



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF HEALTH, NATURAL RESOURCES AND APPLIED SCIENCES
DEPARTMENT OF AGRICULTURE AND NATURAL RESOURCE SCIENCES

QUALIFICATION : BACHELOR OF SCIENCE IN AGRICULTURE	
QUALIFICATION CODE: 07BAGA	LEVEL: 7
COURSE CODE: PJA712S	COURSE NAME: PROJECT MANAGEMENT
DATE: NOVEMBER 2022	
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Dr Thinah Moyo
MODERATOR:	Prof. A. Mushunje

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL five (5) questions.2. Please write neatly and legibly.3. Number the answers clearly.4. Show all your working.5. Round your answers to two decimal places for all calculations.

PERMISSIBLE MATERIALS

1. Examination question paper
2. Answering book
3. Calculators

THIS QUESTION PAPER CONSISTS OF 2 PAGES (Excluding this front page)

QUESTION 1**[10 Marks]**

- (a) Define project management. (2 Marks)
- (b) Define 'Terms of Reference' as used in Project Management. (1 Mark)
- (c) What is a Work Breakdown Structure? (2 Marks)
- (d) Please give two (2) reasons why projects fail in Namibia. (2 Marks)
- (e) One of the stages of a project cycle is the appraisal (*ex-ante* analysis). Briefly explain what this stage entails. (3 Marks)

QUESTION 2**[60 Marks]**

In order to develop a personnel performance appraisal software package for a company, a list of items needs to be considered. Use the data and worksheet to develop an estimate of the project cost. Resources: Designers (100 hrs@\$50/hr), Systems analysts (200 hrs@\$40/hr), Programmers (approximately 5000 lines of code with a production rate of 50 lines/hr and cost rate of \$35/hr), Workstation (\$1500), Contracted testing group (50 hrs@\$75/hr), Printing of user manuals (\$1000).

Overhead: 70% of Direct Wages.

Fringe benefits: 30% of (Overhead + Direct Wages).

Show all your calculation steps.

NB: Marks will be awarded for each correct computation, each total figure and for the layout. [60 marks]

QUESTION 3**[20 Marks]**

Time is the most valuable thing a person can spend.

- (a) Display your understanding of project planning by writing down reasons why time management is important during project implementation. (***Provide any 5 points***) (5 Marks)
- (b) Gantt Charts are important to ensure successful development projects! Explain? (***Provide any 5 points with explanations***) (10 Marks)

(c) Problem tree analysis helps stakeholders to establish a realistic overview and awareness of the problem by identifying the fundamental causes and their most important effects. List the five (5) main steps that should be followed in a problem tree analysis. (5 Marks)

QUESTION 4

[10 Marks]

(a) Compare and contrast economic and financial analysis. (*Provide any 5 points*) (5 Marks)

(b) Briefly describe the cases where Cost-Benefit Analysis can be used in project management. (*Provide any 5 points*) (5 Marks)

THE END

Total Marks: 100