3. Only for internal use.
4. Complex tasks.
5. The involvement of several departments and professionals.

Question 2

Which one of these is part of the "sociocultural dimension" of project management?

1. Problem solving
2. Budgets.
3. Resource allocation.
4. Schedules.
5. Status reports.

Question 3

Project management is no longer a special-need management. Which of the following is/are the driving forces behind the increasing demand for project management?

a. Shortening the product life cycle.
b. The growth in new knowledge.
c. Less customer focus.
d. Sticking to core competencies.
e. The velocity of change required to remain competitive.

1. a, b, d, e
2. b, c
3. a, b, d
4. b, c, e
5. All of the above

Question 4

Project management is a discipline with a strong foundation in a well-defined, well-documented established body of knowledge. This is known as the

1. PMBOK.
2. PMI.
3. POMBK.
4. AMBK.
5. PPMBK.

Question 5

A crucial factor to ensure the success of integrating the plan with project lies in the creation of a process. The intended outcome of strategy/project integration is

1. a unclear organisational focus.
2. the best use of scarce organisational resources.
3. limited communication across projects and departments.
4. limited use of organisational resources.
5. many projects to focus on.

Question 6

Marleen's department is implementing many projects. She finds herself starting and stopping herself on one task to work on another task, and then returning to work on the original task. Marleen is experiencing

1. excess work burden.
2. multitasking.
3. flexible tasking.
4. poor scheduling.
5. resource sharing.

Question 7

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Specific	i)	State when the objective can be achieved.
b)	Assignable	ii)	Be precise in targeting an objective.
c)	Time related	iii)	Establish a quantifiable indicator(s) of progress.
d)	Measurable	iv)	State what can be done with available resources.
e)	Realistic	v)	Make the objective assignable to one person for completion.

1. (a) – (i) (b) – (ii) (c) – (iii) (d) – (iv) (e) – (v)
2. (a) – (ii) (b) – (v) (c) – (i) (d) – (iii) (e) – (iv)
3. (a) – (iv) (b) – (i) (c) – (ii) (d) – (iii) (e) – (v)
4. (a) – (iv) (b) – (iii) (c) – (v) (d) – (i) (e) – (ii)
5. (a) – (v) (b) – (iii) (c) – (i) (d) – (ii) (e) – (iv)

Question 8

ABC Computers, has assigned a project manager for each of the five new-product teams. The managers as well as the project team members work on the projects on a full-time basis. The structure being used is _____ organisation.

1. strong matrix
2. weak matrix
3. balanced matrix
4. functional
5. projectised

Question 9

Which of the following cultural characteristics relates to the degree to which groups within the organisation are encouraged to operate in a coordinated or independent manner?

1. Member identity.
2. Team emphasis.
3. Control.
4. Unit integration.
5. Managerial focus.

Question 10

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Work package	i)	Map of the project.
b)	Work breakdown structure (WBS)	ii)	How the firm has organised to discharge work responsibility.
c)	Organisational breakdown structure (OBS)	iii)	Project control point.
d)	Cost account	iv)	Widely used by project managers.
e)	Responsibility matrix	v)	The lowest level of the work breakdown structure (WBS).

1. (a) – (ii) (b) – (iii) (c) – (iv) (d) – (v) (e) – (i)
2. (a) – (iv) (b) – (i) (c) – (iii) (d) – (ii) (e) – (v)
3. (a) – (v) (b) – (i) (c) – (ii) (d) – (iii) (e) – (iv)
4. (a) – (v) (b) – (ii) (c) – (iii) (d) – (i) (e) – (iv)
5. (a) – (i) (b) – (v) (c) – (iii) (d) – (iv) (e) – (ii)

Question 11

Since estimating efforts cost money, the time and detail devoted to estimating is an important decision. The bottom-up approach at the work package level can determine

1. cost elements in the WBS.
2. project duration.
3. total costs.
4. project completion.
5. variable costs.

Question 12

Which of the following is a good condition for bottom-up estimating?

1. Cost and time important.
2. Unstable scope.
3. High uncertainty.
4. Strategic decision-making.
5. All of these are good conditions for top-down estimating.

