



UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 306/ PMT 300: PROJECT PLANNING, DESIGN AND IMPLEMENTATION

DATE: 16TH 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:

The preparation of financial statements is a crucial process for any business, as it provides a clear picture of the organization's financial health. In this case study, we examine a mid-sized manufacturing company, GreenTech Ltd., which sought to improve its financial reporting practices to attract potential investors and comply with regulatory requirements.

GreenTech Ltd. faced challenges with inaccurate record-keeping and delayed reporting, which hindered management's ability to make informed decisions. The company engaged an accounting consultant to design and implement a structured financial statement preparation process. This process included gathering all financial data, reconciling accounts, and applying standardized accounting principles.

The consultant introduced the use of accounting software to automate data entry and calculations, improving accuracy and efficiency. GreenTech's accounting team was trained to prepare the trial balance, which summarized all ledger accounts and helped identify discrepancies. Adjusting entries were made to account for accrued expenses and depreciation, ensuring compliance with the accounting standards. Once trial balances were adjusted, the team proceeded to prepare the core financial statements: the income statement, balance sheet, and cash flow statement. These documents reflected the company's profitability, assets and liabilities, and cash movements over the reporting period. Management reviewed these statements to assess operational performance and financial position.

Finally, GreenTech Ltd. presented the financial statements to its stakeholders, including investors and regulatory bodies. The improved transparency and accuracy boosted investor confidence and helped the company secure additional funding for expansion. This case study demonstrates the importance of systematic preparation of financial statements to enhance business decision-making and stakeholder trust.

Required:

- a) Demonstrate five important aspects of financial systematic preparation. **(10 Marks)**
- b) From the case study, evaluate three benefits of using accounting software. **(9 Marks)**
- c) GreenTech Ltd. faced challenges with inaccurate record-keeping and delayed reporting, which hindered management's ability to make informed decisions. In relation to the statement, advise Greentech on the way forward. **(6 Marks)**

QUESTION TWO

- a) Examine seven ethical concerns when donors influence local NGO agendas on the project. **(7 Marks)**
- b) Assess two issues behind a tight budget. **(8 Marks)**

QUESTION THREE

- a) Project life cycles differ between development organizations. Regardless of their particular design, they serve as a framework, helping project managers achieve their goals. Project life cycles differ between development organizations. Expound how differences in project life cycles impact the management approach in development organizations. **(10 Marks)**
- b) Examine five tools that identify the current state of service provision in project planning designs. **(5 Marks)**

QUESTION FOUR

- a) Design a template for a comprehensive project appraisal. **(10 Marks)**
- b) Propose the first step in calculating the Net Present Value (NPV) of a project. **(5 Marks)**

QUESTION FIVE

- a) Discuss how the Net Present Value is calculated. In your answer, explain what the NPV result indicates about a project **(9 Marks)**
- b) Summarize the critical components developed during project initiation. **(6 Marks)**

QUESTION SIX

- a) Examine critical components typically developed during project initiation. **(5 Marks)**
- b) Enumerate criteria for the project's readiness for launch. **(5 Marks)**
- c) Argue out two issues on project financing. **(5 Marks)**