



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

MODULE CODE : CBM 423/CPS422
MODULE TITLE : PROJECT MANAGEMENT
DURATION : 3 Hours
LEVEL : 4.2
DATE : 11 APR 2025

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

AA sources raw materials from many countries in Africa and Asia. The first stage of the production process is often completed in the country of origin; for example, shea butter made from shea nuts in Africa. AA ensures that producers are paid a fair price for the raw materials. AA's main factory in Africa is old and needs replacing. Production is labour intensive. Recently there have been media reports of worker exploitation and even the use of child labour. Mary has asked the Operations Director to investigate the cost and feasibility of replacing the old factory with a new larger factory, with up-to-date computerised equipment. This would enable all stages of the production and packaging of products to be completed in the new African factory. AA would send a management team from Head Office to supervise this project, including the introduction of modernised processes. The Operations Director, Nigel, has calculated that the total cost of the project will be \$15.5m. He has also estimated the durations of the activities needed to complete the project. These are shown in Table 1. AA's Board of Directors has decided to go ahead with the project, based on these estimates.

Table 3: Estimated times for activities for building and equipping the new factory

Activity		Duration (Days)	Preceding Activities
A	Plan new building and employ building contractor	8	None
B	Remove existing building	2	A
C	Clear and prepare the site	1	B
D	Deliver building materials to site	1	A
E	Complete building work	4	C, D
F	Connect water supply and electricity	2	E
G	Install machinery	3	E
H	Recruit new workforce	4	A
J	Train workforce on site	1	F, G, H.

- a. Calculate and enter on the network diagram the earliest start time (EST) and latest finish time (LFT) for each activity. [7 marks]
- b. **Identify on the network diagram** the critical path. [3 marks]
- c. Refer to your answer to part (a) and other information from the case. Assess the usefulness of critical path analysis (CPA) to AA when planning the new factory project. [15 marks]

SECTION B

QUESTION TWO

An upcoming entrepreneur is considering working together with a popular Zimbabwean holiday hotel group, where she would set up and operate small salons within each hotel. A sister company's products would be used in services such as hairdressing and beauty treatments. The hotel would also buy these products in bulk and provide them for guests to use in their rooms.

Evaluate how this project may be successfully implemented. [25 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 Chinese investor is considering developing and launching a new range of products aimed at the market for men's skin and hair care. Market research has suggested that this is a high-growth market for products such as skin moisturiser.

Discuss the difference between good decisions and good luck. Refer to the Chinese investor's project. [25 marks]

QUESTION FIVE

Evaluate the likely impact on project bankability emanating from an economy's fall into a recession. [25 marks]

---The End---
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