**Capacity Africa Training Institute**

**C007 – Certificate in Project Management**

**Final Exam Questions**

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**Date: 24 September 2019**

**Question 1.**

The following are the most important attributes, skills and qualities of a project manager.

Introduction

The project management journey starts with initiation and ends with the closing of a project. And this raises the demand for skilled Project Managers across the globe who can use project management tools to keep all aspects of a project organized. Being a project manager is a specific kind of leadership position, which requires certain character traits and important qualities. A good project manager needs to possess certain skills like technical, business, and management skills to manage projects with utmost efficiency. Moreover, as a responsible position, a project manager must possess certain qualities for smooth delivery of various projects. Few of the qualities that a good project manager should possess are as follows;

Inspire a Shared Vision

An effective project leader is often described as having a vision of where to go and the ability to articulate it. A leader or project manager is someone who lifts you up, gives you a reason for being, and gives the vision and spirit to change. The visionary project managers enable people to feel they have a real stake in the project. Moreover, they empower their teammates to experience the vision of their own and offer other the opportunity to create their own vision, to explore what the vision will mean to their jobs and their lives, as well as to envision their future as part of the vision of their organization.

Good Communicator

According to Jada Pinkett Smith, a slogan of every good project manager is “My belief is that communication is the best way to create strong relationships” Another strong trait that distinguishes a good project manager from others is their ability to communicate with people at all levels. Since, the project leadership calls for clear communication about responsibility, goals, performance, expectations, and feedback – a good project manager can be said a complete package comprising all these important qualities.

Integrity

One of the most important things any project manager should always keep in their mind is to takes their actions to set a particular modus operandi for a team, rather than their words. A good management demands commitment and demonstration of ethical practices. The leadership or project management depends on integrity represents a set of values, dedication to honesty, and consistency in behaviors with teammates. Integrity is that a good project manager takes responsibility for setting the high bar for ethical behaviors for oneself, as well as reward those who exemplify these practices. Leadership motivated by self-interest does not serve the wellbeing of a team.

Possess Leadership Skills

If you want to become a successful project manager, you ought to own good leadership skills. Project managers must also deal with teams coming from various walks of life. Hence, it winds up noticeably basic for them to rouse workers and calibrate group execution to achieve organizational goals through various leadership styles. A great project manager sets the tone for the project and provides a clear vision about its objectives for the team. A feeling of foreknowledge helps also by foreseeing potential issues, you can have your group prepared to solve them in the blink of the eye. Enthusiasm and passion are two key elements you should adopt if you want to make people follow you nobody will do so if you’re sporting a negative attitude.

Good Decision Makers

Good decision making skill is not only crucial for personal life but it also very important in professional life as well. The good project managers are empowered to make countless decisions which will help define the project track. As we all know that a single minor wrong decision taken can easily jeopardize the entire project. Thus, a project manager needs to be capable of thinking quickly and reacting decisively.

Expert in Task Delegation

Task delegation is another basic skill in you which you need to be expert in. You should be able to judge your team members’ skills and assign the tasks in accordance with their strengths. Being a pioneer does not imply that you should consider each minor little detail of a venture. Show your team members you trust them and delegate tasks to them.

Great Problem Solver

The good project managers work with a team of experts or consultants and use their mastery of handling issues in most effective ways. Nobody will anticipate that you will have a prepared answer for every single issue; you should have the capacity to utilize the knowledge of your team members and stakeholders to produce a collective response to any problems you experience on your way to delivering a project.

Collaboration

This is the last and the most important trait that should exist within every good project manager or leader. A grip of group progression is fundamental on the off chance that you need your group to work easily on your ventures. When building up your group, remember that contentions and contradictions will undoubtedly happen as a pioneer, you will have the capacity to intervene them and ensure all you colleagues progress in the direction of a similar objective.

Should Possess Good Negotiation Skills

It is important for a project manager to possess good negotiation skills. Further, this skillset plays a pivotal role to resolve the conflicts by settling the issue and maintain harmony in the team.

