The Management University of Africa

Sponsored by the Kenya Institute of Management

DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA COMMON UNIT

DCU 106: FUNDAMENTALS OF PROJECT MANAGEMENT

DATE: 6TH AUGUST 2025

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

A study of more than 300 large companies conducted by KPMG a consulting firm in the UK, found that software and /or hardware development projects fail at the rate of 65%. Of those studied, 65% of the projects either went grossly over budget, fell behind schedule, did not perform as expected or all of the above factors. For instance, one out of six IT projects have an average cost overrun of 200% and a schedule overrun of about 70%, with 45% of the company's project teams admitting that they are unclear about the business objectives of their projects, they lack management support in implementing certain strategies, and that they are demotivated due to overworking and poor reward systems. Some also indicated that the increasing complexity and technicality of products due to globalization, narrow product launch windows, as well as the issue of a shortened project life cycle in the IT related project's as major challenges they have to contend with in the delivery of successful projects.

Although a project life cycle is a useful means of visualizing the activities required and the challenges to be faced during the life of a project, some components of a project may change over the course of its life cycle. Such components may include, client's interest, project stake, creativity and uncertainty. Because of the issues they face, most firms establish a project management office that has the responsibility to create change throughout the organization. The office is guided by the project management principles and has special focus on developing of a resource tool tailored to specific monitoring and evaluation needs of the projects. They also encourage project teams to work within a specified budget and be keen on balancing stakeholder's interest.

Required:

a) In light of the case study discuss seven challenges that contribute to project failure in the IT industry **(7 marks)**

b) Discuss the five principles of project management and demonstrate how the project managers can apply them in delivery of this projects success**(5 marks)**

c) From the case study, it's clear that project life cycle can be a challenge if it's too short or if overstated. Demonstrate how project life cycle can be applied in these projects using the activities that take place at each stage **(8 marks)**

d) Uncertainty has been identified in the case study as one of the components that is likely to change during the project life cycle. Discus any six ways a manager can manage the uncertainty/risks. **(6 marks)**

e) Describe four emerging trends in project management that this project managers must be concerned about in today's era. **(4 marks)**

QUESTION TWO

a) Evaluate five criteria for a useful project selection/ screening model **(5 marks)**

b) As a Project Management student, you are required to identify a project of your choice and execute it to its success. List five sources of your project idea **(5 marks)**

QUESTION THREE

a) Differentiate between Critical path method (CPM) and Project Evaluation and Review Technique (PERT) and give one use for each technique **(5 marks)**

b) Describe five steps in Planning and Scheduling Activities during execution phase **(5 marks)**

QUESTION FOUR

a) Highlight five importance's of project monitoring and evaluation **(5 marks)**

b) An organization wishing to terminate an ongoing project must be guided by certain decision rules. Identify five such decision rules **(5 marks)**

QUESTION FIVE

a) Define scope creep **(2 marks)**

b) Explain any three rules for developing commitment to a team **(3 marks)**

c) Describe five approaches used to address conflict in the project environment **(5 marks)**

QUESTION SIX

a) Every project manager's dream is to see their project from inception to successful completion to handing over. However, there are times project termination happens prematurely. List five reasons for early termination **(5 marks)**

b) List six reasons why problem trees are useful in project management **(5 marks)**