

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
DEPARTMENT OF APPLIED CHEMISTRY
SUPPLEMENTARY EXAMINATIONS – JULY 2003
PROJECT DEVELOPMENT AND MANAGEMENT - SCH 4210
TIME – (3) THREE HOURS

INSTRUCTIONS TO CANDIDATES

Answer **ANY FIVE** questions from the six (6) provided. Each question carries 20 marks.

1. (a) What is a project? How is a project instigated? (10 marks)
- (b) Describe the role of the project manager in a project. (5 marks)
- (c) What role does customer relations play in project management? (5 marks)

2. (a) Explain the purpose of the Statement of Work (SOW) in a project. (5 marks)
- (b) What are the major inputs of the SOW? (5 marks)
- (c) State the various ways in which a contractor could ensure that his client does not raise serious objections mid-way during project implementation. (10 marks)

3. (a) Describe the elements of the Work Breakdown Structure (WBS). (10 marks)
- (b) Graphically present the Project Life-Cycle Structure. To which part of the structure are maximum resources needed and why? (10 marks)

4. (a) What is a Gantt Chart? Enumerate the advantages and disadvantages of such a technique in project planning. (10 marks)
- (b) Explain the benefit of Critical Path Analysis (CPA) in project planning. (5 marks)
- (c) What is the earned value of a project? (5 marks)

5. **PROJECT A**

<u>YR</u>	<u>CASH FLOW</u>
0	50 000
1	60 000
2	60 000
3	60 000
4	75 000
5	75 000

PROJECT B

<u>YR</u>	<u>CASH FLOW</u>
0	45 000
1	55 000
2	60 000
3	60 000
4	65 000
5	75 000

Interest rate 15% for each year.

- Calculate the NPV for each project. (8 marks)
- Rank the projects in accordance with their NPVs. (2 marks)
- Calculate the Internal Rate of Return (IRR) for each project. (8 marks)
- Rank them using their IRR. (2 marks)

6. The Minister of Local Government Rural and Urban Development, the Hon. Dr Ignatius Chombo and the Executive Mayor of Harare, Engineer Elias Mudzuri clash over the running of the City of Harare. Dr Chombo accuses the Mayor of incompetence and insubordination and has suspended the Mayor from office. On the other hand Engineer Mudzuri accuses the Minister of blatant interference in his duties and has vowed not to recognize the suspension.

Carry out a structure analysis of the conflict between the Minister and the Mayor and suggest ways in which the conflict can be resolved. Exclude political considerations in your answer. (20 marks)

END OF PAPER!!!