NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF THE BUILT ENVIRONMENT

DEPARTMENT OF CONSTRUCTION MANAGEMENT

CONSTRUCTION PROJECT PLANNING & MANAGEMENT

BCM5102

Main Examination Paper

November 2024

This examination paper consists of 3 pages

Time Allowed: 3 hours

Total Marks: 100

Examiner's Name: Mr. A. Muza

INSTRUCTIONS

1. Answer **ANY four** questions
2. Where information is insufficient, candidates are allowed to make reasonable assumptions.

MARK ALLOCATION

QUESTION	MARKS
1.	25
2.	25
3.	25
4.	25
5.	25
6.	25
TOTAL	100

QUESTION ONE

Define the following Project Management terms.

    a) Work breakdown structure   (5 Marks)

    b) Product cycle   (5 Marks)

    c) Stakeholder analysis   (5 Marks)

    d) Project process   (5 Marks)

    e) The project charter   (5 Marks)

(25 Marks)

QUESTION TWO

Explain with examples, why it is necessary to consider proper project Commissioning and Handover during the close out stage of a construction project.   **(25 marks)**

QUESTION THREE

Discuss the competency profiles that you expect to find in a high performing project manager.   **(25 marks)**

QUESTION FOUR

How does knowledge of the following assist a project manager effectively manage a project during the Planning Stage of a construction project?

    a) Enterprise Environmental Factors   **(15. Marks)**

    b) Organizational Process Assets.   **(10 Marks)**

BCM5102

QUESTION FIVE

"A Project Manager does not manage time. Time continues to move whether the Project Manager likes it or not." Using mathematical models, demonstrate how a project manager "manages or does not manage the time "of a construction project. **(25 Marks)**

QUESTION SIX

A local property developer would like to build a property in Victoria Falls. He is not sure about whether to build a hotel, a hospital or an up-market school. His budget is US20 000 000,00. He wants the property constructed within a year. The developer has sought your advice as a reputable firm of consultant project managers. Using a method of your choice, demonstrate how you would go about recommending the best option for the developer. **(25 Marks)**

QUESTION SEVEN

"Why do projects always seem to cost more than expected even in situations where the project manager is fully empowered?" Discuss. **(25 Marks)**

BCM5102