Managing the Project Life Cycle

There are numerous life cycle phases involved in a project. In the early years, the practice of project management focused on planning and controlling the execution of projects which has now moved to including the conceptual phases and project portfolio management that provides needed linkage between strategic growth management of the organization and project management. A project manager must be capable of linking the strategic growth management of the organization and project management.

Achieving the Project Benefits

The success of a project is measured by the benefits that it delivers in terms of output. A project manager should ensure that the team focuses on benefits delivery and not just merely completing their project on time and within budget.

**Question 2.**

Monitoring,

This is the regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives. It aims to answer the question “did we deliver?” Monitoring; Clarifies program objectives, Links activities and their resources to objectives, translates objectives into performance indicators and sets targets, routinely collects data on these indicators, compares actual results with targets. Monitoring gives information on where a policy, program or project is at any given time (or over time) relative to respective targets and outcomes. Monitoring focuses on efficiency, and the use of resources. While monitoring provides records of activities and results, and signals problems to be remedied along the way, it is descriptive and may not be able to explain why a particular problem has arisen.

Evaluation

This is the objective assessment of an ongoing or recently completed project, program or policy, its design, implementation and results. Evaluation Analyzes why intended results were or were not achieved, assesses specific casual contributions of activities to results, examines implementation process, explores unintended results, provides lessons, highlights significant accomplishments or program potential and offers recommendations for improvement. Evaluation looks at the relevance, effectiveness, efficiency and sustainability of an intervention. It will provide evidence of why targets and outcomes are or are not being achieved and addresses issues of causality.

The purpose of Monitoring and Evaluation in the context of projects.

Monitoring and evaluation (M&E) helps those involved with any type of projects to assess if progress desired is being achieved. M&E benefits the key actors involved in community development in the following ways;

For project executors, i.e. a company Community Relations Team, a company/NGO partnership, or a company foundation), M&E can improve management. By monitoring progress against defined goals, a project manager can assess what is working and what is not, and from there can determine what changes should be made to a project. This in turn makes it possible to improve the way things are being done in the project organization.

For companies, whether executing a project or supporting it through partnership or funding, M&E can be used to demonstrate progress to internal management and to external stakeholders. Internally, measurable results can justify continued funding and clarify the return on investment of community development efforts to managers and shareholders. Externally, the results of M&E can demonstrate commitment to and competence in community development, and thus help a company maintain its social license to operate. This makes the companies to make sound decisions concerning major projects undertaken and to know where to invest.

For community members and NGOs, participating in M&E is an opportunity to influence the design and execution of community development projects. Furthermore, by providing feedback on whether programs are achieving aims in line with community needs and desires, M&E is a powerful accountability mechanism.

**Question 3.**

Introduction.

The project management life cycle describes high-level processes for delivering a successful project. The project management life cycle is usually broken down into four phases: initiation, planning, execution, and closure these make up the path that takes your project from the beginning to the end.

Initiation

In the initiation phase of the project, you identify a business need, problem, or opportunity and brainstorm ways that your team can meet this need, solve this problem, or seize this opportunity. During this step, you figure out an objective for your project, determine whether the project is feasible, and identify the major deliverables for the project. Project management steps for the initiation phase are as follows;

* Undertaking a feasibility study: Identifying the primary problem your project will solve and whether your project will deliver a solution to that problem.
* Identifying scope: Defining the depth and breadth of the project.
* Identifying deliverables: Defining the product or service to provide.
* Identifying project stakeholders: Figuring out whom the project affects and what their needs may be.
* Developing a business case: Using the above criteria to compare the potential costs and benefits for the project to determine if it moves forward.

