



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

**DEPARTMENT OF ENTREPRENEURSHIP, MARKETING AND
ECONOMICS**

EXAMINATION PAPER

COURSE CODE : MSTM515
COURSE TITLE : PROJECT MANAGEMENT
DURATION : 3 HOURS
DATE : November/December 2024
26 NOV 2024

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer question number one (1) in Section A (Compulsory) and any other three (3) questions in Section B
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets []

SECTION A (COMPULSORY)

QUESTION ONE

Zimbabwe Ezekiel Guti University has the following project which the university aims to embark on. The project has activities A to H as shown in table 1 below:

Table 1: Zimbabwe Ezekiel University Project.

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

Required

a)

- i) Calculate the expected time for each activity (4 marks).
- ii) Construct a network diagram and determine the critical path (4 marks).
- iii) Calculate ES, EF, LS and LF (2 marks).

b) A major bridge construction project is significantly delayed due to locals resisting relocation, unforeseen geological challenges and adverse weather conditions. The project is already over budget, and the project manager is under pressure to deliver the project on time.

i) Identify the key risks that have contributed to the project delay and suggest strategies which could have been used to mitigate against such risks **(10 marks)**

ii) Discuss the impact of the delays on the project scope, timeline, and budget and suggest strategies to manage such changes **(10 marks)**

iv) Identify the stakeholders of the project and suggest strategies which can be used to communicate with such stakeholders. **(10 marks)**

SECTION B

QUESTION TWO

Stakeholder management is a key concept of project success **Comment (20 marks).**

QUESTION THREE

Explain the following project appraisal techniques and justify the circumstances of choosing each.

- a) Payback period
- b) NPV
- c) IRR
- d) ARR

(20 marks)

QUESTION FOUR

Ethics is critical in project management. Discuss **(20 marks)**

QUESTION FIVE

Explain the quality costs associated with projects and how the SIX Sigma can be utilised to manage quality **(20 marks)**

-End-