

UNIVERSITY OF ESWATINI
FACULTY OF HEALTH SCIENCES
GENERAL NURSING SCIENCE DEPARTMENT
FINAL EXAMINATION MAY 2019

COURSE CODE: GNS 328

TITLE OF COURSE: PROJECT MANAGEMENT

TIME ALLOWED: TWO (2) HOURS

PAGES: 7

MARKS: 75

INSTRUCTIONS:

1. THERE ARE THREE (3) QUESTIONS IN THIS EXAM. ANSWER ALL THREE (3) QUESTIONS.
2. .WRITE LEGIBLY

QUESTION 1

Is a multiple choice question: answer question by indicating with the most appropriate letter provided , such as **question 30 =C**

1. A ____ is a set of activities which are networked in an order and aimed towards achieving the goals of a project.
 - A. Project
 - B. Process
 - C. Project management
 - D. Project cycle

2. Resources refers to
 - A. Manpower, machinery
 - B. Machinery, stakeholders
 - C. Materials, purchasing
 - D. material, staff refreshments

3. The project life cycle consists of
 - A. Understanding the climate of the site
 - B. recruitment of staff
 - C. Formulation and planning various activities
 - D. report writing

4. Following is (are) the responsibility(ies) of the project manager.
 - A. Budgeting and cost control, allocation of resources
 - B. Allocating resources, procurement, transportation
 - C. Tracking project expenditure, sponsoring meetings, allocation of staff
 - D. allocation of staff, attending meetings , procurement of material

5. Initial phase consist of
- A. Input received
 - B. Output received
 - C. Both (A) and (B)
 - D. None of the above
6. Project performance consists of
- A. Time, cost, quality
 - B. Cost, staff, time
 - C. Quality, risk, cost
 - D. cost , time ,risk
7. Five dimensions that must be managed on a project
- A. Constraint, Quality, Cost, Schedule, Staff
 - B. Features, Quality, Cost, Schedule, Staff
 - C. Features, priority, Cost, Schedule, Staff
 - D. Features, Quality, Cost, Schedule, customer
8. During closeout, many project managers tend to delay personnel reassignment because-
- A. The team members do not want to move on to new assignments
 - B. They believe that no one will want to leave the project
 - C. The functional managers do not want the team members to return
 - D. They are reluctant to confront any interpersonal conflicts that may occur in the process

9. What is the most important skills a project manager can have?
- A. Negotiation skills
 - B. Influencing skills
 - C. Communication skills
 - D. Problem Solving skills
10. Which type of leadership is best suited for optimizing team performance in projects?
- A. Democratic leadership
 - B. Participative leadership
 - C. Autocratic leadership
 - D. Authoritative leadership
11. What are the 4 stages of team development?
- A. Forming, Storming, Norming, Performing
 - B. Enthusiasm, Hope, Panic, Solution
 - C. Forming, Solutioning, Normalizing, Communicating
 - D. Direction, Motivation, Cooperation, Collaboration
12. Which of the following is not a feature of a project?
- A. Constrained by limited resources
 - B. Planned, executed and controlled
 - C. Creates unique product or service
 - D. May be ongoing and repetitive
13. Which activity is not a constraint to a project?
- A. Scope
 - B. Resources
 - C. Team
 - D. Budget
14. Which of the following is not correct about initial phase of a project?
- A. The cost associated at the beginning of the project is highest.
 - B. Stakeholders have maximum influence during this phase.
 - C. The highest uncertainty is at this stage of the project.
 - D. All the above statements are correct.
15. The problem of changing scope or performance, expected of a project is a major
- A. Drawback
 - B. Issue
 - C. Downfall
 - D. Success

16. Despite how carefully a project is planned, it is almost certain to be changed before:

- A. Execution
- B. Planning
- C. Completion
- D. Assigning resources

16. Cause of change that cannot be managed by Project Management is:

- A. Technological Uncertainty
- B. Innovation
- C. Change in environment
- D. Increased client knowledge

17. Chances for successful completion of a multidisciplinary project is:

- A. Very low
- B. Below expected
- C. High
- D. Above Expected

18. Project planning has stages which include:

- A. Develop activity plan
- B. Updates on the course of the project
- C. Conducting disciplinary activities
- D. Evaluating performance of staff

19. Project success depends on:

- A. Proper planning , stakeholder involvement
- B. Staff involvement, communication by e mails
- C. Sponsor involvement , budget appraisals
- D. Frequent meetings , benchmarking

20. Project failure can be due to:

- A. Wrong team members, lack of risk management
- B. Right team members, lack of risk management
- C. Lack of management of resources, right team members
- D. Right resources, lack of commitment

21. The Work Breakdown Structure is the

- A. foundation for effective project planning, costing and management
- B. describes the profile of each team member
- C. identifies the risks to be managed
- D. states the project manager

22. A project risk is defines as:

- A. an uncertain event or condition that, if it occurs, has a positive or negative effect on a project objective
- B. A usual event in project execution
- C. A certain event that enhances the implementation of the project
- D. A positive effect that result in staff receiving salary increase

23. Project manager during the close-out stage should:

- A. Advise the consumers and stakeholders the project is done
- B. Allow the team members to solicit new job opportunities
- C. Review and approve Closure document with core team members
- D. Allow team members to complete the work a week before project shut down

24. The project manager meets with the project team to review lessons learned from previous projects. In what activity is the team be involved?

- A. Performance management
- B. Scope identification
- C. Risk identification
- D. Project team status meeting

25. What is true for modern project management? Project managers need...

- A.... to have a strict standing in negotiating
- B.... to show experience in tricking business partners
- C... to be team players and facilitators instead of "bosses"
- D.... to be strongly linked to local traditions

QUESTION 2

2.1

Define the following terms used in project management:

- A. Quality
- B. Risk
- C. Resources
- D. Work breakdown structure
- E. Schedule

(1mark each =5 marks)

2.2 state five (5) project management processes that are normally applied in any project

(10 marks)

2.3 Explain five (5) Contributing factors that can lead to a project to fail

(5 marks)

2.3 Why is it important to plan a project, explain five (5) the advantages of planning any project before it is being implemented or initiated

(5marks)

(Total 25Marks)

QUESTION 3

Explain the roles or functions of the different persons named in a project

- 3.1 A project manager
- 3.2 Human resources
- 3.3 Sponsor
- 3.4 Steering committee
- 3.5 Monitoring and evaluation manager

(5 marks each =25)

(TOTAL MARKS 75)