

**BOTSWANA OPEN UNIVERSITY**

**Bachelor Of Business And Entrepreneurship**

**PROJECT MANAGEMENT**

**PM232/PM222**

**Bachelor Of Business Administration -**

**Leadership and Change Management**

**LEADERSHIP, CHANGE AND PROJECT MANAGEMENT**

**LC232**

**Sessional Examination**

**Marks – 100**

**Instructions**

1. The examination consists of four sections: A and B.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

SECTION A

[40 MARKS]

Use the case study below to answer the questions that follow.

Answer ALL questions in this section

**Quest Precast Products PLC s' diversification strategy takes shape**

In a bid to diversify the product portfolio, Quest Precast Products PLC has decided to launch new durable concrete water and sewerage pipes for the local and export market. This will add on top of their other clay product lines. As a vertically integrated and diversified company, the organisation is massive and sometimes managing and coordinating activities of this magnitude is a nightmare. In order to launch this new product line, the Managing Director Mr. Kgosi had to manage this as a project particularly due to its complexity. Ms. Morake was appointed to lead the project team. Among other of her many duties was to set milestones including seeking permits from various stakeholders, underrating feasibility and viability studies, putting a proper project management structure among others. Since the project uses quarry that meant the company had to open granite quarry mine in an area closer to their plant. However starting a quarry mine required compliance to a number of legislative and regulatory requirements that includes registrations and environmental impact assessments. Projects of this magnitude would naturally impact both positively and negatively the society where it is based. This project is enormous as it requires a great deal of skill, finance, time, ingenuity and sophistication. A number of project management tools and techniques will need to be used such as the Gantt chart, Critical Path Analysis (CPA) as well as the Program Evaluation and Review Technique (PERT). The project is forecasted to take a period of three years until the company is able to produce the first pipe. There are however a number of risks forecasted to affect the project and proactive measures are already in place to deal with them when they surface.

Use the Case Study to answer all the questions

1. Explain the following terms as used in project management:

a. Project planning.

(2 marks)

b. Project coordination.

(2 marks)

2. Issues of feasibility studies are critical to projects implementation.



Environmental & social  
Technical  
Financial  
Labour  
Value-related

- a. Explain how feasibility studies differ from viability studies. (2 marks)
- b. Briefly highlight any **four** issues to be addressed in carrying out a feasibility study and any **four** issues considered in carrying out viability studies. (24 marks)
  - competitors
  - scope
  - financial
- 3. List any **three** milestones that can be set for the project in the case study. (3 marks)
- 4. Pinpoint any **two** critical dimensions of this project that will determine its success or failure. (2 marks)
  - scope
  - time
- 5. State any **five** roles of Ms. Morake. (5 marks)
  - Planning
  - Team building
  - leadership
  - communication

**SECTION B**

[60 MARKS]

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION

Use the Case study to answer in this section.

**QUESTION 1**

Identify any **four** (4) stakeholders in this project and highlight how they are affected or affect this project. (20 marks)

**QUESTION 2**

Describe the **four** risk management strategies that could be employed by Quest Precast PLC to minimise losses and ensure project success. (20 marks)

- Risk Avoidance
- Risk Reduction
- Risk Sharing

**QUESTION 3**

Using the timeline provided in the case study, identify what you think are the key activities for the implementation of this project and illustrate the time budget using the Gantt chart. (20 marks)

**QUESTION 4**

Explain any **five** (5) reasons why projects of this magnitude fail and highlight how these could be addressed in each case. (20 marks)

End of question paper