

KCA UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT
END OF TRIMESTER EXAMINATION
BAM 2205 - PROJECT MANAGEMENT
OPEN BOOK EXAM

DATE: AUG 2020

INSTRUCTIONS: *Answer ALL questions*

Question One - (20 MARKS)

Maghonyi Enterprises is a fairly new construction company in one of counties in Kenya. In one of their major projects in which they have been contracted by the CDF to renovate a Health Center, the company is experiencing several issues in line with activity durations and project completion time. This is due to the fact that the team is inexperienced and the stakeholders have disagreements causing a lot of uncertainties and hence difficulties.

Using your project management skills assist them to determine the following and hence help sort out some of the issues as pertains the project. The data provided below applies. (Time is in weeks and Costs in Kshs)

ACTIVITY	PREDECESSOR	OPTIMISTIC TIME	MOST LIKELY TIME	PESSIMISTIC TIME	CRASH TIME	NORMAL COST	CRASH COST
1	-	2	4	8	2.3	10000	15000
2	-	1	2	3	1	8500	10000
3	1,2	3	5	8	3	15000	20000
4	3	2	2	3	0.5	10000	12000
5	1,2	3	4	7	2	20000	25000
6	4,5	4	6	9	4.2	7500	9500
7	6	8	12	20	8.7	18000	22000
8	7	2	3	5	1.2	14000	16000
9	7	2	2	3	0.5	5000	8000
10	8	5	8	12	5.2	30000	38000
11	8	6	9	14	7.3	45000	50000
12	9,10	3	4	7	2.3	13000	18000
13	11,12	3	4	6	2.2	12000	15000
14	11	2	3	5	2.2	9000	10000

15	14	4	6	9	4.2	5500	7000
16	13	2	2	3	0.5	25000	30000

- a) The project completion time and critical activities. (8 marks)
- b) The likelihood of completing the project in 60 weeks. (6 marks)
- c) The minimum project completion time at least cost. (6 marks)

Question Two - (20 MARKS)

a) You are the project manager in a newly initiated NGO sponsored livelihood project in a remote and isolated location of your constituency. You are mandated to roll-off the project following a successful feasibility study.

- i) Elaborate the four major challenges that you expect to encounter in the planning process. (8 marks)

ii) Briefly explain the areas you will consider when designing the Monitoring and Evaluation (M&E) system for this kind of a project. (6 marks)

b) A food processing company in Kenya intends to introduce a new product in the market soon. As a project management practitioner give them some advice on how to go about it with ease, cost-cutting, embracing new technology and information and meeting customer expectations successfully. (6 marks)

Question Three - (10 MARKS)

a) KCA has an ongoing construction project in one of its Satellite campuses which started early last year and is expected to end in the next two months. While on a regular check last month the Project Manager realized that Covid-19 has had a big blow on the project. It exhibited the following: BCWS, BCWP, ACWP and BCTW of 3M, 2.9M, 3.1M and 4M respectively.

- i) Calculate the CPI and SPI for the project (4 marks)
- ii) Explain to the university liaison team what the two figures in (i) above mean. (2 marks)

b) Explain any two causes of cost overruns in a project and in each case suggest a solution. (4 marks)

NB: Attach a Standard Normal Distribution Table