

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**GENERAL NURSING DEPARTMENT**  
**FINAL EXAMINATION PAPER SECOND SEMESTER**  
**MAY 2018**

**COURSE CODE: GNS 328**

**COURSE TITLE: PROJECT MANAGEMENT**

**TIME ALLOWED: 2 HOURS**

**MARKS: 75**

**INSTRUCTIONS:**

- 1. There are 3 questions in this paper**
- 2. Answer all three questions**
- 3. Each question is allocated 25 marks**
- 4. Write legibly**

**THIS PAPER IS NOT TO BE OPENED UNTIL THE INVIGILATOR HAS GRANTED  
PERMISSION**

## QUESTION 1

For the following multiple choice questions select the most correct answer e.g. 27. A

1. The business case developed in project management is concerned with all of the following EXCEPT:
  - A. The necessary information from a business standpoint to determine whether the project is worth the investment
  - B. Reasons why the project is undertaken
  - C. The quality monitoring plan is well designed
  - D. Benefits that are hoped to be realized
  
2. Since the levels of both cost and risk vary throughout the project life cycle, which of the following statements is true?
  - A. Costs are high and Risk is low at the initiating stage
  - B. Both Costs and Risks are high at the initiating stage
  - C. Costs are low and Risk is high at the initiating stage
  - D. Both Costs and Risks are low at the initiating stage.
  
3. A document called \_\_\_\_\_ is created by decomposing the project scope into smaller, more manageable elements.
  - A. Scope Statement
  - B. Network Logic Diagram
  - C. Work Breakdown Structure
  - D. Requested Change
  
4. A private hospital has initiated a project to computerize and automate some of their nursing care systems. The nursing personnel are not happy with this idea, and they are afraid they may lose their jobs because of the automation. As the project manager, what would your first step be?
  - A. Create a probability and impact matrix
  - B. Include nursing personnel as project stakeholders
  - C. Meet with manufacturing employees and tell them their jobs are safe
  - D. Meet with the sponsor to get their advice
  
5. Stakeholder management is a critical aspect of managing a project. In order to manage stakeholder expectations, the project manager must come up with a strategy. One technique that can be used to develop this strategy is the \_\_\_\_\_.
  - A. Issue log
  - B. Stakeholder analysis
  - C. Stakeholder register
  - D. Stakeholder management plan

6. Control procurement involves managing contracts and monitoring performance of subcontracted work

- A. True
- B. False
- C. Neither A nor B
- D. Not applicable

7. Which of the following are inputs to the Develop Project Management Plan process?

- A. Project charter
- B. Enterprise environmental factors
- C. Expert Judgment
- D. Both a and b

8. Which of the following are inputs to the Manage Stakeholder Engagement process?

- A. Stakeholder management plan and Change log
- B. Change log and Enterprise environmental factors
- C. Change log and Risk register
- D. Issue log and performance reports

9. A project management team wants to procure some customized products which are available in identical grade and quality from many vendors. What should be included in the procurement package to ensure that their offers will be comparable?

- A. A statement of work describing the needs of the project in sufficient detail to enable vendors to make suitable proposals
- B. A statement of work specifying attributes and metrics of the requested deliverables in detail to allow vendors submission of bids
- C. The approved project scope statement, the WBS which should be broken down to work package level and the WBS dictionary
- D. The risk management plan and the reports from those risk management reviews which have been made so far

10. What should not be covered by a risk management plan?

- A. Individual risks and potential responses to them
- B. Timing of project risk management activities
- C. The methodological approach used for risk management
- D. Roles and responsibilities for handling project risks

11. A contract cannot be a legal document until\_\_

- A. Signed by the project manager
- B. Signed by the buyer
- C. Signed by the seller
- D. Signed by all parties

12. Which one of the following is not true about the change request?

- A. It happens usually in the execution phase of the project
- B. Usually requested by the client
- C. Usually requested by the project management team
- D. It is always an informal verbal request

13. When should you update lessons learned?

- A. At the beginning of the project
- B. At the middle of the project
- C. Throughout the project
- D. At the end of the project

14. What is the goal of Quality Management?

- A. Low quality and high grade product
- B. High grade product
- C. Customer Satisfaction
- D. Low cost product

15. Which statement on conflicts is true?

- A. Conflict resolution should focus on people, not issues.
- B. Conflict is natural and forces a search for alternatives.
- C. Conflict should always be handled in private and not in the team.
- D. Too much openness is a common cause of conflict.

