

UNIVERSITY OF SWAZILAND  
FACULTY OF COMMERCE  
DEPARTMENT OF BUSINESS ADMINISTRATION  
FINAL EXAMINATION PAPER; F/T STUDENTS  
MAY 2013

TITLE OF PAPER : PROJECT MANAGEMENT

COURSE CODE : BA 303

TIME ALLOCATED : THREE [3] HOURS

TOTAL MARKS : 100 MARKS

**INSTRUCTIONS**

1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS 5
2. THE PAPER CONSISTS OF SECTION A AND SECTION B
3. ANSWER THE QUESTION IN SECTION A WHICH IS COMPULSORY AND ANY THREE [3] QUESTIONS IN SECTION B.
4. THE MARKS ALLOCATED FOR A QUESTION/PART OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION/PART OF QUESTION.
5. NOTE: MAXIMUM MARKS WILL BE AWARDED FOR QUALITY, LAYOUT, ACCURACY, AND GOOD PRESENTATION OF WORK.

**THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.**

**SECTION A : ANSWER ALL QUESTIONS IN THIS SECTION**

**QUESTION 1.**

A new Mbabane based company, recently formed by former UNISWA management students, is run on a project based structure and is considering developing a new product. The new product development project is comprised of 10 activities or stages which are described below with the various times shown against each activity.

You are given the following information about the new product development project at the company:

Activity	Description	Immediate predecessor	Optimistic Time(weeks)	Most likely Time(weeks)	Pessimistic Time(weeks)
A	Management approval	----	0.5	1.0	1.5
B	Market survey	A	1.5	3.5	8.5
C	Design	A	0.5	5.5	7.5
D	Market forecast	B	0.2	0.5	0.8
E	Evaluate market plan	B	0.4	1.4	3.0
F	Cost table	C	0.5	1.5	2.5
G	Build prototype	C	1.0	3.8	4.8
H	Price table	D & F	0.2	0.5	0.8
I	Prepare brochure	E & H	0.5	1.0	1.5
J	Test prototype	I & G	2.5	3.5	7.5

From the above information you are required to;

- a. Explain the three types of time that PERT emphasises **(3 marks)**
- b. Calculate the expected time for all the 10 activities **(5 marks)**
- c. Draw the Network Diagram showing ES,EF,LF, and LS for each activity.**(10 marks)**
- d. Find the Critical path and time needed to complete the project **(7 marks)**

**[Total Marks 25]**

**SECTION B: ANSWER 3 QUESTIONS FROM THIS SECTION. EACH QUESTION CARRIES 25 MARKS.**

**QUESTION 2.**

Discuss the duties and responsibilities of project management office (PMO).

**[25 Marks]**

**QUESTION 3.**

What are the advantages and disadvantages of a pure project structure? Please explain in detail.

**[Total Marks 25 ]**

**QUESTION 4.**

a) List and discuss the attributes of a well-planned project (15)

b) Explain why would you need a clear end to projects? (10)

**[Total Marks 25]**

**QUESTION 5.**

Identify and explain in detail the importance of the various stages of the Project Life Cycle.

**[25 marks]**

**END OF EXAMINATION: GOOD LUCK!!!!!!!!!!!!!!!!!!!!!!**