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University Examinations 2022/2023

FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF HORTICULTURE

AAH 5155: PROJECT MANAGEMENT

DATE: AUGUST 2023

TIME: 3 HOURS

INSTRUCTIONS: *Answer question **one** and any other **three** questions*

QUESTION ONE (24 MARKS)

TROUBLED PROJECTS

Jeremy walked into work on Monday morning like any other. Although Jeremy had substantial experience, he had only recently joined XYZ after being hired away from a client competitor. He was still learning about some of the finances of his current employer.

After the typical morning banter, Kimathi and Jeremy got to the topic at hand. "Jeremy, I will get straight to the point. I need you to take over the customer master file project from Paul". Kimathi said. He continued, "We hired you because of your significant Project Management expertise. I know that you have turned around a lot more difficult situations than this". Over an hour later, Jeremy emerged from Kimathi's office and set out to learn more about the challenge that Kimathi had posted to him. Over the course of the next few weeks, Jeremy took over the customer Master file project, met with key project team members, and conducted dozens of interviews with key stakeholders.



"Kimathi, I have talked to the project team and to key stakeholders, and I know why this project is troubled," Jeremy started, "If you truly want me to turn this project around." I will need your support to make some critical changes". What did you find out, Jeremy and what can I do to help you?" Jeremy drew a deep breath and began to explain his findings "Kimathi, as you know this project has been in flight for nearly 6 months now and it is already behind schedule and over budget."

Jeremy went on, "in talking to the project team and other stakeholders, I don't see the situation getting better without making some pretty significant changes. "Jeremy's experience helped him to quickly identify a number of critical issues with the project, which he carefully outlined for Kimathi. "the scope of the project is not well defined, the IT architects are sitting in their Ivory towers and disagree with the projects direction, the project team is not functioning as a team, there is lack of clear executive sponsorship, and Steve from marketing is trying to manipulate this project for this own political gain

"I am not going to Sugar coat this for you Kimathi," Jeremy explained. "I have seen this situation for too often in my career, and if we don't change the situation this project will fail in glorious fashion. "Kimathi and Jeremy both agreed with some plan to tackle the situation and help him turn the project round. Jeremy knew that some of the changes would be unpopular but without them the project would be doomed.

- a) With reference to the above case explain the problems identified by Jeremy that could be tackled by project management? (6 marks)
- b) Purpose some of the challenges that are likely to be encountered by Jeremy in trying to turn around the project (6 marks)
- c) Describe features should Jeremy consider while developing a new project management structure for the organization (6 marks)
- d) Examine techniques did Jeremy use in managing the stakeholders (6 marks)



QUESTION TWO (12 MARKS)

Most projects go through similar stages on the path from the origin to completion. We define stages as the project life cycle and those stages are executed sequentially. Explain what each of those stages entails (12 marks)

QUESTION THREE (12 MARKS)

“Project management is a very broad and complex discipline. What works on one project may not necessarily work for another, so it is essential for the project managers to continue to develop their knowledge and skills in managing projects. It is important to learn from the mistakes and success of others “based on the statement, explain factors that help project to succeed

(12 marks)

QUESTION FOUR (12 MARKS)

Discuss the concept risk monitoring and control and its importance in project management

(12 marks)

QUESTION FIVE (12 MARKS)

Evaluate how leadership skills and any other two functions of management can be applied in project management (12 marks)

