

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MEI/EMBL/MBL

PROJECT MANAGEMENT (MEI506)

EXAMINATION PAPER

DURATION: 3 HOURS 30 MINUTES

PJ- JUN 2023

INSTRUCTIONS AND INFORMATION TO CANDIDATES

1. Section A is compulsory.
2. Answer Question 1 from Section A and any three (3) questions from Section B.
3. The paper carries six questions.
4. All questions in Section B carry equal marks of 20 each.
5. The use of cellphones is not allowed in the examination.

SECTION A (COMPULSORY)

QUESTION 1

CASE STUDY: KAVANGOLAND

A country in central Africa called Kavangoland has just emerged from a decade long civil war that has completely destroyed the country's infrastructure. Since the end of the war in December 2021, the government of President Uwizeyimana has been appealing to the donor community and international financial organisation for aid to resuscitate the country's infrastructure. Supranational bodies and donor agencies such as the Bretton Woods institutions, USAID, DANIDA and the African Development Bank have pledged US\$1 billion towards resuscitating Kavangoland's infrastructure. Dominique Auriacombe a recent Engineering graduate has been appointed project engineer for the road resuscitation project. He has been tasked with resuscitating Kavangoland's 10 000-kilometre road network which was almost entirely destroyed by the war. Unfortunately, Dominique does not have any project management experience. You are hired as a consultant to guide Dominique throughout the entire process.

Required:

- a. Advise Dominique on how he is supposed to conduct himself from the beginning till the end of the project. **(20 marks)**
- b. Explain to Dominique the project management techniques that are likely to be useful to him. **(20 marks)**

[Total: 40 marks]

SECTION B: (Answer any three [3] questions in this section)

QUESTION 2

'Each step in the strategic management process is independent so that changes in one step will not substantially affect other steps.' Discuss.

[20 marks]

QUESTION 3

Using practical examples describe the quality management process in project management.

[20 marks]

QUESTION 4

With the aid of specific examples, outline and discuss the essential procedures that an effective procurement plan has to follow.

[20 marks]

QUESTION 5

Using Michael Porter's Value Chain Analysis, discuss the meaning and relevance of competitive advantage in project management.

[20 marks]

QUESTION 6

What contextual factors influence the success or failure of a project?

[20 marks]

END OF EXAMINATION PAPER