



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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**FACULTY OF BUSINESS, ECONOMICS, AND ACCOUNTING**

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**DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**EXAMINATION PAPER**

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

**30 NOV 2022**

**INSTRUCTIONS TO CANDIDATES:**

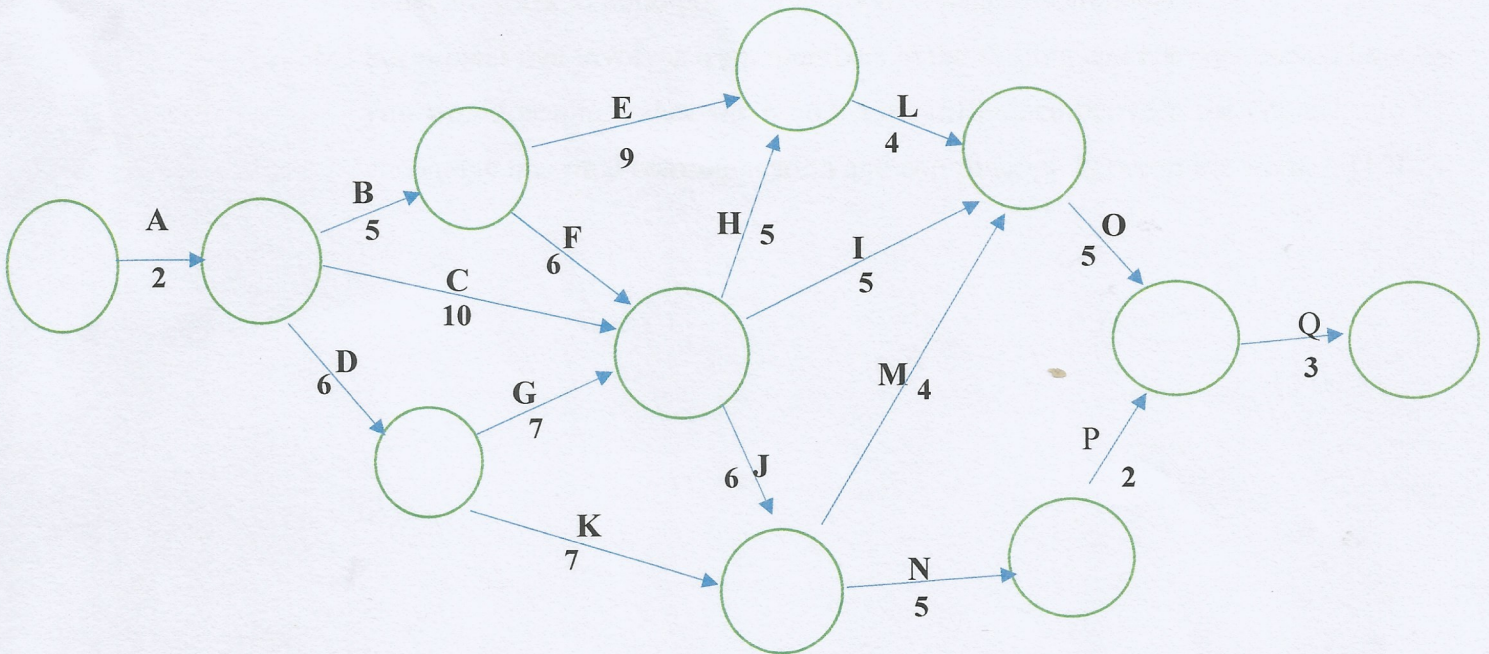
1. No cell phones are allowed in the examination venue.
2. Use of silent, non-programmable calculators is allowed.
3. Answer question number one (1) in Section A (Compulsory) and any other three (3) questions in Section B.
4. Begin each question on a new page.
5. The number of marks for each question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

## SECTION A

### Question 1

The network diagram for a project in Juliasdale near Inyanga has been constructed for you and is given after the table of activities below. The definition of activities has been given in the table below. Duration is in days.

| Code | Activity                                  |
|------|---|
| A    | Buying land                               |
| B    | Clearing land                             |
| C    | Brick laying                              |
| D    | Tendering the construction work           |
| E    | Marking corners                           |
| F    | Ordering cement                           |
| G    | Drawing plans                             |
| H    | Digging foundations                       |
| I    | Ordering $\frac{3}{4}$ stones             |
| J    | Sourcing pit sand                         |
| K    | Environmental alignment process           |
| L    | Board meeting update                      |
| M    | Start laying the foundation               |
| N    | Ordering doors                            |
| O    | Lag time for strengthening the foundation |
| P    | Quality checks                            |
| Q    | Local board assessment                    |



- a. Calculate the total project duration. [10]
- b. Identify the critical path of the project. [15]

### SECTION B

#### Question 2

- a. For each of the following estimating methods, briefly describe the method, when it is used, and the estimate accuracy it provides:
  - a. Expert opinion
  - b. Analogy
  - c. Parametric
  - d. Cost engineering [12]
- b. What might happen if top management submitted a bid for a project without consulting the business unit or department to be involved in the project? [13]

#### Question 3

A Rolls Royce is a high-quality vehicle. Is this always true? Consider different users and uses. [25]

#### Question 4

Can risk be eliminated from projects? *Should* management try to eliminate it? [25]

**Question 5**

- a. What are ways to build good relations with local stakeholders? [10]
- b. For project that involves team members in the Beijing and Harare, discuss how you would accommodate the 6-hour time difference between the countries to encourage maximal communication and coordination between the teams. [15]

15/17 AM

*---The End---*

*---Asanteni---*