



**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF THE BUILT ENVIRONMENT**  
**DEPARTMENT OF PROPERTY STUDIES AND URBAN DESIGN**  
**PROJECT PLANNING AND MANAGEMENT**  
**BLP 4104**

**Examination Paper**  
**JANUARY 2025**

This examination paper consists of 3 pages

**Time Allowed: 3 hours**

**Total Marks: 100**

**Examiner's Name: K MAPONGA/A LUNGA**

**Instructions**

Section A is compulsory and answer any three (3) questions from Section B.

**MARK ALLOCATION**

<b>QUESTION</b>	<b>MARKS</b>
1.	25
2.	25
3.	25
4.	25
5	25
6	25
<b>TOTAL FOR ANY 4</b>	<b>100</b>

## SECTION A

### Question one

- a) Draw the critical path network analysis for the Molly Airlines Operations Centre project using the project logic diagram provided in the table below; (12)

ACTIVITIES	DURATION	PREDECESSORS
A	4	-
B	3	-
C	2	-
D	8	-
E	4	A
F	1	C
G	4	D
H	2	E, G
I	2	E
J	5	B
K	2	-
L	1	H, K
M	1	F, I, J, L
N	3	M
O	2	M
P	5	O, N
Q	6	P
R	10	P
S	10	Q, R
T	15	S
U	20	S
V	10	T, U
W	5	T, U

- b) Construct a Gantt chart that presents a summary of the 'normal' project programme. (10)
- c) Calculate the target duration for the construction of the Molly Airlines Operations Centre building. (3)

[25 marks]

## SECTION B

### Question two

Examine the statement: "The Project Management Plan is a dynamic document that undergoes updates throughout the project lifecycle." Provide a thorough discussion, supported by pertinent examples, to elaborate on this assertion. **[25 marks]**

### Question three

'Good project managers realize that conflicts are inevitable on the construction site and procedures must be developed for conflict resolution'. Briefly discuss any five (5) conflict minimization and resolution procedures that project managers could adopt.

**[25 marks]**

### Question four

Differentiate the following project management terms;

- i) Project and Process (5)
- ii) Critical Path and Program Evaluation Review Technique (PERT) (5)
- iii) Risk Acceptance and Risk Avoidance (5)
- iv) Change Control Board and Change Management (5)
- v) Business Case and Project Charter (5)

**[25 marks]**

### Question five

Using practical examples, describe the project closeout and commissioning process.

**[25 marks]**

### Question six

Identify the ten (10) knowledge areas of the project manager and specify the tools used in their implementation. **[25 marks]**