



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

PSM524: PROJECT AND PROGRAMME MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

NOV/DEC 2018

LECTURER: G Mandewo

DURATION: (3 HRS)

INSTRUCTIONS

Choose and answer Question **All questions in Section A** and **any other TWO questions in Section B** in this Question paper.

Total possible mark is 100

Start each question on a new page in your answer Booklet. Credit will be awarded for logical, systematic and neat presentations

Marks for each question are in parenthesis.

Use of non-programmable calculator is permitted

Best wishes!!

**DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO BEGIN
THE EXAM**

SECTION A (Answer all questions in this section)

1. The following tools and techniques are critical in project management.

Explain how a manager may use them to enhance project management in the public sector;

- (a) Concept note [5]
- (b) Stakeholder Analysis [5]
- (c) Project scope statement [5]
- (d) Team contract [5]
- (e) Earned Value Management (EVM) [5]
- (f) Weighted Scoring Model [5]

2. The Government of the Republic of South Himalaya has asked Mr.Kongonya, a PSMTP graduate, to come up with a project to develop a web site for government departments. He is working with a team of twelve experts seconded from various specializations and the following table captures the main activities of their Work Breakdown Structure (WBS).

| Activity | Initial node | Final node | Activity Duration(days) |
|--|--------------|------------|-------------------------|
| Evaluating current systems | 1 | 2 | 1 |
| Defining requirements(user, system, content and sever owner) | 1 | 3 | 2 |
| Defining specific functionality | 1 | 4 | 3 |
| Developing a project plan | 2 | 5 | 4 |
| Web site designing | 3 | 5 | 5 |
| Website development | 3 | 6 | 4 |
| Rolling out | 4 | 7 | 6 |
| Implementing support systems | 5 | 6 | 6 |
| evaluation | 6 | 7 | 1 |
| Replicating the project in other departments | 7 | 8 | 3 |

You are required to:

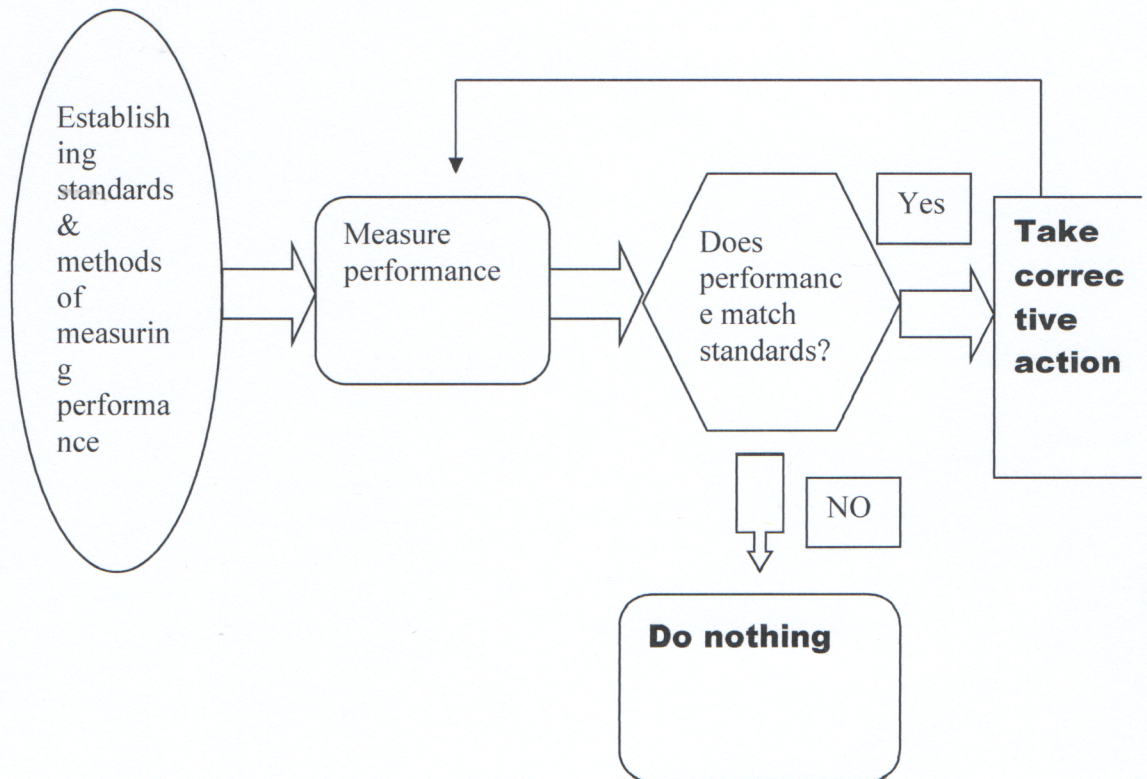
- (a) Develop a network diagram reflecting the above table and mark the critical path. [6]
- (b) What inferences can you draw from the critical path? [7]

- (c) Expand the network to reflect forward and backward pass and explain the value of these concepts. [7]

SECTION B (Answer two questions in this section)

3. How does a project manager factor in the human element in projects to enhance the ultimate success of a project? [25]
4. Monitoring and evaluation is indispensable to project success. Using a concrete example from the public service, explain the critical issues you would consider in planning for M&E. [25]
5. A project is carried out in phases
- a. Draw a project life cycle [5]
 - b. In what way is this process iterative [10]
 - c. Relate the project monitoring to the project life cycle [10]
6. The diagram below represents logical steps in project control process. Using a practical example of your own choice, demonstrate application of this iterative process.

[15]



(b) A project is a temporary endeavour with logically sequenced activities aimed to achieve an outcome at a given period and within a budget. If emphasis is on a **temporary undertaking**, why should a project team carry out stakeholder analysis? [10]

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