

UNIVERSITY OF BOLTON

OFF CAMPUS DIVISION

INSTITUTE OF DEVELOPMENT MANAGEMENT

**BSC LOGISTICS AND SUPPLY CHAIN
MANAGEMENT**

SEMESTER 1 EXAMINATION 2019/2020

PROJECT MANAGEMENT

MODULE NO: SCM6009

Date: 15th JANUARY, 2020

Time: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

There are 6 questions on this paper.

Answer 4 questions.

All questions carry equal marks.

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Semester 1 Examination 2019/2020
Project Management
Module No. SCM6009

Question 1

You are appointed the Project Manager for a new project on the refurbishment of the rail fleet at Botswana Railways. Compile a set of requisite characteristics and qualities the Project Manager should have to successfully run the project to its very end. Justify your answer.

Specific sub areas that could be covered include under this question;

- In a supply chain environment, the critical aspect of project – **3 marks**
- The Project Manager's role is focused – **6 marks**
- Multiple leadership and managerial roles – **10marks**
- Three major set of skills – **6 marks**

(Total: 25 marks)

Question 2

A good Project Manager will ensure risks are identified in advance and an analysis of response to risks is done. If you are appointed a project manager in project administered under Public-private partnership (PPP), critically evaluate the type of risks you are likely to encounter, and how you would sequentially manage them.

Specific sub areas that could be covered include under this question;

- What is PPP project – **2 marks**
- Definition of Risk management and general type of risks in a project – **3 marks**
- The type of risks in a PPP project – **7 marks**
- The step by step process of managing Management of risks – **13 marks**

(Total: 25 marks)

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Question 3

Projects are conceived, planned, executed and commissioned by personnel at various levels in the hierarchy of an organisation. It is therefore vital to develop an organisation structure that reflects the needs of the project team, as well as those of individuals. Compare and contrast the various project structures.

Specific sub areas that could be covered include under this question;

- What are project structures and purpose of project structures - **4 marks**
- Functional organizational structure – pros and cons -**7 marks**
- Projectised Structure - pros and cons-**7 marks**
- Matrix Structure - pros and cons-**7 marks**

(Total: 25 marks)

Question4

With examples of a familiar project, discuss why project succeed or fail, and suggest critical success factors which would be necessary for a project succeed in supply chain environment

Specific sub areas that could be covered include under this question;

- Characteristics of project success – **6 marks**
- Determinants of project success- **6 marks**
- Ten empirically derived key factors by Pinto and Slaven – **13 marks**

(Total: 25 marks)

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Question 5

Compare and contrast projects and operations in a supply chain environment, and justify why Project Management is important in the management of logistics and supply chains

Specific sub areas that could be covered include under this question;

- Presence of both operations and projects in any organisation **-5marks**
- How projects are different from operations- **5 marks**
- Compare and contrast projects and operations **-5marks**
- Why projects are important in supply chain management **-5 marks**
- Project management principles applied to Supply Chain **-5 marks**

(Total: 25 marks)

Question 6

Current trends in Project Management indicate that that Project Management Office (PMO) are important in the effective management of projects in big corporations in a supply chain environment. Justify the need for PMO, and suggest the best type of PMO in Botswana's Ministry of Roads and Transport.

Specific sub areas to be covered include under this question;

- Purpose and significance of PMO's-**5 marks**
- Types of PMO's-**10 marks**
- Main Challenges of PMOs-**10 marks**

(Total: 25 marks)

END OF QUESTIONS