



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT HONOURS	
QUALIFICATION CODE: 07BBMA	LEVEL: 7
COURSE CODE: BEP712S	COURSE NAME: SME Projects
SESSION: NOVEMBER 2025	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms. B. NDUNGAUA Mr. V. SINALUMBU Ms. V KAIMU
MODERATOR	Mr. J. OJO

INSTRUCTIONS
1. Answer ALL the questions. 2. This paper comprises of FIVE questions. 3. Read all the questions carefully before answering. 4. Number the answers clearly

PERMISSIBLE MATERIAL

CALCULATOR

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1**[22 Marks]**

A furniture company is contracted to produce 10 identical dinner tables over 10 weeks, with a Total Budgeted Cost (TBC) of N\$150,000, meaning each table is budgeted at N\$15,000 and one table is expected to be completed each week. By the end of week 6, the company has spent N\$110,000 but has only completed 5 tables instead of 6.

Using this scenario, determine the following:

- 1.1 What is the earned value (EV) at the end of week 6? (3 Marks)
- 1.2 Calculate the cost variance (CV) at the end of week 6. (3 Marks)
- 1.3 What is the cost performance index (CPI) of the project at week 6? (3 Marks)
- 1.4 Forecast the total cost at completion based on current performance. (4 Marks)
- 1.5 What is the To-Completion Performance Index (TCPI) required to finish the project within the original budget? (3 Marks)
- 1.5 Discuss two specific strategies the company could implement to improve the project's cost performance index (CPI) moving forward. (6 Marks)

QUESTION 2:**[8 Marks]**

What four aspects should be taken into account when pricing your proposal as a contractor? Discuss. (Note: *If you only name, you can only get half a mark*).

QUESTION 3**[15 Marks]**

With scenario examples, discuss five key competencies for a project manager to have? 15 Marks (1 mark for example, 2 marks per discussed competency)

QUESTION 4**[21 Marks]**

Discuss any seven (7) factors that influence a contractor's bid/no bid decision.

QUESTION 5**[34 Marks]**

The Keetmanshoop municipality is requesting funding for a recreational park. One of the requirements in the request application is a network plan for the design phase of the project. Julia van Wyk, the chief engineer, wants you to develop a project network plan to meet this requirement. She has gathered the activity time estimates and their dependencies shown here.

Activity ID	Description	Predecessor	Duration
A	Survey	None	5
B	Soils report	A	20
C	Traffic design	A	30
D	Lot layout	A	5
E	Approve design	B, C, D	80
F	Illumination	E	15
G	Drainage	E	30
H	Landscape	E	25
I	Signage	E	15
J	Bid proposal	F, G, H, I	10

- 1) Draw a project network given the information below (10 Marks)
- 2) Compute the activity Early Start, Early Finish, Late Start, Late Finish and slack times.
Present your answers in a project schedule. (16 Marks)
- 3) Compute the activity slack, and identify the critical path. (4 Marks)
- 4) How many days would this project take to complete? (1 Mark)
- 5) What impact does a 10-day delay have on the critical path and the completion time? (3 Marks)