

The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT
STUDIES

PMT 401/BDS 314: PROJECT MONITORING AND EVALUATION

DATE: 29TH JULY 2026

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:

Jane is a young entrepreneur passionate about organic farming. She identifies a gap in her local community — residents struggle to access fresh, chemical-free vegetables. To solve this, she decides to launch a Community Organic Market under the project name *GreenGro Fresh*.

The goal is to set up a local market where small-scale organic farmers can sell directly to consumers, while also educating the community about healthy eating.

The market setup is expected to take 6 months, with clear start and end dates. The goal is to establish a unique community-based organic market. The idea evolves from basic concept to a detailed plan involving farmer registration, infrastructure, and marketing.

It solves a specific problem: lack of access to organic food. Tasks include market research, supplier sourcing, permits, marketing, and construction. Jane applies Project Management principles to deliver GreenGro Fresh successfully: She creates a project plan detailing timelines, budgets, and key milestones (e.g., "market launch by October"). She builds a project team: a project manager, marketing officer, and construction contractor. Jane motivates her team with a shared vision: healthy food access for all. Weekly reviews help track progress against the timeline and budget. After launch, Jane conducts a final evaluation of project success against original objectives.

Required:

a) Identify how GreenGro Fresh fits the characteristics of a project.

(10 Marks)

- b) Discuss project management principles that Jane used, and how did they help

(10 Marks)

- c) Analyze how Jane managed each project parameter effectively.

(5 Marks)

QUESTION TWO

- a) Describe seven steps of control cycle to maintain quality and efficiency in the program implementation.

(7 Marks)

- b) Using relevant examples evaluate the key dimensions of RBM

(8 marks)

QUESTION THREE

- a) Explain how lack of capacity or training among Monitoring and Evaluation (M&E) personnel affect the effectiveness of M&E systems.

(8 Marks)

- b) Examine the benefits of effective project management within an organization and how these benefits support the successful delivery of projects. Use relevant Kenyan examples to illustrate your points.

(7 Marks)

QUESTION FOUR

- a) Discuss the strategies project managers use to balance project parameters effectively. Support your answer with relevant examples.

(8 Marks)

- b) Imagine you are the project manager for a new software development project in your company. The project aims to develop a mobile application for a client, with specific features requested. The client has given you a tight deadline of 6 months to complete the project, with a fixed budget. However, the project scope involves multiple integrations with third-party APIs, and the quality standards must meet both the client's expectations and regulatory compliance requirements. Considering the constraints, how would you manage the **resources** effectively, and what tools or methods would you apply to avoid resource bottlenecks. **(7 Marks).**

QUESTION FIVE

- a) Describe how you would present a high-level project overview to senior leadership, clearly communicating the project's goals, timelines, and key deliverables. **(10 marks).**
- b) Explain actions you would take to realign a project that is deviating from its planned course, and how would you communicate these changes to stakeholders **(5 marks)**

QUESTION SIX

- a) Explain how you would carry out a final project evaluation, highlighting the key elements you would assess to determine whether the project was successful and achieved its intended goals. **(10 marks)**
- b) Describe how you would celebrate the accomplishments of a university student team and the specific actions or activities you would organize to recognize their hard work and achievements. **(5 marks)**

