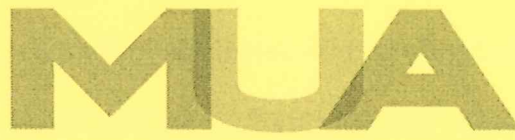


The
Management
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES

MDS 508: PROJECT MANAGEMENT PRINCIPLES

DATE: 3RD DECEMBER 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

INFORMATION TECHNOLOGY IN PROJECT MANAGEMENT

ZKX one of the largest snack food companies, has implemented sound project management philosophy throughout the enterprise to improve communication and, through its project management information system implementation, is saving millions of dollars each year by eliminating unsuccessful product development projects and expensive product-specific equipment. In the snack food industry, the need to constantly develop and bring to market new products is accelerated by the fact that many snack foods purchases are impulse purchases. Moreover, the fine line between those new product concepts to pursue and those to discard is narrowed even further by the loss of millions of dollars in research and development, manufacturing, and marketing that is incurred as a result of a single poor decision. To consistently create successful new products and eliminate unsuccessful products, ZKX built a unique project management information system to assist their new product development process by coordinating all communication within the project and establishing go/no-go decision points for every project. The process provides a means for cross-functional project teams to maintain constant communication and enhances communication among team members by providing a frame work for all project milestones.

After only seven months, ZKX was able to reduce its new product trials by a third, allowing them to concentrate fully on those products that have a higher probability of success and using different control systems. By establishing standards, observe performance, taking corrective action and compering performance. In addition, they save millions of dollars each year by avoiding those projects that require large capital investments in specialized equipment that cannot be reused with other products. In total, ZKX is better meeting its customers' requests, and thus, increasing sales.

ZKX could have used different steps of project schedule including defining the project objectives, goals, and overall strategies. Develop the project work breakdown structure with associated work packages. Sequence the project work packages and tasks. Estimate the time and cost elements. Review the master schedule with time constraints. Reconcile the schedule with organizational resource constraints. Review the schedule for its

consistency with project costs and with technical performance objectives. Senior managers approve the schedule.

Required:

- a) Discuss the importance of having control systems ZKX organization. (10 Marks)
- b) Assess the role of communication in ZKX organization. (10 Marks)
- c) Describe the steps required to develop the project schedule in ZKX organization. (10 Marks)

QUESTION TWO

- a) Stakeholders maintain an immense influence on the attainment of project objectives. Explain five premises, which serve as guides for the development of a project stakeholder management process. (5 Marks)
- b) Determine the difference between strategic and operational projects.(5 Marks)
- c) Discuss the consequences of the Strategic context of project Management. (5 Marks)

QUESTION THREE

- a) Project management system approach is a logical, disciplined, and ongoing process of problem solving, and is vital to project success. Expound on the project management system approach. (5 Marks)
- b) Describe the tasks to be accomplished by project phase. (10 Marks)

QUESTION FOUR

- a) Project management is the primary strategy used to cope with change in an organization. Discuss the above statement. (8 Marks)
- b) PMI has expanded the dissemination of project management practices through the publication of the PMI Standard. Describe seven of the PMI standards. (7 Marks)

