



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

**SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

BMS 842: PROJECT PLANNING AND ORGANIZATION

DATE: TUESDAY 26TH MARCH 2019

TIME 5.30 P.M - 8.30 P.M

INSTRUCTIONS:

Answer question ONE and any other THREE questions

Question One

- a) Being a senior consultant to a local non-governmental organization (NGO) whose mandate is to promote sustainable development in Kenya communities. The organization is in the process of starting a new project on providing clean water. The National Director has called you in for advice.

Required;

- i. Critically analyse the project using life cycle, and identify the key requirements in each phase. (10 marks)
- ii. If the project is to be successful, what attributes and/or skills sets would you recommend in selecting a project manager? (10 marks)
- iii. a) Identify some of the risks factors that this project is likely to face in the course of implementation (2 marks)
- b) Explain the major components of a successful project proposal (10 marks)

Question two

- a) XYZ Ltd has listed the following activities in respect of a project.

Activity	Preceding Activity	Duration (days)
A	-	2
B	A	3
C	A	5

D	A	8
E	B	6
F	C	1
G	C	2
H	C and D	3
I	E and F	7
J	G and H	4
K	I and J	5

- i. Draw a network diagram and determine the critical path (8 marks)
- b) Discuss six advantages of using network based scheduling methods in project management. (6 marks)
- c) Explain any two tools and techniques used in project management (4 marks)

Question three

The search for a promising project idea is the first step towards establishing a successful project. To the extend of this statement:

- a) Distinguish between a project and program (4 marks)
- b) Explain the various criteria one can use to screen and eliminate ideas which prima facie are not promising. (6 marks)
- c) Describe the characteristic features of a project which makes it different from any other business operation process. (10 marks)

Question four

- a) As a project manager, one of your major roles is in the development of a project plan for easy execution of the project. Discuss the various components that you are likely to include in your document. (8 marks)
- b) Discuss four project organization structures that are used in practice. (6 marks)
- c.) A good project idea does not guarantee its success. Project managers need to ensure that identified project have potential and that they are worth investing in. explain the stages in project preparation process. (6 marks)