Question 13

Janet is forecasting how much money her department needs to support a new project. She estimates that two people and R25,000 in expenses will cover her needs. Because management typically insists on reducing forecasts by 20 percent, she increases her estimates to allow for that reduction. Which of the following factors are illustrated in this situation?

1. Padding estimates.
2. Planning horizon.
3. Project structure.
4. People.
5. Organisation culture.

Question 14

A professional organisation for project managers is the

1. PMI.
2. IBM.
3. PI.
4. APS.
5. IOP.

Use the information below to construct a project network using the AON method in order to answer Questions 15 to 18 that follow.

Activity ID	Predecessor	Duration (in days)
A	None	9
B	A	2
C	A	3
D	B, C	7
E	D	6
F	E	1
G	D	4
H	G, F	5

Question 15

What is the **earliest start (ES)** time for activity D?

1. 13
2. 14
3. 15
4. 12
5. 11

Question 16

What is the **Early finish (EF)** time for activity C?

1. 12
2. 13
3. 14
4. 16
5. 18

Question 17

Calculate the slack for activity G

1. 1
2. 2
3. 0
4. 4
5. 3

Question 18

Determine the project duration according to the AON format.

1. 15 days.
2. 16 days.
3. 17 days.
4. 18 days.
5. 31 days.

Question 19

A list of questions that address traditional areas of uncertainty on a project is known as a

1. risk forecast.
2. risk schedule.
3. contingency plan.
4. risk profile.
5. risk breakdown structure (RBS).

Question 20

When a risk event is identified and assessed, a decision must be made concerning which response is appropriate for the specific event. The risk associated with one of the key members being stuck by lightning would most likely be handled by which of the following?

1. Mitigating.
2. Retaining.
3. Ignoring.
4. Transferring.
5. Sharing.

END OF ASSIGNMENT 1 FOR SEMESTER 1

Semester 1

Assignment 02

Unique Number 813679	
Due date	23 April 2018
Contents	Study units 9 – 15
Number of questions	20 Multiple choice questions
Assignment mark	20 marks
Weight	10% of the year mark
Review **study units 9 - 15** before attempting this assignment. Please answer the following questions by selecting the correct answer. **Submit your assignment on the *myUnisa*** web page, under the tool **Assessment Info**. This multiple choice assignment will be marked by computer. Hence the closing date is fixed and no extension of time may be granted. Submission of this assignment is compulsory in order to be admitted to the examination.	

DUE DATE: 23 April 2018

Question 1

Practitioners have attacked the utilisation problem using resource-leveling techniques that balance demand for a resource. Resource-leveling techniques involve

1. delaying non-critical activities.
2. delaying critical activities.
3. using negative slack.
4. delaying the project.
5. adding resources.

Question 2

In a resource constrained project the second priority in assigning resources is usually given to activities with the

1. smallest duration.
2. least slack.
3. most slack.
4. lowest identification number.
5. highest cost.

Question 3

The relationship between normal point and crash point is assumed to be

1. linear.
2. curvilinear.
3. variable.
4. conversely related.
5. exponentially related.

Question 4

It is going to cost R50 000 a day simply to house and feed a construction crew in the farthest region of Rustenburg. This would be an example of a situation requiring reducing the project duration to

1. imposed project deadlines.
2. time to market.
3. unforeseen project delays.
4. high-overhead.
5. incentive contracts.

Question 5

As a project manager you are required to calculate the cost per unit of time for building a construction bridge. The normal time for the activity is 18 time units, and the corresponding cost is R620 000. The crash time for the activity is 9 time units, and R800 000. Calculate the cost slope for the activity.

1. R20 000
2. R25 000
3. R40 000
4. R50 000
5. R60 000

Question 6

The integration of resources into a project is dynamic in nature and central to project management. In view of this statement, identify which of the following properties all organisations must have in order to be organic?

1. They integrate sub-units by using horizontal relations.
2. A defined start, a single purpose and a well-defined end state.
3. They have organisational structures that are differentiated to suit the unique requirements of each project and its environment.
4. Both 1 and 3 are correct.

5. 1, 2, and 3 are correct.

