

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT
STUDIES

**PMT 301: THEORETICAL FOUNDATIONS OF PROJECT
MANAGEMENT**

DATE: 8TH 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:

STAFF MOTIVATION IN THE MANAGEMENT OF PROJECTS

In the 1950's Chris Argyris began writing about the failure of "human relations" programs. He pointed out that there is a basic conflict between the needs of normal, mature individuals and the demands of the formal organization highly structured organization, increasing directive leadership, increasing management controls, and the fostering of internal competition produce responses from employees that bring about further repressive management controls. Argyris was criticizing management's negative view of human performance.

Douglas McGregor expanded on this opinion with his Theory X and Theory Y propositions.⁴ In Theory X, management is responsible for getting the work done. People are indolent or resist work and management must persuade, reward, and punish them. His Theory Y states that management is responsible for organizing resources. People are not basically passive; they have become so as a result of Theory X management. The motivation and potential for growth are latent in most people. Management's job is to provide conditions so that people will direct their own efforts toward organizational objectives.

R. H. Schaffer, M Scott Myers and Frederick Herzberg have identified specific needs of workers which produce motivation. They did this by changing the work climate for experimental groups of workers in such companies as Texas Instruments, American Telephone & Telegraph, Imperial Chemicals, Ltd., a department store, and a government agency.

Attitudes and productivity of the experimental groups were compared at the end of the experiment with those of the rest of the company or of other control groups. Gains in productivity of from 12% to 20% were reported.⁵

Herzberg has gone further and identified two classes of factors, “hygiene factors” and “motivators.” Hygiene factors such as physical work conditions or relationships with peers may produce dissatisfactions but do not motivate. Motivators such as opportunity for achievement, recognition of a job well done, the character of the work itself, and opportunity for growth and advancement are guides for management action.

Required:

- a) Drawing from the above case, examine ways in which the management can create a climate for motivation by enriching jobs.

(10 Marks)

- b) Evaluate five problems in project management which lead to poor management of human resources and absence of motivation **(10 Marks)**

- c) Despite the traditional approach above and assumptions of project management, project work and organization offer unique opportunities for motivating people and securing their total commitment. Discuss five of these opportunities.

(5 Marks)

QUESTION TWO

- a) A project charter purpose seeks to justify the company's need for the project in terms of potential benefits versus costs, time and resources so that the company will approve the project. Discuss in detail the various purposes of this important document .

(5 Marks)

- b) Examine the qualities of a good project manager **(10 Marks)**

QUESTION THREE

- a) Discuss Factors to take into consideration while estimating Activity Duration in project management
(10 Marks)
- b) Evaluate the advantages of a PERT Chart **(5 Marks)**

QUESTION FOUR

- a) Examine Six ways in which project managers can effectively engage with stakeholders
(12 Marks)
- b) Evaluate the steps involved in project management procurement
(3 Marks)

QUESTION FIVE

- a) Discuss four Assumptions of the Contingency Approach as applied in management of projects **(8 Marks)**
- b) A small project consisting of eight activities has the following characteristics:

Activity	Preceding Activity	Time Estimates in Weeks		
		Optimistic (a)	Most Likely (m)	Pessimistic (b)
A	None	2	4	12
B	None	10	12	26

C	A	8	9	10
D	A	10	15	20
E	A	7	7.5	11
F	B, C	9	9	9
G	D	3	3.5	7
H	E, F, G	5	5	5

Required;

- i. Draw the network diagram for the project (5 marks)
- ii. Determine the critical path (2 marks)

QUESTION SIX

- a) Examine the impact of goof leadership on a Project (5 Marks)
- b) Discuss five cause of conflict in the management of projects (10 Marks)