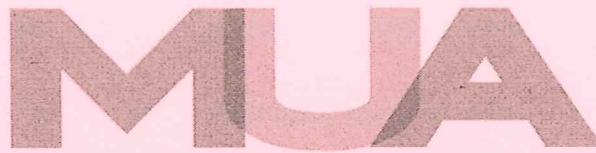


The
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DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA IN MANAGEMENT AND LEADERSHIP

DCU 106: FUNDAMENTALS OF PROJECT MANAGEMENT

DATE: 6TH DECEMBER 2024

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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 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:

Solai Golf, Inc., manufactures and sells a full line of golf equipment including clubs, golf balls, leisurewear, and ancillary equipment (bags, rain gear, towels, etc.). The company competes in a highly competitive fast paced industry against better-known competitors such as Jaike, Lorraine, Galloway, and Gallant company. Among the keys to success in this industry are the continuous introduction of new club models, innovative engineering and design, and speed to market. As a small company trying to stay abreast of stronger competitors, Solai tries to conduct its business ethically and therefore, places great emphasis on project management process to remain profitable. Additionally, the company has invested well in R&D, and ensures that they do an environmental analysis as well as a SWOT analysis every time before project selection. At any given time, the company will have more than 35 project teams developing new ideas across the entire product range. Most of this project's teams are autonomous in nature and they do not rely on the directive of the company to decide their objectives nor their products designs.

For years, Solai, has relied on trial-and-error techniques to design their products since they do not have a permanent project manager to lead the project teams. During the last project assignment, the functional manager of the engineering department refused to release resources to the project despite repeated requests by the project team manager. This had negative implications on successful completion of the project within the timeline that had been promised, as well as on the budget and scope of the project. Furthermore, the rate of labor turnover was at a record high, and this was associated to poor leadership, lack of employee's motivation, trust issues, and other behavioral aspects from the team members. Lately the failure rate for these project managers has increased to over 40%, too high for a company that is operating in a very competitive industry. Additionally, it has been realized that this ad hoc method of finding and managing projects is not sufficient. Recently, the human resource department has received directive from the C.E.O of Solai company to recruit a full-time project manager who will help Solai company in project selection, budgeting, and resource management, planning and scheduling, and project tracking and control.

Required:

- a) Considering the case study, give three differences between project management and functional management **(3 Marks)**
- b) Based on the case study, explain five roles of an effective project manager **(5 Marks)**
- c) Imagine you are a human resource professional at Solai who has been assigned to develop a program for recruiting new project managers. Highlight five qualities you would consider appropriate for the person to fill the position **(5 Marks)**
- d) Explain five reasons that may lead to early project termination **(5 Marks)**
- e) Describe six common contemporary issues in project management that a project manager must be concerned about at Solai company Ltd. **(6 Marks)**
- f) Project selection is a critical step in ensuring that organizational goals are achieved. Demonstrate four factors of non-numerical model used during project selection **(6 Marks)**

QUESTION TWO

- a.) Evaluate five project identification tools **(5 Marks)**
- b.) Describe five sources of project ideas **(5 Marks)**

QUESTION THREE

- a.) Define a Gantt Chart in project scheduling and list two advantages and two disadvantages of using Gantt charts while scheduling projects **(5 Marks)**
- b.) Discuss any five criteria/measures for a useful project selection/screening model **(5 Marks)**

QUESTION FOUR

- a.) Highlight three importance's of project monitoring and evaluation **(3 Marks)**
- b.) An organization wishing to terminate an ongoing project must be guided by certain decision rules. Identify three such decision rules **(3 Marks)**
- c.) Discuss any four principles of project management **(4 Marks)**

QUESTION FIVE

- a.) Describe four strategies used to manage risks (8 Marks)
- b.) Define scope creep (2 Marks)

QUESTION SIX

- a.) Distinguish the four main forms of project termination (4 Marks)
- b.) List six reasons why problem trees are useful in project management (6 Marks)