



SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT**

JAN - APRIL 2024 TRIMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE: CDC 319

COURSE TITLE: PROJECT MANAGEMENT

EXAM DATE:

DURATION: 3 HOURS

TIME: 5:00 PM-8:00 PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- **Answer any TWO questions**
- *ALL PAC University's examination rules and regulations apply*

QUESTION 1

- a) Explain **two** project management theories and cite ideal

projects where they can be applied. (10 marks)

- b) Citing any **five** examples discuss the significance of baseline surveys in project management (10 marks)

QUESTION 2

John has been appointed as the project manager of a community health promotion project in focusing on health nutrition among the under-fives in Soweto informal settlements.

- a) Citing **five** practical examples, demonstrate how John can minimize potential risks to the project. (10 marks)
- b) With examples, discuss any **five** strategies that John can use to effectively engage project stakeholders to achieve maximum support and participation. (10 marks)

QUESTION 3

- a) The Kenya government has initiated the Affordable housing projects in every County. Citing examples discuss **five** practical ways to ensure the project's sustainability. (10 marks)
- b) Explain any **five** common challenges experienced by project managers at the planning phase of a project and how to address these challenges. (10 marks)

CDC 319 PROJECT MANAGEMENT MARKING SCHEME

QUESTION 1

- a) **two** management theories and cite ideal projects where they can be applied. (10 marks)

1. Waterfall Model:

- **Overview:** The Waterfall Model is a traditional and linear approach to project management, where the project is divided into distinct phases, and each phase must be completed before moving on to the next.
- **Application:** Ideal for projects with well-defined and stable requirements, where changes are unlikely or minimal throughout the project lifecycle.
- **Example Project:** Construction of a Bridge
 - **Rationale:** The construction of a bridge involves a structured and sequential process, with each phase (design, foundation, construction, etc.) building upon the completion of the previous one. The requirements and specifications for building a bridge are usually well-established from the outset.

2. Agile Methodology:

- **Overview:** Agile is an iterative and flexible project management approach that emphasizes adaptability, collaboration, and customer feedback throughout the project's life cycle.
- **Application:** Ideal for projects where requirements are expected to evolve, and there is a need for frequent reassessment and adjustment to deliver a product that

meets changing needs.

- **Example Project:** service provision to a community like a health care project.
 - **Rationale:** In health care, customer needs and market dynamics can change rapidly. The Agile Methodology allows for frequent iterations, accommodating changes in requirements, and ensuring the development team can respond quickly to emerging priorities and feedback.

(Any 2 theories (5 marks) and a relevant application and example (5 marks) =10marks)

b) Citing any five examples discuss the significance of baseline surveys in project management. (10 marks)

1. Setting Clear Objectives and Targets:

- **Example:** In an education project aimed at improving literacy rates in a community, a baseline survey could assess the current literacy levels among different age groups.
- **Significance:** The baseline data helps set realistic objectives and targets. It provides a clear understanding of the starting point, enabling project managers to establish achievable goals and track progress effectively.

2. Resource Allocation and Planning:

- **Example:** In a healthcare project targeting a specific region, a baseline survey could assess the prevalence of

diseases and health conditions, as well as the existing healthcare infrastructure.

- **Significance:** The baseline information aids in resource allocation and planning. Project managers can identify priority areas, allocate resources efficiently, and plan interventions based on the actual needs of the population.

3. Monitoring and Evaluation:

- **Example:** In a community development project focusing on economic empowerment, a baseline survey could assess the current employment rates, income levels, and skills within the community.
- **Significance:** Baseline surveys provide a foundation for monitoring and evaluating project impact. By comparing subsequent data to the baseline, project managers can measure changes, identify successes or challenges, and make informed adjustments to project strategies.

4. Risk Identification and Mitigation:

- **Example:** In an environmental conservation project, a baseline survey could assess the biodiversity and ecosystem health in a targeted area.
- **Significance:** Baseline data helps identify potential risks and challenges. By understanding the initial state of the environment, project managers can anticipate threats, implement mitigation measures, and ensure that the project's environmental goals are realistic and achievable.

5. Demonstrating Accountability and Transparency:

- **Example:** In a social justice project addressing gender equality, a baseline survey could examine the current status of gender-based discrimination, access to education, and participation in decision-making.
- **Significance:** Baseline surveys contribute to accountability and transparency. They provide a basis for demonstrating the project's impact and effectiveness, facilitating communication with stakeholders, and building trust among project participants and funders.

*(Any five points (1mark) and a relevant example (1marks)
=10marks)*

QUESTION 2

a) John has been appointed as the project manager of a community health promotion project. Citing practical examples, demonstrate how he can minimize potential risks to the project. (10 marks)

1. Risk Identification and Assessment:

- **Example:** John conducts a thorough risk identification process by engaging with project stakeholders, including community members, health experts, and project team members. He creates a risk register that includes potential threats to the project's success, such as lack of community engagement, inadequate funding, or resistance to health behavior changes.

