

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER; F/T STUDENTS
MAY, 2015

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 4
2. THE PAPER CONSISTS OF SECTION A AND SECTION B
3. ANSWER ALL QUESTION IN SECTION A 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.

1.1. A company from the Matsapha Industrial area in Swaziland has received information from its intelligence sources that its rivalry is about to launch a new product and it has to defend its turf by designing and launching a new product ahead of competition. The General Manager of the company has set up a project team headed by, Ntfombie Magongo, the Market development manager to address the business challenge at hand, and he has given the team exactly 14 months to finish the project.

The project team has identified 10 activities or stages that have to be carried out. The project activities are described below together with various times (months) needed to complete each activity.

Activity	Description	Predecessor	TIME		
			Immediate	Optimistic	Most likely
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 marketing plan	B	0.4	1.4	3.0
F	Cost table	C	0.5	1.5	2.5
G	Build a prototype	C	1.0	3.8	4.8
H	Price table	D & F	0.2	0.5	0.8
I	Prepare market brochure	E & H	0.5	1.0	1.5
J	Test prototype	I & G	2.5	3.5	7.5

- a). What is the expected completion times for all the activities? (5 marks)
- b). Draw the project network showing ES, EF, LS and LF for all activities (6 marks)

c). Calculate project completion times for the different paths in the network and identify the critical path with project duration (10 marks)

d). Using ES, EF, LS & LF, calculate the slack for each activity and explain the significance of slack in project network analysis. (4 marks)

1.2. Use a model to explain the project life cycle (15 marks)

[Total 40 Marks]

SECTION B: ANSWER THREE (3) QUESTIONS OF YOUR CHOICE FROM THIS SECTION.

QUESTION 2.

What is project management? Identify different stakeholders and explain the roles of these project stakeholders. [Total 20Marks]

QUESTION 3.

Where do project ideas originate from? [Total 20 Marks]

QUESTION 4.

In your opinion why are project feasibility studies important? [Total 20 Marks]

QUESTION 5.

Explain the benefit of using local agents and external agents in project implementation [Total 20 Marks]

END OF EXAMINATION: GOOD LUCK!!!