



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

---

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS**

---

**DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP**

**EXAMINATION PAPER**

**COURSE CODE** : MSTM515  
**COURSE TITLE** : PROJECT MANAGEMENT  
**DURATION** : 3 Hours  
**SPECIAL REQUIREMENT** : NONE  
**DATE** : 14 FEB 2024

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. Answer question one and any other three
3. Question one is compulsory and carries 40 marks, the rest carry 20 marks
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## QUESTION ONE (COMPULSORY)

Read the following case study and answer questions that follow.

### Poultry production in a war zone

Oleksandr Strilets comments on the unheard-of situation: "You try to run the business as best as you can, but no managerial decision will work against a tank." "On 24 February, we woke up to a war, and soon thereafter, Russian tanks rolled through the front gate of the poultry farm. With roadblocks between feed plant and farm, egg production became next to impossible," tells Oleksandr Strilets, owner of the Ptahoprodukt group of companies in an exclusive interview with *Poultry World*.

The Sumy region is located in the eastern part of Ukraine. It borders Russia in the north and was immediately occupied by the Russian military on 24 February, with heavy fighting for individual cities. The territory was liberated from the occupiers on 4 April. During the occupation, the Russian army killed more than 100 people, and several dozen more went missing. In addition to human casualties, the business also suffered losses. Companies were shelled, looted, office and production equipment was taken away. One of the companies that fell under the Russian occupation was one of the poultry farms of the Ptahoprodukt group of companies. The firm includes 2 poultry farms (6 and 10 hectares) and a compound feed plant. The poultry farm in the village of Vilshana came under attack and was eventually occupied. Owner Oleksandr Strilets comments on the unheard-of situation: "You try to run the business as best as you can, but no managerial decision will work against a tank." Strilets comments: "Our biggest challenge was the Russian military's direct attack on the farm. More than 100 vehicles with military equipment entered the factory's territory – it was a shock for everyone. The Russian forces invaded after the end of the working day. The gate was demolished with a tank, and their equipment was placed everywhere. The occupiers camped there for the night. The factory's guard was locked in a room, and his phone was taken away." At that time, the farm housed 30,000 day-old chicks as well as producing layers. Russian soldiers occupying the poultry farm vandalised the cage equipment, tampered with feeding and ventilation systems, and slept on bags of compound feed. Moreover, the chickens were thrown out of the cages, and the temperature in the chick houses dropped below critical, substantially increasing mortality.

According to the owner of Ptakhoprodukt, working under the occupation is about regularly making hard decisions within limited time frames. In such conditions, the most important thing is when the company's top management is highly motivated and determined to work. Then the employees do not give up, and practical solutions are found to situations that nobody can predict. On 5 March, in the middle of the occupation, 50,000 new chicks should have been delivered. "Since the amount of feed was limited, before accepting 50,000 new chicks, we decided to change the diet of adult livestock, limiting both volumes and nutrition level. Yet, any change entails a chain reaction – modifications in the feed recipes, adjustments in logistics, redistribution of resources, and others. When we

realised that the issue with feed at the farm was critical, we accepted the most tactical decision at the time to let the existing flock "molt". They had eaten poorly for a few days anyway, and then as soon as we got the feed, we started dealing with molting. According to the farm workers, this is a violation of proper animal husbandry. Yet, owing to that, we managed to save the flock."

After 6 weeks of occupation, the Russians were driven out of the Sumy area by Ukrainian forces, but that didn't mean an end to the struggles. One of the most immediate issues were the tripwires left behind by Russian troops. Because of them, none of the employees could enter the territory. Everyone was afraid of the possibility of detonating them. The director of the poultry farm, Mykhailo Bospalyi, was the one to take control of the situation. He surveyed the area covered with tripwires, worked out a safe route, and the employees followed him. Strilets: "The first thing they did was catch chickens and put them back in cages. Afterwards, they defrosted the heaters to warm up the premises and started other production processes. They managed to save quite a lot of chickens and chicks. Yet, about 10-15% of the 30,000 chickens died." Despite the production efficiency decreasing somewhat, the feed mill and poultry farms continue to function. "We managed to restore sales markets in the Sumy region, Kharkiv and Kyiv. Moreover, just the other day, a new batch of 50,000 chickens was delivered, marking a new start," Strilets concludes (Source: Kateryna Kuharchuk, *Poultry World* Sep 21, 2022)

## REQUIREMENTS

- (a) "You try to run the business as best as you can, but no managerial decision will work against a tank". Comment on the above statement giving examples.

(10 marks)

- (b) Evaluate the effects of the war on the project constraints highlighting specific issues in the case pointing to the changes.

(8 marks)

- (c) Project managers are expected to demonstrate certain qualities. Comment, citing any actions that were taken by the leadership and their effect on employee motivation

(7 marks)

The project manager and team should always be concerned about the project environment'. Discuss.

(15 marks)

(40 marks)

## QUESTION TWO

A foreign investor intends to pursue an engineering project in Zimbabwe, but has noticed that mostly local projects do not reach completion. Advise the investor on the any five major factors affecting project success and any five precautionary measures he may need to take to ensure project success. (20 marks)

### QUESTION THREE

Activity	predecessor	Optimistic	Most Likely	Pessimistic
A	-	5	6	7
B	-	1	3	5
C	-	1	4	7
D	A	1	2	3
E	B	1	2	9
F	C	1	5	9
G	C	2	2	8
H	E,F	4	4	10
I	D	2	5	8
J	H,G	2	2	8

- (a) Calculate the expected time for each activity (7 marks)  
 (b) Construct a network diagram and determine the critical path (5 marks)  
 (c) Calculate ES, EF, LS and LF times of the project (8 marks)

### QUESTION FOUR

Health and safety in project management is a part of project quality management. Comment.

(20 marks)

### QUESTION FIVE

A junior project manager has been assigned to spearhead a project in Chiadzwa but is facing a lot of challenges in getting stakeholder buy-in. Advise him/her on any five issues resulting in the challenges he is facing and any five strategies to apply to get buy-in

(20 marks)

ZIMBABWE STATE COLLEGE UNIVERSITY

SCHOOL OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE

BEH2016

COURSE TITLE

PROJECT MANAGEMENT

DURATION

3 Hours

SPECIAL REQUIREMENT

NONE

DATE

14 FEB 2024

#### INSTRUCTIONS TO CANDIDATES

1. No cell phones are allowed in the examination venue.
2. Answer question one and any other.
3. Question one is compulsory and carries 20 marks, the rest carry 10 marks.
4. Tackle each question on a new page.
5. The number of marks for each question or part question is shown in brackets.