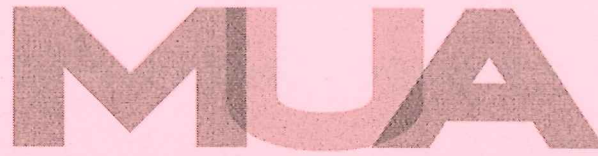


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

PMT 401/BDS 314: PROJECT MONITORING AND EVALUATION

DATE: 31<sup>ST</sup> MARCH 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 **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:

### **Background:**

XYZ Corporation, a mid-sized manufacturing company, decided to implement a new Customer Relationship Management (CRM) system to improve customer service, streamline operations, and enhance data analytics capabilities. The existing system was outdated, leading to inefficiencies and dissatisfaction among customers and sales teams.

**Project Charter:** The project was initiated with the creation of a project charter, defining the scope, objectives, stakeholders, budget, and timeline.

**Stakeholder Identification:** Key stakeholders included the sales and marketing teams, customer service, IT department, senior management, and customers.

**Work Breakdown Structure (WBS):** A detailed WBS was created, breaking down the project into manageable tasks and milestones.

**Resource Allocation:** Resources, including personnel, budget, and technology, were allocated. The project team comprised project managers, IT specialists, CRM consultants, and representatives from sales and marketing.

**Risk Management Plan:** Potential risks, such as data migration issues, user resistance, and technical challenges, were identified, and mitigation strategies were developed.

**Task Implementation:** The project team began by assessing current processes and defining requirements for the new CRM system. **Data Migration:** Data from the old system was cleaned, formatted, and migrated to the new CRM. Ensuring data integrity and security was crucial. The project manager used Gantt charts and project management software to monitor progress against the project plan.

**Regular Updates:** Weekly meetings and status reports kept stakeholders informed and allowed for timely identification of issues. **Quality Assurance:** Continuous testing was conducted to ensure the CRM system functioned correctly and met user requirements.

**Comprehensive training sessions were conducted for all users to ensure they could effectively use the new system.** System Deployment: The CRM system was rolled out in phases, starting with a pilot group before full-scale deployment. Post-Implementation Review: After deployment, a review was conducted to assess the project's success, identify lessons learned, and ensure all objectives were met.

**Challenge:** Migrating data from the old system to the new CRM proved more complex than anticipated due to data quality issues. **Solution:** Additional data cleaning and validation steps were implemented, extending the timeline but ensuring data accuracy.

Employees were resistant to change, preferring the familiarity of the old system. Change management strategies, including early involvement of users in the development process and comprehensive training, helped mitigate resistance. As the project progressed, additional features and enhancements were requested by stakeholders, risking scope creep. The project manager enforced strict change control procedures, assessing the impact of any change requests on the project's scope, timeline, and budget before approval. Integration of the CRM with existing systems encountered technical difficulties, causing delays.

Dedicated IT resources were allocated to address integration issues, and additional support from the CRM vendor was sought. Competing priorities and limited availability of key personnel impacted project timelines. Resource planning was adjusted, and tasks were reprioritized to ensure critical path activities remained on track.

Despite the challenges, the project was successfully completed, resulting in a modern CRM system that enhanced customer service and operational efficiency. The lessons learned from this project highlighted the importance of thorough planning, effective communication, and robust risk management in overcoming obstacles in project management.

**Required:**

- a) Define the term project management. (2 marks)
- b) Explain the term project cycles as used in the case study (3 marks)
- c) A project is characterised by key characteristics, clearly enumerate five such characteristics. (10 marks)
- d) Discuss the challenges that face project implementation (10 Marks)

**QUESTION TWO**

- a) Clearly enumerate key objective of project monitoring. (10 marks)
- b) Define monitoring system as used in project management. (5 marks)

**QUESTION THREE**

- a) Explain the two types of project evaluation for the project. (5 marks)
- b) Describe the steps involved in integrating monitoring and evaluation into the project design. (10 Marks)

**QUESTION FOUR**

- a) Explain key features of Formative Evaluation (5 Marks)
- b) Discuss key Benefit of Monitoring and Evaluation of a community project (10 Marks)

**QUESTION FIVE**

- a) Discuss the importance of stakeholder Analysis in monitoring and Evaluation process. (10 Marks)
- b) Identify Five circumstances where project management skills may be used (5 Marks)

**QUESTION SIX**

- a) Explain the roles of a project manager during the life cycle of a project. (10 marks)
- b) Discuss the features of proprietary standards for sound and fair evaluation (5 Marks)