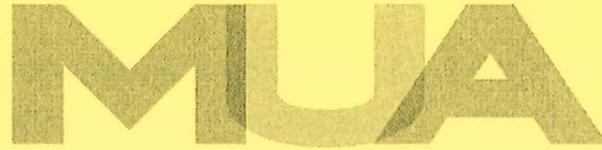


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

BACHELOR OF ARTS IN DEVELOPMENT STUDIES

PMT 403 : STRATEGIC PORTFOLIO AND PROJECT MANAGEMENT

DATE: 28th NOVEMBER 2022

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

TRANSFORMATION LEADERSHIP AND PLANNING THEORY

A theory of change specifies how a project or program attains its desired outcomes. A theory of transformation incorporates and integrates multiple theories of change operating at many levels that, knitted together, explain how a major system in transformation occurs. In transformation view, production is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which production is managed (Koskela 2000). These principles suggest, for example that, decomposing the total transformation hierarchically into smaller transformations, tasks and minimizing the cost of each task independently is effective. The transformation view has its intellectual origins in economics. The popular value chain theory, proposed by Porter (1985), is one approached embodying the transformation view. An explicit production theory based directly on the original view on production in economics has been proposed by a group of scholars led by Wortmann (1992). However, mostly the transformation view has been explicit- so embedded in thinking and practice that it has formed the basis of an invisible, unspoken paradigm that shapes behavior.

A theory of change specifies how a project or program attains desired outcomes. Transformation is not a project. It is multi-dimensional, multi-faceted and multilevel, cutting across national borders and intervention silos, across sectors and specialized interests, connecting local and global, and sustaining across time. A theory of transformation incorporates and integrates multi theories of change operating at levels that, knitted together, explain how major systems transformation occurs. Systems transformation is the focus for both design and evaluation. Systems transcend projects and programs though they may be thought of as subsystems. Transformation transcends project and program level changes while building on the integrating them for greater momentum and cumulative impact. Complexity theory and systems

thinking inform and permeate transformative theory. No one, no organization, no entity and no network is in charge of, controls or manages transformation but synergistic interactions can propel and accelerate transformation. Transformation engagement and momentum will generate opposition and resistance from those who benefit from the status quo. Transformation frames the nature, scope and magnitude of change desired and needed but values, stakes and perspectives inform judgments about desirability of the direction of transformation.

The planning of projects is thoroughly described from the point of view of different knowledge areas in the PMBOK® Guide. The planning processes are structured into core processes and facilitating processes. There are ten core processes: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, cost estimating, schedule development, cost budgeting, and project plan development. The outputs from these processes, the project plans make up an input to the executing processes.

The project planning dominates the scene in the PMBOK® Guide; in addition to the ten planning processes, there is only one executing process and two controlling processes. The emphasis is on planning, with little offered on executing particularly.

Comparison of theories in the general field of operations reveals that the perspective is that management –as-planning (Johnston and Brennan 1996). Here, it is assumed that the organization consists of a management part and an effector part. Management at the operations level is seen to consist of the centralized creation, revision and implantation of plans. This approach to Management views a strong causal connection between the actions of management and outcomes of the organization. By assuming that translating a plan into action is the simple process of issuing orders it takes to plan production to be essentially synonymous with action.

Required

- a) Describe how planning processes are structured into core processes by giving three examples as highlighted in the case study. (6marks)
- b) Discuss the implications of transformational theory covered in the case study. (7marks)
- c) Describe FOUR of the attributes that should be emulated by all managers as outlined in the case study. (8marks)
- d) As a student of Project Management, discuss the characteristics of projects as shown in the case study and as learnt in class? (4marks)

QUESTION TWO

- a) Highlight five differences between Strategic Management and Project Management. (5marks)
- a) Discuss five Dimensions of Project Management. (10marks)

QUESTION THREE

- a) Differentiate between a project and a programme. (3 marks)
- b) Discuss the term 'feasibility analysis' and explain the importance of measuring project feasibility. (12marks)

QUESTION FOUR

- a) As an effective Project Manager, Discuss SIX skills and abilities that you must poses. (12marks)
- b) Differentiate between Demand Driven projects and the supply Driven projects. (3marks)

QUESTION FIVE

- a) As a Project Human Resource Manager, explain **FIVE** components that you will use to plan your project team. (10marks)
- b) Define the term Project team and highlight our stages of team building. (5marks)

QUESTION SIX

- b) Discuss six tools and techniques of Project Management (12marks)
- c) Describe phases of project Management life cycle (3marks)

