

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/ BACHELOR OF COMMERCE

**BML 110/ BCM 321 : PROJECT PLANNING AND
MANAGEMENT**

DATE: APRIL 2026

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 **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 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:

CASE STUDY: THE LAST MILE CONNECTIVITY PROJECT

Kenya Power and Lighting Company (KPLC) is a state-owned utility responsible for electricity transmission, distribution, and retail in Kenya. One of its most significant development initiatives is the Last Mile Connectivity Project (LMCP), launched to increase access to electricity, particularly among low-income and rural households. The project provides a strong real-world example of how structured project planning and management, supported by appropriate tools and risk management practices, can be applied in large-scale public infrastructure projects.

The Last Mile Connectivity Project was initiated to support Kenya's national development agenda by expanding electricity access and promoting socio-economic growth. Prior to the project, many households lived close to power lines but remained unconnected due to high connection costs. The main objectives of the project were to reduce the cost of electricity connection, increase national electricity access rates, enhance socio-economic development in rural and peri-urban areas, and ensure efficient and timely delivery of connections. These objectives were clearly defined during the planning phase and used to guide implementation and performance measurement.

Kenya Power applied several project management tools to plan and coordinate the LMCP. A Work Breakdown Structure (WBS) was developed to divide the project into key components, including infrastructure design, procurement of materials, construction and installation, customer connection, and quality inspection. This facilitated effective task allocation, resource estimation, and accountability. Project scheduling was supported through detailed implementation timelines and milestone plans similar to Gantt charts. Activities such as procurement, pole erection, transformer installation, and household connections were

sequenced logically to minimize delays and cost overruns. The project adopted a phased rollout by region, allowing lessons learned from earlier phases to inform subsequent implementation.

Stakeholder management tools were also applied. A stakeholder analysis matrix helped identify key stakeholders such as government ministries, funding partners, contractors, local communities, and customers. Regular stakeholder meetings and community sensitization forums enhanced coordination and acceptance of the project. Implementation involved coordination between Kenya Power, contractors, suppliers, and local authorities. Standard operating procedures and supervision mechanisms were used to ensure compliance with technical and safety standards.

Monitoring and control were conducted using Key Performance Indicators such as number of connections completed, project cost per connection, adherence to schedules, and quality inspection outcomes. Regular site inspections, progress reports, and audits enabled project managers to track performance and take corrective action where necessary. Quality management was emphasized through inspection checklists, testing of installations, and certification before customer connection. Performance data was continuously reviewed to improve efficiency and service delivery.

Risk management was an integral part of the LMCP. A risk register was developed during planning to identify and assess potential risks. Key risks included funding delays, procurement challenges, contractor underperformance, community resistance, and environmental and safety risks. Mitigation strategies included securing funding commitments in advance, pre-qualifying contractors, enforcing contractual performance standards, and conducting community awareness campaigns. Safety risks were managed through strict adherence to occupational health and safety guidelines and regular training of personnel.

Ongoing risk reviews were conducted throughout the project lifecycle, enabling early identification and management of emerging risks. This proactive approach reduced disruptions and improved project outcomes. The Last Mile Connectivity Project significantly increased electricity access across Kenya and contributed to improved living standards, education, and economic activity. From a project management perspective, the project demonstrated the importance of clear objective setting, phased implementation, stakeholder engagement, and robust monitoring and risk management systems.

Required:

- a) Evaluate the suitability of the Last Mile Connectivity Project as a development investment.

(5 Marks)

- b) Analyze the financial viability of the Last Mile Connectivity Project and justify public-sector financing. **(5**

Marks)

- c) Propose improvements to the project design and planning of the Last Mile Connectivity Project.

(5 Marks)

- d) Assess the effectiveness of monitoring and evaluation mechanisms used in the project.

(5 Marks)

- e) Critically examine the importance of formal project termination in the Last Mile Connectivity Project.

(5 Marks)

QUESTION TWO

- a) Assume you are appointed as a site project officer for a large construction project. Demonstrate how you would apply appropriate monitoring and evaluation tools to determine whether the project is progressing according to its planned objectives.

(6 Marks)

- b) A county government plans to implement a rural road improvement project to connect remote villages to the main highways. As the project planner, explain how you would carry out the design and planning phase to ensure the project is feasible and well-structured.

(9 Marks)

QUESTION THREE

- a) Assume you have been appointed as a project manager for a medium-scale project. Apply appropriate project implementation practices to ensure the project is executed according to plan.

(5 Marks)

- b) A project consists of the following activities.

Activity	Preceding activity	Duration (weeks)
A	-	9
B	-	10
C	B	4
D	A	10
E	A	5
F	A	9
G	E	7
H	D	8
I	C, F	7
J	G, H, I	8

Construct the network, find critical path and project completion time.

(10 Marks)

QUESTION FOUR

- a) A rural water supply development project in a low-income community has reached the end of its implementation phase. As a project manager, outline the key steps you would take to properly close and terminate the project to ensure sustainability and accountability.

(10 Marks)

- b) A county government is implementing a youth skills development center. As the project manager for a youth skills development project, explain how you would design and manage the project organization structure to ensure effective coordination and accountability. **(5 Marks)**

QUESTION FIVE

- a) A software development company plans to implement a cloud-based learning management system (LMS) for universities. As a project manager, explain how you would conduct a financial appraisal to determine if the project is viable.

(7 Marks)

- b) A certain school has completed a community playground development project. As the project manager, explain the key steps you would take to ensure proper project clean-up and closure.

(8 Marks)

QUESTION SIX

- a) A Constituency Development Fund (CDF) committee plans to construct a community health center within the next 12 months. As the project coordinator, explain how you would develop and manage the project schedule to ensure timely completion.

(8 Marks)

- b) A county government plans to implement a digital library system in all public secondary schools. As the project manager, explain how you would manage the project scope to ensure that all required deliverables are completed without unnecessary expansion.

(7 Marks)