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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 15th December, 2023
Time: 11.30am –1.30pm

KAC 306 - PROJECT MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

TROUBLED PROJECTS

Jack walked into work on Monday morning like any other. Although Jack had substantial experience, he had only recently joined Pintoco after being hired away from a client competitor. He was still learning about some of the finances of his current employer. After the typical morning banter, Brandon and Jack got to the topic at hand. “Jack, I will get straight to the point. I need you to take over the customer master file project from Paul”. Brandon said. He continued, “We hired you because of your significant Project Management expertise. I know that you have turned around a lot more difficult situations than this”. Over an hour later, Jack emerged from Brandon’s office and set out to learn more about the challenge that Brandon had posted to him. Over the course of the next few weeks, Jack took over the customer Master file project, met with key project team members, and conducted dozens of interviews with key stakeholders. “Brandon, I have talked to the project team and to key stakeholders, and I know why this project is troubled,” Jack started, “If you truly want me to turn this project around.” I will need your support to make some critical changes”. What did you find out, Jack and what can I do to help you?” Jack drew a deep breath and began to explain his findings “Brandon, as you know this project has been in flight for nearly 6 months now and it is already behind schedule and over budget.”

Jack 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.” Jack’s experience helped him to quickly identify a number of critical issues with the project, which he carefully outlined for Brandon. “the scope of the project is not well defined, the IT architects are sitting in their Ivory towers and disagree with the projects direction, the project team is not functioning as a team, there is lack of clear executive sponsorship, and Steve from marketing is trying to manipulate this project for this own political gain. “I am not going to Sugar coat this for you Brandon,” Jack explained. “I have seen this situation for too often in my career, and if we don’t change the situation this project will fail in glorious fashion.” Brandon and Jack both agreed with some plan to tackle the situation and help him turn the project round. Jack knew that some of the changes would be unpopular but without them the project would be doomed.

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Required:-

- a) With reference to the above case explain the problems identified by Jack that could be tackled by project management? (6 marks)
- b) Discuss are some of the challenges that are likely to be encountered by Jack in trying to turn around the project. (6 marks)
- c) Explain features should Jack consider while developing a new project management structure for the organization? (6 marks)
- d) Discuss techniques did Jack use in managing the stakeholders. (6 marks)
- e) Discuss the difference between a project manager and an institution manager. (6 marks)

QUESTION TWO (20 MARKS)

- a) Having gone through Project Management course, you have been approached by a client who has advised your client on why projects fail and suggest solutions. (6 marks)
- b) As a project Manager state and explain any FIVE tools used in project management. (8 marks)
- c) Discuss on the elements of project planning. (6 marks)

QUESTION THREE (20 MARKS)

- a) A well-conceived idea is more likely to succeed, using practical examples explain the sources of various project idea. (6 marks)
- b) Discuss the stages of project team development. (8 marks)
- c) Project appraisal is a process of detailed examination of several aspects of a given project before recommending the same. Discuss the financial appraisal supporting your discussion with practical examples. (6 marks)

QUESTION FOUR (20 MARKS)

- a) Using relevant example discuss on the different risk management strategies. (6 marks)
- b) “ The shortest total length of a project is determined by the longest path through the network.” Explain the concept behind this statement. (6 marks)
- c) A Project Procurement Management Process is used to ensure that all products acquired for the project are in accordance with the requirements set out by the Project Procurement Plan. Discuss the Project procurement Process. (8 marks)

QUESTION FIVE(20 MARKS)

- a) While project appraisal is an estimate for the future, post project evaluation is an assessment of the past. Highlight and explain different types of project contracts that can be used in project management (10 marks)
- b) Describe the circumstances should project managers consider a project closure. (5 marks)
- c) Discuss the difference between project evaluation and project appraisal. (5 marks)