

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
FINAL EXAMINATION PAPER; F/T & IDE STUDENTS
MAY, 2018

TITLE OF PAPER : PROJECT MANAGEMENT

COURSE CODE : BUS310/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 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. 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

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. The company 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). Calculate activity times for all the project activities (10 marks)
- b). Draw the project network showing ES, EF, LF & LS and slack for each activity (10 marks)
- c). Calculate project completion times for the different paths in the network and determine the duration of the project (10 marks)

QUESTION 2.

The UNISWA and SWACAA team that organised a project management training programme identified and listed the following activities, activity descriptions, activity precedence and their duration. Some of the listed activities can be done in parallel. You are required to determine the project's critical path and completion time using the forward and backward passes alone

(20 marks)

ACTIVITY	DESCRIPTION	MUST FOLLOW	TIME(DAYS)
A	Identify the training needs of SWACAA managers	_____	5
B	Arrange transport to UNISWA	-----	7
C	Identify & collect training materials	_____	5
D	Arrange Accommodation	A	3
E	Identify team	A	7
F	Bring in team	B,E	2
G	Transport trainees to base	A,B	3
H	Print programme materials	C	10
I	Deliver programme materials	H	7
J	Conduct training	D,F,G,I	15
K	Trainees internships	J	30

[TOTAL 50 MARKS]

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

QUESTION 3.

Explain natural and unnatural project termination; why are both important to project managers

[25 Marks]

QUESTION 4.

Explain the assessments that are to be carried out in a feasibility study for a new office complex at Matsapha.

[25 Marks]

QUESTION 5.

- 5.1. Discuss challenges in project meetings and how chairpersons can keep meetings on track. (15 marks)
- 5.2. Explain project management challenges associated to scope creep (10 marks).

[TOTAL 25 MARKS]

END OF EXAMINATION: GOOD LUCK