



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Business Management
CAMPUS	Bunting
MODULE NAME	Nature of Project/Life Cycle
MODULE CODE	AC1NPLC
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Supplementary Summative Assessment January 2020

ASSESSMENT DATE	2020 January	SESSION	
ASSESSOR	Dr M Bounds		
MODERATOR	Mr A de Beer		
DURATION	120 min	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	6
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
- Question papers must be handed in together with your answer books.
- Read the questions carefully and answer only what is asked.
- Answer all the questions:
 - Answer **Section A** on the multiple choice sheet provided. Indicate the correct answer as per the instructions on the multiple choice sheet.
 - Answer **Section B** in the answer book.
- Number your answers clearly.

STUDENT NUMBER :

SECTION A
QUESTION 1**[MARKS: 16]**

Sequencing rules could include _____.

- a) customer/client priority sequencing (important or aggrieved customers/clients are processed prior to others, irrespective of the order of arrival)
- b) due-time (DT) priority sequencing, according the age of the customer/client
- c) first-out-first-in (FOFI) priority sequencing (customers/clients are served as they wish)
- d) least-in-first-out (LIFO) priority sequencing.

QUESTION 2

Typical operations scheduling tools are _____.

- a) process flowcharts and LIFO graphs
- b) Gantt charts and network diagramming
- c) milestone and SPC charts
- d) SOW, WBS and PERT diagrams.

QUESTION 3

Effective scheduling _____.

- a) is related to unrealistic timetables
- b) allows for unessential changes
- c) allows enough time for all the operations, and before and after the operations
- d) releases maximum available jobs, and schedules all the available capacity of the plant.

QUESTION 4

_____ process operations produce outputs that are low in volume, high in variety, and require a relatively long period of time to complete.

- a) Project
- b) Repetitive
- c) Batch
- d) Individual

QUESTION 5

Operations management is continuously concerned with process management. Process throughput time can be reduced by _____.

- a) utilising consultants
- b) extending the assembly line
- c) performing activities in parallel
- d) changing the length of activities to increase interruptions

QUESTION 6

Performance objectives are those distinct competencies driving business strategy such as _____.

- a) eliminate waste
- b) quality and high cost
- c) speed, reliability, consistency, responsiveness and flexibility
- d) supply chain integration

QUESTION 7

A guideline for effective product and operations designs is to _____.

- a) use standard materials, parts, methods and procedures of known and proven quality
- b) design components and service elements that can be used in specialised products only
- c) design sub-assemblies for security purposes – complicate joining, separating and re-joining components for difficult coupling or uncoupling and stealing
- d) design for beauty and unsafe performance

QUESTION 8

Project managers use several planning documents. Gantt charts _____.

- a) are time charts most commonly used to schedule small projects
- b) are network diagrams
- c) are used for large complicated projects
- d) provide a good impression of the progress made on a project

QUESTION 9

Time management is the allocation of time in a project's life cycle through the process of _____.

- a) planning
- b) estimating
- c) scheduling
- d) controlling

QUESTION 10

Which one of the following correctly explains a distinct activity of scheduling?

- a) First the operations must be timed and routed. Timing involves deciding when a particular operation will take place, and routing is done to establish the speedy pace of the process.
- b) The second activity is known as dispatching. This involves issuing a hot shop order (special authorisation for a job) so that the operation can be stopped or expedited at any time or method.
- c) The third activity concerns establishing the zero baseline status of the shop order. This is necessary since the process of the shop order must be known (and transparent) at all times.
- d) Expediting is the fourth activity of operations scheduling. This is where actions are aimed at getting an order completed more quickly.

QUESTION 11

The _____ stage of the Product Life Cycle is characterised by sales levelling off and prices dropping further.

- a) decline
- b) introduction
- c) growth
- d) maturity

QUESTION 12

Productivity is a common measure of how well inputs are being used by a business (micro-productivity) or a country (macro-productivity). Productivity is also measured by means of the following formula:

- a) inputs multiplied by total waste
- b) outputs divided by inputs
- c) inputs divided by outputs
- d) effectiveness multiplied by efficiency

QUESTION 13

Lead time (general through-put time) is not only the actual manufacturing process (process time). Other elements of lead time include _____.

- a) the period for which a job stays in the queue at a work centre
- b) marketing time at exhibitions
- c) idle time on empty delivery trucks to the next factory
- d) tea time

QUESTION 14

Operations management is continuously concerned with process management. Process throughput time can be reduced by _____.

- a) utilising consultants
- b) extending the assembly line
- c) performing activities in parallel
- d) changing the length of activities to increase interruptions

QUESTION 15

Project objectives are those distinct competencies driving business strategy such as _____.

- a) eliminate waste
- b) quality and high cost
- c) speed, reliability, consistency, responsiveness and flexibility
- d) supply chain integration

QUESTION 16

A guideline for effective product and operations project designs is to _____.

- a) use standard materials, parts, methods and procedures of known and proven quality
- b) design components and service elements that can be used in specialised products only
- c) design sub-assemblies for security purposes – complicate joining, separating and re-joining components for difficult coupling or uncoupling and stealing
- d) design for beauty and unsafe performance

SECTION B**[MARKS: 84]****QUESTION 1****[Marks: 30]**

List and explain in detail the FOUR key project management techniques that you would apply in your individual project.

QUESTION 2**[Marks: 20]**

Transmed should use a matrix structure. In a matrix organisation, the projects are led by project managers and the product managers of the individual product lines. These managers have all the requisite skills and knowledge for successfully completing every project from each functional area, such as marketing, finance or production.

You need to agree or disagree with the above statement. In your discussion refer to:

- the advantages and
- disadvantages;
- show in detail the organisational structure that you would recommend.

QUESTION 3**[Marks: 34]**

3.1 Indicate the similarities and differences between the planning sheet, Gantt chart and PERT network. (8)

3.2 Describe the following terms:

- Resource allocation
- Resource loading
- Resource levelling. (9)

3.3 Explain the resource-based view (RBV) which businesses' applied. (7)

3.4 Unless the organisation's resources have been properly organised, it will never achieve what it sets out to do. List the reasons for this. (10)

End of Question Paper