



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2020/2021
FIRST SEMESTER EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY
BMS 916: THEORETICAL FOUNDATIONS OF PROJECT MANAGEMENT

DATE: Friday 18th June 2021

TIME: 5.30 pm – 8.30 pm

INSTRUCTIONS:

Answer Question ONE and any other THREE Questions

QUESTION ONE (40 marks)

The definition of a project explicitly includes the idea that each project is unique, and yet concepts such as the critical path method (CPM) and earned value management (EVM) are claimed to have universal applicability. There is thus an unstated assumption that there exists some sort of common, underlying theory so that CPM and EVM have legitimate, universal applicability. As Koskela & Howell (2002) observe, however, if there is such a theory, it is "implicit and narrow" (p. 293). It is rarely explained that the ubiquitous estimate at completion (EAC) assumes a linear cumulative labour curve. This is an example of Koskela and Howell's (2002) criticisms that project management is "narrow" in theory (i.e., it is linear) and that it is "implicit" (i.e., the linearity is rarely acknowledged). We address these issues by proposing a theory that begins with the explicit assumption that activities are related by sequential dependencies, which is the traditional assumption in the project network diagram. By adding a few reasonable assumptions, what emerges is a practically useful relation between the project's network structure and the labor rate profile, which becomes a fundamental project observable, a term we use in the formal scientific sense. The integration of the labor rate results in a familiar S-shaped curve, which provides a much more realistic project management model. We show how to characterize the parameters of the S-curve labor profile in terms of the cost and schedule. We validate the predictions of our theoretical model against a real-world project, and the agreement between theory and practice provides preliminary empirical validation of the theory and shows that it is possible to create a theory of project management that has immediate practical benefits. Finally, we explore some of the implications of the theory.

INVOLVEMENT IN ANY EXAMINATION IRREGULARITY SHALL LEAD TO DISCONTINUATION

The above case study was derived from:

Warburton, R. D. H. & Cioffi, D. F. (2014). Project management theory: deriving a project's cost and schedule for its network structure. Paper presented at Project Management Institute Research and Education Conference, Phoenix, AZ. Newtown Square, PA: Project Management Institute.

Use the above case to answer the following questions:

- a) The authors wish to submit the above case study to a journal for publishing. The journal requires they select 4-8 keywords (or phrases) to accompany the manuscript.
 - i. Provide general guidelines that should be followed when selecting keywords for journals. (5 marks)
 - ii. Suggest at least **five** keywords that should be select for the above case study. (5 marks)
- b) A title is an important component of any publication.
 - i. Suggest an appropriate Title for the above study. (5 marks)
 - ii. Explain the components that should be reflected in a well-structured title. (2 marks)
 - iii. Demonstrate that your suggested title contains the necessary components of a well-structured Title. (3 marks)
- c) Theories are important in grounding research work. Identify and adequately discuss at least **four** theories that could be used to ground the above study ensure that you demonstrate how selected theories inform particularly the identified study variables. (20 marks)

QUESTION TWO (20 marks)

- a) Project management practice is based on ten project management knowledge areas. Reveal and discuss each of the project management knowledge areas. (20 marks)

QUESTION THREE (20 marks)

- a) Regression analysis is heavily used as the main data analysis method however it is not always the most appropriate method. Other methods such as the Partial Least Square (PLS) can be used instead. Compare and contrast the two approaches by describing them fully and further explaining the kind of data scenario that would necessitate the use of each. **(20 marks)**

QUESTION FOUR (20 marks)

- a) Reveal and discuss at least three (3) risk theories that can be used in understanding project management risks. Further explain how project risk affects project performance. **(20 marks)**

QUESTION FIVE (20 marks)

It is particularly in times of corporate scandals and moral lapses that the broader public and interest groups in a corporation ask themselves the fundamental question, namely, who are corporate managers and are they ethical. It is only in the recent years that managers and researchers have turned their attention to ethics management. The concern for "ethical consciousness" comes at the time when the concept of leadership legitimacy is questioned and when the public's trust in corporate governance is extremely low. Leaders ought to be a crucial source of ethical guidance for employees and should at the same time be responsible for moral development in an organization. People might think that ethics is something intimate, a confidential matter that an individual and his conscience share. How we behave, how we reach goals (as long as they are legal and legitimate), might not seem important, and some might even say that ethics has nothing to do with management. The truth is however just the opposite, ethics has a lot if not everything to do with management/leadership, and managers' behaviour is disseminated throughout the corporations and their behavioural standards are the crucial part of corporate climate, and when stabilized, culture. The purpose of this paper is to examine the issue of managerial ethical orientation.

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Miebaka Dagogo Tamunomiebi PhD, Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

- a) Ethics and ethical virtues are essential in project management. Discuss and contrast the four (4) managerial ethical orientation strategies addressed in this journal which was part of your reading assignment during the semester. **(20 marks)**

THE END

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