Question 7

A project manager notices that R10 000 worth of work that was scheduled to be completed at this time has not been accomplished. They know this by looking at the

1. earned value (EV).
2. time cost performance index (TCPI).
3. schedule variance (SV).
4. actual cost (AC).
5. cost variance (CV).

Question 8

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Scope creep.	i)	Cost of efficiency.
b)	Cost performance index (CPI).	ii)	Minor refinements that eventually build to be major scope changes.
c)	Scheduling performance index (SPI).	iii)	Cost estimate of resource scheduled
d)	Earned Value (EV)	iv)	Scheduling efficiency.
e)	Planned budgeted value (PV)	v)	Percent complete times its original budget.

1.	(a) – (ii)	(b) – (i)	(c) – (iv)	(d) – (v)	(e) – (iii)
2.	(a) – (iv)	(b) – (i)	(c) – (iii)	(d) – (ii)	(e) – (v)
3.	(a) – (iv)	(b) – (ii)	(c) – (i)	(d) – (iii)	(e) – (v)
4.	(a) – (v)	(b) – (ii)	(c) – (iii)	(d) – (i)	(e) – (iv)
5.	(a) – (ii)	(b) – (iii)	(c) – (v)	(d) – (ii)	(e) – (iv)

Question 9

When a project may start with a high priority but see its rank erode or crash during its project life cycle as conditions change this is an example of

1. normal.
2. premature.
3. perpetual.
4. changed priority.
5. failed project.

Question 10

The final wrap-up activity of closure that provides a clear signal that the project is truly over submission of the final project report. Which of the following topics are not included as part of the content of the final report?

1. Review and analysis.
2. Recommendations.
3. Executive summary.
4. Project charter.
5. Lessons learned.

Question 11

A guide who leads the project team through an analysis of project activities that went well and of what needs improvement and aids in the development of a follow-up action plan with goals and accountability is a(n)

1. owner.
2. project sponsor.
3. project manager.
4. project facilitator.
5. mediator.

Question 12

Project success or failure often is reliant upon the contributions of all of the following groups of stakeholders with the exception of

1. customers.
2. suppliers.
3. contractors.
4. competitors.
5. top management.

Question 13

Stakeholders such as human resources, information systems, purchasing agents, and maintenance are typically classified as

1. project managers.
2. administrative support.
3. functional managers.
4. project sponsors.
5. customers.

Question 14

The significance of trust can be discerned by its absence. The key to exercising influence is

1. to make few mistakes.
2. to build trust.
3. to build network of top-level people.
4. to understand the political connections within the organisation.
5. to make friends with everyone.

Question 15

In terms of commonly traded organisational currencies, sharing personnel, undertaking unwanted tasks, and providing technical knowledge are examples of _____ related currencies.

1. task
2. position
3. inspiration
4. relationship
5. personal

Question 16

Which of the following would be defined as the ability to lead and manage yourself by establishing a sense for whom you are, what you stand for and how you should behave?

1. Proactive.
2. Emotional intelligence.
3. Empathetic.
4. Sense of purpose.
5. Personal integrity.

Question 17

During the delivery phase of a project's life cycle, the most significant source of conflict is

1. schedules.
2. priorities.
3. technical.
4. procedures.
5. costs.

Question 18

When project managers impose a solution to dysfunctional conflict after listening to each party, they are _____ the conflict.

1. eliminating
2. controlling
3. mediating
4. arbitrating
5. encouraging

Question 19

Which of the following would be considered the most effective project reward?

1. Desirable job assignments.
2. Lump-sum cash award.
3. All expenses paid trip for team members and their families.
4. Using negative reinforcement to motivate adequate performance.
5. Public recognition

Question 20

Which of the following would you select as part of the preparation process for the proposal?

1. Acceptance of the RFP.
2. A project management review of the clients RFP.
3. Communication to the client.
4. Legal review of the client.
5. Both 1 and 2 are correct.