16. According to the project plan, a contractor is scheduled to deliver some software components today afternoon. A regular payment is due to be made to this contractor tomorrow. You and your project team received a note this morning informing you that the software delivery will be delayed by 2 weeks.

What should you do right now?

- A. You should delay the payment also for 2 weeks.
- B. You must immediately find a different contractor.
- C. You should make the payment and reschedule the project plan
- D. You should conduct a meeting with the contractor to resolve the delivery issues before making the payment.

17. During project execution, the planned value, earned value and the actual cost all have identical values. In this scenario, which of the following statements best describes the status of the project?

- A. The project is on schedule and on budget
- B. The cost variance and the schedule variance values are positive
- C. The project is over budget and behind schedule
- D. The cost performance index and the schedule performance index values are zero

18. John has just finished the requirements documentation including the deliverable acceptance criteria to determine the success of the project in terms of the deliverables produced. A series of tasks are included in the criteria. Both John and the customer must perform this series of tasks in order to complete the acceptance and sign-off the final deliverables. Which of the following project processes would use these criteria to provide formal acceptance of the deliverables?

- A. Validated scope
- B. Close project
- C. Control quality
- D. Control scope

19. Which of the following processes describes the collection, measurement and distribution of performance information, and measuring the health of the project to identify project areas that require corrective or preventive actions?

- A. Direct and manage project execution
- B. Integrated change control
- C. Monitor and control project work
- D. None of the above

20. In a PMTCT lost-to-follow-up software development project for Non-governmental organization, a steering committee is responsible for approving all deliverables before they are transferred to operations. This steering committee is made up of directors from three different NGO agencies. If the steering committee approves the transfer of deliverables with a 2-1 vote, which of the following statements is correct?

- A. The project is in the close scope phase.
- B. The project is in the close project phase.
- C. The project is in the close procurements phase.
- D. The project is in the validate scope phase.

21. Petunia has just taken over an IT project. This project was terminated six months ago due to a shortage of funds and resources. Petunia wants to determine the reasons for the fund shortage as well as the situation with the incomplete deliverables. Of the following documents, which should Petunia examine in order to determine the facts about her project?

- A. Project management plan
- B. Project closure documents
- C. Historical database
- D. Lessons learned documents

22. In order to ensure that all project deliverables are complete during project closure, a project manager needs to measure prior information from the previous phase closures. From the following list, select the documents the project manager would use and review to measure project scope and ensure completion of deliverables before considering the project closed.

- A. Scope management plan
- B. Project charter
- C. Project management plan
- D. Work breakdown structure

23. Adam is managing a new project, and he has spent several days meeting with key project resources to review his procurements. What project process is Adam involved with if he tells his project team to close all inventory and contract management records to update the final procurement results?

- A. Close project
- B. Control procurements
- C. Close procurements
- D. Conduct procurements

24. Which one of the following is the last step of project closing?

- A. Client has accepted the product
- B. Archives are complete
- C. Client appreciates your product
- D. Lessons learned are documented

25. Which of the following activities are involved during the administrative closure of a project?

- A. Activities necessary to audit project failure
- B. Activities necessary to transfer the end product
- C. Activities necessary to satisfy the exit criteria for the project
- D. All of the above
- E. Both b and c only

**Total Marks = 25**

## **QUESTION 2**

- a) Stakeholders are the people or entities that can influence the success and outcome of the project.

Describe stakeholder identification as an important activity of project initiation

(1 mark/point=9)

- b) Mention the aspects you would be interested in when conducting a stakeholder assessment

(1mark/point=6)

- c) Describe five reasons for project failure

(2marks/point=10)

**Total Marks = 25**

### **QUESTION 3**

The communication plan is crucial when executing a project.

- a) Describe five types of synchronous communication that a project manager could use to ensure all necessary project members are actively participation at the same time. (2 marks/point=10)
- b) Describe five considerations a project manager needs to make when designing a communication plan (2 marks/point=10)
- c) List five elements of the communication plan template (5marks)

**Total Marks = 25**