



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Management
DEPARTMENT	Business Management CEP's
CAMPUS	APB
MODULE NAME	Project Control
MODULE CODE	HC1PJCL
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment 1 November 2021

ASSESSMENT DATE	1 November 2021	SESSION	Online
ASSESSOR	Prof C Marnewick		
MODERATOR	Mr MC Botha		
DURATION	2 hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	2
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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.
 - Number your answers clearly.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 - 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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QUESTION 1**[20 MARKS]**

Use the following information to answer parts (a) through (f). Describe what the results of each calculation mean to you as a project manager. What do you propose to do?

PV = R25 000

EV = R30 000

AC = R29 000

BAC = R100 000

- a. Calculate the schedule variance (SV).
- b. Calculate the cost variance (CV).
- c. Calculate the schedule performance index (SPI).
- d. Calculate the cost performance index (CPI).
- e. Calculate the estimate to complete (ETC).
- f. Calculate the estimate at completion (EAC).

QUESTION 2**[10 MARKS]**

Project control impacts FIVE project areas. Discuss the impact that project control has on these FIVE project areas.

QUESTION 3**[10 MARKS]**

List and discuss FIVE quality control measurements that a project manager can utilise to ensure that quality is adhered to in the project.

QUESTION 4**[20 MARKS]**

Provide a diagram for a stakeholder management strategy formulation and briefly discuss each cell.

QUESTION 5**[10 MARKS]**

List and discuss the steps in the time management process.

QUESTION 6**[10 MARKS]**

An approved plan is to erect 1 000 telephone poles in 40 days at a cost of R2 000 per pole. Assume a straight line of progress (every day the same number of poles will be erected). On day 18, only 400 poles have been erected. Determine the following:

- Planned value
- Earned value
- Schedule variance (in rand)
- Time variance (in days)
- Say the actual cost is R1 800 instead of the budgeted R2 000. Determine the actual cost and the cost variance.

QUESTION 7**[10 MARKS]**

Discuss the steps in the project control process.

QUESTION 8**[10 MARKS]**

Discuss the FIVE tools and techniques that a project manager can use to control cost.

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