



“Investing in Africa’s future”

College of Business, Peace, Leadership and Governance

MPM 211: PROJECT MANAGEMENT

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER 2019

LECTURER: G. MANDEWO

DURATION: (3 HRS)

INSTRUCTIONS

Answer **All** questions in Section A and **ANY THREE** questions in **section B**. 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.

SECTION A

1. The following concepts pertain to projects:
 - (a) Demonstrate how Stakeholder analysis may assist a project manager to foster good relations with stakeholders. **[5 Marks]**
 - (b) Show how a team contract foster efficient and effective project management. **[5 Marks]**
2. Time Management is one of the key pillars in Project Management. Come up with a practical example that would capture the following concepts:
 - (a) Network Schedule **[3 marks]**
 - (b) Forward and Backward Pass **[3 marks]**
 - (c) Slack or Float Time **[3 marks]**
 - (d) Critical Path Analysis **[3 marks]**
 - (e) Program Evaluation and Review Technique **[3 marks]**
3. Deduce a practical example where each of the following project appraisal tools is applicable:
 - (a) Cost-Benefit Analysis **[4 marks]**
 - (b) Return on Investment **[4 marks]**
4. How would you manage conflict among team members of a project you are supervising emanating from bad attitude towards each other? In your detailed and well considered response include some of the tools that would enhance your intervention. **[10 marks]**

SECTION B

5. Cost Management is a deliberate process involving four critical stages. Using a practical example of your own choice, trace the process of Cost Management. **[20 Marks]**
6. Terrence, the Class President is a commodity broker. These days he is trading in crude oil. Using your knowledge of Risk Management trace the entire Risk Management process for this particular project. **[20 Marks]**
7. Project Closure should be taken seriously in any project endeavour. Discuss why proper project closure may enhance project management in an organisation/ institution. **[20 Marks]**
8. Why should a Project manager bother about pre-initiating tasks? **[20 Marks]**
9. Most projects fail to meet the Triple Constraints that is time, scope, and cost. Explain the interrelationships among the three concepts (Please base your response on a practical example).
10. How is Monitoring and Evaluation an input in Project Management? **[20 Marks]**

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