



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

---

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

---

**DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP**

**EXAMINATION PAPER**

**COURSE CODE** : CBM 423  
**COURSE TITLE** : PROJECT MANAGEMENT  
**DURATION** : 3 Hours  
**LEVEL** : 4.2  
**DATE** :

**11 JUN 2024**

**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

Consider the data about project activities given for a canyon suburb construction survey involving four talented engineers in the table below. The activities need a sharp manager to arrange the allocation of human resources.

Activity	Predecessors	Duration (Days)	Resources
A	—	2	John
B	A	3	Sue
C	—	3	Sue and John
D	C	2	Al
E	D, J	3	Sue and Al
F	E, B	2	John
G	F	2	Ann
H	—	4	Sue
J	H	2	Al

- What is the total duration of the project? [5 marks]
- Construct a Gantt chart. [8 marks]
- Schedule the work in such a way that each person always has only one task to perform (do not reduce the durations of activities). [12 marks]

## SECTION B

### QUESTION TWO

- Illustrate the relationship between contractual agreement and cost escalation in a project. [10 marks]
- With reference to a mega project in Southern Africa, evaluate the relationship between phases of the project life cycle and cost escalation. [15 marks]

### QUESTION THREE

Discuss the synergic relationship between quality plan and the schedule; budget; risk management plan; and the procurement plan. [25 marks]

### QUESTION FOUR

- a. Justify the rationale that risk management includes being prepared for the unexpected. [10 marks]
- b. Discuss the difference between good decisions and good luck. Make reference to a project associated with high risk. [15 marks]

### QUESTION FIVE

- a. Analyse common causes of project schedule overruns in developing countries? [10 marks]
- b. Evaluate at least three practices that may be used to contain schedule variability and eliminate schedule overruns. [15 marks]

*---The End---*

*---Asanteni---*

55 / 24 (am)