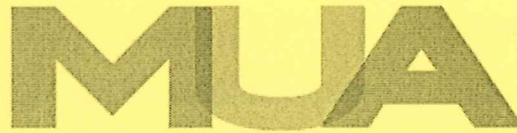


The
Management
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF DEVELOPMENT STUDIES

MDS 508: PROJECT MANAGEMENT PRINCIPLES

DATE: 28th march, 2022

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

EUROPE'S LEADING CONSTRUCTION MARKET

The context for this case study is Europe's leading construction market with the continent's largest building stock: Germany. The construction sector in general is one of the largest contributors to the world economy and a key industry in most countries. A recent global survey found that the productivity of the sector has by far trailed that of almost all other industrial sectors over the past decades, thus offering huge opportunities for improvement (Barbosa et al, 2017). While it was found that low productivity performance in construction is not uniformly distributed, with big variations between countries and subsectors, there are still common reasons for it. Among those reasons stands the observation, that "Construction is highly fragmented. Contracts have mismatches in risk allocation and rewards, and often inexperienced owners and buyers find it hard to navigate in an opaque marketplace. The result is poor project management and execution, insufficient skills, inadequate design processes, and underinvestment in skills development, R&D, and innovation." (Barbosa et al, 2017, p. 8)

Required:

- a) Project Construction is highly fragmented. Critically analyze the statement in five points. **(10Marks)**
- b) Discuss five strategic roles of key individuals involved in project planning. **(10Marks)**
- c) The Global competition, along with the influx of computer technology, has created an environment of change in the modern workplace that is occurring faster than ever before. Discuss the statement. **(10Marks)**

QUESTION TWO

- a) A project's life cycle can range in duration from a matter of days or weeks to a matter of years. Evaluate the statement above showing the phases of project cycle. (10Marks)
- b) Project managers must be able to recognize, network, and cooperate with all of the institutions and individuals in the project's environment. Design five impact of working as a team. (5Marks)

QUESTION THREE

- a) Drawing from your knowledge of projects, discuss five principles for project monitoring and evaluation. (10Marks)
- b) Expound on the premise of Strategic Project Management. (5Marks)

QUESTION FOUR

Using examples examine the Framework for Project Management. (15Marks)

