

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

FINAL EXAMINATION PAPER- F/T & IDE STUDENTS

MAY 2017

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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 TWO [2] 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. Briefly explain the following Project management concepts:

- a. PERT's three time estimates
- b. Zero slack
- c. Project crashing
- d. Critical path
- e. Work breakdown structure

**(15 Marks)**

1.2. Illustrate the linear relationship between an activity's normal time and normal cost and crash time and crash cost where normal cost is E200, crash cost is E500, normal time is 4 days and crash time is 2 days. Also calculate the CCTP based on same information. **(10 Marks)**

1.3. 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

- What is the project variance for this project and what are its implications? (6 marks)
- What is the expected completion times for all the activities? (6 marks)
- Draw the project network showing ES, EF, LF & LS for all activities. (6 marks)
- Find the project's critical path and determine the project duration (7 marks)

**[Total Marks 50]**

**SECTION B: ANSWER TWO (2) QUESTIONS OF YOUR CHOICE FROM THIS SECTION.**

**QUESTION 2.**

2.1. Explain the concept of project life cycle in Project management. (15 marks)

2.2. What project constraints would you anticipate when implementing the construction of a new Faculty of Commerce building at the UNISWA? Motivate your answer. (10 marks)

**[TOTAL MARKS 25]**

**QUESTION 3.**

3.1. What is a feasibility study? (5 marks)

3.2. Explain the different assessments that should be carried out in a feasibility study for a new office complex to be built in Matsapha. (20 marks)

**[TOTAL MARKS 25]**

**QUESTION 4.**

1.1. Discuss project meetings' challenges and how chairpersons can keep meetings on track. (12 marks).

1.2. List and briefly explain project documents that can facilitate communication (13 marks).

**[TOTAL MARKS 25]**

**END OF EXAMINATION: GOOD LUCK**