



**PAN AFRICA CHRISTIAN UNIVERSITY**

**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES**

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

**SEPTEMBER- DECEMBER 2025 TRIMESTER EXAMINATIONS**

**CAMPUS: ROYSAMBU**

**DEPARTMENT: COMMUNITY DEVELOPMENT**

**COURSE CODE: MCS 513**

**COURSE TITLE: PROJECT DESIGN, IMPLEMENTATION AND  
MANAGEMENT**

**EXAM DATE: December 2025**

**DURATION: 3 HOURS**

**TIME: 5:30PM-8:30PM**

**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 One

- a) Using relevant examples, discuss FIVE reasons for project failure and provide fitting solutions for each. (10 marks)
- b) Using a real or hypothetical project example, examine FIVE ways that can be applied to estimate the budget of a project. (10 marks)

### Question Two

- a) Explain with the use of relevant examples, FIVE causes of conflict between project management and local communities. Also, suggest practical ways to resolve arising conflicts. (10 marks)
- b) Project stakeholders can be categorised into various levels depending on their power and interest in the project. Using examples, explain FIVE reasons for stakeholder analysis as a tool for project success. (10 marks)

### Question Three

- a) With reference to a project of your choice, explain the phases of the project life cycle. (20 marks)