

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT
LUBAGA, MASAKA AND MBALE CAMPUS
MBA PT II
PROJECT PLANNING AND MANAGEMENT
FINAL EXAM
DATE: 10th September, 2022

TIME: 02:00 pm to 05:00pm

Instructions:

Read the following before answering the examination questions.

- 1) *Do not write anything on this question paper.*
- 2) *Attempt four questions in total*
- 3) *Bonus marks will be awarded for using relevant examples and illustrations*
- 4) *Each question should be started on a new page*

Question One

A company would like you to carry out some analysis to figure out how long it will take to build a plant. The various steps involved in building a **small** plant are detailed in the table below, along with 3-point time estimates (in days). For simplicity, assume that times for a **large** plant are 40% extra (for all estimates).

Activity	Predecessor	Activity Time (days)		
		Optimistic	Most Likely	Pessimistic
A	-	4	5	8
B	A	4	4	8
C	B	7	9	15
D	C	3	4	7
E	B	3	5	9
F	A	4	5	11
G	F	6	9	18
H	D, G	13	15	30
I	H	4	4	7
J	I	4	5	9
K	H	3	7	12
L	K	4	6	14

Required

- What are the expected completion times for a **small** plant versus a **large** plant? (15 marks)
- Identify the slack time in days for the small plant activity schedule (10 marks)

Question Two

PROJECT TITLE: YOUTH SUSTAINABLE SKILLS AND EMPOWERMENT PROGRAM

IMPLEMENTING AGENCY: UGANDA YOUTH SKILLS TRAINING PROJECT

Project summary:

According to the mapping report, government programs were identified with activities related to technical work at regional/district levels in Uganda. Youth sustainable vocational skills and empowerment interventions can be increased through collaboration of the existing organizations with Government in order to scale up the interventions at community level. The categories of young people who need vocational skills interventions are those who are orphans, especially related to the HIV/AIDS, Conflicts/wars, Politics, among others. Youths are in dire need of basic needs and supplementary benefits as Ugandans. These service points can hence be used to create opportunities to the target group who are in and out schools.

In the project are, nearly a half of the safety cases, drug practitioners, induced abortion, poor parenting occurred among the youths aged 10-25 years. A third of the national population is made of young people and also a half of manpower to most sectors are of young people; therefore the need for action to control the above crises has never been more agent than now in the country.

The vocational skills and empowerment project is not clearly established to youths due to the fact that it is not in their careers and usually contributes to unsafe environment to future citizen. This

project therefore seeks a total of Ug. Shs **70,115,800/=** to support a one year project for youth sustainable vocational skills and empowerment project in Kampala. The project duration will run for a period of 12 months that is from October 2022 to October 2023.

Required

Adopt a logical framework for the project **(25 marks)**

Question Three

The purpose of the PDM is to deepen the decentralisation process; improve household incomes; enable inclusive, sustainable, balanced and equitable socio-economic transformation; and increase accountability at local levels. This implies eradication of poverty and vulnerability, as well as total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy.

The goal of the PDM is to increase household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy, as well as eradication of poverty and vulnerability in Uganda

The overall objective is to increase the effectiveness of the interaction between the government and its people, in order to accelerate the realization of government's long-term goal of socio-economic transformation.

The PDM is aligned to the following 5 strategic objectives of the NDPIII; i) Enhance value addition in Key Growth Opportunities ii) Strengthen private sector capacity to drive growth and create jobs iii) Consolidate & increase stock and quality of Productive Infrastructure iv) Enhance productivity and wellbeing of Population v) Strengthen the role of the State in guiding and facilitating development.

