



**AFRICA  
UNIVERSITY**  
*A United Methodist-Related Institution*

***"Investing in Africa's Future"***

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

**NCSC 402/NCSC 209: PROJECT MANAGEMENT AND PRACTICE**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL/MAY 2023**

**LECTURER: MR A.C MUZENDA**

**DURATION: 3 HOURS**

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***INSTRUCTIONS***

Answer all Questions in Section A and **any three questions from 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.

## SECTION A: ANSWER ALL QUESTIONS

### QUESTION 1

- a. Outline any two types of organization structure in project management, clearly stating advantages and disadvantages of each. [10]
- b. Bring out any four skills of a project manager. [4]
- c. Describe the concept of work breakdown structure in project planning. [6]
- d. Using the table below:

Activity	Predecessor(s)	Duration (days)
A	---	10
B	A	25
C	A	20
D	A	10
E	B, C	65
F	D	20
G	E	25
H	E	20
I	F, G, H	4

- i. Draw the network diagram and answer the questions [6]
- ii. How many paths are in the network, and what are they? [3]
- iii. What is the critical path and its duration? [5]
- iv. What is the float on activity B? [3]
- v. What is the impact to the project if activity C takes three weeks longer than planned? [3]

## SECTION B

Answer any three questions

### QUESTION 2

You have been hired to take over a failing project. During the hand over briefing you were told that the problems emanated from the project charter.

- a) Discuss the purpose of a project charter [10]

- b) Explain using example how a bad project charter could have affected the project success [10]

### **QUESTION 3**

- a. Discuss the utility of the Gantt chart technique in project planning and design, using relevant examples. [10]
- b. With an aid of a diagram explains in detail components of the logical framework approach (LFA). How useful is the LFA in planning, monitoring and evaluation of projects and programs? Give examples. [10]

### **QUESTION 4**

- a. Explain briefly the Project Life Cycle and the phases involved with the help of an example. [10]
- b. With the aid of practical examples, state and explain any two types of reports, clearly bringing out how they differ from each other. [10]

### **QUESTION 5**

- a. Explain with the help of a diagram the concept of the Triple constraint and its effect on a project. [9]
- b. Explain the impacts of each of the following schedule-shortening options:
- (i) Fast track; [4]
  - (ii) Crash; [4]
  - (iii) Reduce scope; and [3]

**THE END**