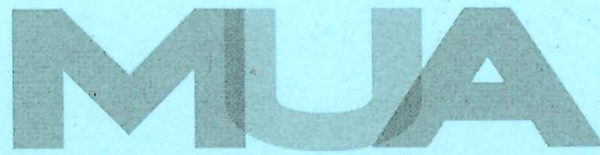


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

PMT 302: PROJECT MANAGEMENT TOOLS AND TECHNIQUES

DATE: 2ND DECEMBER 2024

DURATION: 3 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 Project Management Triangle in Action

In the fast-paced world of project management, delivering successful outcomes often involves navigating the complexities of competing constraints. The Project Management Triangle, also known as the Triple Constraint or Iron Triangle, is a fundamental concept that highlights the interdependence of three key project elements: scope, time, and cost. This case study explores the challenges and decisions faced by JOPAM Corporation in a high-stakes project, emphasizing the delicate balance required to manage the Project Management Triangle effectively.

JOPAM Corporation, a global leader in the manufacturing industry, embarked on a critical project to launch a revolutionary product in response to shifting market demands. The success of this project was crucial for maintaining the company's competitive edge and meeting customer expectations. The project's scope included product development, testing, manufacturing, and market launch within a specified timeframe.

As JOPAM Corporation progressed with the project, they encountered unforeseen challenges that tested the boundaries of the Project Management Triangle. Midway through the project, key stakeholders identified additional features and functionalities that were deemed essential for the product's success in the market. The scope expansion raised concerns about potential delays and increased costs. The initial project timeline was aggressive, reflecting the urgency to introduce the product to the market. Unforeseen technical issues and delays in the development phase threatened the project's ability to meet the original deadline. The project was allocated a specific budget, and any deviation would impact the financial health of the company. The scope expansion and time pressures increased the likelihood of exceeding the budget, prompting concerns about financial sustainability.

JOPAM Corporation's project management team found themselves at a critical juncture and had to make strategic decisions to address the challenges within the constraints of the Project Management Triangle. The team conducted a thorough analysis of the proposed scope expansion, evaluating the impact on project timelines

and costs. Stakeholder discussions were facilitated to prioritize features, ensuring that only essential elements were added to the scope. The project team implemented robust risk management strategies to identify, assess, and mitigate potential risks associated with scope changes and time constraints.

Contingency plans were developed to address unforeseen issues without compromising the project's overall objectives. The team explored opportunities to optimize resources, streamline processes, and enhance collaboration to meet the tight time constraints. Cross-functional teams were empowered to identify efficiency improvements without sacrificing product quality. Transparent communication channels were established with stakeholders to manage expectations regarding the impact of scope changes on timelines and costs. Regular updates were provided to maintain trust and alignment among all project stakeholders.

By carefully navigating the challenges within the Project Management Triangle, JOPAM Corporation successfully delivered the revolutionary product to the market. The project's success was attributed to the team effectively balanced stakeholder expectations with project constraints, ensuring that the scope expansion was aligned with strategic goals without compromising project delivery. The project team demonstrated adaptability in managing unexpected delays, leveraging effective risk management strategies to mitigate the impact on project timelines. Proactive cost control measures, including resource optimization and transparent communication, prevented significant budget overruns while accommodating the necessary scope changes. Stakeholder satisfaction was maintained through open communication, realistic expectation setting, and the successful delivery of a high-quality product that met market demands.

This case study underscores the importance of understanding and managing the Project Management Triangle in real-world project scenarios. JOPAM Corporation's ability to balance scope, time, and cost constraints was instrumental in achieving project success. The case highlights the necessity for project managers to remain agile, employ effective risk management strategies, and communicate transparently with stakeholders to navigate the intricate dynamics of project management effectively.

Required:

- a) Evaluate how the project team at JOPAM Corporation assess and prioritize the proposed scope expansion, considering its potential impact on project timelines and costs. **(10 marks)**
- b) Discuss ways that JOPAM Corporation optimize resources and streamline processes to meet tight time constraints while maintaining a focus on product quality, provide examples of specific measures taken by the project team. **(10 marks)**
- c) Transparent communication channels and regular updates with stakeholders played a crucial role in managing expectations regarding the impact of scope changes on timelines and costs for JOPAM Corporation's project. From the case identify five importance of stakeholder communication in the context of project success. **(5 Marks)**

QUESTION TWO

- a) Activity duration estimates play a crucial role in the overall project management process, providing valuable information to ensure effective planning, resource allocation, and successful project execution. Discuss five importance of activity duration estimates **(10 marks)**
- b) Explain five ways Gantt Charts can be effectively utilized as a project management tool to visualize project timelines, dependencies, and resource allocation. **(5 Marks)**

QUESTION THREE

- a) Explain how the advantages of accurately estimating activity durations in project management, such as improved resource allocation, risk mitigation, and realistic project scheduling, contribute to the overall success and efficiency of a project. **(8 marks)**
- b) In project management, the comparison between budgeted and actual costs plays a vital role in effective financial control and decision-making. Explain ways in which this comparison contributes to project success. **(9 marks)**

QUESTION FOUR

- a) Describe a sustainability plan in project management (3 marks)
- b) Explain why it's critical that companies to create a sustainability plan. (12 Marks)

QUESTION FIVE

- a) Explain three typical accountability problems that project managers may run across during the project period. (6 Marks)
- b) Describe four successful approaches that project managers can take to address and reduce accountability challenges. (9 Marks)

QUESTION SIX

- a) Using examples explain how effective implementation of Project Communication Management processes contribute to the success of a complex project. (12 marks)
- b) Discuss three advantages of project planning (3 marks)

