



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMA	LEVEL: 7
COURSE CODE: BEP712S	COURSE NAME: SME PROJECTS
SESSION: NOVEMBER 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

1ST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	MS. ESTHER OLIVIER MR. JOSHUA MARIO
MODERATOR:	MR. KANDJIMI

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly

PERMISSIBLE MATERIALS

1. Business calculator

THIS EXAMINATION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A
Question 1

[20 MARKS]
[10 x 2 = 20 marks]

Choose the correct option and indicate your choice (A-D) next to the appropriate number in the examination book provided. For example 1. B.

1. Which of the following is not an example of a project?
 - A. Starting up a restaurant
 - B. Creating a website for a company
 - C. Raising money for a disaster relief trip
 - D. Emptying the recycling bin every day

2. Consider a project that involves painting five similar houses over ten weeks (one house every two weeks) for a total budgeted cost of N\$200 000. The budget is N\$40 000 per house. At the end of week 5, you determine that N\$100 000 has actually been spent and three houses have been painted completely. What is the earned value of the project?
 - A. N\$100 000
 - B. N\$120 000
 - C. N\$40 000
 - D. N\$200 000

3. The _____ usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
 - A. project schedule
 - B. project objective
 - C. task timetable
 - D. project scope

4. A _____ plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
 - A. risk development
 - B. risk management
 - C. risk mitigation
 - D. risk avoidance

5. Which of the following is provided by a project network but not by the work breakdown structure?
 - A. dependencies
 - B. sequencing
 - C. interrelationships
 - D. all the above options are correct

6. A resource requirements plan illustrates
 - A. who is responsible for which activities.
 - B. the amount of labour expenses for the project.
 - C. the expected utilisation of resources by time period during the time span of the project.
 - D. the budget for material and cost resources.

Study the table below and answer questions 7 & 8

Activity	Predecessor(s)	Duration (days)
A	---	5
B	A	20
C	A	15
D	A	5
E	B, C	60
F	D	15
G	E	20
H	E	15
I	F, G, H	2

Table 1: Network Scheduling Data

7. Consider the network scheduling data provided in Table 1. Which activities constitute the critical path for this project network?
 - A. A-D-F-I
 - B. A-C-E-H-I
 - C. A-B-E-H-I
 - D. A-B-E-G-I

8. Consider the network scheduling data provided in Table 1. What is the expected duration of this project?
 - A. 97 days
 - B. 102 days
 - C. 107 days
 - D. 112 days

9. If for some reason the project must be expedited to meet an earlier date, which of the following actions would the project manager take first?
 - A. Check to see which activities cost the least.
 - B. Check to see which activities have the longest duration.
 - C. Check to see which activities are on the critical path.
 - D. Check to see which activities have the most slack.

10. Achieving project success is determined by all of the following **EXCEPT**:
 - A. creating deliverables that include all required features
 - B. involving only important key stakeholders
 - C. completing the project on schedule and on budget
 - D. providing outputs that please the project's customers

SECTION B

[80 MARKS]

Question 2

(20 Marks)

Jake, a project manager for XYZ Company, is developing the project plan for the implementation of a new technique to reduce the level of carbon dioxide emitted after a manufacturing process. Nandipha, a project manager for ABG Company, is developing a project plan to survey customers about how they have implemented a new product. Describe the similarities and differences of at least five project constraints that Jake and Nandipha may face during their projects.

Question 3

(20 Marks)

Explain, with the help of a diagram, the main phases of the project life cycle.

Question 4

(15 Marks)

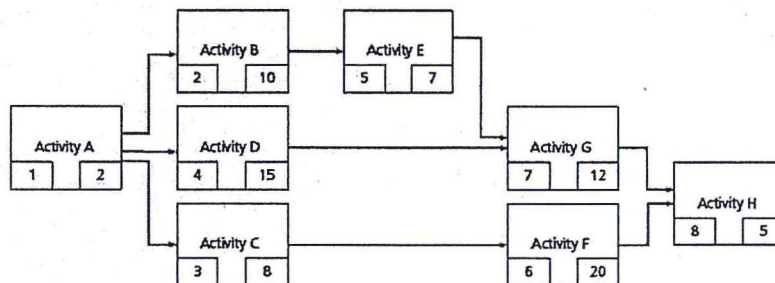
Given the following activities, draw the network diagram for the activities in the project.

Activity	Immediate predecessor
A	-
B	A
C	A
D	B,C
E	C
F	D
G	E
H	F
I	G,H
J	I

Question 5

(25 Marks)

Calculate the ES, EF, LS, and LF times and the slack for each activity in the figure below and identify the critical path for the project. Can the project be completed in 40 weeks?



TOTAL MARKS: 100



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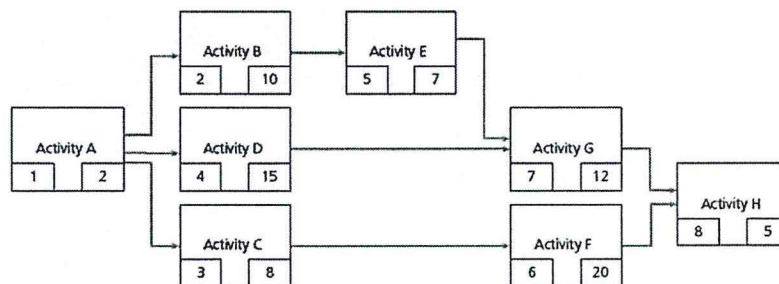
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