2. Community Engagement and Communication:

- **Example:** John actively engages with the community to understand their concerns, expectations, and potential barriers to project success. By establishing open lines of communication, he fosters trust and addresses any misconceptions, reducing the risk of community resistance or lack of participation.

3. Diversification of Funding Sources:

- **Example:** To mitigate the risk of inadequate funding, John explores and secures diverse funding sources. This may include grants from governmental agencies, partnerships with local businesses, or collaboration with non-profit organizations specializing in health promotion.

4. Contingency Planning:

- **Example:** John develops contingency plans for potential disruptions such as unexpected community events, political changes, or health emergencies. By having alternative strategies in place, the project can adapt to unforeseen circumstances without significant delays or setbacks.

5. Monitoring and Evaluation:

- **Example:** John establishes a robust monitoring and evaluation system to track project progress and assess the effectiveness of health promotion activities. Regular assessments allow him to identify emerging risks early on and make data-driven adjustments to the project strategy.

6. Skill Development and Capacity Building:

- **Example:** Recognizing the risk of inadequate skills within the project team, John invests in training and capacity-building programs. This ensures that team members possess the necessary competencies to implement health promotion initiatives effectively.

7. Crisis Response Plan:

- **Example:** John develops a crisis response plan outlining specific actions to be taken in the event of a health emergency or unforeseen crisis. This includes clear communication strategies, coordination with local health authorities, and contingency measures to protect the well-being of community members.

8. Legal and Ethical Compliance:

- **Example:** John ensures that all project activities comply with legal and ethical standards. By staying informed about relevant regulations and obtaining necessary approvals, the project minimizes the risk of legal challenges that could impede progress.

9. Stakeholder Collaboration:

- **Example:** John actively collaborates with local health authorities, community leaders, and other stakeholders. By fostering partnerships, he gains support for the project and minimizes the risk of opposition or lack of cooperation from influential entities.

10. Flexibility and Adaptability:

- **Example:** John promotes a culture of flexibility and adaptability within the project team. This allows for quick adjustments to changing circumstances, reducing the impact of unexpected events on the project's timeline and outcomes.

*(Any five points (1mark) and a relevant example (1marks)
=10marks)*

b) Discuss any **five** strategies a project manager can use to effectively engage project stakeholders to achieve maximum support and participation. (10 marks)

1. Stakeholder Analysis and Mapping:

- **Strategy:** Conduct a thorough stakeholder analysis to identify and understand the key individuals or groups with an interest in or influence over the project. Create a stakeholder map to categorize stakeholders based on their level of impact and influence.
- **Implementation:** Prioritize engagement efforts based on the analysis. Allocate more time and resources to high-influence, high-impact stakeholders. Tailor communication and engagement strategies to address the specific interests and concerns of each stakeholder group.

2. Clear and Transparent Communication:

- **Strategy:** Establish open, honest, and transparent communication channels to keep stakeholders informed about project goals, progress, and potential challenges.
- **Implementation:** Regularly communicate project

updates through various channels such as newsletters, meetings, and project reports. Clearly articulate the project's purpose, benefits, and how stakeholders' contributions align with overall project success.

3. Engagement in Decision-Making Processes:

- **Strategy:** Involve stakeholders in key decision-making processes related to the project. Seek their input, feedback, and opinions to foster a sense of ownership and collaboration.
- **Implementation:** Organize workshops, focus groups, or advisory committees where stakeholders can actively contribute to decision-making. Encourage open discussions and incorporate stakeholder input into project plans and strategies.

4. Customized Engagement Plans:

- **Strategy:** Develop customized engagement plans for different stakeholder groups based on their interests, expectations, and preferred modes of communication.
- **Implementation:** Tailor engagement activities to the unique needs of each stakeholder group. For example, use face-to-face meetings for influential stakeholders, social media for tech-savvy groups, and community events for local residents. Personalizing engagement increases its effectiveness.

5. Continuous Feedback Mechanisms:

- **Strategy:** Establish continuous feedback mechanisms to gather input from stakeholders throughout the project lifecycle.

- **Implementation:** Implement surveys, suggestion boxes, or regular feedback sessions to allow stakeholders to express their opinions, concerns, and suggestions. Act on feedback promptly, demonstrating responsiveness and a commitment to incorporating stakeholder perspectives.

6. Capacity Building and Training:

- **Strategy:** Provide training and capacity-building opportunities for stakeholders to enhance their understanding of the project and relevant skills.
- **Implementation:** Offer workshops, webinars, or training sessions to build the capabilities of stakeholders. This not only improves their understanding of the project but also empowers them to actively contribute and participate more effectively.

7. Recognition and Incentives:

- **Strategy:** Recognize and appreciate the contributions of stakeholders by acknowledging their efforts and providing incentives where appropriate.
- **Implementation:** Publicly acknowledge the contributions of stakeholders in project successes. Consider small incentives, such as certificates, public recognition, or participation in project-related events, to motivate ongoing support and engagement.

