



*“Investing in Africa’s Future”*

## **COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE**

**PSM 524: PROJECT AND PROGRAMME MANAGEMENT EXAM 11**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL/MAY 2019**

**LECTURER: G Mandewo**

**DURATION: (3 HRS)**

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### **INSTRUCTIONS**

Choose and answer Question **All Questions in Section A** and **any other THREE questions in Section B** in this Question paper.

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Total possible mark is 100

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Start each question on a new page in your answer Booklet. Credit will be awarded for logical, systematic and neat presentations

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Marks for each question are in parenthesis.

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Use of non-programmable calculator is permitted

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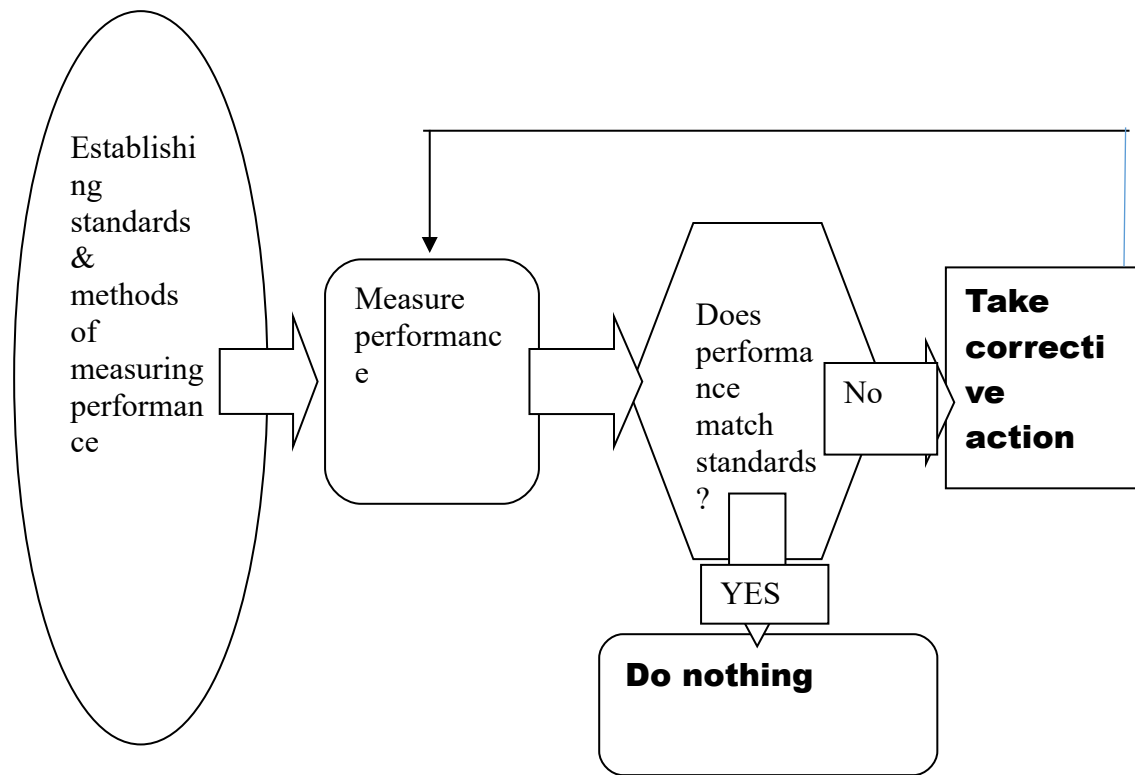
Best wishes!!

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**DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO BEGIN  
THE EXAM**

**SECTION A (Answer all questions in this section)**

1. Using a practical example of your own making demonstrate the following concepts:
  - (a) Project Risk management- identification, assessment (risk escalation matrix) and risk response **[8 marks]**
  - (b) Project time management- Work-breakdown structure, Float/Slack, Programme Evaluation and Review Technique, Network Diagram, Logical Breakdown Structure, Time Crashing, Forward and backward pass and Time crashing **[8 marks]**
2. (a) These three concepts are interlinked: Project, project management and programme management. Using a specific example show the assumed linkage. **[8 marks]**
  - (a) Project control is a scientific process that is based on the illustration below. You are required to operationalize the following chart using a specific applicable situation at your work place. In your interpretation show more than one iteration **[8 marks]**



(c) Project Management is inundated with documents. Of what significance is documentation vital to project performance? [8 marks]

## Section B

3. The Government of the Republic of Malawi has asked Mr. Victor Sandikonda, a PSMTTP graduate, to come up with a project to develop a web site for government departments. He is working with a team of twelve experts seconded from various specializations and the following table captures the main activities of their Work Breakdown Structure (WBS).

Activity	Initial node	Final node	Activity Duration(days)
Evaluating current systems	1	2	1
Defining requirements(user, system, content and sever owner)	1	3	2

Defining specific functionality	1	4	3
Developing a project plan	2	5	4
Web site designing	3	5	5
Website development	3	6	4
Rolling out	4	7	6
Implementing support systems	5	6	6
evaluation	6	7	1
Replicating the project in other departments	7	8	3

You are required to:

- (a) Develop a network diagram reflecting the above table and mark the critical path. **[5]**
  - (b) What inferences can you draw from the critical path? **[5]**
  - (c) Expand the network to reflect forward and backward pass and explain the value of these concepts. **[5]**
  - (d) Making your time assumptions correctly, expand the critical path to show three time periods and demonstrate how you would resolve issues of the schedule and certainty. **[5]**
4. Earned Value Management provides a quick insight into the performance of a project. Suppose you have been asked to do an evaluation of a construction project in Uzumba-Maramba-Pfungwe, a constituency Mashonaland, Zimbabwe. This a two year project budgeted at \$100 000
 

**Earned Value (EV) = \$50 000**  
**Planned Value (PV) = \$55 000**  
**Actual Cost (AC) = \$60 000**

  - (a) Appeal to Cost variance and Cost performance index to infer the cost status of the project. **[5]**
  - (b) Compute and infer the Schedule Variance and the Schedule Performance Index. **[5]**
  - (c) What conclusion do you make on the estimate of budget to completion and time to complete the project? **[10]**
5. How does a project manager factor in the human element in projects to enhance the ultimate success of a project? **[20]**

6. Monitoring and evaluation is indispensable to project success. Using a concrete example from the public service, explain the critical issues you would consider in planning for M&E. **[20]**
7. 'Project management is iterative' Discuss. **[20]**
8. Project management is the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project. Explain how the use of the following tools may enhance good project management.
- (a) Fishbone diagram **[5]**
  - (b) Team contract **[5]**
  - (c) Concept note **[5]**
  - (d) Stakeholder analysis **[5]**

**[END OF DOCUMENT]**