

Uganda Martyrs University

Faculty of Business Administration and Management

Final Assessment Bam III– Dec 2014

Project Planning and Management (Rubaga)

Time: 3 hours

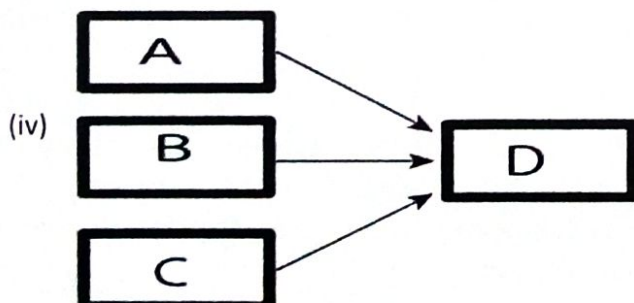
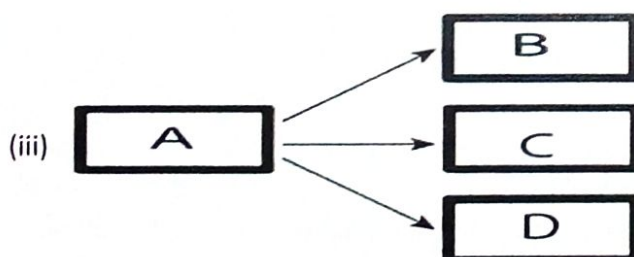
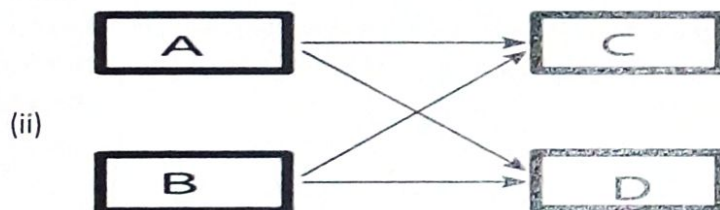
Instructions:

- Attempt *question one* and any other *three* questions.
- Begin each question on a new page.

SECTION A

Question one

- a. The figures below represent different activity – on – node diagrams. Clearly describe each diagram and explain the type of relationships shown in each case. (12 marks)



- b. The table below contains simplified activities that have to be done to install a new bridge. Clearly draw an Activity – on – Node diagram to represent the information. (10marks)

Activity	Description	Preceding Activity
A	To apply for approval	None
B	Installation of fundamentals	A
C	Fabricate steel elements	A
D	Fabricate tower elements	A
E	Fabricate steel ropes	A
F	Fabricate supporting elements	A
G	Transport "all together" from plants to building site	C,D,E,F
H	Erection of the suspension bridge	B,G
I	Fine tuning	H
J	Testing	I

- c. What are the benefits of using the Activity – on – Diagram technique? (3marks)

Question two

- a. Why would it be important to get the stakeholders in a project to actually sign the scope statement? (3marks)
- b. What is the difference between a milestone schedule and a work breakdown schedule? (4marks)
- c. Identify and write short notes in which you describe each area of project management knowledge—as defined by the Project Management Institute (18marks)

Question three

A complex system adapts to changes in its external and internal characteristics. Describe a project of your choice and identify the changes in its external or internal characteristics it is likely to encounter, in Uganda, during its life time. Suggest how the project manager and the management team can change their behaviour to adapt to the new situation. (25marks)

Question four

- a. What is stakeholder analysis and how is it important in project management? (3marks)
- b. Identify the steps in stakeholder management cycle (4marks)
- c. There are four points of a project at which most if not all the stakeholders can be identified, clearly explain each of the four point. (8marks)
- d. Suggest ways how you, as a project manager, can increase stakeholder contribution and commitment to a project. (10marks)

Question five

- a. Projects routinely require procurements due to need for materials, equipment, consultants, training, and many other products. It is, therefore, important for a project manager to effectively manage the procurement process. Project Procurement Management includes the processes required to acquire goods and services from outside the performing organization.

Required:

- (i) Clearly explain the process through which the procurement process should follow. (12marks)
- (ii) Identify the tools an organization can use to select the source of the products during the procurement process (8marks)
- (iii) Briefly give some of the procurement documents used to solicit proposals from prospective sellers. (5marks)

Question six

- (a) In a few sentences, clearly define a project proposal. (5marks)
- (b) State and clearly explain the general contents of a good project proposal. (20marks)