Planning

Once the project is approved to move forward based on your business case, statement of work, or project initiation document, you move into the planning phase. In this phase, you break down the larger project into smaller tasks, build your team, and prepare a schedule for the completion of assignments. During this phase, you create smaller goals within the larger project, making sure each is achievable within the time frame. Smaller goals should have a high potential for success. Steps for the project planning phase may include the following:

* Creating a project plan: Identifying the project timeline, including the phases of the project, the tasks to be performed, and possible constraints
* Creating workflow documents or process maps: Visualizing the project timeline by diagramming key milestones using our Gantt chart maker
* Estimating budget and creating a financial plan: Using cost estimates to determine how much to spend on the project to get the maximum return on investment
* Gathering resources: Building your functional team from internal and external talent pools while making sure everyone has the necessary tools (software, hardware, etc.) to complete their tasks
* Anticipating risks and potential quality roadblocks: Identifying issues that may cause your project to stall while planning to mitigate those risks and maintain the project’s quality and timeline

Execution

You’ve received business approval, developed a plan, and built your team. Now it’s time to get to work. The execution phase turns your plan into action. The project manager’s job in this phase of the project management life cycle is to keep work on track, organize team members, manage timelines, and make sure the work is done according to the original plan. Steps for the project execution phase may include the following:

* Creating tasks and organizing workflows: Assigning granular aspects of the projects to the appropriate team members, making sure team members are not overworked
* Briefing team members on tasks: Explaining tasks to team members, providing necessary guidance on how they should be completed, and organizing process-related training if necessary
* Communicating with team members, clients, and upper management: Providing updates to project stakeholders at all levels
* Monitoring quality of work: Ensuring that team members are meeting their time and quality goals for tasks
* Managing budget: Monitoring spending and keeping the project on track in terms of assets and resources

Closure

Once your team has completed work on a project, you enter the closure phase. In the closure phase, you provide final deliverables, release project resources, and determine the success of the project. Steps for the project closure phase may include the following:

* Analyzing project performance: Determining whether the project's goals were met (tasks completed, on time and on budget) and the initial problem solved using a prepared checklist.
* Analyzing team performance: Evaluating how team members performed, including whether they met their goals along with timeliness and quality of work
* Documenting project closure: Making sure that all aspects of the project are completed with no loose ends remaining and providing reports to key stakeholders
* Conducting post-implementation reviews: Conducting a final analysis of the project, considering lessons learned for similar projects in the future
* Accounting for used and unused budget: Allocating remaining resources for future projects

**Question 4.**

Introduction.

Technology has changed everything from the way we keep in touch with our friends and family, to the way we date, shop, and even diagnose our illnesses. And the workplace has benefited from technological advances just as much, with one aspect doing very well. Technology has made project planning and delivery so much more efficient than it ever used to be in the following ways,

Project Management Tools and Plugins

Software is perhaps the biggest technological aid for project management. You can easily manage projects, teams, tasks, and deadlines using project management software designed to help everyone keep track of how things are things are progressing, taking advantage of its ability to show what’s happening real time and enabling quick communication and feedback. In fact, plugins for software such as Upraise go one step further, allowing project managers to set objectives and provide continuous feedback for team members, and it even facilitates performance reviews in real time too to make HR processes far more efficient.

Instant Communication

Technology has also helped project management so far as communications are concerned. For instance, video calling, messaging, social media, and more enable project managers and their teams to keep in constant, instantaneous contact with one another. Technology also allows team members to work not just in an office together, but from locations all over the world. Using remote technology, workers can complete their tasks from their own homes or during their commutes, and you do not even have to have met every team member: technology means you can recruit the best minds in the business from all over the world and work collaboratively on a project without having ever worked together before.

Time Logging

Technology also helps businesses to keep an eye on finances and processes, seeing what the true cost of their work really is. For instance, you can use technology to track time against every individual task, helping managers oversee the project and properly bill each client. You can calculate time after a task has been completed, or simply start the stopwatch and let it track time for you so you don’t have to keep an eye on the clock while you’re working.