END OF ASSIGNMENT 2 FOR SEMESTER 1

Semester 2

Assignment 01

Unique Number 692355	
Due date	20 August 2018
Contents	Study units 1 – 8
Number of questions	20 Multiple choice questions
Assignment mark	20 marks
Weight	10% of the year mark
Review **study units 1 - 8** before attempting this assignment. Please answer the following questions by selecting the correct answer. **Submit your assignment on the *myUnisa*** web page, under the tool **Assessment Info**. This multiple choice assignment will be marked by computer. Hence the closing date is fixed and no extension of time may be granted. Submission of this assignment is compulsory in order to be admitted to the examination.	

DUE DATE: 20 August 2018

Question 1

In the _____stage of What is a project?, objectives are established, teams are formed, and major responsibilities are assigned.

1. identifying.
2. defining.
3. planning.
4. executing.
5. controlling.

Question 2

Governance of all project management processes and procedures helps provide senior management with all of the following except

1. a method to ensure projects that are important to senior management are being implemented.
2. an assessment of the risk their portfolio of projects represents.
3. an overview of all project management activities.
4. a metric to measure the improvement of managing projects relative to others in the industry.
5. a big picture of how organisational resources are being used.

Question 3

Project management is a style that places premium on

1. building relationships.
2. including diverse set of talent.
3. maintenance operations.
4. building relationships and including a diverse set of talent.
5. trust.

Question 4

Which of the following would be classified as an organisational opportunity?

1. low debt.
2. excellent employees.
3. increasing product demand.
4. talented management.
5. government regulations.

Question 5

A SWOT analysis provides the project manager with

1. a direct linkage to goals.
2. identifiable strategic alternative.
3. potential critical issues facing the organisation.
4. identifiable strategic alternative and potential critical issues facing the organisation.
5. All of the above are correct.

Question 6

Project management has several transformation value-adding processes. Added to the project management dynamic project managers must also consider the

1. importance for accurate estimating.
2. the effects of learning.
3. interpersonal and stakeholder relations.
4. constant change.
5. All of the above should be considered by project managers.

Question 7

A project that is powerful, high-ranking official is advocating is often termed a(n)

1. sacred cow.
2. bread and butter.
3. white elephant
4. oyster.
5. pearl.

Question 8

The structure that manages projects within the existing organisational structure is _____ _____organisation.

1. weak matrix
2. hybrid
3. functional
4. projectised
5. balanced matrix

Question 9

Catherine is considering how to structure a project team that will not directly disrupt ongoing operations. The project needs to be done quickly and a high level of motivation will be needed in order to do that. For this situation, the _____organisation would be the best choice.

1. weak matrix.
2. balanced matrix.
3. strong matrix.
4. functional.
5. projectised.

Question 10

There are 5 steps involved when defining a project, which of the following is the first?

1. Establish project priorities.
2. Define the project scope.
3. Verify the budget available.
4. Assign team members to work on the project.
5. Determine the required completion date.

Question 11

A communication plan is a key component for giving guidelines on how to track

1. issues.
2. costs.
3. defects.
4. both costs and defects.
5. schedules.

Question 12

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Project objective	i)	The expected outputs over the life of the project.t
b)	Deliverables	ii)	The first step of the project scope definition.
c)	Milestones	iii)	Understanding and agreement of expectations..
d)	Limits and exclusions	iv)	Significant event in a project.
e)	Reviews with customers	v)	Local air transportation to and from base camps will be outsourced.

1.	(a) – (ii)	(b) – (i)	(c) – (iv)	(d) – (v)	(e) – (iii)
2.	(a) – (iv)	(b) – (i)	(c) – (iii)	(d) – (ii)	(e) – (v)
3.	(a) – (iv)	(b) – (ii)	(c) – (i)	(d) – (iii)	(e) – (v)
4.	(a) – (v)	(b) – (ii)	(c) – (iii)	(d) – (i)	(e) – (iv)
5.	(a) – (i)	(b) – (iii)	(c) – (v)	(d) – (ii)	(e) – (iv)

Question 13

Ed is looking over the actual results of projects and comparing them to what was estimated. He notices that the projects that took six months or longer to complete were noticeably more off the estimates. Which of the following factors is he recognising?

1. Padding estimates.
2. Project duration.
3. Project structure.
4. People.
5. Organisation culture.

Question 14

The salary of the project manager would be an example of what type of cost found in a project?

