



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF COMMERCE

BMS 842: PROJECT PLANNING AND ORGANIZATION

DATE: Saturday, 23rd June 2018

TIME: 9.00 a.m. - 12.00 p.m.

INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION ONE

Read the case below and answer ALL the questions that follow

KARICHO'S METRO

Karicho's long-awaited metro finally opened to a collective sigh of relief from the long-suffering population of this large Rift city. Critics had long derided the project as one of the 'slowest-moving' public works projects ever conceived and implemented. The project was initially hampered by poor funding that slowed the development process. However, other constraints became apparent it was decided that construction begin right in the middle of the city. Rather than start at one of the two terminal points, the project managers decided to begin digging in the city center, first tunneling down and then in both direction simultaneously. The problems with soil removal and heavy equipment transportation rose dramatically as a result. Metro project did not have exclusive possession of the site. Normal life in the city had to go on as usual. While this is a normal by-product of most metropolitan construction, in a city the size and congestion of Karicho, with an inadequate road system to begin with, there was a constant battle between maintaining normal traffic flows and creating enough buffers to allow for Metro construction. There was another problem in the Traffic could not be fully diverted from the roads. The road system was almost completely inadequate to start. By far one of the worst features of

construction was the near total absence of a master plan showing the location of underground utilities and cable lines. Work was continually started, stopped and gradually restarted as crews hit underground lines and had to call for repair crews and await their repairs to the infrastructure. Local shop owners were justifiably worried about the effect on their commerce of closing off access to their shops while construction went on. They actively objected to Metro development until they were individually provided with access lanes from their shops.

Another unforeseen problem resulted from the large bureaucracy that sprang up around the Metro's construction. Utilizing thousands of laborers, the project organization led to the creation of a huge social umbrella for employees and their families, as housing, schools and medical centers were created and subsidized by the Local Authority for the life of the project. In fact, one critic argued that it was wishful thinking to assume that workers would be motivated to quickly complete a project that provided such a comprehensive set of benefits for them and their families.

- a) Explain the challenges that were faced in implementing this project. (10 Marks)
- b) Using project life cycle approach, analyze this project, explaining whether each stage was adequately covered. (15 Marks)
- c) Can the project be considered as success? Justify your answer. (5 Marks)

QUESTION TWO

- a) Project evaluation is critical part of project success; explain the reasons for carrying out project evaluation. (10 Marks)
- b) Discuss the various breakdown structures relevant to project management. (10 Marks)

QUESTION THREE

- a) Explain the various team building activities that a project manager can use to ensure that the project is completed on time. (10 Marks)
- b) Assume a conflict has risen in your organization and you have been tasked to resolve it, explain how you will go about resolving it. (10 Marks)

QUESTION FOUR

- a) Project preparation for implementation is the process of ensuring that the identified project is worthwhile. Using an example of your choice explain the project preparation stages. (10 Marks)
- b) You have been hired to appraise a project to determine its viability, explain any five aspects of project appraisal you will undertake and the relevance of each appraisal. (10 Marks)

QUESTION FIVE

- a) Using a practical example, explain the tools and techniques for managing projects. (10 Marks)
- b) Explain the major sections of a funding proposal. (10 Marks)