



MAASAI MARA UNIVERSITY
REGULAR UNIVERSITY EXAMINATIONS
2022/2023 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER

SCHOOL OF BUSINESS AND ECONOMICS
MASTER OF BUSINESS ADMINISTRATION

CORSE CODE: MBA 8237

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

DATE: 7TH DECEMBER, 2022

TIME: 0830-1030

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **Two** questions

This paper consists of 3 printed pages. Please turn over.

QUESTION ONE-30 MARKS (COMPULSORY)

Crater project was initiated in 2003 by Mrs. Awuori. The project activities are geared towards sustainable environment in and around Mt. Keyo. Mrs. Awuori who comes from the area attended a workshop facilitated by XYZ donor in the city. The donor has interests in environment and therefore Mrs. Awuori followed up the meeting with a funding proposal which has since been funded. Immediately Mrs. Awuori received a call to notify her that money had been deposited in the account, she hurriedly gathered together people of like mind who started tree nurseries and planting trees along the river banks.

A recent assessment by the donor found out that the trees planted by the river banks are not fit for the purpose, 75% of the terraces dug were ineffective and 90% of the budget was spent yet the project was $\frac{1}{4}$ way. The local administration is in full support of this project as it offers jobs to the youth as well as promising larger funding in this part of the country-side. The donor is faced with two options, to withdraw the funding or to continue funding the project. It was out of this confusion that XYZ has approached you to assist in making the right decision.

Required:

- a) As a professional project manager, identify what went wrong with crater project and suggest remedies for the same. **(14 mks)**
- b) Explain the benefits crater project could have derived from a good project planning framework. **(10 mks)**
- c) Highlight the weakness of top down approach to project identification. **(6 mks)**

QUESTION TWO

- (a) Project change control is important, however, it's usually ignored by some project managers. Discuss the risks and effects of undertaking uncontrolled changes. **(10mrks)**
- (b) Explain the role of Logframe as a project planning tool **(5marks)**

QUESTION THREE

- (a) As part of designing a COVID-19 activity in Kenya, MOH design team needed to have a deeper understanding of various issues and constraints related to the pandemic. Before moving to a large logframe workshop the team decided to conduct focus group interviews with potential target groups and service providers: Through the focus groups the team gained a much deeper understanding of COVID-19-related problems, constraints and opportunities. At the same time, participants in the groups learned much about common problems they themselves were facing and

their possible solutions. By use of problem tree diagram, analyze the problem.

(10 marks)

- (b) You have reached the end of the design phase of your project. You decide to call a "phase end review" for obtaining authorization to close the design phase and initiate the next phase (i.e., execution phase) of your project. Your manager disagrees with your suggestion. He wants a "kill point" to formally end the design phase of the project. Discuss the critical issues that needs to addressed before implementing such a decision.

(5 marks)

QUESTION FOUR

Project managers are always faced with a series of challenges in ensuring that selected projects meet their designed goals and objectives within the constraints of cost and time. Discuss reasons why projects do fail, giving recommendations in each case.

(15 marks)

QUESTION FIVE

The information below relates to a project undertaken by a company.

Name of Activity	Proceeding Activity	Duration (Estimated time - weeks)
A	-	3
B	-	5
C	-	4
D	A	2
E	B	3
F	C	9
G	D,E	8
H	B	7
I	H,F	9

Required:

- i) Draw the network diagram **(6 marks)**
- ii) Identify the critical path **(2 marks)**
- iii) Determine the project duration **(5 marks)**

What is the effect on the critical path and project duration if the time taken on activity I were to be 12 days? **(2 marks)**

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