



ZIMBABWE EZEKIEL GUTI UNIVERSITY

**FACULTY OF BUSINESS INTELLIGENCE, ENTREPRENEURSHIP, ARTEFACTUAL
DESIGNS, AND FUTURES**

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

MODULE CODE : MTSM 515

MODULE TITLE : PROJECT MANAGEMENT

DURATION : 3 Hours

LEVEL : 12 JUN 2026

**DATE : 09 JUN 2026
12 JUN 2026**

INSTRUCTIONS TO CANDIDATES:

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

Question 1

You are managing a software development project that consists of the following tasks:

- **Requirements Gathering** (Duration: 2 weeks)
- **Design Phase** (Duration: 3 weeks)
- **Development Phase** (Duration: 5 weeks)
- **Testing Phase** (Duration: 2 weeks)
- **Deployment** (Duration: 1 week)

Dependencies:

- The **Design Phase** can only start after the **Requirements Gathering** is completed.
- The **Development Phase** can only start after the **Design Phase** is completed.
- The **Testing Phase** can only start after the **Development Phase** is completed.
- The **Deployment** can only occur after the **Testing Phase** is completed.

Required:

- a) Create a Gantt chart to visualize the project timeline, including the start and end dates of each task. [12 marks]
- b) Identify the critical path for this project. [3 marks]
- c) Suppose the Development Phase experiences a delay of 2 weeks due to unforeseen technical challenges. Analyze how this delay affects the overall project timeline and the critical path. [6 marks]
- d) Explain any two ways to overcome the drawbacks of the Gantt chart. [4 marks]

[25 marks]

Question 2

Explain the need for the following project personalities in a project manager;

- a) The leader. [5 marks]
- b) The executor. [5 marks]
- c) The analyst. [5 marks]
- d) The innovator. [5 marks]
- e) The communicator. [5 marks]

[25 marks]

Question 3

Explain the need to employ the following strategies in managing resistance to change;

- a) Manipulation and co-optation. [8 marks]
- b) Explicit and implicit coercion. [8 marks]
- c) Negotiation and agreement. [9 marks]

[25 marks]

Question 4

Evaluate the assertion that, 'when choosing a team for a project one should forget about sympathy and do the right thing for the sake of the project'. **[25 marks]**

Question 5

Examine ways a project team may uphold ethical and professional standards during project execution. **[25 marks]**