



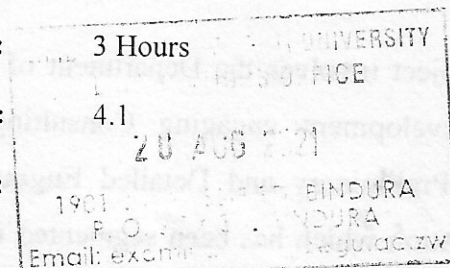
## ZIMBABWE EZEKIEL GUTI UNIVERSITY

### FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

#### EXAMINATION PAPER

**COURSE CODE** : CBM404  
**COURSE TITLE** : PROJECT MANAGEMENT  
**SPECIAL REQUIREMENTS** : NONE  
**DURATION** : 3 Hours  
**LEVEL** : 4.1  
**DATE** :



#### INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. The paper comprises of **Part A** and **Part B**
3. Answer a total of **FOUR (4)** questions including **Part A (Question 1)** a **COMPULSORY** mini-case study question.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## PART A (COMPULSORY)

### Question 1

*Read the following case study and answer the questions that follow.*

## **Harare- Beitbridge Road dualisation begins**

### **Abigail Mawonde Herald Correspondent**

GOVERNMENT has initiated processes for the dualisation of the Harare –Beitbridge Road with the Ministry of Transport and Infrastructural Development yesterday inviting interested engineering firms to submit their bids.

The 971km project toll involves the dualisation, upgrading and tolling of the highway. The road will be divided into three sections namely;

Beitbridge – Harare: 570km (8 Toll Plazas), Harare – Chirundu: 342km (6 Toll Plazas) and Harare - Ring Road: 59km (3 Toll Plazas)

The estimated completion date is 2022 and estimated total project cost is US\$2.7 Billion

Phase 1 of the project involves the Department of Roads in the Ministry of Transport and Infrastructural Development engaging Consulting Engineering Firms for Consultancy Services for the Preliminary and Detailed Engineering Design of Harare - Masvingo - Beitbridge Dualisation which has been segmented into Four Sections as Follows: (i) Harare to Chivhu - 120 Kilometres; (ii) Chivhu to Masvingo - 147 Kilometres; (iii) Masvingo to Rutenga - 149 Kilometres and (iv) Rutenga to Beitbridge - 135 Kilometres.

The services included under this projects are: (a) Full Preliminary Design for the dualisation of the road (including all bridges and drainage structures). Covering technical, economic, environmental and social issues in order to provide the Department of Roads with sufficient information for the decision making on the preferred alignment and proposed dualisation of the road and (b) Preparation of detailed engineering designs, drawings, cost estimates for the dualisation (including bridges and drainage structures of this regional trunk road.

“The Department of Roads now invites eligible consultants to indicate their interest in providing the above services.

“Interested consultants must provide information indicating that they are qualified to perform the services by indicating similar assignments, experience in similar conditions, and availability of appropriate skills among staff using standard forms provided in the Pre-qualification document.

“They are busy on the project, setting up camping areas which will house workers as well as their equipment,” he said.

“The road will be in segments, so there will be sub-camps with ablution facilities and other relation facilities along the route and this is what is being set up. The main camp has already been set up and it is at the 40-kilometre peg along the Harare-Chivhu road,” he told The Herald. “The contractor is also talking with locals who have equipment such that they hire out that equipment,” he said.

“Moving equipment into the country through shipping takes long hence the decision to take that route. The dualisation of the highway is expected to reduce carnage and increase the flow of goods and tourists in and outside the country.

Preliminary indications are that it will take three years to complete the dualisation. The project will be done in phases and the first phase includes the Beitbridge-Harare Highway. The second phase, which is the Harare-Chirundu stretch — will then follow.

*Adapted from The Herald 6<sup>th</sup> June 2017. <https://www.herald.co.zw/beitbridge-harare-road-dualisation-begins>*

- (a) With examples from the extract, explain any three characteristics of projects that make them differ from daily operations. **[6 marks]**
- (b) “Interested consultants must provide information indicating that they are qualified ...” Explain areas of expertise that the project manager should bring to the project team. **[5 marks]**
- (c) Identify and explain the interests of any two stakeholders of this project. **[4 marks]**
- (d) Examine the importance of designing work breakdown structures (WBS). **[10 marks]**

**PART B (CHOOSE ONLY THREE QUESTIONS FROM THIS SECTION)**

**Question 2**

Examine the impact of **project constraints** to the success of a project of your choice.

**[25 marks]**

**Question 3**

Assess the concepts of **project success**, with the aid of examples from a project your organization has undertaken.

**[25 marks]**

**Question 4**

A project manager is expected to be very articulate in **procurement management** to ensure project success. Assess the statement.

**[25 marks]**

**Question 5**

Using a project of your choice, assess how a project manager can manage **project risk**.

**[25 marks]**

**Question 6**

Analyse any five **knowledge areas** of Project Management Body of Knowledge (PMBOK).

**[25 marks]**