Required:

- i. Develop a successful monitoring and evaluation plan of the stated objectives **(15 marks)**
- ii. Identify possible constraints and discuss the possible solutions to the suggested Monitoring and Evaluation Plan. **(10 marks)**

Question Four

The consequences of abattoir waste pollution are felt by both humans and the environment. Adverse effects on air quality, agriculture, potable water supplies, and aquatic life negatively impact health and well-being. Poor local communities, in particular, have little choice but to consume water polluted with abattoir waste. This is also true in Uganda, where standards regulating abattoir water discharge are poorly enforced and water treatment plant capacity is inadequate. Kampala, the capital city of Uganda with a population of over three million, has experienced rapid urbanization in recent years, coupled with intensified environmental problems. In the city's Abattoir, where nearly two-thirds of the animals are slaughtered, the wastes from the slaughtering process are currently rinsed into open drains that connect to surface water and percolate into groundwater. Abattoir waste carries high levels of disease-causing microorganisms, such as Salmonella, Escherichia coli bacteria, and Rift Valley fever virus etc

The initial idea was to construct an effluent treatment plant, which would treat the abattoir waste, thus preventing it from polluting the surface and groundwater sources. While the partnership was highly innovative and feasible, the critical problem was that, while solving the problem of water pollution, the effluent water treatment plant was creating another. Decomposing organic material releases methane and carbon dioxide (CO₂). While CO₂ is a primary culprit in climate change, methane is 23 times more potent than CO₂. Therefore, it was decided to consider an alternative solution: employ biogas technology, which converts biological waste into energy and simultaneously helps to improve the quality of life, livelihoods, and health. Biogas technology, which is used worldwide by about 16 million households through small scale biogas digesters, will transform the waste produced by the abattoir into low-cost household cooking gas and organic fertiliser. The local partners, in conjunction with a technology institute. This plant will be one of the largest biogas installations in Africa, providing gas to 5,400 families a month at around a quarter the cost of liquefied natural gas. You are tasked to assist the Executive Director of KCCA with the following information;

- a. The community needs **(4 marks)**
- b. The Justification of the project need **(4 marks)**
- c. The key stakeholders **(5 marks)**
- d. Advise the key stakeholders on sustainability strategies based on the unique situation above **(12 marks)**

Question Five

UN Women Forum introduced a project idea called “Gender Women Empowerment in Africa by 2020”. With the hope that all men must serve women as husband and even cook for them against African culture where a man is known to wait for everything. The project was to eliminate gender imbalance in the Kitchen, owning cars, farming, education, employment opportunities and also women to fight men who beat them at home resulting to domestic gender violence. Now a man from Bokolo Village says that this is not the home governance in Africa, we need women to dig and cook for us. Even community projects, we manage in the African way not the western way. Whereby in Africa, “A dictator is teaching democracy and A game ranger is a poacher” According to BBC News reporter. As a technical person, you are asked to propose the following;

Required:

- (i) Identify the project stakeholders, map out the key stakeholders and justify their interests in the project. **(08 marks)**
- (ii) With justifications, develop a power/influence matrix of the stakeholders **(10 marks)**
- (iii) Describe how the project manager can ensure stakeholder co-operation **(07 marks)**

Question Six

The Parish Development Model **(PDM)** is the last mile strategy for service delivery by Government of Uganda for improving incomes and welfare of all Ugandans at the household level. It is an extension of the whole-of-government approach to development as envisaged under NDPIII, with the Parish as the lowest administrative and operational hub for delivering services closer to the people and hence foster local economic development. The PDM underlies the spirit of harmonisation of government interventions with every MDAs focusing on; delivering services

closer to the people; and measurable results at the Parish level in order to ensure transformation of the subsistence households into the money economy. This transformation requires organised, integrated, well-coordinated and results-based efforts.

The PDM has seven Pillars i.e. (a) Production, Storage, Processing and Marketing; (b) Infrastructure and Economic Services; (c) Financial Inclusion; (d) Social Services; (e) Mindset change; (f) Parish Based Management Information System (g) Governance and Administration. The PDM is therefore Government of Uganda's approach that delivers a package of services.

Required;

Identify any one of the above Pillars and develop a possible project lifecycle identifying activities and milestones at each phase (25 marks)