****

**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR FOUR**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 451**

**COURSE TITLE: PROJECT MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 05/04/2021 TIME: 09.00-11.00 AM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

1. Read the case below and answer the questions that follow.

Troubled Projects

Fatuma walked into work on Monday morning like any other. Although Fatuma had substantial experience, she had only recently joined PintCo after being hired away from a chief competitor. She was still learning about some of the nuances of her current employer.

After the typical morning banter, Jamal and Fatuma got to the topic at hand. “Fatuma, I’ll get straight to the point. I need you to take over the Customer Master File project from Salah.” Jamal said. He continued, “We hired you because of your significant project management expertise. I know that you’ve turned around a lot more difficult situations than this.” Over an hour later, Fatuma emerged from Jamal‟s office and set out to learn more about the challenge that Jamal had posed to her.

Over the course of the next few weeks, Fatuma tool over the Customer Master File project, met with key project team members, and conducted dozens of interviews with key stakeholders.

“Jamal, I’ve talked to the project team and to key stakeholders, and I know why this project is in trouble,” Fatuma started. “If you truly want me to turn this project around, I‟ll need your support to make some critical changes.” What did you find out, Fatuma, and what can I do to help?”

Fatuma drew a deep breath and began to explain her findings. “Jamal, as you know this project has been in flight for nearly 6 months now and it is already behind schedule and over budget.” Fatuma went on, “In talking to the project team and other stakeholders, I don’t see the situation getting better without making some pretty significant changes.” Fatima’s experience helped her to quickly identify a number of critical issues with the project, which she carefully outlined for Jamal:” the scope of the project is not well defined, the IT architects are sitting in their ivory towers and disagree with the project’s direction, the project team is not functioning as a team, there is lack of clear executive sponsorship, and Hassan from Marketing is trying to manipulate this project for his own political gain.” I’m not going to sugar coat this for you Jamal,” Fatuma explained. “I’ve seen this situation far too often in my career, and if we don’t change the situation this project will fail in glorious fashion.” Jamal and Fatuma both agreed with some plan to tackle the situation and help turn the project around. Fatuma knew that some of the changes would be unpopular, but without them the project would be doomed.

1. With reference to the above case explain how the problems identified by Fatuma could be tackled. (5 marks)
2. Describe some of the challenges that are likely to be encountered by Fatuma in trying to turn around the project (5 marks)
3. Explain the various ways in which this project can be appraised (5 marks)

1. A small project consisting of eight activities has the following characteristics:

 

1. Draw the PERT network for the project. ( 3 marks)
2. Prepare the activity schedule for the project. ( 3 marks)
3. Determine the critical path. ( 3 marks)
4. If a 30- week deadline is imposed, what is the probability that the project will be finished Within the time limit ( 3 marks)
5. If the project manager wants to 99% sure that the project is completed on the schedule date, how many weeks before that date should he start the project work? ( 3 marks)

**QUESTION TWO**

1. All projects have to pass through the life cycle phases, with the aid of a Practical example, explain this phases. (5 marks)
2. The following table gives the activities and other relevant data for a project:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity | Normal Time(days) | Crash Time(days) | Normal Cost(Ksh “000”) | Crash Cost(Ksh “000”) |
| 1-2 | 4 | 3 | 600 | 800 |
| 1-3 | 2 | 2 | 400 | 400 |
| 1-4 | 5 | 4 | 750 | 900 |
| 2-3 | 7 | 5 | 400 | 600 |
| 2-5 | 7 | 6 | 800 | 1,000 |
| 3-5 | 2 | 1 | 500 | 650 |
| 4-5 | 5 | 4 | 600 | 850 |

 Indirect cost per day for the project is Ksh 200,000

1. Draw the network for the project and determine the normal and crash critical paths. ( 5 marks)
2. Find the normal cost of the project (5 marks)
3. Find the least increase in cost over normal cost to crash the project completion time from normal time to crash time. (5 marks)

#  QUESTION THREE

1. Explain any four tools used in project management.(8 marks)
2. Describe the responsibilities of a project manager (5 marks )
3. Discuss the difference between monitoring and evaluation ( 7 marks)

#  QUESTION FOUR

1. A well-conceived idea is more likely to succeed; using practical examples explain the sources of various project ideas.(6 marks)

# After a promoter identifies a worthwhile project he further analyzes the project to ensure that it has the potential and the investment on it would not go to waste but would yield attractive returns. Discuss the various stages that involved in project preparation, supporting your discussion with practical examples. (7 marks)

# Discuss major components of logical framework matrix (7 marks)

# QUESTION FIVE

1. Organizational structure is concerned with the allocation of task and establishment of authority-responsibility relationship between the members of the organization. Discuss the various organization structures and how projects fit into those structures. (8 marks)
2. While project appraisal is an estimate for the „future‟, post project evaluation is an assessment of the „past‟. Using a project of your choice explain how you go about evaluating it. (7 marks)
3. Discuss the process of developing a project team ( 5 marks)