Keeping on Top of The Finances,

You should be a bit of a whizz with numbers if you are using Excel to manage your finances, entering complicated formulas and making tables with a few variables to see what you are spending. However, technological advances allow businesses to use software that’s been specially designed for financial tracking so that there’s no need to get your head around complicated calculations. You can use HR payroll software too if you want to simplify the process of paying wages every month and ensure salaries get administered without errors.

**Question 5.**

Introduction.

The Project Manager need to be proactive instead in Addressing any issues and create a successful project team. Here we list some of the most common problems that project teams face as follows;

Lack of trust.

trust is crucial to teamwork, and it starts with people knowing each other. Team members absolutely need to be acquainted, both professionally and personally, particularly in projects where tensions will run high at some point. Otherwise members won’t understand each other, they won’t want to engage because they have not made that human connection and they won’t fully trust each other.

Conflict and tension

Conflict or a difference of opinion can be healthy and, if carefully managed, can trigger useful debates. It can make people think differently, expanding knowledge and insight; innovation can happen and results flourish. Different opinions are not a bad thing. It’s how we handle the conflict that makes a difference.

Not sharing information

Knowledge is not power unless it’s shared. Project team members all bring a unique set of skills, knowledge, experience and wisdom to the table. Effective project teams fearlessly share regularly and generously for the benefit of everyone and for the benefit of the project’s success. This makes the capability of the whole team grow and gives the team more power.

Low engagement

Team engagement is crucial to business success. If engaged, team members on a given project will be interested in what they do, committed to the project mission and willing to go the extra mile. They are there in body as well as mentally and emotionally. The key to engagement is involvement by involving others.

Lack of transparency

Without transparency, trust will suffer both within the project team and with the end client. Transparency is becoming the presumed norm in project and Programme management and expectations are growing. It starts at the top: the more senior you are, the more responsibility you should be a role model for this. Employees will follow the leader’s behaviors, good or bad. When this is done well it can have a positive cascade effect throughout the organization.

Badly perceived, not delivering

A project team has a brand, an image and a reputation created by the actions and behaviors of the team members. A large part of the perception is driven by how well the team delivers on expectations and promises made. As a project team, you need to make sure that everyone understands and takes responsibility for their roles in creating the perception of the team. This includes both what is delivered on the project and how it is delivered.

Poor change management

Change is constant and unless carefully managed, it can be detrimental to teamwork and results. Change starts and ends with communication. Whenever you think you have communicated enough, you need to communicate some more and it needs to be interactive: listen, talk and involve. Be aware of the change curve, or the four predictable stages of change: denial/resistance, emotional, hopeful, commitment. Each stage is needed, but how long someone stays at each stage can be managed and kept to a minimum.

Not going in the same direction

To walk in the same direction, a team needs to know where it is going or what it is contributing to (vision) and why (purpose). Spend time on this with your team. This clarity provides a framework and ‘reason to be that can rally any given project team to work together. Keep in mind that visions need to be compelling and purposes meaningful. People respond to the importance of both.

**Question 6.**

The following are the causes of late projects;

* Inadequate estimations (budgets, timeframes, human resources)
* Task complexity
* Unexpected events because of environmental change.
* Organizational strategy prioritising some projects over other due to strategic objectives
* Inadequate coordination

**Question 7.**

An action plan, is a document that lists what steps must be taken to achieve a specific goal. The purpose of an action plan is to clarify what resources are required to reach the goal, formulate a timeline for when specific tasks need to be completed and determine what resources are required. In project management, a well-developed action plan can serve as a blueprint for the project manager to break a large project down into smaller, more manageable SMART (Specific, Measurable, Attainable, Realistic and Time-based) goals. And an action plan includes:

* Who is going to do what – assigning the responsibilities and setting targets;
* When – estimating the schedule and duration of activity;
* In what order – determining the sequence and dependence of activities;
* How – defining human, technical and financial resources needed;
* What for – identifying and selecting indicators that can be used to track progress and monitor the performance of the action.