1. Labor.
2. Direct.
3. Direct project overhead.
4. General and administrative overhead.
5. Salary.

Use the information below to construct a project network using the AON method in order to answer Questions 15 to 18 that follow.

Activity ID	Predecessor	Duration (in days)
A	None	5
B	A	4
C	A	3
D	A	2
E	B	8
F	C	7
G	D	6
H	E,F,G	4

Question 15

What is the **earliest start (ES)** time for activity H?

1. 16
2. 15
3. 13
4. 8
5. 21

Question 16

What is the **late finish (LF)** time for activity E?

1. 12
2. 13
3. 14
4. 17
5. 18

Question 17

Calculate the slack for activity F

1. 1
2. 2
3. 0
4. 4
5. 3

Question 18

Determine the critical path according to the AON format.

1. A, B, E, H.
2. A, B, C, D.
3. A, D, G, H.
4. A, D, G, F.
5. A, C, F, H.

Question 19

Team members assess the significance of each risk even in terms of

1. probability of the event.
2. impact of the event.
3. contingency of the event.
4. schedule of the event.
5. Both 1 and 2 are assessed by team members.

Question 20

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Exploit	i)	To take advantage of an opportunity if it occurs.
b)	Share	ii)	Assigning your best personnel to a critical best burst activity.
c)	Enhance	iii)	Establishing continuous improvement incentives for external contractors or joint ventures.
d)	Accept	iv)	Choosing site location based on favourable weather patterns.

1. (a) – (ii) (b) – (iii) (c) – (iv) (d) – (i)
2. (a) – (iv) (b) – (i) (c) – (iii) (d) – (ii)
3. (a) – (iv) (b) – (ii) (c) – (i) (d) – (iii)
4. (a) – (iv) (b) – (ii) (c) – (iii) (d) – (i)
5. (a) – (ii) (b) – (iii) (c) – (iv) (d) – (i)

END OF ASSIGNMENT 1 FOR SEMESTER 2

Semester 2

Assignment 02

Unique Number 869667	
Due date	25 September 2018
Contents	Study units 9 – 15
Number of questions	20 Multiple choice questions
Assignment mark	20 marks
Weight	10% of the year mark
Review **study units 9 - 15** before attempting this assignment. Please answer the following questions by selecting the correct answer. **Submit your assignment on the *myUnisa*** web page, under the tool **Assessment Info**. This multiple choice assignment will be marked by computer. Hence the closing date is fixed and no extension of time may be granted. Submission of this assignment is compulsory in order to be admitted to the examination.	

DUE DATE: 26 September 2018

Question 1

Amanda's boss has told her that her project is very important. If the critical path is delayed, she will be given whatever she needs to get it back on schedule. Her project is _____ constrained.

1. time
2. quality
3. cost
4. performance
5. resource

Question 2

Splitting tasks is a scheduling technique used to get a better project schedule. Splitting an activity creates the following situation …

1. more people working on the same activity
2. there are possible start up and shutdown costs
3. a resource may be moved from one activity to another and then back
4. Both 2 and 3 are correct
5. 1, 2, and 3 are all correct

Question 3

Mark was appointed as a contractor for Alexa Constructions. He finished a bridge across a lake 12 months early and received more than R3 million for the early completion. This is an example of reducing project duration caused by

1. imposed project deadlines.
2. time to market.
3. unforeseen project delays.
4. high overhead.
5. incentive contracts.

Question 4

Managers have several effective methods for crashing specific project activities when resources are not constrained. Which of the following is the easiest method for shortening project time?

1. Assigning additional staff and equipment
2. Subcontract work
3. Schedule overtime
4. Reduce project scope
5. Reduce the quality

Question 5

The cost slope of an activity can be determined by dividing the

1. cun by the rise.
2. rise by the run.
3. crash cost by the normal cost.
4. normal cost by the crash cost.
5. Both 2 and 3 are correct.

Question 6

Control is the process of comparing actual performance against a plan. The second step in the project control process of the measurement and evaluation of project performance is to

1. review the baseline plan with top management.
2. analyse inputs to control system.
3. compare plan against actual.
4. measure progress and performance.
5. review spending with team members.

