



<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>SCHOOL</b>	School of Management
<b>DEPARTMENT</b>	Business Management CEP's
<b>CAMPUS</b>	APB
<b>MODULE NAME</b>	Project Identification and Scoping
<b>MODULE CODE</b>	HC1PJIS
<b>SEMESTER</b>	Second
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	Supplementary Summative Assessment 22 January 2021

<b>ASSESSMENT DATE</b>	22 January 2021	<b>SESSION</b>	08:30 – 10:30
<b>ASSESSOR</b>	Mr Lucas Khoza		
<b>MODERATOR</b>	Mr Mfowabo Maphosa		
<b>DURATION</b>	2 hours	<b>TOTAL MARKS</b>	100

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	3
---	---

#### **INFORMATION/INSTRUCTIONS:**

---

- This is an ONLINE assessment.
  - Read the questions carefully and answer only what is asked.
  - Answer all the questions in the ANSWER SHEET provided.
  - Number your answers clearly.
  - Structure your answers by using appropriate headings and subheadings.
  - The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
-

**SECTION A: PROJECT IDENTIFICATION AND SELECTION****[48]****QUESTION 1**

- 1.1 What is the purpose of project identification. (6)
- 1.2 Describe the process of soliciting proposals. (10)
- 1.3 What is the function of a project charter? (10)
- 1.4 What influences the duration of the project? (8)
- 1.5 As a project manager, what do you need to do to estimate resources needed. (4)
- 1.6 You are the **project manager** for a software developing organization ABC based in Soweto. ABC has identified **three potential new software projects**. Once developed, these software projects will have to be **installed and shared** with their clients over a multi-domain network. The projects will also require a **website design** of their own for user **support** purposes. For the past 10 years, this ABC has been developing software projects for their clients and they have been delivering them successfully. This has made ABC grow with new customers partnering with them. ABC is mostly driven by success and in most of their previous project, they were also considering return on investment. **Apply** what you have learned about **project identification and selection, compare and evaluate** the three projects against the evaluation criteria and **select the most viable** project out of the three and discuss why you think it is the most viable project for ABC. (10)

<b>PROJECT EVALUATION AND SELECTION</b>			
<b>EVALUATION CRITERIA</b>	<b>PROJECT A</b>	<b>PROJECT B</b>	<b>PROJECT C</b>
Investment	R 650 000	R 1 900 000	R 1 200 000
Return on investment	8.2 %	19.6 %	12.4%
Time to market	11 months	17 months	12 months
Increase in market share	3%	7%	4%
Risk	Low	High	Medium
Chances of success	High	Medium	High
Comments:	Major competitor already has a similar product and may reduce the price	New technology may not work as expected	Product features may not be accepted in some international markets

## SECTION B: DEFINING SCOPE, QUALITY, RESPONSIBILITY AND ACTIVITY SEQUENCE

[52]

### QUESTION 1

Questions 1.1 to 1.7 are based on project scope.

- 1.1 Define project scope. (3)
- 1.2 What must be included in the documentation for project scope? (3)
- 1.3 Explain the benefit of a well-scoped project. (3)
- 1.4 Define scope creep. (3)
- 1.5 Describe the benefit of a clearly defined project scope to project stakeholders. (3)
- 1.6 What is the next action by the project manager once the project scope is documented? (3)
- 1.7 Explain the reason why a project manager must get signoffs and approvals of the documented project scope before starting working on a project. (3)

### QUESTION 2

- 2.1 When assigning responsibilities to activities, project managers assign two responsibilities in each activity. Name and discuss the two responsibilities. (6)
- 2.2 Discuss the benefits of the work breakdown structure (WBS) in a project. (10)
- 2.3 Draw a network diagram based on the table below using Microsoft Visio or any modelling tool. (15)

Activity #	Activity name	Immediate Predecessor	Duration
1	A	-	5
2	B	A	3
3	C	A	11
4	D	B, C	9
5	E	B	2
6	F	D	4
7	G	C	3
8	H	E, F, G	7
9	I	H	4
10	J	I	3