



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 : 30 JUL 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 1

United Banking Hall (UBH) is scheduled to open its new centre, Banc 88, very soon. The Operations Director prepared a schedule of activities at the start of this project and predicted it would finish within Trish's deadline of 45 days. Table 1 provide details of the project schedule.

Activity	Activity detail	Preceding activities	Duration (days)
A	Agree and sign lease with landlord	None	5
B	Draft building plans	None	3
C	Order and delivery of building materials	A & B	5
D	Building work and inspection	C	20
E	Order and delivery of office equipment	A & B	10
F	Installation of office equipment	D & E	8
G	Employee recruitment	A	24
H	Employee training	G	10
J	Initial marketing of centre	A & B	30
K	Fire inspection and certificate	F	5

The project started 10 days ago. The delivery of office equipment is delayed by 12 days. Amit

is concerned that any delay in opening will lead to a loss of income if prospective customers decide to go elsewhere.

- Using information in Table 1, construct a network diagram. [10 marks]
- Using the identified critical path, evaluate the usefulness of critical path analysis (CPA) to UBH in planning the opening of new centres. [15 marks]

SECTION B

Question 2

- a. Using a military example, construct a typical Work Breakdown Structure (WBS) based on a matrix organisational structure. [10 marks]
- b. Evaluate any **three** possible risks that may arise in your task in (a). [15 marks]

Question 3

- a. Substantiate the relationship between *quality* and *grade*. [10 marks]
- b. Evaluate the effect of an improvement program on the project performance using a Pareto diagram. [15 marks]

Question 4

- a. Analyse three principal causes of project schedule overruns? [10 marks]
- b. Evaluate at least three practices that may be used to reduce schedule variability and keep projects on schedule. [15 marks]

Question 5

Using a relevant principal theory, evaluate the role of informal gathering and social events in building trust in international projects such as World Food Program (WFP). [25 marks]

---The End---

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