



**ZCAS University**

**BBA 3611 CONTRACTS AND PROJECTS OF PROCUREMENT AND SUPPLY  
FINAL EXAMINATION  
MAY 2024**

**TIME ALLOWED: THREE HOURS (plus 5 minutes to read through the paper)**

**INSTRUCTIONS:**

1. Section A: this question is **compulsory** and must be attempted.
2. Sections B: Answer Three (3) questions from this section.
3. This question paper carries a total of **100 marks**.
4. Candidates must **not turn this page** until the invigilator tells them to do so.

## SECTION ONE

### ATTEMPT ALL QUESTIONS

The Lusaka-Ndola dual carriageway project in Zambia is a significant infrastructure initiative executed under a Public-Private Partnership (PPP) model. The project entails constructing a 327-kilometer dual carriageway between Lusaka and Ndola, including a 45-kilometer stretch of the Luanshya-Fisenge-Masangano road. The contract for this project, valued at \$577 million, was awarded to Macro Oceans Investment Consortium, a group of Chinese companies (Lusaka Times) (The Zambian Observer).

The project is structured with a 25-year concession period, which includes three years for construction and 22 years for operation and maintenance by the consortium. During this period, the consortium will collect toll fees to recoup their investment, but a revenue-sharing mechanism has been negotiated, allowing the Zambian government to receive a portion of the toll revenues (The Zambian Observer) (InfraPPP News).

This PPP model aims to leverage private sector investment to improve infrastructure without requiring immediate government expenditure or sovereign guarantees. The consortium will bear all construction and maintenance costs throughout the concession period, shifting financial risk away from the government (Zambia: News Diggers!) (The Zambian Observer).

This project replaces an earlier plan from 2017 under the previous government, which was canceled due to its high cost of \$1.2 billion, which would have increased to \$2.2 billion with additional expenses and interest. The new contract offers a more cost-effective solution, reflecting the current administration's commitment to prudent financial management in infrastructure development (Lusaka Times) (The Zambian Observer).

Overall, the Lusaka-Ndola dual carriageway project represents a strategic move towards enhancing Zambia's road network and fostering economic growth through improved connectivity and infrastructure development (Zambia Transport and Logistics) (InfraPPP News).

### QUESTION ONE

- In reference to the case above, discuss the importance of the Public Private Partnership in line with the National Budget. (10 marks)
- With the help of two models of PPP of your choice, explain how each one works (10 marks)
- In the project case above, identify and explain three stakeholders. (10 marks)
- According to Lyson's, (2008), procurement is the process of acquiring goods and services using any other means. The other means includes the Public Private Partnership. Explain how the PPP procurement means operates. (10 marks)

## SECTION TWO

### ATTEMPT THREE QUESTIONS ONLY FROM THIS SECTION

#### QUESTION TWO

A **project** is “a temporary endeavor **undertaken** to create a **unique** product, service, or result.” (PMI (2013), *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-Fifth Edition*, p.3.)

- From the passage above, discuss the five characteristics of the project. (10 marks)
- Explain why a project is able to produce a unique product or service? (10marks)

#### QUESTION THREE

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Explain the importance of cost, quality and time in the delivery of the project. (20 marks)

#### QUESTION FOUR

Stakeholder identification is an initial phase in project management. Stakeholders often influence projects with their expectations and needs. There can be many stakeholders depending on the type, scope, and complexity of the project.

- Explain the process of stakeholder identification in four stages below: (10 marks)

1 - Review the Project Documents;

2 - Brainstorm With Your Project Team;

3 – Communication; and

4 - Stakeholder Register,

- Discuss the Stakeholder analysis (5 marks)
- Analyze the stakeholder involvement in undertaking the projects (5 marks)

#### QUESTION FIVE

The success and failure of the project is mainly attributable to the management style and understating the importance of the project. From your experience:

- Discuss five elements which contribute to the success of the project (10 marks)
- Discuss five elements which contribute to the failure of the project (10 marks)