



MASINDE MULIRO UNIVERSITY OF

SCIENCE AND TECHNOLOGY

(MMUST)

MAIN CAMPUS

UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR

THIRD YEAR FIRST TRIMESTER EXAMINATIONS

FOR THE DEGREE

OF

BACHELOR OF SCIENCE IN HEALTH PROFESSIONS EDUCATION

COURSE CODE: HPE 304

COURSE TITLE: PROJECT MANAGEMENT

DATE: FRIDAY 22ND APRIL 2022

TIME: 2:00-5:00 PM

INSTRUCTIONS TO CANDIDATES

- a. All questions are compulsory
- b. Read additional instructions under each subsection
- c. Enter all answers in the answer booklet provided
- d. Write the university registration number on each piece of paper used

TIME: 3 Hours

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 5 Printed Pages. Please Turn Over.

SECTION A: MULTIPLE CHOICE QUESTIONS 20 MARKS

1. The advantages of functional organization are;
 - a) No one individual is responsible for the total project
 - b) No customer focal point and response to customer need is low
 - c) Communication channel are vertical and well coordinated and established
 - d) The system does not provide the project oriented emphasis necessary to accomplish the task
2. The implementation tasks for the manager/ leader include;
 - a) Procuring the necessary resources is not among the roles
 - b) Negotiating for materials, supplies and services is meant for the workers only
 - c) Resolving conflict or differences among the team and stakeholders
 - d) Managing project resources ineffectively
3. Qualities of effective team leader are;
 - a) Not under pressure and composed
 - b) Competence or skilled and knowledgeable
 - c) Has no team building skills
 - d) Has limited ability to delegate some duties
4. Projects are time bound and for them to succeed, they require;
 - a) Project team and coordination
 - b) Individual goals and objectives only
 - c) Limited support from the top management
 - d) Misappropriation of Project design
5. External factors why projects fail are;
 - a) Poor planning of activities
 - b) Delays in purchase of relevant materials
 - c) Shortage of funding, personnel and organizational insufficiencies

- d) Lack of high level political commitment
6. Project management can be concerned with anything including;
- a) People and products
 - b) Services and materials
 - c) Plant and equipments
 - d) The above options are correct
- 7) . When a project manager starts to plan a new project budget, the cost of which project management process group is expected to be lowest?
- a) Initiating
 - b) Executing
 - c) Monitoring and controlling
 - d) Closing
8. Which one of the following is the last step of project closings?
- a) The client has accepted the product
 - b) The archives are complete
 - c)The client appreciate your product
 - d) Lessons learnt are documented
- 9) What is considered to be the most useful skill for a project manager who works in a matrix environment in order to achieve project goals?
- a) Leadership skills
 - b) Influencing
 - c) conflict management skill
 - d) Time management

10. Which of the following is typically a written document that defines what work will be accomplished by the end of the project?

- a) Scope of work
- b) Project logic diagram
- c) Milestone schedule
- d) Work breakdown structure

11. Complete the following statement. As the project progresses into the execution phase:

- a) Risks need to be checked off on activities that have been performed
- b) The total risk on the project typically increases
- c) The risks are identified with each major group of activities

d) A risk response plan can be used to identify increasing levels of detailed risk analysis

12. What is the first step in developing a risk management plan?

- a) Analyze the risks
- b) Estimate the likelihood of the risks occurring
- c) Identify potential project risks
- d) Develop a risk mitigation plan

13. A project budget estimate that is developed with the least amount of knowledge is known as which of the following?

- a) Rough order of magnitude estimate
- b) Scope of work estimate
- c) Conceptual estimate
- d) Milestone schedule estimate

14. Which of the following defines what tasks the project resources are expected to accomplish and, just as importantly, what is not part of the project team's responsibilities?

- a) Punch list
- b) Check sheet
- c) Checklist
- d) Scope document

15. Which of the following is the process of understanding the knowledge, skills, and abilities needed to manage a task and then matching the team members with the right skills to do that work?

- a) Bench marking
- b) Expediting
- c) Procurement
- d) Delegation

16. Under which of the following conditions would teams be more effective than individuals?

- a) . When innovation is required
- b) When the actual document needs to be written
- c) When speed is important
- d) When the activities involved in solving the problem are very detailed

17. . According to Bruce Tuckman's five stages of team development, project team members compete for control at which stage?

- a) Forming
- b) Storming
- c) Norming
- d) Performing

18. According to the Project Management Institute (PMI), project management is defined as “the application of knowledge, _____, _____, and techniques to project activities to meet the project requirements”.

- a) skills, analysis
- b) tools, analysis
- c) analysis, theories
- d) skills, tools

19. What is the first step in project planning?

- a) Establish the objectives and scope
- b) Establish the objectives and scope
- c) Select the team organizational model.
- d) Determine project constraints

20. Once the project is approved and moves into the planning stage, what happens in the next phase of the project life cycle?
- Agreements for risk sharing need to be concluded.
 - The total risk on the project typically reduces as activities are performed without loss
 - Risks are identified with each major group of activities
 - A risk response plan can be used to identify increasing levels of detailed risk analysis

SECTION B ANSWER ALL QUESTIONS 40 MARKS

- List characteristics of a project 7 marks
- Outline the life cycle of a project 8 marks
- Explain importance of planning in project management 8 marks
- Explain project management skills for a project manager 8 marks
- State criteria for selecting a project manager 6 marks
- List disadvantages of functional organization 3 marks

SECTION C ANSWER ALL QUESTIONS 40 marks

- Discuss top challenges in project management 15 marks
- Explain key budget components in project management 10 marks
- Discuss importance of project planning 15 marks