



FACULTY OF MANAGEMENT AND ADMINISTRATION

MPM 201: PROJECT MANAGEMENT EXAM

Nov/Dec 2017

LECTURER: G. MANDEWO

DURATION: 3 HRS

INSTRUCTIONS

Answer **All** questions in **Section A** and any **other three** questions in **Section B**.

Total possible mark is **100**.

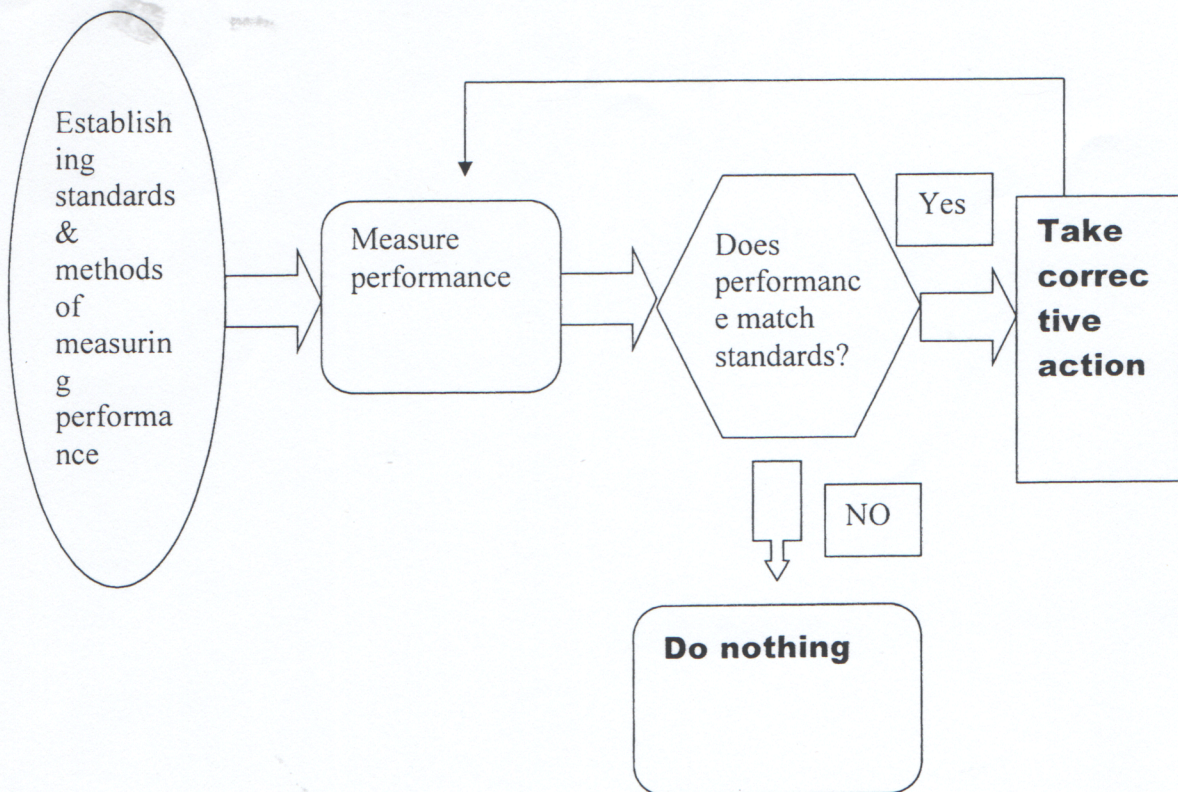
Start **each** question on a new page in your answer Booklet.

The marks allocated to **each** question are shown at the end of the section.

Show **all** your workings.

SECTION B

- Monitoring and evaluation are two distinct activities. Using the diagram below, appeal to both the theoretical background and practical implementation of the two concepts to unveil the difference. **[15 marks]**



- Why is it important for project managers to be ethical? **[5 marks]**
 - An enthusiastic headmaster was appointed to Dangamvura School, where he discovered that 40% of the 'O' level mathematics class has serious problems with mathematical operations (simple addition, subtraction, division and multiplication). Use your knowledge of the Fishbone diagram to analyze this problem. **[5 marks]**
 - Using your own examples explain how a project manager can use the knowledge of Earned Value Management (EVM) to determine the status of a project. **[5 marks]**
 - What is the purpose of a scope statement in project management? **[5 marks]**
 - Stakeholder analysis is a project pre-initiating task. Discuss the importance of this activity to project management. **[5 marks]**

SECTION B (answer any three questions)

3. Network analysis is the basis for prudent time management. Demonstrate using practical examples how a manager can manage time through network analysis. **(Hint: exhaust all concepts in network analysis). [20 marks]**
4. 'Project execution is not an event but rather it is a process' Discuss. **[20 marks]**
5. Explain in detail tools and techniques at the disposal of a project manager to carry out project selection. **[20 marks]**
- 6.(a) All project documents are meant to ensure the effective implementation of a project. Select four such documents and illustrate how they assist in the effective implementation of a project. **[10 Marks]**
- (b) Farai the class president remarked that project analysis is all encompassing with technical processes, market analysis, Economic analysis and financial analysis. Using a specific project brief show how each is applied. **[10 Marks]**
- 7.(a) As a project manager how would the following documents enhance efficiency and effectiveness of project execution.
- (i) Team contract
 - (ii) Stakeholder analysis
 - (iii) Code of ethics
 - (iv) Quality management plan **[12 marks]**
- (b) The following approaches are used in cost estimation:
- (i) Analogous estimation
 - (ii) Parametric estimation
- Explain how each is used to estimate cost **[8 marks]**
8. (a) SWOT Analysis and Balanced scorecard analysis are two critical methods for project appraisal. Using specific examples illustrate application of each. **[12 Marks]**
- (b) There are four major responses to resolve risks, create a scenario where each is appropriate **[4 Marks]**

[END OF PAPER]