



**UNIVERSITY OF ESWATINI**

**Department of Agricultural Economics & Management**

**SUPPLEMENTARY/RE-SIT EXAMINATION PAPER**

**PROGRAMME:** BSc. in Agric. Economics and Agribusiness Management Year 4  
BSc. in Agronomy Year 4  
BSc. in Agricultural Extension & Education Year 4  
BSc. in Horticulture Year 4

**COURSE CODE:** AEM 404/405

**TITLE OF PAPER:** PROJECT PLANNING & MANAGEMENT

**TIME ALLOWED:** TWO (2) HOURS

**INSTRUCTION:** 1. ANSWER ALL QUESTIONS  
2. DO NOT WRITE ON THIS QUESTION PAPER  
3. ALL ANSWERS SHOULD BE WRITTEN IN THE BOOKLET PROVIDED

**DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE CHIEF INVIGILATOR**

**QUESTION ONE**

1. Below are multiple choice questions related to basic concepts of project planning and management, project initiation, and management, please pick the most appropriate answer. Each question carries 2 marks.

1.1. Which one of the following statements best describes a project?

- A. A project is a set of tools and techniques often used when delivering organisational change.
- B. A project is a method of planning work.
- C. A project is the sum of activities needed to remove uncertainty from a unique piece of work.
- D. A unique transient endeavour undertaken to achieve a desired outcome.

1.2. What is a project?

- A. The purpose of delivering business products according to a specified business given a management environment
- B. An organisation that is needed to produce a product at a given time using the available resources
- C. A more complex activity than other functional processes of the organization
- D. A structured system of activities and outcomes/milestones.

1.3. One of the following statements is not a characteristic of a project:

- A. It is not carried out in isolation
- B. Multiple intended result
- C. Likely to contain elements of risks
- D. It is temporary in nature
- E. None of the above

1.4. Normally the life cycle of the project consists of some of the following stages

- A. Costs, quality, resources
- B. Monitoring, resources, time
- C. Initiation, Planning, Monitoring
- D Planning, execution, time

1.5. The possible methods of needs analysis include

- A. Market research and needs assessment
- B. Identifying a problem & Market research
- C. Identify the need & interviews
- D. Interviews and public opinion poll

1.6. The key factors to consider when formulating the project objectives include

- A. Technological opportunities and legislation
- B. Time, resources and quality
- C. Knowledge, resources and time
- D. All the above



- 1.7. These statement form part of determinates of sources for financing projects, except?
- A. Compare your institution in relation to the competitors.
  - B. more resources will do the most
  - C. Make your case bigger than your institution.
  - D. Follow the wishes and suggestions of the potential donor.
- 1.8. This statement "it is used to describe the general idea of the project" precisely defines?
- A. Project Initiation Documentation
  - B. Project Artefacts
  - C. Project charter
  - D. Project plan
- 1.9. When presenting a project initiation document some sections are thought to be mandatory except?
- A. Resource requirements
  - B. Scope definition
  - C. Opportunity statement
  - D. Completion criteria
- 1.10. All listed below are common attributes forming the framework for all projects, except:
- A. Starts and ends any time as agreed by the project management
  - B. Any resources available
  - C. producers
  - D. All the above
  - E. None of the above
- 1.11. Identify the activities carried out during project execution
- A. Starting up the execution.
  - B. Day-to-day management.
  - C. Change management and reporting
  - D. None of the above
  - E. All the above
- 1.12. Select the correct combination of activities carried out during the closer of a project
- A. Product acceptance and implementation, & planning the follow-up activities
  - B. Composition of the final report & Planning & performing necessary public relations issues
  - C. Description of the project & planning the follow-up activities
  - D. None of the above

(TOTAL MARK 24)

**QUESTION TWO**

2. The following multiple choice questions are related to project planning, appraisal and evaluation, please pick the most appropriate answer. Each question carries 2 marks.
- 2.1. Project planning aims at determination of an optimal scheme/algorithm for project execution, the necessary information at this stage includes
- A. Resource analysis
  - B. Determination of the main objective
  - C. Needs analysis
  - D. A & C

