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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR**  
**THIRD YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 20<sup>th</sup> April, 2023  
Time: 4.00 – 6.00pm

**KAC 306 - PROJECT MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**Case Study:- Project Review and Recovery Techniques**

As a multi-billion dollar world leader in manufacturing automotive components, this company's customer base includes virtually every major manufacturer in the global automotive, commercial vehicle, and off-highway markets. As the company emerged from bankruptcy protection, its Human Resources (HR) executives wanted to reduce service costs, which were averaging US \$20 million annually. They developed a strategy to "right-source" key HR functions that had been outsourced to a single contractor. By bringing the majority of services back in-house, and partnering with an array of best-in-class service providers for select elements of the program, the company expected to both improve HR services and cut costs dramatically. Overall, there were 15 discrete projects included in the HR Transformation Program, encompassing all aspects of HR service delivery, such as Payroll, Benefits, Health and Welfare, and Pensions. After eight months, however, the entire program was in jeopardy. Key milestones and deliverables were not being met for any of the projects, and critical cost overruns were adding up.

With just four months remaining to complete the entire HR Transformation Program, the CIO realized that the organization did not have the program management expertise to achieve the expected results. On a Thursday evening, the CIO asked PM Solutions to assume program management oversight for the HR Transformation Program. The following Monday morning, PM Solutions provided the first of two world-class Program Managers to turn around and recover the troubled initiative. This effort required masterful interface management between the client, the outgoing service provider, and multiple new service providers. Tensions between the stakeholders were high and expectations management was a critical element to success. Applying PM Solutions' proprietary Project Review and Recovery techniques, the veteran consultants reset client/vendor requirements, milestones, resource projections, estimates, and delivery targets.

All 15 projects within the program were completed on schedule and on budget, with no service disruptions or outages during the pilot, transition, or go-live phases. Within seven months of program completion, the client had reduced HR expenses from US \$20 million to \$6.8 million per year, and is targeted for a \$5 million per year run rate.

Because of the success on this initiative, PM Solutions continued to work with this client to build an organizational project management methodology, mature portfolio management practices, and help improve project execution across the organization.

- a) This effort required masterful interface management between the client, the outgoing service provide With an aid of a diagram discuss the basic stages of any project cycle and the area where the program managers might have overlooked.  
(10 Marks)
- b) A project is a temporary endeavour undertaken to provide or to produce a unique service or product but it his limited to a number of constrain. Management of expectation for any project is crucial for the successful implementation of the scarce resource. Explain and describe the triple constrains  
(8 Marks)
- c) Define the following terminology as used in project
  - i) Activity (2 Marks)
  - ii) Schedule (2 Marks)
  - iii) Feasibility Study (2 Marks)
- d) Discuss on the main features of the HR Transformation program.  
(6 Marks)

#### **QUESTION TWO (20 MARKS)**

- a) Stakeholder are very important in any project success elaborate on other aspects that are important to enhance the success of project implementation.  
(10Marks)
- b) Describe and explain the roles of a project manager.  
(10 Marks)

#### **QUESTION THREE (20 MARKS)**

- a) Discuss the stages used on feasibility study analysis where necessary use examples to explain.  
(6 Marks)
- b) Discuss the different types of feasibility study.  
(8 Marks)
- c) Elaborate on the importance of feasibility study to any project.  
(6 Marks)

#### **QUESTION FOUR (20 MARKS)**

- a) Project implementation is a very important aspect in project success discuss the three crucial areas to focus on in project implementation  
(10 Marks)
- b) Discuss the importance of PERT or CPM before, during and after project implementation.  
(10 Marks)

#### **QUESTION FIVE (20 MARKS)**

- a) Discuss how does a project planning matrix helps in risk analysis.  
(8 Marks)
- b) Monitoring and Evaluation are critical activities and integral part of project management process. Elaborate on the stages of how project evaluation is conducted.  
(12 Marks)