**Question 8.**

The following should be put in place before you begin an action planning process,

* An Overview of Strategic Planning (Vision, Mission, Objectives, Strategies, and Action Plans VMOSA),

One way to make that journey is through strategic planning, the process by which a group defines its own "VMOSA;" that is, its Vision, Mission, Objectives, Strategies, and Action Plans. VMOSA is a practical planning process that can be used by any community organization or initiative. This comprehensive planning tool can help your organization by providing a blueprint for moving from dreams to actions to positive outcomes for your community.

* Developing Vision and Mission Statements

This is the next step of the action planning process is to ground your vision in practical terms. This is where developing a mission statement comes in. An organization's mission statement describes what the group is going to do and why it's going to do that. An example is "Promoting care and caring at the end of life through coalitions and advocacy.

* Creating Objectives

The Objectives should be specific measurable results of the initiative. Objectives specify how much of what will be accomplished by when. For example, one of several objectives for a community initiative to promote care and caring for older adults "By 2024 (by when), to increase by 20% (how much) those elders reporting that they are in daily contact with someone who cares about them (of what)."

* Developing Successful Strategies: Planning to Win,

To develop a strategy is a way of describing how you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, "How do we get there from here?” A good strategy will consider existing barriers and resources (people, money, power, materials, etc.). It will also stay with the overall vision, mission, and objectives of the initiative. Often, an initiative will use many different strategies to providing information, enhancing support, removing barriers, providing resources, etc.to achieve its goals.

* Developing an Action Plan,

Developing an action plan can help changemakers turn their visions into reality, and increase efficiency and accountability within an organization. An action plan describes the way your organization will meet its objectives through detailed action steps that describe how and when these steps will be taken. This section provides a guide for developing and utilizing your group's action plan.

**Question 9.**

The following are the importance of community participation in development projects,

* Help to identifies efficiency benefits from participation, stating that ‘involving stakeholders and empowering community participants in programs at all levels, from local to national, provide a more effective path for solving sustainable resource management issues.
* Participation enhances project effectiveness through community ownership of development efforts and aids decision-making.
* Help identify local ownership of a project or program as a key to generating motivation for ecologically sustainable activities.
* It helps identify the role of community participation in disseminating information amongst a community, particularly local knowledge, that leads to better facilitation of action.

* It identified that participation results in learning, and learning is often a prerequisite for changing behavior and practices.

**Question 10.**

1. Project design, is an early phase of the project where a project's key features, structure, criteria for success, and major deliverables are all planned. The point is to develop one or more designs which can be used to achieve the desired project goals. Stakeholders can then choose the best design to use for the actual execution of the project. The project design phase might generate a variety of different outputs, including sketches, flowcharts, site trees, HTML screen designs, prototypes, photo impressions and more.
2. an indicator

An indicator is a variable that is normally used as a benchmark for measuring program or project outputs. It shows that an undertaking has had the desired impact. It is based on indicators that evidence can be built on the impact of any undertaking. Most often, indicators are quantitative in nature, however, in some few cases, they are qualitative. Most often indicators are confused with other project elements such as objectives or targets. Indeed, understandably so. Unlike targets or results which specify the level of achievement, indicators do not. For example, in a project on access to safe water, statements such as “an increase in the proportion of households reporting the consistent use of chlorinated drinking water” or “70% of households reporting the consistent use of chlorinated drinking water” are not indicators. Rather, an indicator could be “The proportion of households reporting the consistent use of chlorinated drinking water.”

1. Outputs, are those results which are achieved immediately after implementing an activity. For example, if we are organizing a workshop on human rights, participants who attended it have now got a clear understanding on human rights issues. So, this is an output the project has achieved and it is achieved right after the conclusion of the workshop.
2. Inputs, in simple terms, are those things that we use in the project to implement. For example, in any project, inputs would include things like human resource (personnel), finances in the form of money, machinery such a vehicle, and equipment such as public address systems among others.

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