



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS, AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CBM 404
COURSE TITLE : PROJECT MANAGEMENT
DURATION : 3 Hours
LEVEL : 4.2

05 JUL 2022

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Use of silent, non-programmable calculators is allowed
3. Answer question number one (1) in Section A (Compulsory) and any other three (3) questions in Section B.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []
6. Show all workings, where applicable.

SECTION A

QUESTION ONE

Projects expects have been emphasizing the need to plan before execution. The main challenge of project failure is poor planning. According to Humprey (2005), planning in most IT projects does not contribute to success. The same author insists that every failure in a project lacks a plan. Therefore, extremely few unplanned projects have a likelihood of being fruitless. Several projects take main milestones before completion. However, the problems emerge after extension of projects past the main milestones. You are required to follow the case for planning given below closely.

- a. Construct a Gantt chart using the following data:

Task	Start Time (Weeks)	Duration (Weeks)
A	0	5
B	6	3
C	7	4
D	7	9
E	8	2
F	9	8
G	12	7

[10 marks]

- b. How must the Gantt chart you drew be changed if you were told that C and D could not begin until B was completed, and that G could not begin until C was completed? What happens to the project completion time? [15 marks]

SECTION B

QUESTION TWO

- a. Using two examples, explain the difference between accuracy and precision in project costing. [10 marks]
- b. Show how the project manager's mandate can be delivered by concentrating on project risk management and quality management. [15 marks]

QUESTION THREE

- a. Explain the difference between *quality* and *grade*. [10 marks]
- b. How would you expect the bars of a Pareto diagram to change as the result of an improvement program? [15 marks]

QUESTION FOUR

Assess how a project manager can manage project risk, using a project of your choice. [25 marks]

QUESTION FIVE

Conceptualise the role of informal gatherings and social events in building trust in international projects. [25 marks]

---The End---

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