Question 7

Communication is key in any project. A typical tool used to communicate project status is a

1. project network diagram.
2. gantt chart
3. pert chart.
4. likert scale.
5. work package.

Question 8

How would you calculate the schedule variance for a project?

1. EV-PV
2. AC-SV
3. PV-EV
4. CU-EV
5. EU-PV

Question 9

The project manager is evaluating the current project status of his project. He has presented the following figures to the management team:

The actual cost of work performed to date:	R850 000
The budgeted cost of work performed:	R720 000
The budgeted cost of work scheduled:	R790 000

What is the schedule performance index (SPI) of the project?

1. 0.911.
2. 0.847.
3. 0.536.
4. 1.146.
5. 0.811.

Question 10

John has to submit a final report to the C.E.O of Edcon. He is confused as to what needs to be included in the final report. The content of the final report typically includes the following topics

1. lessons learned.
2. review and analysis.
3. recommendations.
4. executive summary.
5. All the above need to be included.

Question 11

An index value greater than one indicates that the project is

1. under cost or behind schedule.
2. over cost or ahead of schedule.
3. under cost or ahead of schedule.
4. over cost or behind schedule.
5. on cost or on schedule.

Question 12

Match the term in column 1 with the appropriate definition in column 2.

Column 1		**Column 2**	
a)	Facilitator.	i)	Wrapping up the project.
b)	Lessons learned.	ii)	An assessment of how well project team, team members, and project manager performed.
c)	Project evaluation.	iii)	Critical pertinent information.
d)	Project closure.	iv)	An analysis carried out during and shortly after the project life cycle.
e)	Appendix.	v)	A guide who leads the project team through an analysis of activities.

1. (a) – (ii) (b) – (iii) (c) – (iv) (d) – (v) (e) – (i)
2. (a) – (iv) (b) – (i) (c) – (iii) (d) – (ii) (e) – (v)
3. (a) – (iv) (b) – (ii) (c) – (i) (d) – (iii) (e) – (v)
4. (a) – (v) (b) – (iv) (c) – (ii) (d) – (i) (e) – (iii)
5. (a) – (ii) (b) – (iii) (c) – (v) (d) – (ii) (e) – (iv)

Question 13

Jack has a very important task as project leader to complete. Project leadership is about coping with

1. formulating plans and objectives.
2. monitoring results against plans.
3. change.
4. taking corrective action when necessary.
5. All of these are part of leadership

Question 14

Stakeholders are people and organisation that are actively involved in the project. Groups such as human resources, information systems, purchasing agents, and maintenance can be typically classified as

1. project managers.
2. administrative support.
3. functional managers.
4. project sponsors.
5. customers

Question 15

Jacks project team has now moved away from getting to know each other and are now focusing on how the group will work together to accomplish their goals. During which stage of team development is Jacks project team at

1. norming.
2. storming.
3. performing.
4. adjourning.
5. forming.

Question 16

Which of the following would be defined as the ability or skill to perceive, assess and manage the emotions of one's self and others?

1. Emotional stability.
2. Coolness under pressure.
3. Emotional intelligence.
4. Empathy.
5. Management sensitivity.

Question 17

Brenda is the coach of a high school soccer team and has noticed that some close relationships have formed, and the group demonstrates cohesiveness. In which stage of development is the team in?

1. Norming
2. Storming
3. Performing
4. Adjourning
5. Forming

Question 18

Facilitating group decision making essentially involves four major steps. The first step in facilitating group decision making is to

1. call a meeting to discuss the problem.
2. identify the problem.
3. agree that there is a problem.
4. quantify the problem.
5. generate alternatives.

Question 19

Project leaders have a few distinct characteristics. Which of the following statement(s) is not true

1. Project leaders are able to wear different “hats” to fit the specific situation.
2. Project leaders motivate without manipulation.
3. Project leaders have experience, wisdom, patience, understand balance and lead by example.
4. Project leaders have several sources of power that motivate their followers to cooperate and work to achieve synergy.
5. Project leaders have limited energy to lead change and positively transform all project resources into specified project outcomes.

Question 20

Mr Smith has requested a procurement document from ABC projects. He asked for ABC projects to include everything relevant to the project. This type of document is called the

1. Request for information (RFI).
2. Request for proposal (RFP).
3. Project charter.
4. Executive summary.
5. None of the above.

