The Management University of Africa

Sponsored by the Kenya Institute of Management

DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA COMMON UNIT

DCU 106 : FUNDAMENTALS OF PROJECT MANAGEMENT

DATE: 13TH DECEMBER 2018

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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 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:

NEW MANUFACTURING FACILITY GOES ONLINE IN RECORD TIME

The company realized 33% of their projected return seven months ahead of schedule

A billion dollar manufacturer and marketer of beauty, personal care, and household products around the globe.

After completing a 28-state search to identify a site for its new manufacturing facility in the Kenya and having done a proper risk management in the proposed market , the company sought to accomplish an ambitiously aggressive timeline of one year from ground breaking to get a state-of-the-art, 475,000 square foot, $60 million dollar manufacturing facility open and operational.

The company's key executives sought out a dedicated program leader and other necessary resources to ensure that all aspects of this highly complex, enterprise level strategic initiative were orchestrated as a coordinated effort.

They turned to Project Management Solutions for a senior program manager who could meet these aggressive goals, translate the company's vision into a actionable plan, identify the right resources to involve, and coordinate all stakeholders toward the common goal. Just weeks after ground breaking,

Project Management Solutions' senior program manager played a key role in unifying the program, minimizing confusion, improving communications among business units and senior leadership, building an awareness among team members on the strategic implications of the program, and establishing and managing the schedule to ensure that strategic milestones were being met.

Working with more than 20 senior internal leaders from over 25 corporate and site-level operating units, Project Management Solutions' senior program manager fostered evolutionary change within the organization in terms of reducing barriers and building communication bridges between the different units. At the site level, PM Solutions' senior program manager used lean manufacturing principles to assist in the translation of existing corporate policies to fit the new manufacturing culture The new manufacturing facility was delivered on time, beginning production one year after breaking ground. It normally takes up to 24 months for a facility of this size and complexity to open.

Required

a) What do you understand by the following terms as used in project management in the case study?

   i) Resources **(2 marks)**

   ii) Risk Analysis **(1 marks)**

   iii) Risk Management **(1 marks)**

b) The project manager is the individual who has the overall responsibility for the successful planning and execution of a project. Evaluate any four skills the executives should consider while hiring the project manager **(8 marks)**

c) Highlight any five essential Characteristics of an effective project in reference to the case study **(10 marks)**

d) Discuss any four Principles of project management, **(8 Marks)**

QUETSION TWO

a) Differentiate between Project manager and functional manager, Project Manager. **(4 Marks)**

b) Discuss any three shortcomings that can lead to a project failure. **(3 Marks)**

c) Explain any three emerging issues and trends in project management today **(3marks)**

QUETSION THREE

a) The Project Life Cycle is defined as the standard process by which teams achieve project success through the various stages. Discuss some of the key activities that need to be performed during the project closure. **(4 marks)**

b) Discuss any three Characteristics of the Phases of Project Life Cycle.**(6 marks)**

QUESTION FOUR

a) The purpose of project identification is to develop a preliminary proposal for the most appropriate set of interventions and course of action, within specific time and budget frames, to address a specific development goal in a particular region or setting. Discuss any six Sources of project ideas. **(6marks)**

b) Evaluate any four challenges encountered during the project identification process. **(4 marks)**

QUETSION FIVE

a) Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Discuss any four Importance of project monitoring and evaluation. **(8 marks)**

b) Project monitoring and evaluation process undergoes though several steps. Explain two reasons why it is important to consult both the internal and external stakeholders before embarking on the project? **(2 marks)**

QUESTION SIX

a) Project termination is one of the most serious decisions a project management team and its control board have to take. Discuss any four tips the project manager can explore during the project life cycle to avoid project termination. **(4 marks)**

b) Discuss any three reasons for project termination **(3 marks)**

c) A group in a project management is usually made up of three or more people who recognize themselves as a distinct unit or department, but who actually work independently of each other. Discuss any three Characteristics of high performing teams in a project **(3marks)**