



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR
SECOND YEAR THIRD TRIMESTER**

**SCHOOL OF PURE, APPLIED AND HEALTH
SCIENCES**

DIPLOMA IN FOODS, NUTRITION AND DIETETICS

COURSE CODE: DND 2303

**COURSE TITLE: PRINCIPLES OF PROJECT
PLANNING AND MANAGEMENT**

DATE: 4/12/2023

TIME: 1130-1330 HRS

INSTRUCTION TO CANDIDATES

Section A: Multiple Choice Questions. Answer ALL Questions

Section B: Short Answer Questions. Answer ALL Questions

Section C: Long Answer Questions. Answer Question ONE and any other ONE question.

This paper consists of 5 printed pages. Please turn over.

SECTION A: MULTIPLE CHOICE QUESTIONS (20 MARKS). SELECT THE CORRECT ANSWER.

(1) Milestones established by the customer must be adhered to by:

- A. Project manager
- B. Functional managers
- C. The customer
- D. Both a and b

(2) The decision to request an increase the resources for a project is the responsibility of the:

- A. Functional manager
- B. Project manager
- C. Director of project management
- D. Customer

(3) In which of the following project phases is the project schedule developed?

- A. Conceptual
- B. Planning
- C. Implementation
- D. Design

(4) To crash a schedule, you should:

- A. Increase the time allowed on those tasks that have float.
- B. Try to increase expenditures of time only those tasks that are behind schedule.
- C. Replace those workers that are not performing up to par with the busy.
- D. Increase work efforts on those tasks that are on the critical path.

(5) The project scope statement furnishes the basis for:

- A. Provides links to the client's functional management groups
- B. Allowing the project to move to the next phase
- C. A way to provide updated information to the accounting department

(6) Which of the following is NOT one of the primary needs for good project scheduling?

- A. Cutting costs and reducing time
- B. Decreasing the time required for decision making
- C. Eliminating idle time
- D. Developing better trouble shooting procedures.

(7) The time necessary to complete a project is referred to as:

- A. Implementation time

- B. Life cycle
- C. Operations cycle
- D. Production cycle

(8) The successful project managers spend most of their time:

- A. Planning with their personnel
- B. Planning with the top management
- C. Communication with the project team
- D. Studying project results.

(9) Resource leveling attempts to:

- A. Reduce resource requirements by smoothing out period-to period resource assignments.
- B. Ensure that the budget abnormalities are overcome.
- C. Reduce the number of resources so that they can be shared with on other endeavours.
- D. Increase the amount of the project manager's authority so that budget dollars can be appropriated.

(10) A prerequisite of effective time management is:

- A. Knowing the dictated project completion date
- B. Having the most advanced software package for project planning, scheduling and control
- C. Having a good project WBS which identifies the major project deliverables and tasks, and the person responsible for
- D. each of them
- E. Having a well staffed scheduling department

(11) Which type of project cost estimate is the most accurate?

- A. Preliminary
- B. Definitive
- C. Order of magnitude
- D. Conceptual

(12) To successfully manage a project, the PM must play both a manager and leadership role. In the manager role the PM will do all but which of the following:

- A. Develop procedures
- B. Align people
- C. Produce results for stakeholder
- D. Focus on the organization and its structure
- E. Both b and d

(13) The project manager has the most authority in the _____ type of organization.

- A. Project expediter
- B. Matrix
- C. Projectized organization
- D. Functional

(14) The Project manager should be able to fulfill the role of:

- A. an integrator
- B. a functional manager
- C. a line manager
- D. a sponsor

(15) The most successful project manager usually:

- A. works their way up from assistants in the project office to full-fledged project managers, supplementing that experience with formal education.
- B. Comes right from Harvard's MBA program into managing very large projects.
- C. Is considered the technical expert of their field.
- D. Has considerable experience as a functional manager before moving into the project management arena.

(16) Which of the following is an important action that must be taken by top management when implementing project management in an organization?

- A. Completely selling the project management concept to the entire organization.
- B. Choice of the type of project manager.
- C. Choice of the type of project organization to be utilized.
- D. All of the above.

(17) Which of the following can cause a communication barrier?

- A. Differing perceptions as to project goals and objectives
- B. Sufficient action on the part of the project manager
- C. Competition for facilities, equipment, material, manpower and other resources
- D. Personality conflicts between managers and/ or other personnel
- E. Resistance to change

(18) Most of the project manager's external communication links consist of:

- A. Written documents
- B. Oral communication

- C. Tactile contact
- D. Informal contact

(19) Communication management:

- A. Is important only in projects involving telephone, television, radio, or newspaper production facilities and operations
- B. Is not a big problem for people with normal speech, sight and hearing
- C. Involves the originator, the message, the medium and the receiver
- D. Preparing an agenda.

(20) Truly effective communication includes the following, EXCEPT?

- A. Depends on using multiple channels
- B. Depends on selecting the right method for each message and avoiding duplication, since everyone is overloaded with information
- C. Cannot depend solely on non-verbal signals which might be misunderstood
- D. Can only be achieved by communication professional

SECTION B: SHORT ANSWER QUESTIONS (40 MARKS). ANSWER ALL QUESTIONS.

1. State four (4) reasons for monitoring and evaluating any project.
4mks
2. Identify four means in which a project manager can communicate to staff at a county level. 4mks
3. Specify four (4) examples of nutrition intervention projects that can be implemented to curb food insecurity.
4mks.
4. Enumerate four strategies of promoting good manager and staff relationship.
4mks
5. A Risk management deals with uncertainty, which comes in two flavours:
Namely? 4mks
6. Justify four (4) needs for a nutritionist to budget for his/ her projects?
4mks.
7. Write four advantages of written means of communication across companies.
4mks.
8. Identify four career opportunities that promote coherence. 4mks.
9. Describe four ways to deal with identified risks: 4mks

10. A method of conflict resolution should purely focus on several factors, name any four (4) of them. 4mks.

SECTION C: LONG ANSWER QUESTIONS (40 MARKS).QUESTION ONE IS COMPULSORY, THEN CHOOSE EITHER QUESTION 2 OR 3.

1. a. Explain six (6) primary reasons for project failure. 12mks
b. Differentiate these terms as used in this unit. 8mks
- Net present value (NPV)
 - Break-even point
 - Tangible benefit
 - Intangible benefit
2. Project management body of knowledge (PMBOK), is a widely accepted foundation of information that every project manager should know and it's organized into ten knowledge areas. Discuss. 20mks
3. a. Discuss five (5) tasks that the staffing activity is consists of: - 10mks
b. Explain five (5) reasons for planning for any of nutrition project. 10mks

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