

UNIVERSITY OF ESWATINI

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER; B.COM.F/T & IDE STUDENTS

MAY/JUNE 2019

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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 THE QUESTIONS 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.

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

**QUESTION1.**

A new Mbabane based company, recently formed by former UNESWA management students, is run on a project management based strategy 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 a 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. Calculate the expected time for all the 10 activities (10 marks)
- b. Draw the Network Diagram (5 marks)
- c. Calculate the slack of each activity (5 marks)
- d. Find the Critical path for the project (5 marks)
- e. How long does it take for the project to be completed (5 marks)
- f. What ethical issues would a company encounter when implementing projects?(10 marks)

[TOTAL 40 MARKS]

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

**QUESTION 2.**

Define project management and explain attributes of a good project [TOTAL 20 MARKS]

**QUESTION 3.**

What does project chartering entail and why is it important [TOTAL 20 MARKS]

**QUESTION 4.**

- a. Discuss the elements that you will consider in the project close out phase plan (10 marks)
- b. Explain any four project risk management strategies (10 marks)

[TOTAL 20 MARKS]

**QUESTION 5.**

With reference to some projects that you know, discuss community projects implementation challenges in the Kingdom of Eswatini

**[TOTAL 20 MARKS]**