

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF PROCUREMENT AND LOGISTICS MANAGEMENT AND MASTER OF SCIENCE IN OPERATIONS MANAGEMENT

MSOM 814: PROJECT MANAGEMENT

STREAMS: MSOM, MPLM

TIME: 3 HOURS

DAY/DATE: TUESDAY 04/12/2018

2.30 P.M. – 5.30 P.M.

INSTRUCTIONS:

- **Answer question ONE and any other THREE questions**

Wacha Uchoyo women group is an NGO that operates in the Nyanza region of Kenya. The NGO deals with poverty eradication in the Lake region of Nyanza. The NGO has identified several projects to carry out and achieve its objectives. These projects include borehole drilling, provision of free ARV drugs, sponsorship of orphans to pursue education and supporting widows to startup businesses.

The NGO plans to implement the projects in phases due to financial constraints. The NGO is funded by a Swedish International NGO based in Europe. In the last one year the Donor had released 100 million for phase one of the projects. On assessment of the projects being carried out it has been found that the projects are 40% of the expectations and yet 90% of the budget has already been spent. The local community is in support of this project as it offers jobs to the local community. The donor is faced with two options: to withdraw the funding or to continue funding the project.

You have been appointed as a project manager reporting to the Donor to assist in making the right decision.

Required:

- As an expert in project management identify what went wrong with the projects. (10 marks)
- Explain how the projects can be revived if the donor will give more funding. (10 marks)

- (iii) The challenges that you are likely to face while working as a project manager for the NGO. (10 marks)
- (iv) With reasons, give professional advice on the way forward. (10 marks)
2. (a) Explain why most project ideas are not eventually developed into sound investment projects especially in the developing countries of Africa.(10 marks)
- (b) Discuss the benefits of using the PERT techniques in managing projects. (10 marks)
3. (a) Give five reasons to explain why projects are often completed with time and cost overruns. (10 marks)
- (b) Using illustrations from construction projects or otherwise discuss the importance of minimizing time and cost overruns. (10 marks)
4. (a) One of the key inputs in the project selection process is deciding on the model to use in selection. Explain the features of a good project selection model. (10 marks)
- (b) Using suitable examples, discuss the importance of conducting feasibility studies before undertaking project. (10 marks)
5. (a) Using suitable examples discuss the reasons why monitoring and evaluation of projects is not conducted for public projects. (10 marks)
- (b) Discuss the benefits of subcontracting in projects. (10 marks)
6. (a) Explain the ways by which a project may be terminated. (10 marks)
- (b) Describe the importance of establishing an organization structure in a project. (10 marks)
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