

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

**In collaboration with
THE COMMONWEALTH OF LEARNING**

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

PROJECT MANAGEMENT

PM321

Sessional Examination

Marks: 100

Time allowed: 3 hours

Instructions

1. This paper comprises of Part A and Part B. Answer **ALL** questions in Part A and any **THREE** (3) questions in Part B.
2. Answer questions according to instructions given in each section
3. Write answers in the answer booklet provided
4. Answer **ALL** questions, in grammatical **English**.

Part A

(40 marks)

Question 1

Read the case study given below and answer ALL the questions given at the end of the case.

Talks to build a 2000km railway line from Botswana to Mozambique via Zimbabwe to facilitate trade across the three countries have been resuscitated (Brian Benza, 'Eastward railway project revived', *Mmegi*, 7 September 2016). At a meeting held in Bulawayo, Zimbabwe on 2 September 2016, Ministers from the three countries signed a Memorandum of Understanding (MOU) committing them to the Port Techobanine Heavy Haul Rail Project (*ibid*). Zimbabwe's Minister of Transport and Infrastructural Development, Joram Gumbo, Mozambique's Minister of Transport and Communications, Carlos Alberto Mesquita, and Botswana's Minister of Minerals, Energy and Water Resources, Kitso Mokaila, signed the agreement (*ibid*). To provide a historical context on the project, after Botswana and Mozambique signed the MoU in July 2010, they approached Zimbabwe in order to bring it [Zimbabwe] into the fold. This eventuated in the signing of the MoU on 2 September 2016. The Ponta Techobanine Inter-regional Heavy Haul Railway project is expected to facilitate investment in mining, transport and manufacturing sectors that have stunted in Zimbabwe and Botswana alike due to lack of seaport facilities for importation of material and components and exports of ore products and finished commodities (The Patriot on Sunday, 'Zim, Botswana, Mozambique in \$600m railway deal', *The Patriot on Sunday*, 4 September 2016).

Minister Moikaila said the MoU was a sign of commitment from the countries involved and if the project succeeds it will boost regional trade and that the railway project was important for his country following the recent discovery of 212 billion tonnes of coal that they will want to export to Europe and Asia (*ibid*).

Assume that following the signing of the MoU, China Railways Ltd has been awarded the contract to build Ponta Techobanine Inter-regional Heavy Haul Railway project. The commencement of the project is expected on 10 January 2017, therefore, the need for speedy preparations. To expedite the process, the governments of Botswana, Mozambique

and Zimbabwe have formed an inter-country project management team and a Motswana national has been appointed as the Project Manager. An email from the Office of the President to the Project Manager arrived today and, in part, it reads thus;

Following meetings between the Heads of Government of Botswana, Mozambique and Zimbabwe last week at the Victoria Falls Hotel in Harare, you have been appointed as the Project Manager of the Ponta Techobanine Inter-regional Heavy Haul Railway project. You are expected to start preparations for the commencement of the project on 10 January 2017. In light of the tight deadlines, you are expected to move with utmost speed beginning as of today...'

Questions

Assuming that you are the Project Manager of the Ponta Techobanine Inter-regional Heavy Haul Railway project,

- a) Draft a project stakeholder management plan for the Heads of Government of Botswana, Mozambique and Zimbabwe.

[10 marks]

- b) Advise the Heads of Government in Botswana, Mozambique and Zimbabwe on the importance of undertaking project appraisal.

[10 marks]

- c) With illustrations, propose to the Heads of Government in Botswana, Mozambique and Zimbabwe any *two* project appraisal methods.

[10 marks]

- d) Advise the Heads of Government in Botswana, Mozambique and Zimbabwe on the process of conducting Cost Benefit Analysis.

[10 marks]

Part B

(60 marks)

Read the case study given below and Answer any **THREE (3)** of the following questions.
Each question contributes **20 marks**.

President Lt Gen. Dr Seretse Khama Ian Khama launched the reinstated passenger train service, BR Express, in Lobatse on 22 March 2017. President Khama said the reinstated train would not only provide a greater mobility for citizens, but would also help the country to strengthen and stimulate the economy. President Khama said the passenger train had created economic opportunities for most Batswana, adding that it offered opportunities for catering services, cleaning services, sanitation and security services (BOPA, 'Khama launches BR Express', *Daily News*, 22 March 2016). He therefore encouraged people to use and take care of the train as an alternative mode of transport, enjoy the comfort of it while also enjoying the beauty of the country as the train steered through it (*ibid*).

Following the launching of the BR Express, assume that the BR Management Team meet and this is what transpired.

CEO; *given that a lot of hope has been pinned on the BR Express and given teething problems that attended to the maiden journey of the new train, I think that we should form a special team to oversee the running the running of the project.*

Manager 1; *I agree with you fully, Sir!*

Manager 2; *Are we going to outsource the job?*

CEO; *No, we will in-source it. That is, we will appoint one of the Heads of Departments to oversee the project.*

Manager 1; *I beg to differ. I think that we need a professional, not accidental, Project Manager for the job.*

Manager 2; *I support Manager 1.*

After a brief contemplation.

CEO; *I am sold.*

Manager 2; *We have to flight an advertisement in widely read newspapers in Botswana so that we hire the best Project Manager out there.*

Manager 1; *I will help draft the advertisement for the Project Manager with my team.*

1.

(a) Argue the case for the appointment of professional Project Managers in organisations such as Botswana Railways.

[5 marks]

(b) Assuming that you are the Project Manager of the BR Express project, how would you manage project risk?

[15 marks]

2.

(a) Argue the case for project cost management in organisations such as Botswana Railways.

[5 marks]

(b) Assuming that you are the Project Manager of the BR Express project, draw a project cost management plan?

[15 marks]

3.

(a) Why is procurement planning important in organisations such as Botswana Railways?

[5 marks]

(b) Assuming that you are the Project Manager of the BR Express project, how would you manage project procurement?

[15 marks]

4.

(a) Discuss the importance of strategic human resource management.

[5 marks]

(b) Assuming that you are the Project Manager of the BR Express, how would you strategically manage human resources?

[15 marks]

5.

(a) Elucidate on the importance of Project Integration Management.

[5 marks]

(b) Assuming that you are the Project Manager of the BR Express, how would you ensure that Project Integration Management processes are properly done?

[15 marks]

End of Exam.