



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

ASSESSMENT DATE	03 December 2021	SESSION	
ASSESSOR	Mr Lucas Khoza		
MODERATOR	Mr Mfowabo Maphosa		
DURATION	2 hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	3
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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.
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SECTION A: PROJECT IDENTIFICATION AND SELECTION**[48]****QUESTION 1**

- 1.1 Discuss the purpose of project identification. (6)
- 1.2 Describe the process of soliciting proposals. (10)
- 1.3 List and briefly explain five (5) functions of a project charter? (10)
- 1.4 Describe the FOUR (4) step process on how a business selects which projects to work on when numerous projects could be done. (8)
- 1.5 As a project manager, what do you need to do to estimate the resources needed. (4)
- 1.6 You have been appointed as **project manager** for a construction company named Keyona Constructions based in Mgobodzi. Keyona Constructions has identified **three new potential projects**. For the past ten years, Keyona Constructions has successfully designed big construction projects such as malls and bridges. This has made Keyona Constructions grow with new customers partnering with them. Keyona Constructions 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, select the most viable project out of the three, and discuss why you think it is the most viable project for Keyona Constructions. (10)

PROJECT EVALUATION AND SELECTION			
EVALUATION CRITERIA	PROJECT A	PROJECT B	PROJECT C
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)

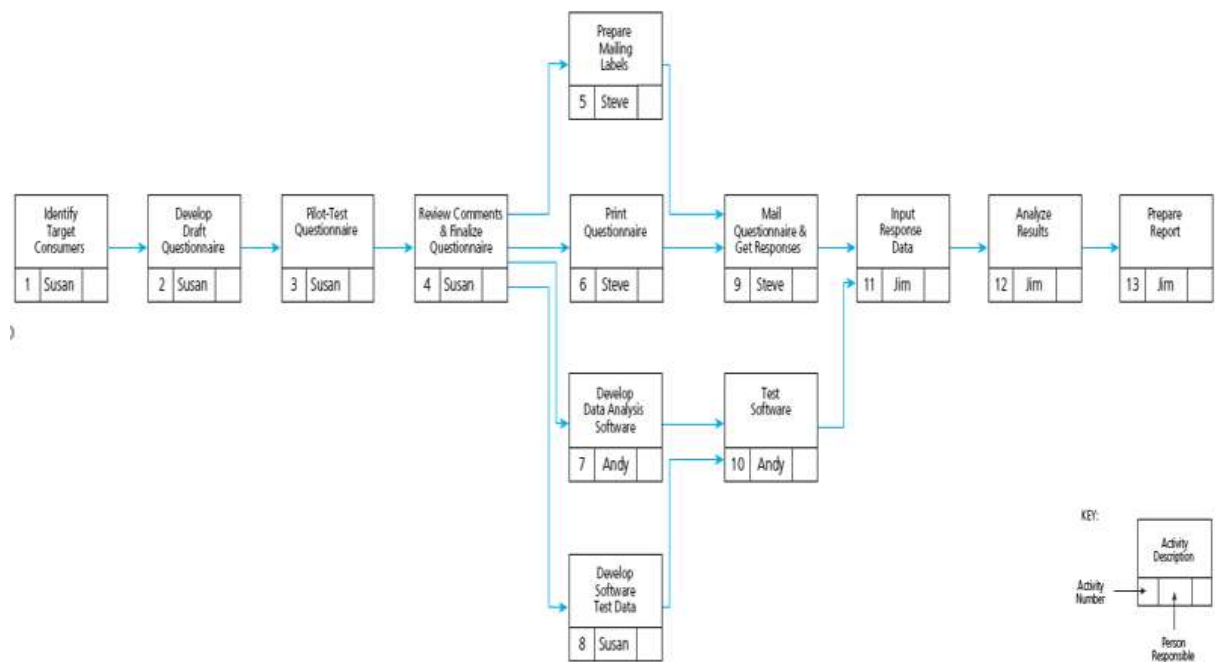
QUESTION 2

- 2.1 When assigning responsibilities to activities, project managers assign two responsibilities to each activity. Name and discuss the two responsibilities. (6)
- 2.2 Using the information presented in the table below, prepare a WBS. (15)

Level 1	Level 2	Level 3
1 Widget Management System	1.1 Initiation	1.1.1 Evaluation & Recommendations 1.1.2 Develop Project Charter 1.1.3 Deliverable: Submit Project Charter 1.1.4 Project Sponsor Reviews Project Charter 1.1.5 Project Charter Signed/Approved
	1.2 Planning	1.2.1 Create Preliminary Scope Statement 1.2.2 Determine Project Team 1.2.3 Project Team Kickoff Meeting 1.2.4 Develop Project Plan 1.2.5 Submit Project Plan 1.2.6 Milestone: Project Plan Approval
	1.3 Execution	1.3.1 Project Kickoff Meeting 1.3.2 Verify & Validate User Requirements 1.3.3 Design System 1.3.4 Procure Hardware/Software 1.3.5 Install Development System 1.3.6 Testing Phase 1.3.7 Install Live System 1.3.8 User Training 1.3.9 Go Live
	1.4 Control	1.4.1 Project Management 1.4.2 Project Status Meetings 1.4.3 Risk Management 1.4.4 Update Project Management Plan
	1.5 Closeout	1.5.1 Audit Procurement 1.5.2 Document Lessons Learned 1.5.3 Update Files/Records 1.5.4 Gain Formal Acceptance 1.5.5 Archive Files/Documents

QUESTION 3

3.1 Refer to the Figure below to answer the following questions.



3.1.1 What activities must be accomplished before “Input Response Data” can start? (2)

3.1.2 What activities can start after “Review Comments & Finalize Questionnaire” has finished? (4)

3.1.3 List two activities that can be done concurrently. (4)