*(Any five points (1mark) and a relevant example (1marks)
=10marks)*

QUESTION 3

- c) The Kenya government has initiated the Affordable housing projects in every County. Discuss **five** practical ways to ensure the project's sustainability. (10 marks)

1. Community Involvement and Capacity Building:

- **Strategy:** Involve local communities in the planning, implementation, and maintenance of affordable housing projects. Build community capacity through training programs on homeownership, maintenance skills, and community management.
- **Implementation:** Organize community workshops, provide training sessions on financial literacy and property management, and establish community-based organizations to oversee ongoing project sustainability.

2. Integration of Green Building Practices:

- **Strategy:** Incorporate sustainable and green building practices in affordable housing projects to minimize environmental impact and reduce long-term operating costs.
- **Implementation:** Utilize energy-efficient materials, incorporate renewable energy sources, and design green spaces within housing developments. This not only reduces environmental impact but also contributes to long-term cost savings for residents.

3. Public-Private Partnerships (PPPs):

- **Strategy:** Foster collaboration between the government, private sector, and non-profit organizations to share resources, expertise, and responsibilities in affordable

housing initiatives.

- **Implementation:** Establish partnerships with private developers, financial institutions, and NGOs to leverage their expertise and resources. Encourage the private sector's involvement in financing, construction, and management aspects of affordable housing projects.

4. Inclusive Financing Models:

- **Strategy:** Develop innovative and inclusive financing models to make homeownership accessible to a wider population, including low-income households.
- **Implementation:** Explore options such as rent-to-own schemes, microfinance solutions, or subsidies that make housing affordable for different income levels. Design financial instruments that consider the unique economic circumstances of residents.

5. Robust Regulatory Framework and Land Tenure Security:

- **Strategy:** Establish a clear and supportive regulatory framework for affordable housing projects. Ensure secure land tenure for residents to instill confidence in long-term investments.
- **Implementation:** Streamline approval processes, provide incentives for affordable housing development, and address land tenure issues. A stable regulatory environment and secure land tenure are crucial for the sustainability and attractiveness of affordable housing projects.

6. Maintenance and Upkeep Programs:

- **Strategy:** Develop long-term maintenance and upkeep

programs to ensure the durability and attractiveness of affordable housing units.

- **Implementation:** Establish a maintenance fund, conduct regular inspections, and involve residents in community maintenance activities. Proactive maintenance programs contribute to the longevity of housing infrastructure and the overall sustainability of the project.

*(Any five points (1mark) and a relevant example (1marks)
=10marks)*

- d) Explain any **five** common challenges experienced by project managers at the planning phase of a project and how to address these challenges. (10 marks)

1. Unclear Project Objectives:

- **Challenge:** Ambiguous or unclear project objectives can lead to misunderstandings, misalignments, and difficulty in defining project scope.
- **Addressing Strategy:** Conduct a thorough project initiation phase, including stakeholder consultations and detailed requirements gathering. Clearly define project objectives using the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). Ensure that all stakeholders are aligned on the project's purpose and expected outcomes.

2. Inadequate Resource Planning:

- **Challenge:** Insufficient or misallocated resources can lead to delays, budget overruns, and compromised project quality.
- **Addressing Strategy:** Develop a comprehensive resource plan that includes human resources, equipment, materials, and budget allocations. Use project management tools and software for resource tracking and optimization. Regularly reassess resource needs as the project progresses, adjusting the plan as necessary.

3. Poor Risk Management:

- **Challenge:** Failure to identify and address potential risks during the planning phase can lead to unexpected issues and project disruptions.
- **Addressing Strategy:** Implement a robust risk management plan that includes risk identification, assessment, mitigation, and contingency planning. Regularly review and update the risk register throughout the project lifecycle. Foster a proactive risk-aware culture within the project team.

4. Scope Creep:

- **Challenge:** Uncontrolled changes or additions to the project scope can result in increased costs, extended timelines, and decreased project focus.
- **Addressing Strategy:** Clearly define the project scope and obtain formal approval from stakeholders. Establish a formal change control process to evaluate and approve scope changes. Communicate the impact

of scope changes on timelines and budgets to stakeholders before implementation.

5. Inadequate Stakeholder Engagement:

- **Challenge:** Lack of effective communication and engagement with stakeholders can lead to misunderstandings, resistance, and decreased support for the project.
- **Addressing Strategy:** Develop a stakeholder engagement plan that outlines communication channels, frequency, and key messages. Regularly communicate project updates, progress, and milestones to stakeholders. Establish feedback mechanisms to ensure continuous dialogue and address stakeholder concerns proactively.

6. Insufficient Contingency Planning:

- **Challenge:** Failure to anticipate unforeseen events can leave the project vulnerable to disruptions and delays.
- **Addressing Strategy:** Build contingency plans for critical project aspects, including schedules, budgets, and resource allocation. Establish contingency reserves to address unexpected challenges. Regularly review and update contingency plans as the project progresses.

(Any five points (1mark) and a relevant way to address the challenge (1marks) =10marks)