- 2.2. These form part of the sections that are present in almost all project plans, except
- A. Project description
  - B. Time-table of the project
  - C. Plans for dissemination
  - D. None of the above
- 2.3. Which one of the following is true for the Project Management Plan (PMP)?
- A. The PMP is developed by the project manager and team and owned by the sponsor.
  - B. A draft of the PMP is developed by the sponsor at the same time as the business case.
  - C. The PMP is developed by the sponsor and owned by the project manager.
  - D. The PMP is developed by the project manager and team and owned by the project manager.
- 2.4. What best qualifies a milestone?
- A. Hardly quantified or measured
  - B. It has the beginning and the end
  - C. The value reflected by the difficulty of achieving it
  - D. All the above
- 2.5. Which one of the following is captured in the Work Breakdown Structure (WBS)?
- A. The life cycle phases.
  - B. Project costs.
  - C. The logical order of tasks.
  - D. The scope of the project
- 2.6. What is a visual representation of a project's planned activities against a calendar called?
- A. A Gantt chart
  - B. A critical path network.
  - C. A product flow diagram
  - D. A Pareto chart.
- 2.7. Dlamini & Sons Ltd is considering the purchase of an asset for E120, 000. This asset will generate the following cash flows as E15,000, E25,000, E40,000, E40,000, E35,000, E30,000 for years 1, 2, 3, 4, 5, 6 respectively, the payback period would be:
- A. The investment does not pay back
  - B. 4 years
  - C. 5 years
  - D. 6 years
- 2.8. A project has an NPV of E12,632 when a discount rate of 12% is used and the same project has an NPV of (E6,935) when a discount rate of 22% is used, the actual internal rate of return of the project is:
- A. 16.5%
  - B. 6.5%
  - C. 18.5%
  - D. 28.5%



- 2.9. A project that has been tested for its feasibility has already incurred market research costs of £50,000. The actual cost of the asset is £100,000 and the project is expected to yield the following returns as Year 1 E90,000, Year 2 E80,000, Year 3 E70,000. If the discount rate is 12% the NPV of the project will be:
- A. E140,000
  - B. E294,000
  - C. E94,000
  - D. E44,000
- 2.10. You have three mutually exclusive projects: A, B, and C. They have NPVs of E-100, E-50 and E1, respectively. What should you do?
- A. Accept A
  - B. Accept B
  - C. Accept C
  - D. Accept A and C
- 2.11. ....is one of the advantages of the payback period method of project appraisal
- A. Viable measure of risk exposure
  - B. Decision is dependent on the subjectively determined "maximum payback period"
  - C. Failure to recognize cash flows after the payback period
  - D. Fails to account for time value of money
- 2.12. Project monitoring and evaluation is the continuous process of collecting, processing and assessing information about the:
- A. Project planning
  - B. Project implementation
  - C. Project management
  - D. Project control
- 2.13. The project evaluation quality criteria entail the following except:
- A. Impact
  - B. Effectiveness
  - C. Processes
  - D. Sustainability

**(TOTAL MARKS 26)**

**QUESTION THREE**

- a) Students of Agro-food related courses completed their degree program at University of Swaziland and decided to start-up a project of two years to generate incomes in the process of waiting to access jobs in the public and private sector. These students plan to plant crops for two seasons before ending the project. The farm to be established is high-tech irrigated upland rice scheme. To accomplish the project, the team has to agree on the location and type of land within 2 weeks, obtain the land within 4 weeks, select the needed upland rice variety, inputs & machinery within 2 weeks, obtain the needed upland rice variety, inputs & machinery within 5 weeks, develop the farm layout in 1 week, Organise the available resources including ploughing, establishment of the irrigation facility, planting and other



activities in 4 weeks but this activity is achieved after obtaining land, and seedlings, inputs & machinery. Mid evaluation of the project will take roughly 4 weeks, the confirmation of the establishment of high-tech upland rice will take 1 week, and final report writing will take 2 weeks. The project is expected to take an early establishment of 16 weeks or latest 17 weeks. Using the provided information, prepare a table where tasks are listed, the precedents established, and the durations of tasks set of this project.

(10 Marks)

- b) Mr. Sibusiso Sibiya is planning to implement his project plan related to piggery, what are the key parameters of project implementation he has to consider and outline the key activities carried out when managing these key parameters.

(15 Marks)

**QUESTION FOUR**

- a) The students of who attended a Project Planning and Management course have developed an interest of starting-up an agribusiness company and have proposed several projects to start with among which include commercial cassava production, the projects requires E639, 800 as its initial set-up costs in the low-veld. The forecast net income from the project is detailed below:

Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
(E639, 800)	E140,000	E145, 000	E155, 000	E162, 500	E148, 000

- i) Calculate the projected payback time for the project to the nearest month.

(3 Marks)

- ii) Calculate the Net Present Value of the project using a discount rate of 5% and comment on the attractiveness of the project.

(12 marks)

- b) Given the data in the table below, calculate the CV and SV of Project A, and describe the progress of the project in terms of predicted schedule and cost implications.

Month	BCWS	CPI	ACWP	CV	SV
1	100	1.25	80		
2	200	0.51	256		
3	360	0.90	334		
4	470	0.88	457		
5	590	0.98	529		

(10 Marks)

\*\*\*\*\*GOOD LUCK\*\*\*\*\*