



# KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2019/2020

## FIRST SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN CONSTRUCTION MANAGEMENT

### BCM 301: PROJCT MANAGEMENT AND PLANNING

DATE: Friday 13<sup>th</sup> December 2019

TIME: 11.00a.m -1.00p.m

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#### INSTRUCTIONS:

YOU SHOULD HAVE THE FOLLOWING IN THE EXAMINATION ROOM

- ANSWER BOOKLET
- STATIONARY

SECTION ONE IS COMPULSORY

ANSWER ANY TWO QUESTIONS FROM SECTION TWO

MAXIMUM MARKS FOR EACH PART OF THE QUESTION ARE SHOWN

#### SECTION ONE (COMPULSORY( 30 MARKS)

##### Question One

- Define the term 'Project' and state **FOUR** distinguishing attributes of a project.  
[3 marks]
- Define the "Project Management" and outline at least **EIGHT** roles and responsibilities of a project manager.  
[5 marks]
- Briefly outline **SIX** factors that contribute to project failure.  
[3 marks]
- State **EIGHT** advantages of using formal project management for project success.  
[4 marks]
- State at least **TWO** project management tools and techniques that assist the project team to monitor and control each of the following constraints:
  - Scope goals
  - Time goals
  - Cost goals  
[3 marks]

- f) Define the following terms as used in project management [5 marks]
- i) Risk
  - ii) Milestone
  - iii) Deliverables
  - iv) Stakeholders
  - v) Phase review
- g) State **FOUR** main components of work breakdown structure. [4 marks]
- h) Briefly outline the NINE "knowledge areas " or "competences" that a project needs in order to be effective. [3 marks]

**SECTION TWO ANSWER ANY TWO QUESTIONS FROM THIS SECTION  
(40 MARKS)**

**Question Two**

- a) Outline and explain in detail **FIVE** major characteristics that differentiates projects from standard business operations. [10 marks]
- b) Briefly describe what happens in each of the four phases of a project life cycle. [10 marks]

**Question Three**

State at least **FOUR** tasks carried out in each of the following activities within a project life cycle:

- i) Project planning
- ii) Developing a business case
- iii) Setting up a project office
- iv) Creating a resource plan
- v) Creating a quality plan [20 marks]

**Question Four**

- a) Explain the meaning of 'cost management process' [2 marks]
- b) Briefly explain the role of a project manager in 'cost management process'. [3 marks]
- c) In a flow chart illustrate the 'cost management process' showing clearly the roles and the role players in each activity. [5 marks]

**Question Five**

- a) Explain the meaning of 'change management process'. [2 marks]
- b) Briefly explain the responsibilities of a change of manager in change management process. [3 marks]
- c) In a flow chart illustrate the 'change management process' showing clearly the roles and the role players in each activity. [15 marks]