



PAMIBIA 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

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms. B. NDUNGAUA Ms. V. KAIMU Mr. V. SINALUMBU
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 4 PAGES (Including this front page)

QUESTION 1**[16 Marks]**

A construction project is underway to build a community center. The project team has limited skilled labourers who are required at different stages. Sometimes, labour demand exceeds supply, causing potential delays. At other times, there is some flexibility in scheduling noncritical tasks without affecting the overall project completion date.

Explain the difference between resource smoothing and resource-constrained scheduling in this context. Your answer should:

- 1.1 Define each technique clearly (4 Marks)
- 1.2 Describe the specific resource availability conditions that make each technique applicable (4 marks)
- 1.3 Explain the impact of each technique on project scheduling and duration (4 marks)
- 1.4 Provide one practical example scenario for the use of each technique related to this construction project (4 marks)

QUESTION 2**[18 MARKS]**

The closing phase is the final phase of a project lifecycle. With examples, what is discussed during the post-project evaluation meeting?

QUESTION 3**[16 Marks]**

Discuss the stages of team development.

QUESTION 4**[32 Marks]**

You have signed a contract with ABC Digitals. You will receive a N\$5,000 bonus for completing the project within 45 days. The contract also contains a penalty clause in which you will lose N\$1,000 for each day the project takes longer than 45 days. Using the network information below:

- 4.1 Draw a project network given the information below (8 Marks)
- 4.2 Compute the activity Early Start, Early Finish, Late Start, Late Finish and slack times. Present your answers in a project schedule. (16 Marks)
- 4.3 Compute the activity slack, and identify the critical path. (4 Marks)
- 4.4 Do you expect to receive a bonus or a penalty on this project? (1 Mark)
- 4.5 During execution, on day 2, the software developer assigned to activity E is booked off sick for 10 days. You were able to find and bring in a suitable substitute software developer who started work on day 5. Do you expect to pay a penalty, if so, how much, if not, why not? (3 Marks)

Activity ID	Description	Predecessor	Duration
A	Order review	None	2
B	Order standard parts	A	3
C	Produce standard parts	A	10
D	Design custom parts	A	13
E	Software development	A	18
F	Manufacture custom hardware	C, D	15
G	Assemble	B, F	10
H	Test	E, G	5

QUESTION 5**[18 MARKS]**

A Namibian Agri-tech start-up needs to select between two appealing projects to invest in: The first project is a hydroponic greenhouse system to grow organic vegetables for urban supermarkets. The project's initial investment would be N\$723,000 at a discounting rate of

14%. The following are the projected cash inflow:

Year	Inflow (N\$)
1	290,000
2	210,000
3	150,000
4	100,000
5	95,000

The second project is an aquaponic system to grow organic vegetables as well. The initial invest for this project is N\$406,039 at the same discounting rate of 14%. It is much cheaper than the hydroponic greenhouse system. The projected cash inflows are as follows:

Year	Inflow (N\$)
1	190,000
2	110,000
3	90,000
4	80,000
5	90,000

The company's acceptable payback period is 4 years.

- 3.1 Calculate the payback period for both projects and determine which of the two projects should be selected based on the company's payback period policy. (4 marks)
- 3.2 Calculate the Net Present Value (NPV) of the two projects and justify which of the two projects should be accepted (14 marks)