

# **UGANDA MARTYRS UNIVERSITY**

## **FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT**

### **DEPARTMENT OF ACCOUNTING & FINANCE**

#### **SEMESTER ONE 2018/19 FINAL EXAMINATION**

**BMF 3, BSC A&F 3, BSC GEN, BAM 3 Nkozi & Lubaga Day**

**COURSE UNIT: Project Planning & Management**

**DATE: Tuesday, 11<sup>th</sup> December 2018**

**DURATION: Three (3) Hours**

**TIME ALLOWED: 02:00pm – 05:00pm**

#### **Instructions to Candidates:**

Read the following before answering the examination questions.

1. Do not write anything on this question paper
2. Attempt **Four (4) Questions** in total
3. All questions carry equal marks
4. Write neatly and show all your workings.

### **QUESTION ONE**

A project developed by Nkozi Hospital to construct a Trauma wing is composed of the following activities A-I as shown in the table below. The durations are in weeks and the costs are in Uganda shillings.

Activity	Predecessor	Normal time (weeks )	Crash time (weeks)	Normal cost'000	Crash cost '000
A	-	7	6	850,000	1,400,000
B	-	7	5	600,000	1,350,000
C	A	2	1	800,000	1,000,000
D	A	3	1	400,000	650,000
E	B	5	3	750,000	1,250,000
F	B	1	0.5	750,000	1,500,000
G	C	4	3	400,000	750,000
H	D,E	5	3	450,000	900,000
I	F	5	3	300,000	600,000

- (a) Draw the project network using the activity on arrow **(4 marks)**
- (b) Determine the critical path using the short cut method **(3 marks)**
- (c) If a decision has been taken to expedite the project;
  - (i) Determine the shortest time in which the project can be completed with the least increment in cost. **(15 marks)**
  - (ii) What is the resulting percentage increase in budget? **(3 marks)**

### **QUESTION TWO**

The reflections of poverty in the country are increasingly evident in the way people lead their lives as seen from the spending patterns and the ease in accessing the basic societal needs such as education, health, food, shelter and others. Whereas this may be the case, in an instance where a change can be created by people who are with the mind and capacity to do so choose to join hands, it is important that the desired help be accorded to those persons of good will and spirit. It is increasingly saddening that even with the desired and necessary resources, people still are caught and wallowed in such a painful state of life.



Upon this realisation of resource presence in the community of Bughendera, a group of seven students (Ahurire Sheena, Ankunda Bonita, Bashemera Daisy, Jaggwe T. Raymod, Namyalo Lucy, Nyakaana Festo, and Sebuwufu Lawrence) at Uganda Martyrs University under the name: **THE OCTAVES** which is implied in the initial number of the members that made up the group at its inception in 2016, came up with a project intended to help the community members come out of the crippling yet manageable circumstance of poverty. The students are majoring in different disciplines for their studies and these disciplines will absolutely help in the smooth running and implementation of the said project.

You are tasked to assist the project with the following information;

- (a) Explain the difference between a preliminary project proposal and a feasibility study.

**(5 marks)**

- (b) Discuss the instructions that would be of prime importance when briefing the feasibility team about the project development. **(5 marks)**

- (c) Prepare a brief project feasibility report. **(15 marks)**

### **QUESTION THREE**

PROPWA is a project aimed at promoting plastic waste alleviation among the local community of Malaba town in Tororo district Eastern region of Uganda. The project expects to improve the recycling processes that are eco-friendly as well as equipping the Malaba community with entrepreneurial and environmental conservation skills which will improve their standards of living.

In order to meet the objectives of the project, a team of personnel shall help in executing different activities at different management levels. These include: the directors and other staff who perform administrative, publicity and project rules.

Accordingly, the project requires an estimated amount of Shs. 20,580,000 with sources of revenue being; Shs. 15 Million as donations, Shs.10 Million as fundraising funds, Shs 0.5 Million as subscription fees and lastly Shs 10 Million as grants. The whole project is expected to take 133 days.

- (i) Discuss the challenges likely to be faced in project management. **(05 marks)**
- (ii) Develop a sustainability plan for the project. **(12 marks)**
- (iii) Explain appropriate procedures for successful close out of the project. **(08 marks)**

#### **QUESTION FOUR**

If there is any problem in Uganda to worry about is poor waste disposal culture mostly in Kampala city (New Vision, 2018).

Similarly, the problem of poor garbage disposal has become a culture in Soweto community at Kayabwe town council in Mpigi District. In Soweto, garbage is dumped in places which garbage disposal vehicles in that place cannot access. Most people prepare matooke, cassava, potatoes and other food stuffs in polythene bags which are dumped in drainage channels. The wastes generated in most cases are biodegradable which decomposes after a few days and cause bad smell.

The people who collect garbage in that area face challenges in collecting, transporting and disposing off solid wastes. They point out that inadequate funds, equipment failure and lack of waste disposal culture among others are the challenges encountered.

The wastes attract houseflies which spread diseases to people's homes. There is also the spread of waterborne diseases in the same area whenever it rains. Diseases such as Diarrhoea, typhoid and bilharzia are common during the rainy seasons.

Therefore, it's upon these problems that we wish to bring the attention of the affected community (Soweto) about proper garbage management so as to curb down these crises.

#### **Required:**

- i. Using the relevant knowledge of project attributes, explain the challenges likely to face the project. **(5 marks)**
- ii. In reference to the project above, explain key issues you would consider for Monitoring and Evaluation. **(5 marks)**
- iii. Develop a monitoring and evaluation plan for the project. **(15 marks)**



### **QUESTION FIVE**

Women constitute the majority of care workers even with their limited skills and knowledge, they work tirelessly to put food on the table, send their children to school and also ensure they get the necessary health services. All this done in a society where most of their efforts are undervalued and they are paid peanuts for their services. In most situations, the girl child is forced to drop out of school to help her mother fend for the family and the circle continues as the number of illiterate-unemployed women keeps increasing. Approximately 96% of the poor, the majority of whom are women, live in rural areas (UBOS, 2003).

However, if these women are given the opportunity to set up micro enterprise as a source of income their quality of life will improve and their daughters will remain in school and graduate with their male counterparts and be in position to get better employment opportunities. This project therefore seeks to equip women with livelihood skills and give them the platform to set up their own enterprises that will help them address their current and future needs and also build their capacity to develop innovative solutions to address their problems.

- (i) Identify and explain the types of resources needed for this project. (5 marks)
- (ii) Develop the different types of line items that you would expect to find on the budget (5 marks)
- (iii) Identify the expected stakeholders for this project (5 marks)
- (iv) Develop the power influence matrix for the mentioned stakeholders (10 marks)

### **QUESTION SIX**

SDGs call for worldwide action among governments, business and civil society to end poverty and create a life of dignity and opportunity for all, within the boundaries of the planet.

Required;

- i) Identify any one of the SDGs and justify why the selected SDG (4 marks)
- ii) Conceptualize a project for the identified SDG (09 marks)
- iii) Develop a lifecycle for the SDG project explaining at least 3 important milestones in each phase (12 marks)