

The  
Management  
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**POSTGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF MASTER OF DEVELOPMENT STUDIES**

**MDP 514: PROJECT PLANNING AND MANAGEMENT**

**DATE: 1<sup>ST</sup> AUGUST 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:

### PROJECT MANAGEMENT

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget. A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an ongoing process. Because of this a project professional needs a wide range of skills; often technical skills, and certainly people management skills and good business awareness. A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it meets certain criteria.

Projects are separate from business-as-usual activities and occur when an organisation wants to deliver a solution to set requirements within an agreed budget and timeframe. Projects require a team of people to come together temporarily to focus on specific project objectives. As a result, effective teamwork is central to successful projects. Project management is concerned with managing discrete packages of work to achieve specific objectives. The way the work is managed depends upon a wide variety of factors. The scale, significance and complexity of the work are obvious factors: relocating a small office and organising the Olympics share many basic principles, but offer very different managerial challenges. Objectives may be expressed in terms of: outputs (such as a new HQ building); outcomes (such as staff being relocated from multiple locations to the new HQ); benefits (such as reduced travel and facilities management costs); and strategic objectives (such as doubling the organisation's share price in three years).

Project management is aimed at producing an end product that will affect some change for the benefit of the organisation that instigated the project. It is the initiation, planning and control of a range of tasks required to deliver this end product. Projects that require formal management are those that: produce something new or altered, tangible or intangible; have a finite timespan: a definite start and end; are likely to be complex in terms of work or groups involved; require the management of change; and require the management of risks. Investment in effective project management will have a number of benefits, such as: providing a greater likelihood of achieving the desired result; ensuring efficient and best value use of resources; and satisfying the differing needs of the project's stakeholders.

Anyone and everyone manage projects, even if they aren't formally called a 'project manager'. A project is managed with a team of people, and project management is a life skill for all. More formally, projects crop up in all industries and business: Transport and Infrastructure, IT, Product manufacture, Building and Construction, and finance and Law among others.

**Required:**

- A. In light of the case study, suggest core components of project management  
(10 marks)
- B. "A project is usually deemed to be a success if it achieves certain criteria". With relevant examples from real projects in Kenya, demonstrate this statement in light of project parameters  
(10 marks)
- C. Argue in favour of project management as a means of instituting change in a named Kenyan organisation  
(10 marks)

**QUESTION TWO**

- a) African countries have been put on notice by United Nations organisations for not ensuring initiated project success. Evaluate typical reasons for project failures in Kenya **(5 marks)**
- b) Discuss the managerial role of a project manager in implementing change through projects according to Henry Mintzberg **(10 marks)**

**QUESTION THREE**

With an aid of a well labelled diagram, illustrate the four phases of a generic project life cycle **(15 marks)**

**QUESTION FOUR**

- a) Suggest the characteristics of a successful project **(5 marks)**
- b) Design the main activities in a project control system **(10 marks)**