



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER**

**SCHOOL OF ARTS, HUMANITIES, SOCIAL
SCIENCES AND CREATIVE INDUSTRY
BACHELOR OF ARTS IN COMMUNITY
DEVELOPMENT**

**COURSE CODE: CMD 4128-1
COURSE TITLE: ADVANCED PROJECT
MANAGEMENT**

DATE: 13/12/2023

TIME: 1100-1300 HRS

INSTRUCTIONS TO CANDIDATE

*Answer Question **ONE** and any other **TWO***

QUESTION ONE

EXODUS YOUTH DEVELOPMENT ASSOCIATION

In the previous decade, many development researchers reported very dismal performance in many African economies, Kenya included. Poverty, especially in the rural areas, had risen to alarming levels and governments had to come up with radical measures to contain the situation. Due to shrinking economies and collapsing businesses, unemployment increased. The population became extremely needy.

Among the most vulnerable groups identified for quick intervention was the youth. The government of Kenya established the Youth fund (YF). This was a special budgetary allocation geared towards funding development projects initiated by the youths. They formed Exodus Youth Development Association (EYDA). Without adequate knowledge and skills in project management, EYDA decided to initiate various projects to generate income and redeem themselves from unemployment and object poverty. The projects included poultry rearing, horticulture and small retail enterprises. The viability and sustainability of the projects had to be demonstrated for successful application for the YF. As a result, the first application, which went through the area member of parliament, was successful. EYDA was allocated Ksh. 50,000 for poultry production. Subsequently, the group received more funding from both YF and other donor organizations.

In the recent past, however, due to high competition and increasingly difficult conditions for EYDA to access funding for their projects, a one-time donor recently intimidated them with their project report. The donor advised the youth organization to develop an elaborate monitoring and evaluation plan with a clear methodology, evaluation indicators, method of data collection and analysis and the corresponding report in order to attract funding. EYDA needed professional project management advice on the new demand and got word that you are an expert in the area. The group's leadership approached you to offer the consultancy services on the same.

Required:

Advise EYDA on sustainability strategies to adopt for the:

- i. Poultry rearing project
- ii. Horticulture project
- iii. Small retail enterprise **(4 Marks)**

a) Briefly explain to EYDA the consequences of over-relying on donor organization for funding. **(4 Marks)**

One time a donor advised EYDA to develop an elaborate monitoring and evaluation plan with a clear methodology, evaluation indicators and corresponding reports. As an expert, explain to the group what the three entail. **(6Marks)**

b) Explain to EYDA two benefits of carrying out the M&E exercise. **(3 Marks)**

c) Explain two uses of the evaluation reports to EYDA **(3 Marks)**

QUESTION TWO

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 THREE

The management of A& L Company is interested in crashing of the project by spending an additional amount not exceeding Ksh. 200,000. Suggest how this can be accomplished. **(4 Marks)**

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 **(4 Marks)**
- ii) Identify the critical path **(2 Marks)**
- iii) Determine the project duration **(3 Marks)**

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

QUESTION FOUR

The affordable housing project could be a boom or a bane to the construction industry in Kenya. Drawing on your knowledge in quality and risk management, discuss this statement in light of all the potential quality and risks that could affect the realization of the government's vision. **(15 Marks)**

QUESTION FIVE

Scope statement is a critical input to project quality planning. Using a project that you are familiar with, explain how the scope statement would enable project team members design and deploy a risk management system that would successful. lu deliver the identified project. **(15 Marks)**

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