



# UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (DBA) WKD

SECOND SEMESTER EXAMS 2017/2018

MODULE PROJECT PLANNING AND MANAGEMENT ( E )

Date: Tuesday 2 October 2018

Time: 02.00 PM – 05.00 PM

## INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries 40 marks.
3. Answer any other **THREE** Questions from Section B. Each question carries 20 marks.
4. Write clearly and legibly.
5. Do not write anything on the question paper.
6. Do not take Mobile Phones into the examination room.
7. Follow the instructions of the Examination Supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 4 printed pages.

***-GOOD LUCK-***

**SECTION A:****COMPULSORY****(40 MARKS)****QUESTION ONE**

A project is a temporary and one-time endeavor undertaken to create a unique product or service that brings about beneficial change or added value. A project can also be seen as a carefully defined set of activities that use resources (money, people, materials, energy, space, provisions, communication, quality, risk, etc.) to meet the pre-defined objectives but with constraints. Using the definitions provided above and with the knowledge you have acquired from the Project Planning and Management Module.

**Required**

- a) With clear examples, differentiate between a project and an operating organization. **(10 Marks)**
- b) A project is regarded as a process not an end product, with the relevant examples describe how a project is a process **(4 Marks)**
- c) Select a project you are familiar with and use it to explain the elements of the project constraints and show how these constraints can lead to project failure. **(8 Marks)**
- d) Using work-based examples, distinguish between core functions and facilitating functions of a project, and show the importance of each to the understanding of project design and implementation **(10 Marks)**
- e) Discuss with relevant examples the factors that can lead to the successful implementation of a project **(8 Marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION****QUESTION TWO**

There has been great focus put on the problem analysis in designing Business and Community Development projects. With the knowledge you have acquired from the Project Planning and Management Module.

- a) Clearly illustrate how you would design a project intervention using a problem Tree Analysis. **(10 Marks)**
- b) From the project identified in (a) above, draw its Logical Frame work matrix. **(10 Marks)**

**QUESTION THREE**

In a bid to meet basic needs many Ugandans have adopted different practices that would enable them access these basic needs. Some of the practices adopted have resulted into Deforestation, swamp reclamation and overgrazing which are a danger to the sustainability of the society. In an effort to avert these practices, the community of Kikooza has established a community development organization (CBO) known as Kikooza community development association (KICODA) whose aim is to improve the welfare of its members through promotion of sustainable Agriculture and environmental protection within the sub county. The CBO has a Board of trustees comprising of seven members working as volunteers and with no any hired staff. The board has openly admitted that they lack the knowledge and skills in project planning and management.

**Required:**

As an expert in this field of project planning and management,

- a) Explain to the board why the project must establish and use the management tool of Budgeting. **(10 Marks)**
- b) Briefly explain to the board the process/steps that must be under taken in making the project budget. **(10 Marks)**

**QUESTION FOUR**

Project Termination consists of all activities consistent with closing out the project because there is no more need or sense for further continuation.

- a) Using relevant examples differentiate between termination by extinction, termination by addition, termination by integration and termination by starvation. **(8 Marks)**
- b) Elaborate the steps that are undertaken in the project termination process. **(6 Marks)**
- c) Using relevant work-based examples discuss the importance of project termination to project management. **(6 Marks)**

**QUESTION FIVE**

Project success largely depends on its structure (how tasks and responsibilities are formally allocated among its members) and partly on its management process (how decisions are taken within the structure). Project organizing therefore must relate and be influenced by the organization-wide organizing (parent organization).

**Task**

- a) Using relevant examples, examine the major project organization structures indicating how the structure affect the power and authority of the Project Manager. **(6 Marks)**
- b) With clear examples discuss the parameters that you would consider in choosing a project organizing structure to implement a project **(14 Marks)**

**QUESTION SIX**

Project sustainability is a major challenge in many developing countries where large projects implemented at huge cost often tend to experience difficulties with sustainability especially when donors pull out. As a result the project benefits are not sustainably enjoyed by the targeted beneficiaries. It's because of this reason that, enhancing and ensuring project sustainability has become very critical in project management.

**Required:**

Given the knowledge you have acquired from the Project Planning and Management Module,

- a) Underscore the importance of planning for the project sustainability. **(7 Marks)**
- b) The multi-dimensional attributes of sustainability imply that to enhance project sustainability, rigorous sustainability analysis is needed at the time of formulation of a project. With vivid examples discuss the different aspects you would consider while conducting sustainability analysis. **(6 Marks)**
- c) Present an Examination of the project level factors that enhances project sustainability. **(7 Marks)**

**END**