



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 :

29 JUL 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 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.

- a. Using information in Table 1, construct a network diagram. **[10 marks]**
- b. 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 any 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 gatherings and social events in building trust in international projects such as the World Food Program (WFP). **[25 marks]**