END OF ASSIGNMENT 2 FOR SEMESTER 2

Self-assessment
This assessment is NOT for submission

Contents	Study units 1 – 15
Review **study units 1 - 15** before attempting this assignment. The purpose of the self-assessment is to assist you in your exam preparation and is NOT for submission. Complete the self-assessment but DO NOT submit it online for marking on myUnisa. Should you wish to receive feedback on your work you are welcome to submit your answers to your lecturer in an email. Send your answers to us in a Word or PDF document for review.	

Question 1

Refer to the project information given below and answer the questions that follow:

Activity ID	Duration (in days)	Predecessor
A	2	B, C
B	8	D, E
C	4	F, E
D	2	G
E	1	D
F	2	E, H
G	3	J
H	10	E, G, I, J
I	7	J
J	0	-

1.1. Construct a network diagram using the Activity-on-the-node method.
1.2. Indicate the ES and EF times for each activity on the network diagram.
1.3. Indicate the LS and LF times for each activity on the network diagram.
1.4. Calculate the slack for each activity and fill your answers in on the diagram.
1.5. Determine the critical path.
1.6. What is your project duration?
1.7. If Activity E took an extra day to complete, what would the impact on your project duration be? Why?

1.8. What would the impact on your project duration be if Activity C took an additional day to complete? Why?

Question 2

Given the project information below, develop an AON project network and answer the questions that follow:

Activity ID	Duration (in days)	Predecessor
A	5	-
B	4	A
C	5	A
D	6	B
E	3	C
F	4	D, E

2.1. Complete the forward and backward pass.
2.2. Compute the ES, EF, LS and LF times for each activity.
2.3. Compute the activity slack for each activity.
2.4. Identify the critical path.
2.5. How many days will the project take to complete?

Question 3

The project life cycle typically passes sequentially through four (4) stages. Briefly describe the stages of the project life cycle.

Question 4

Identify the five (5) major characteristics of a project.

Question 5

Describe what project governance means to project management. Why is it important to organisational strategy?

Question 6

Strategy is a very important aspect in an organisation. In your own words explain why do project managers need to understand strategy?

Question 7

What is more important for project success, the formal project management structure or the culture of the parent organization?

Question 8

Explain what stakeholder management means and discuss the different groups of stakeholders.

Question 9

Illustrate a typical project cost-duration graph and label the key elements.

Question 10

Explain the advantages of working as a team.

Question 11

Distinguish the different stages of team development.

Question 12

Describe the qualities of a leader in a project environment.

Question 13

The normal time to complete an activity is 12 time units. The normal cost is R600. The estimated crash time and cost is 12 time units and R820 respectively. Using this information, calculate the activity's crash cost (cost slope) per time unit. Show all your calculations. What does the crash cost calculated represent?

Question 14

Use the information below to calculate the cost slopes for the following activities:

Activity	Normal time	Normal cost	Crash time	Crash cost
A	20 days	R2000	15 days	R2500
B	25 days	R5000	22 days	R6800
C	30 days	R3500	25 days	R5000

Question 15

The project manager is evaluating the current project status of his project. He has presented the following figures to the management team:

The actual cost of work performed to date: R700 000
The budgeted cost of work performed: R520 000
The budgeted cost of work scheduled: R690 000

You are required to:

15.1 Calculate the current status of the project in terms of cost and time.
15.2 Given your answers in 19.1, is the project running according to budget? Explain your answer.
15.3 Is the project running according to the time schedule? Explain your answer.

Question 16

A project consisting of six (6) activities (A to F), the budgets for each project, the % complete and the actual recorded costs for a specific point in time are shown below. Please answer the questions that follow:

Activity	Budget	% Complete	Actual Cost
A	70	90	60
B	40	80	50
C	80	70	75
D	60	20	40
E	20	10	5
F	80	5	10
Total	**350**		**240**

16.1 Define Earned value.
16.2 Calculate the Earned Value for each activity.
16.3 Calculate the CPI (or efficiency) of the project.

END OF SELF-ASSESSMENT