



**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: JANUARY 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 80

2nd OPPORTUNITY EXAMINATION MEMORANDUM	
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. Project management is a discipline with a strong foundation in a well-defined, well-documented established body of knowledge. This is known as the:
A. PMBOK.
B. PMI.
C. POMBK.
D. AMBK.

2. The purposes of _____ should be to determine whether the project provided the customer with the expected benefits, assess the level of customer satisfaction, and obtain any feedback that would be helpful in future business relationships with this customer or with other customers.
A. a post-project evaluation meeting with the customer or sponsor
B. a project progress meeting with project stakeholders
C. an analysis session with the project team
D. a pre-RFP meeting with the customer

3. Risks ____ should be given higher priority because if the risk occurs, it would have a greater impact on the schedule than if it was associated with activities on a path that has a large positive value of total slack.
A. that occur first in the project
B. that affect the most costly activities
C. on the critical path
D. that affect the activities near the end of the project

4. Projects documents are organised and archived in the
A. initiating phase.
B. planning phase.
C. performing phase.
D. closing phase.

5. The project objective is usually defined in terms of
A. all the constraints for the project.
B. the end product or deliverable, schedule, and budget.
C. initiating, planning, executing, and controlling.
D. the project scope.

6. Earliest finish time (EF) is the earliest time by which a specific activity can be completed, is calculated
- by subtracting the activity's estimated duration from the earliest finish time of the activity's predecessor: $EF = EF_{\text{predecessor}} - \text{estimated duration}$.
 - by subtracting the activity's estimated duration to the activity's earliest start time: $EF = ES - \text{estimated duration}$.
 - by adding the activity's estimated duration to the earliest start time of the activity's succeeding activity: $EF = ES_{\text{succeeding activity}} + \text{estimated duration}$.
 - by adding the activity's estimated duration to the activity's earliest start time: $EF = ES + \text{estimated duration}$.
7. Calculate the earliest finish for Task B if its predecessor, Task A, finishes on day 3 and the duration of Task B is 2 days.
- day 5
 - day 3
 - day 1
 - Cannot be calculated based upon information given.
8. Free slack is calculated by finding the lowest of the values of total slack for all the activities entering into a specific activity and then
- adding it from the values of total slack for the other activities also entering into that same activity.
 - subtracting it from the values of total slack for the other activities succeeding after that same activity.
 - subtracting it from the values of total slack for the other activities also entering into that same activity.
 - adding it from the values of total slack for the other activities succeeding after that same activity.
9. If the cumulative earned value is N\$10 and the cumulative actual costs are N\$20, then the CPI is
- N\$10.
 - N\$10.
 - 0.5.
 - 2.0.
10. Calculate the forecasted cost at completion if the total budgeted cost = N\$100 000, the CEV is N\$80 000, and the CAC is N\$40 000.
- $FCAC = N\$50\ 000$
 - $FCAC = N\$200\ 000$
 - $FCAC = N\$60\ 000$
 - $FCAC = N\$40\ 000$

SECTION B

[60 MARKS]

Question 2

(15 Marks)

You are a project manager and have new project that will commence soon. The client has requested a project scope from you before the project starts. Six (6) elements are always included in the project scope. Identify and discuss all the elements that a project manager will include in the project scope checklist in order to ensure that the scope definition is complete.

Question 3

(15 Marks)

Draw a network diagram representing the following information:

- The project starts with three activities – A, B, and C – which can be done concurrently.
- When A is finished, D can start
- When B is finished, F can start
- When B and D are finished, E can start.
- The project is complete when C, E, and F are finished.

Question 4

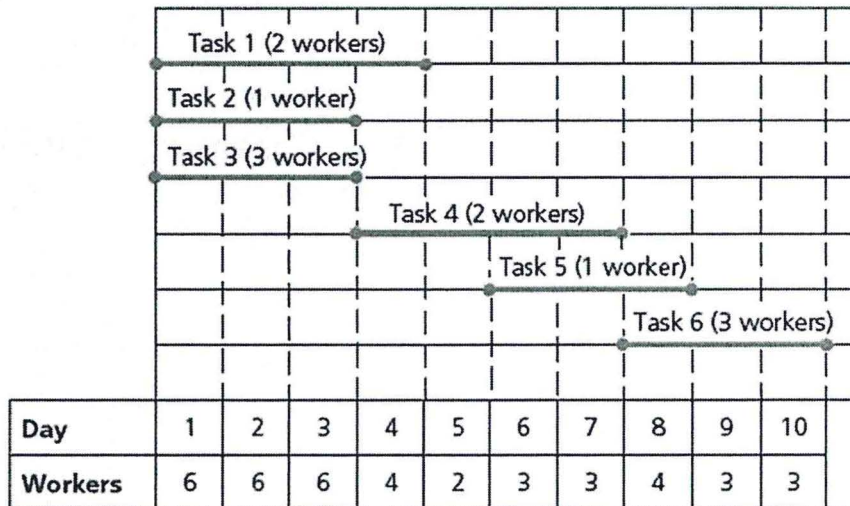
(15 Marks)

Under what circumstances would you use laddering in a network diagram? Give an example and draw the corresponding network diagram.

Question 5

(15 Marks)

Using the following figure, perform resource-limited scheduling. Assume that you have only three workers available at any given time. What is the new completion date for the project?



TOTAL MARKS: 80