



**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND
GOVERNANCE**

MMS 503: Project management and analysis EXAM 1

END OF FIRST SEMESTER EXAMINATIONS

NOV/DEC 2018

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DURATION: (3 HRS)

INSTRUCTIONS

Answer **Question number 1** and **any other THREE questions** Total possible mark is **100**.

Start **each** question on a new page in your answer booklet.

The marks allocated to **each** question are shown at the end of the question.

Show all your workings.

Credit will be awarded for logical, systematic and neat presentations.

1. Appraisal of projects is very critical before a project has been undertaken as it spells out the viability of the project. Create situations in which the following methodologies are practically implementable and demonstrate the appraisal
 - (a) Weighted scoring model **[5 marks]**
 - (b) Balanced scorecard method **[10 marks]**
 - (c) Net present value analysis **[5 marks]**
 - (d) Cost effectiveness analysis **[5 marks]**
2. Human beings can be regarded as the 'software' of project implementation. Yet managing people in projects can be very elusive. From a practical point of view how best can you use the following to manage your team
 - (a) Team building **[5 marks]**
 - (b) Staff allocation matrix **[5 marks]**
 - (c) Conflict management **[5 marks]**
 - (d) Motivation **[10 marks]**
3. (a) In project evaluation there is an interface of the following concepts; standards, performance, methods of measuring performance, indicators, variables and variances. Using a specific practical example demonstrate how the concepts interact **[20 marks]**
(b) Project monitoring can be formative or summative. Distinguish between the two. **[5 marks]**
4. Explore the three basic forms of planning using a specific example of your own choice
 - (a) Incrementalism approach **[10 marks]**
 - (b) Rational approach **[10 marks]**
 - (c) Mixed scanning approach. **[5 marks]**

Critically evaluate the appropriateness of each method.
5. Cost Management seeks to minimize costs and therefore foster profits. Unpack age the following concepts in the context of a practical example and show how the enhance effective cost management
 - (a) Cost estimation **[5 marks]**
 - (b) Resource planning **[5 marks]**
 - (c) Cost budgeting **[10 marks]**
 - (d) Cost control **[5 marks]**
6. The following concepts are important in time management. Explain using practical examples the use of;
 - (a) Float/slack time **[5 marks]**
 - (b) Programme evaluation and review technique (PERT) **[8 marks]**
 - (c) Critical Path Analysis **[5 marks]**
 - (d) Lessons Learnt Report **[7 marks]**
7. The following tools/techniques have been cited by a professional project management board as useful to a manager. Demonstrate for each using an authentic example

- (a) Earned value management **[10 marks]**
- (b) Transition plan **[5 marks]**
- (c) Code of ethics **[5 marks]**
- (d) Project plan **[5 marks]**

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