

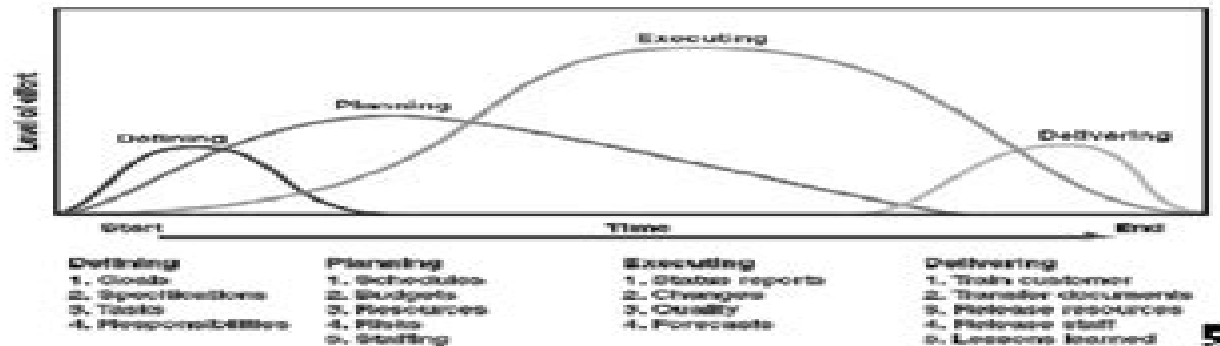
EPM Final Exam Questions (Autumn & Spring 2008)

Question 1

- a. Project life cycle (with diagram), why it's important in project management (planning, developing, executing and delivering phases) (5 marks)

The lifecycle recognizes that projects have a limited life span and that there are predictable changes in level of effort and focus over the life of the project. There are various life cycle models used in the industry usually industry tailored. The general project life cycle consists of 4 phases; defining phase, planning phase, executing phase, and delivering phase.

Gray and Larson – 4th edition



- b. Advantages & disadvantages of functional matrix and dedicated team structures (5 marks)

Functional Matrix		Dedicated Team Structures	
Advantages	Disadvantages	Advantages	Disadvantages
No change	Lack of focus	Simple	Expensive
Flexibility	Poor integration	Fast	Internal strife
In-depth expertise	Slow (slow response time)	Cohesive	Limited technological expertise
Easy post project transition	Lack of ownership	Cross-functional integration	Difficult post project transition

- c. What is scope? How is this related to WBS? (5 marks)

The scope is the keystone which interlocks all the elements of a project plan. In the planning stages, the scope will help identify what needs to be achieved from the project as well as any inclusions or

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M Walker



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Table of Contents Grade 11 Final Examination 2014 Life Science Diagrams

1. Understanding the eBook Grade 11 Final Examination 2014 Life Science Diagrams
 - The Rise of Digital Reading Grade 11 Final Examination 2014 Life Science Diagrams
 - Advantages of eBooks Over Traditional Books
2. Identifying Grade 11 Final Examination 2014 Life Science Diagrams
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Grade 11 Final Examination 2014 Life Science Diagrams
 - User-Friendly Interface
4. Exploring eBook Recommendations from Grade 11 Final Examination 2014 Life Science Diagrams
 - Personalized Recommendations
 - Grade 11 Final Examination 2014 Life Science Diagrams User Reviews and Ratings
 - Grade 11 Final Examination 2014 Life Science Diagrams and Bestseller Lists
5. Accessing Grade 11 Final Examination 2014 Life Science Diagrams Free and Paid eBooks
 - Grade 11 Final Examination 2014 Life Science Diagrams Public Domain eBooks
 - Grade 11 Final Examination 2014 Life Science Diagrams eBook Subscription Services
 - Grade 11 Final Examination 2014 Life Science Diagrams Budget-Friendly Options
6. Navigating Grade 11 Final Examination 2014 Life Science Diagrams eBook Formats
 - ePub, PDF, MOBI, and More
 - Grade 11 Final Examination 2014 Life Science Diagrams Compatibility with Devices
 - Grade 11 Final Examination 2014 Life Science Diagrams Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Grade 11 Final Examination 2014 Life Science Diagrams
 - Highlighting and Note-Taking Grade 11 Final Examination 2014 Life Science Diagrams
 - Interactive Elements Grade 11 Final Examination 2014 Life Science Diagrams

8. Staying Engaged with Grade 11 Final Examination 2014 Life Science Diagrams
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Grade 11 Final Examination 2014 Life Science Diagrams
9. Balancing eBooks and Physical Books Grade 11 Final Examination 2014 Life Science Diagrams
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Grade 11 Final Examination 2014 Life Science Diagrams
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Grade 11 Final Examination 2014 Life Science Diagrams
 - Setting Reading Goals Grade 11 Final Examination 2014 Life Science Diagrams
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Grade 11 Final Examination 2014 Life Science Diagrams
 - Fact-Checking eBook Content of Grade 11 Final Examination 2014 Life Science Diagrams
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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