



Riara School of Business
Nurturing business innovators

JANUARY - APRIL 2024 TRIMESTER EXAMINATIONS
EVENING PROGRAMME
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION
RFN 410: PROJECT MANAGEMENT

DATE: APRIL 2024

TIME: 2 HOURS

GENERAL INSTRUCTIONS:

Students are NOT permitted to write on the examination paper during reading time.
This is a closed-book examination. Textbooks/Reference books/notes are not permitted.

SPECIAL INSTRUCTIONS:

- 1 Write your REGISTRATION NO. Clearly on the answer booklet(s).
- 2 **Answer All Questions in Section I and ANY other TWO questions in Section II.**
- 3 Questions in all sections should be answered in the answer booklet(s).
- 4 Marks allocated to each question are shown at the end of the question.
- 5 PLEASE start the answer to EACH question on a NEW PAGE.
- 6 For the questions, write the number of the questions on the answer booklet(s) in the order you answered them.
- 7 Write your answers in paragraph form unless stated otherwise.
- 8 Keep your phone(s) SWITCHED OFF at the front of the examination room.
- 9 Keep ALL bags and caps at the front of the examination room and do not refer to any unauthorized material before or during the course of the examination.
- 10 You are only allowed to leave the examination room 30 minutes to the end of the Examination.

QUESTION 1: COMPULSORY (30 MARKS)

- a. Discuss **THREE** key constraints a project manager may experience in successfully delivering a project. **(6 marks)**
- b. Closing a project is an important stage in project management. Explain the **FOUR** methods used by Project Managers to terminate their projects. **(8 marks)**
- c. Explain **FOUR** types of costs a project manager is likely to encounter in a project. **(8 marks)**
- d. Describe the steps involved in the project Initiation Phase. **(8 marks)**

QUESTION 2

- a) Name the **EIGHT** common risk responses that are used and describe how you might use **TWO** of them together on a project. **(11 marks)**
- b) What are the **core values** outlined in the Agile Manifesto? **(4 marks)**
- c) Name **FIVE** of the most common Agile frameworks used for project management. **(5 marks)**

QUESTION 3

Change control is very important in managing projects. It requires that someone or some group be responsible for approving changes, keeping the process updated, and communicating changes to the project team and relevant stakeholders. In view of this: -

- a) Explain **FIVE** benefits derived from a change control system. **(10 marks)**
- b) Briefly outline the steps involved in Project Risk Management. **(10 marks)**

QUESTION 4

- a) Explain the **FIVE** different conflict types that could be experienced in a project management environment. **(10 marks)**
- b) You are the project manager for a cross-functional team working on a new marketing campaign. The team members come from different departments with diverse work styles. How would you ensure effective communication and collaboration within the team? **(10 marks)**

QUESTION 5

- a) Briefly discuss **FIVE** ways monitoring and evaluation is important in the project management process. **(10 marks)**
- b) Outline the **FIVE** main phases of the Traditional Project Management framework in their correct order explaining the activities involved in each. **(10 marks)**

