



ZCAS University

**SMS6751 PROJECT MANAGEMENT  
END OF SEMESTER FINAL EXAMINATION**

**DATE: WEDNESDAY 5<sup>TH</sup> JUNE 2024**

**TIME: 17:30 TO 19:30**

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

**INSTRUCTIONS:**

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

**SECTION A: Question 1 is compulsory and must be attempted**

**QUESTION 1**

**Read the case below and then answer the questions.**

In responding to the cholera outbreak that has affected most parts of the country, the Government of the Republic of Zambia through Ministry of Health (MoH) and with the support of other cooperating partners has launched the new cholera vaccination program in its continued effort to fight the disease outbreak, whose effects are far reaching. It is hoped that with the introduction of the new cholera vaccination program, the cholera infection rates are drastically going to drop down and this will consequently help to arrest the situation that has a huge socio economic impact.

In line with the new cholera vaccination program, Ministry of Health (MOH) Zambia has further launched a project to distribute the cholera vaccine to the public health facilities in all the provinces. This will help to increase coverage in terms of the number of people vaccinated country wide. The project is being co-financed by the Norwegian and Zambian governments.

In carrying out the distribution exercise, MOH is working with the private transportation companies which have been contracted, following the rightful tendering procedures as prescribed in the public procurement act of Zambia, to do the actual distribution of the vaccine to the designated sites.

You are the project manager for Kachembe courier and transportation company limited which is one of the companies that applied and won the tender to distribute the vaccine to all the health facilities in just one province of Zambia, that is, Muchinga province. This specific distribution is expected to run for four (4) months from, July 2024 to September 2024.

**Required**

- a. Identify and discuss any 4 parameters that could have been considered when selecting this Project **(20 Marks)**
- b. Identify and discuss 3 Project Communications Management Processes that need to be applied on this project to ensure that the information needs of the stakeholders are addressed satisfactorily **(15 Marks)**
- c. Explain any two (3) project baselines that are part of the project management plan for this project **(15 Marks)**

**[Total: 50 Marks]**

**SECTION B: Attempt any TWO questions in this section**

**Question 2**

The Metrological Department in conjunction with Ministry of Environment and Green Economy Zambia has just launched a project to develop an early drought warning system. The following table provides the details of project activities:

Activity	Description	Duration (In Days)			Predecessors
		a	m	b	
A	Baseline Study	4	5	6	-
B	Design	8	12	16	-
C	Prototype Development	4	5	12	A
D	Testing	1	3	5	B
E	Feedback and Incorporation	2	2	2	D, A
F	Final Design	4	5	6	B
G	Production	10	14	18	C, E, F
H	Quality Control	18	20	34	G

**Required**

- a. Compute mean duration for each activity and construct the Activity on Node (A-O-N) Project Network Diagram **(10 Marks)**
- b. Compute float for each activity and determine the critical path **(8 Mark)**
- c. What is the Probability that this project will not exceed 60 days? **(7 Marks)**

**[Total Marks: 25]**

### Question 3

An organization whose cost of capital is 10% is considering three mutually exclusive projects; Construction of the Fee Paying Car Park (X), Construction of a Hotel (Y) and Construction of a Shopping Mall (Z). The details of the investment and Cash inflow in Zambian Kwacha are:

	Project X	Project Y	Project Z
<b>Investment</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
Cash Inflow			
Year 1	100,000	90,000	120,000
Year 2	160,000	100,000	70,000
Year 3	50,000	70,000	20,000
Year 4	45,000	30,000	50,000
Year 5	70,000	60,000	80,000

Carry out an appraisal by calculating the following through the three proposed project and state the decision rule around each technique;

#### **REQUIRED**

- Payback period **(5 Marks)**
- Net Present Value (NPV) **(5 Marks)**
- Profitability Index (PI) **(5 Marks)**
- Return on Investment (ROI) **(5 Marks)**
- Explain the significance of project selection **(5 Marks)**

**[Total: 25 Marks]**

#### **QUESTION 4**

‘An Organizational Structure is an Enterprise Environmental Factor that affects availability of resources and can influence the way a project is managed within an organization’.

#### **Required**

With the help of a diagram critically examine a Projectized System [Total Marks: 25]

**END OF EXAMINATION**



## PRESENT VALUE TABLE

Present value of \$1, that is  $(1 + r)^{-n}$  where  $r$  = interest rate;  $n$  = number of periods until payment or receipt.

