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**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: BMM 451**

**COURSE TITLE: PROJECT MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 18/08/2021 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 THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

1. Aisha and Abdul are working on the same project, but of late there has been some misunderstanding between the two which has greatly affected their performance. Discuss how you will go about resolving the conflict. (5 marks)
2. For the project to be successful, they should work as a team. Explain various team Management methods that are available for them. (5 marks)
3. Highlight five responsibilities of the project manager. (5 marks)

The following is a table showing details of a project.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Task | Immediate Predecessor | Normal | | Crash | |
|  |  | Time in  (weeks) | Cost Ksh  (000) | Time  (weeks) | Cost Ksh  (000) |
| A | ….. | 10 | 20 | 7 | 30 |
| B | ….. | 8 | 15 | 6 | 20 |
| C | B | 5 | 8 | 4 | 14 |
| D | B | 6 | 11 | 4 | 15 |
| E | B | 8 | 9 | 5 | 15 |
| F | E | 5 | 5 | 4 | 8 |
| G | A,D,C | 12 | 3 | 8 | 4 |

1. Construct the PERT network for the project and determine the crash and normal critical paths and the expected duration of project (4 marks)
2. Determine the minimum project completion time with least increase in cost over normal cost. (3 marks)
3. What will the total crash cost if fixed cost is expected to be KSh 50,000. (3 marks)
4. All projects have to pass through the life cycle phases, with the aid of a practical example, explain this phases. (5 marks)

**QUESTION TWO**

1. It is no doubt that projects fail despite their good intentions, give reasons why projects fail and explain how this failure can be prevented (8 Marks)
2. Explain the various ways in which projects can be appraised. (7 Marks)
3. State various tools that are used in project planning and scheduling. (5 marks)

**QUESTION THREE**

1. Explain the difference between monitoring and evaluation. (4 marks)
2. Discuss different types of project auditing that are available to project auditors. (8 marks)
3. Project risk management is integral parts of project management, without it, projects success may not be guaranteed, discusses the various approaches to project risk management. (8 marks)

**QUESTION FOUR**

1. Pro-Ched Company is interested in having a project organization structure for their newly awarded Government funded project, you being the project management; please advise the management on the various types available. (6 marks)
2. Explain five differences between critical path method and project evaluation and review technique. (5 marks)
3. Discuss sources of a new project idea. (9 marks)

**QUESTION FIVE**

1. Describe challenges that are likely to be faced in project management. (10 marks)
2. Outline the advantages and disadvantages of matrix organizational structure. (10 marks)