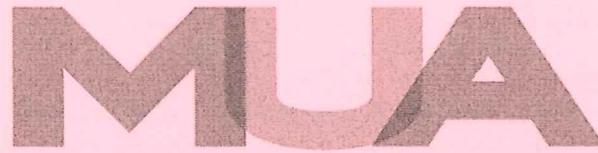


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

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

**DATE: 2<sup>ND</sup> APRIL 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:

**IMPLEMENTATION OF A DIGITAL LIBRARY PROJECT**

The University of Greenfield, recognizing the growing need for digital resources, embarked on a project to implement a Digital Library. The project aimed to provide students and faculty with access to e-books, online journals, research databases, and digital learning tools. The initiative was part of the university's broader strategy to enhance access to academic resources and improve digital literacy among its stakeholders.

The project was planned in phases over two years, with a projected budget of \$500,000. The phases included; needs assessment: engaging stakeholders to understand the types of resources and platforms they needed; planning: selecting the digital platforms, negotiating with vendors for databases and e-books, and designing a user-friendly interface; implementation: purchasing and setting up the necessary infrastructure, migrating some physical resources to digital formats, and training the library staff and users and sustainability and maintenance: developing a strategy for maintaining the digital resources, training new staff, and updating the system regularly.

However, there are challenges that the university is currently facing which include but not limited to: budget overrun: the project exceeded its budget by \$100,000 due to unforeseen costs in the implementation phase, such as additional software requirements and IT support; stakeholder engagement: while faculty were involved in the early planning stages, student feedback was not solicited until late in the project, resulting in a platform that many found difficult to navigate. And sustainability issues: after the initial launch, it became evident that the library lacked a clear plan for regular system updates and long-term technical support.

Despite these challenges, the Digital Library Project increased access to academic resources by 40% within its first year. However, only 60% of the users (students and staff) reported being satisfied with the platform's usability and accessibility. Faculty engagement in using digital resources for teaching and research remained relatively low, at 45%.

**Required:**

- a) Briefly explain six characteristics of a project. (3 Marks)
- b) Discuss four data collection methods that the university could have used during the needs assessment phase to ensure more comprehensive stakeholder engagement. (8 Marks)
- c) Assess five challenges in project implementation that could have been avoided during the earlier phases of the project. (10 Marks)
- d) Propose two strategies that the university can implement to ensure the long-term sustainability of the Digital Library project. (4 Marks)

### QUESTION TWO

- a) Examine four reasons on the importance of monitoring and evaluation in the process of planning, design and implementation of projects. (8 Marks)
- b) Outline the importance of a logical framework approach. (3 Marks)
- c) Compare two differences between a project plan and a proposal. (4 Marks)

### QUESTION THREE

- a) Describe three major benefits of operational projects in a country (9 Marks)
- b) Write short notes on the following terms as used in project management:
- i. Impact (2 Marks)
  - ii. Sustainability (2 Marks)
  - iii. Capacity (2 Marks)

### QUESTION FOUR

- a) Assess five impacts of a project budget in planning, design and implementation of projects. (5 Marks)
- b) Illustrate how you will use the Gender Analysis Matrix as a tool in your project planning. (5 Marks)
- c) Discuss the steps you would follow to plan a successful project. (5 Marks)

**QUESTION FIVE**

- a) Assess three approaches commonly used in generating Work Breakdown Structure in project planning. **(6 Marks)**
- b) With relevant examples, differentiate between project monitoring and evaluation. **(9 Marks)**

**QUESTION SIX**

- a) As a project coordinator, critique five financial controls to be used in project planning and implementation for the project you have described above. **(10 Marks)**
- b) Discuss any five sources of project finance. **(5 Marks)**