Periods ( <i>n</i> )	Interest rates ( <i>r</i> )									
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909
2	0.980	0.961	0.943	0.925	0.907	0.890	0.873	0.857	0.842	0.826
3	0.971	0.942	0.915	0.889	0.864	0.840	0.816	0.794	0.772	0.751
4	0.961	0.924	0.888	0.855	0.823	0.792	0.763	0.735	0.708	0.683
5	0.951	0.906	0.863	0.822	0.784	0.747	0.713	0.681	0.650	0.621
6	0.942	0.888	0.837	0.790	0.746	0.705	0.666	0.630	0.596	0.564
7	0.933	0.871	0.813	0.760	0.711	0.665	0.623	0.583	0.547	0.513
8	0.923	0.853	0.789	0.731	0.677	0.627	0.582	0.540	0.502	0.467
9	0.914	0.837	0.766	0.703	0.645	0.592	0.544	0.500	0.460	0.424
10	0.905	0.820	0.744	0.676	0.614	0.558	0.508	0.463	0.422	0.386
11	0.896	0.804	0.722	0.650	0.585	0.527	0.475	0.429	0.388	0.350
12	0.887	0.788	0.701	0.625	0.557	0.497	0.444	0.397	0.356	0.319
13	0.879	0.773	0.681	0.601	0.530	0.469	0.415	0.368	0.326	0.290
14	0.870	0.758	0.661	0.577	0.505	0.442	0.388	0.340	0.299	0.263
15	0.861	0.743	0.642	0.555	0.481	0.417	0.362	0.315	0.275	0.239
16	0.853	0.728	0.623	0.534	0.458	0.394	0.339	0.292	0.252	0.218
17	0.844	0.714	0.605	0.513	0.436	0.371	0.317	0.270	0.231	0.198
18	0.836	0.700	0.587	0.494	0.416	0.350	0.296	0.250	0.212	0.180
19	0.828	0.686	0.570	0.475	0.396	0.331	0.277	0.232	0.194	0.164
20	0.820	0.673	0.554	0.456	0.377	0.312	0.258	0.215	0.178	0.149

Periods ( <i>n</i> )	Interest rates ( <i>r</i> )									
	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833
2	0.812	0.797	0.783	0.769	0.756	0.743	0.731	0.718	0.706	0.694
3	0.731	0.712	0.693	0.675	0.658	0.641	0.624	0.609	0.593	0.579
4	0.659	0.636	0.613	0.592	0.572	0.552	0.534	0.516	0.499	0.482
5	0.593	0.567	0.543	0.519	0.497	0.476	0.456	0.437	0.419	0.402
6	0.535	0.507	0.480	0.456	0.432	0.410	0.390	0.370	0.352	0.335
7	0.482	0.452	0.425	0.400	0.376	0.354	0.333	0.314	0.296	0.279
8	0.434	0.404	0.376	0.351	0.327	0.305	0.285	0.266	0.249	0.233
9	0.391	0.361	0.333	0.308	0.284	0.263	0.243	0.225	0.209	0.194
10	0.352	0.322	0.295	0.270	0.247	0.227	0.208	0.191	0.176	0.162
11	0.317	0.287	0.261	0.237	0.215	0.195	0.178	0.162	0.148	0.135
12	0.286	0.257	0.231	0.208	0.187	0.168	0.152	0.137	0.124	0.112
13	0.258	0.229	0.204	0.182	0.163	0.145	0.130	0.116	0.104	0.093
14	0.232	0.205	0.181	0.160	0.141	0.125	0.111	0.099	0.088	0.078
15	0.209	0.183	0.160	0.140	0.123	0.108	0.095	0.084	0.079	0.065
16	0.188	0.163	0.141	0.123	0.107	0.093	0.081	0.071	0.062	0.054
17	0.170	0.146	0.125	0.108	0.093	0.080	0.069	0.060	0.052	0.045
18	0.153	0.130	0.111	0.095	0.081	0.069	0.059	0.051	0.044	0.038
19	0.138	0.116	0.098	0.083	0.070	0.060	0.051	0.043	0.037	0.031
20	0.124	0.104	0.087	0.073	0.061	0.051	0.043	0.037	0.031	0.026

**STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.**

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.50000	.50399	.50798	.51197	.51595	.51994	.52392	.52790	.53188	.53586
0.1	.53983	.54380	.54776	.55172	.55567	.55962	.56356	.56749	.57142	.57535
0.2	.57926	.58317	.58706	.59095	.59483	.59871	.60257	.60642	.61026	.61409
0.3	.61791	.62172	.62552	.62930	.63307	.63683	.64058	.64431	.64803	.65173
0.4	.65542	.65910	.66276	.66640	.67003	.67364	.67724	.68082	.68439	.68793
0.5	.69146	.69497	.69847	.70194	.70540	.70884	.71226	.71566	.71904	.72240
0.6	.72575	.72907	.73237	.73565	.73891	.74215	.74537	.74857	.75175	.75490
0.7	.75804	.76115	.76424	.76730	.77035	.77337	.77637	.77935	.78230	.78524
0.8	.78814	.79103	.79389	.79673	.79955	.80234	.80511	.80785	.81057	.81327
0.9	.81594	.81859	.82121	.82381	.82639	.82894	.83147	.83398	.83646	.83891
1.0	.84134	.84375	.84614	.84849	.85083	.85314	.85543	.85769	.85993	.86214
1.1	.86433	.86650	.86864	.87076	.87286	.87493	.87698	.87900	.88100	.88298
1.2	.88493	.88686	.88877	.89065	.89251	.89435	.89617	.89796	.89973	.90147
1.3	.90320	.90490	.90658	.90824	.90988	.91149	.91309	.91466	.91621	.91774
1.4	.91924	.92073	.92220	.92364	.92507	.92647	.92785	.92922	.93056	.93189
1.5	.93319	.93448	.93574	.93699	.93822	.93943	.94062	.94179	.94295	.94408
1.6	.94520	.94630	.94738	.94845	.94950	.95053	.95154	.95254	.95352	.95449
1.7	.95543	.95637	.95728	.95818	.95907	.95994	.96080	.96164	.96246	.96327
1.8	.96407	.96485	.96562	.96638	.96712	.96784	.96856	.96926	.96995	.97062
1.9	.97128	.97193	.97257	.97320	.97381	.97441	.97500	.97558	.97615	.97670
2.0	.97725	.97778	.97831	.97882	.97932	.97982	.98030	.98077	.98124	.98169
2.1	.98214	.98257	.98300	.98341	.98382	.98422	.98461	.98500	.98537	.98574
2.2	.98610	.98645	.98679	.98713	.98745	.98778	.98809	.98840	.98870	.98899
2.3	.98928	.98956	.98983	.99010	.99036	.99061	.99086	.99111	.99134	.99158
2.4	.99180	.99202	.99224	.99245	.99266	.99286	.99305	.99324	.99343	.99361
2.5	.99379	.99396	.99413	.99430	.99446	.99461	.99477	.99492	.99506	.99520
2.6	.99534	.99547	.99560	.99573	.99585	.99598	.99609	.99621	.99632	.99643
2.7	.99653	.99664	.99674	.99683	.99693	.99702	.99711	.99720	.99728	.99736
2.8	.99744	.99752	.99760	.99767	.99774	.99781	.99788	.99795	.99801	.99807
2.9	.99813	.99819	.99825	.99831	.99836	.99841	.99846	.99851	.99856	.99861
3.0	.99865	.99869	.99874	.99878	.99882	.99886	.99889	.99893	.99896	.99900
3.1	.99903	.99906	.99910	.99913	.99916	.99918	.99921	.99924	.99926	.99929
3.2	.99931	.99934	.99936	.99938	.99940	.99942	.99944	.99946	.99948	.99950
3.3	.99952	.99953	.99955	.99957	.99958	.99960	.99961	.99962	.99964	.99965
3.4	.99966	.99968	.99969	.99970	.99971	.99972	.99973	.99974	.99975	.99976
3.5	.99977	.99978	.99978	.99979	.99980	.99981	.99981	.99982	.99983	.99983
3.6	.99984	.99985	.99985	.99986	.99986	.99987	.99987	.99988	.99988	.99989
3.7	.99989	.99990	.99990	.99990	.99991	.99991	.99992	.99992	.99992	.99992
3.8	.99993	.99993	.99993	.99994	.99994	.99994	.99994	.99995	.99995	.99995
3.9	.99995	.99995	.99996	.99996	.99996	.99996	.99996	.99996	.99997	.99997