

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF SCIENCE AND ENGINEERING

EEN 5201

**Department Of Engineering and Physics
Bachelor of Science (Honours) in Electronics Engineering
Engineering Management 2**

3 HOURS (100 MARKS)

INSTRUCTIONS

Answer any **FOUR** questions. Each question carries 25 marks.

QUESTION 1

- (a) As a manager, briefly explain how you would deal with underperforming project team members. [6 Marks]
- (b) What is a decision support system (DSS) [2 Marks]
- (c) Stakeholder's ability to influence the final characteristics of the project is highest at the start of the project and reduces as the project moves towards completion. Discuss. [8 Marks]
- (d) From a people management point of view, discuss how you would keep your team members motivated [7 Marks]
- (e) Briefly describe work breakdown structure [2 Marks]

QUESTION 2

- (a) State and explain any four (4) factors that may lead to project failure [6 Marks]
- (b) Discuss the concept of triple constraints in project management [8 Marks]
- (c) What do you understand by the term project [1 Mark]
- (d) Through the use of relevant sketches, describe **any two (2)** of the following project management tools:
 - (i) PERT [5 Marks]
 - (ii) CPM [5 Marks]
 - (iii) Gantt chart [5 Marks]

QUESTION 3

- (a) Write brief notes on the following terms/ concepts:
 - (i) Milestone [3 Marks]
 - (ii) Network diagram [3 Marks]
 - (iii) SMART [4 Marks]
- (b) Individual work styles and cultural differences cause schedule conflicts. Discuss [8 Marks]
- (c) What would you are the most important skills of a Project Manager and why? [7 Marks]

QUESTION 4

- (a) State and briefly explain any two project management software tools [6 Marks]
- (b) Briefly describe the objectives of monitoring and controlling [6 Marks]

- (c) Project human resource management includes numerous "soft" skills that are not easy to learn, and many project managers require additional training or development to effectively schedule and coordinate resources. Discuss. [9 Marks]
- (d) State and explain any two factors that you will pay attention to about the resources while selecting your team [4 Marks]

QUESTION 5

- (a) Discuss how the responsibilities of monitoring and reviewing are delegated during the course of a project [6 Marks]
- (b) You have just taken over as manager of a project that will create many benefits for the performing organization, but you sense a high level of resistance in various stakeholders' right from the start. State and justify the most appropriate actions to resolve the problem [9 Marks]
- (c) Discuss **any two(2)** of the following project development methodologies/ approaches:
- (i) Rapid prototyping [5 Marks]
 - (ii) Top down approach [5 Marks]
 - (iii) Bottom-up [5 Marks]

End of paper.