



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT
MAY-AUGUST 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE: CDC319

COURSE TITLE: PROJECT MANAGEMENT

EXAM DATE: MONDAY 5th AUGUST 2019

DURATION: 2 HOURS

TIME: 2:00PM-4:00PM

INSTRUCTIONS

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- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given

- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer **ALL questions** in **Section A** and ANY other **THREE** Questions from **Section B**
- *ALL PAC University's examination rules and regulations apply*

Section A Compulsory (30 Marks)

1. Explain the concept of a project 'Project' and 'Project management' (4 marks)

A *project* is an interrelated set of activities that has a definite starting and ending point and results in the accomplishment of a unique, often major outcome.

"Project management" is, therefore, the planning and control of events that, together, comprise the project. Project management aims to ensure the effective use of resources and delivery of the project objectives on time and within cost constraints.

2. In project management, there are elements considered as critical constraints that must be balanced in any successful project implementation. Discuss them. (8 marks)

- a) Project scope; Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks and deadlines.
- b) Project quality: the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs."
- c) Project schedule; this is a document that lists project's milestones, activities, and deliverables, usually with intended start and finish dates.
- d) Project cost; this refers to all resources used in implementing a project. These are seen in terms of money, labor, materials and time.

3. Discuss THREE (3) community assets that you would consider if requested by a Donor Agency to carry out capacity assessment in your community. (6 marks)

- a) HUMAN; these enable people to make use of their other resources. They include skills, knowledge, ability to work and good health.
- b) SOCIAL; these are based on relationships and include organizations and groups within the community, political structures and informal networks.
- c) NATURAL; these form the local environment and include land, trees, water, air, climate and minerals.

- d) PHYSICAL; these are man-made, such as building, transport, water supply and sanitation services, energy sources and telecommunications.
 - e) ECONOMIC; these are things that people can use to sustain their livelihoods, such as money and savings, grain stores, livestock, tools and equipment.
 - f) SPIRITUAL; these include faith, scripture, guidance and prayer.
4. Evaluate the truths contained in any THREE (3) Principles of Project Management you know. (6 marks)
- a) The Commitment Principle;
 - b) The Success Principle;
 - c) The Trade-off Principle;
 - d) The Strategy Principle;
 - e) The Management Principle;
 - f) The Single-Point Responsibility Principle;
 - g) The Cultural Environment Principle;
5. Discuss any THREE (3) practical ways in which Stakeholder's can participate in community projects to ensure ownership and sustainability of the projects.
- a. Information Sharing;
 - b. Participation by Consultation;
 - c. Participation through Material Incentives;
 - d. Functional Participation: Group Formation;
 - e. Interactive Participation/Collaboration;
 - f. Self- Actualization/Empowerment;

Section B. Choose any three

- A. A logical frame is a tool used in planning activities in a project. Describes the elements in this four by four metrics. (10 marks)
- The Overall Objectives/ Goals of the programme should explain why the programme is important to society, in terms of the longer-term benefits to beneficiaries and the wider benefits to other groups. It should also show how the programme fits into the regional/sectoral policies. The OO will not be achieved by the project alone, but will require the impacts of other programmes and projects as well.
 - The Project Purpose/ Outcomes should address the core problem, and be defined in terms of the benefits to be received by the project beneficiaries or target group as a result of utilising the services provided by the project.
 - Results/output. Describe the services to be delivered to the intended beneficiaries or target group, and it should be possible for project management to be held accountable for their delivery. The results should address the main causes of the problems the target group faces. To ensure relevance of results,

the problem analysis should therefore have identified a beneficiary demand for project services.

- Activities - how the project's goods and services will be delivered.
- Verifiable indicators: how will we know we have been successful?
- Means/source of verification: what sources of data are there to check our results/ progress? E.g. documents, surveys
- Assumptions: what assumptions about external factors underlie the structure of our project and what are the risks inherent in those assumptions?
- Input

B. Discuss Critical factors you would consider to ensure success of a Project you are implementing in your community. (10 Marks)

- a. Project control: of all variables and balance project constraint to achieve the project goals.
- b. Good schedules: this has to do with time. Perfect timing in both implementation expected impact (benefits to be felt on time) is important.
- c. Full utilization of budget: resources are always limited. Utilization here is a focus of efficiency and maximum benefits.
- d. Top management support: the project team does well if management of the host organization is in full support of the project.
- e. Access to organizational resources: assigning resources to the project is key. These come in personnel, infrastructure and finances.
- f. Competence of the project manager and project team in terms of skills and attitude toward the project is key.
- g. Clarity of project goals: this comes with good planning. It's important to ensure that all possible angles were in focus when planning.
- h. Motivation of project team members: this has to do with how incentives are assigned to the members; material, financial and/or verbal rewards.
- i. Effective communication between project stakeholders, (project team, donors, beneficiaries and those who may negatively be impacted.
- j. Effective coordination of project activities.

C. Explain why stakeholder analysis is considered an important element in project management cycle. (10 marks)

- The interests of all stakeholders who may affect or be affected by the programme/project;
- Potential conflicts or risks that could jeopardize the initiative;
- Opportunities and relationships that can be built on during implementation;
- Appropriate strategies and approaches for stakeholder engagement;
- Ways to reduce negative impacts on vulnerable and disadvantaged groups.
- Draws out the interests of stakeholders in relation to the problems which the project is or you are seeking to address.

- Identifies viability other than in pure financial terms (eg includes social not just economic factors)
- Helps provide an overall picture
- Helps identify relationships between different stakeholders - helps possible coalition.
- Identifies groups that should be encouraged to participate in different stages of the project; the full participation of stakeholders in both project design and implementation of a project is a key to – but not a guarantee of success.

Stakeholder participation:

D. You have been invited to train young project managers on proposal writing. Prescribe elements that should be included in a project proposal. (10 marks)

- Title Page
- Executive Summary
- Statement of Problem:
- Objectives:
- Technical Approach:
- Project Management;
- Monitoring and Evaluation
- Deliverables
- Budget:
- Special Topics
- Team Qualifications:
- Annexes