



**RIARA SCHOOL OF BUSINESS**  
***NURTURING INNOVATORS***  
**SEPTEMBER-DECEMBER 2022 TRIMESTER**  
**EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION**  
**DAY PROGRAMME**  
**RFN 410: PROJECT MANAGEMENT**

**DATE: 2ND DECEMBER 2022**

**TIME: 2 HOURS**

**SPECIAL INSTRUCTIONS**

1. Write your REGISTRATION NO. Clearly on the answer booklet(s).
2. Answer Question One and ANY other TWO questions.
3. Questions in all sections should be answered in answer booklet(s)
4. PLEASE start the answer to EACH question on a NEW PAGE.
5. For the questions, write the number of the question on the answer booklet(s) in the order you answered.
6. Write on both sides of each leaf and indicate number of each question at the top of each page.
7. Write the answers in a paragraph form unless stated otherwise.
8. Marks allocated to each question are shown at the end of the question.
9. All rough work must be done on the answer booklet and crossed through!
10. Use supplementary pages only when you have exhausted those in the book.
11. Fasten the supplementary pages to the inside back cover of the booklet.

## QUESTION ONE (COMPULSORY – (30 MARKS))

The County project board is funding for a park-and-ride project. One of the requirements in the request application is a network plan for the design phase of the project. The chief engineer, wants you to develop a project network plan to meet this requirement. The engineer has gathered the activity time estimates and their dependencies shown here.

<b>RIARA PARK AND RIDE PROJECT</b>			
<b>County Engineers Design Department</b>			
<b>Activity</b>	<b>Description of Activity</b>	<b>Preceding Activity</b>	<b>Time</b>
A	Survey	None	5
B	Soils report	A	20
C	Traffic design	A	30
D	Lot layout	A	5
E	Approve design	B,C,D	80
F	Illumination	E	15
G	Drainage	E	30
H	Landscape	E	25
I	Signing	E	20
J	Bid Proposal	G,H,I	10

### Required:

- Develop a project network plan marking the critical paths **(15 marks)**
- Identify activities that are burst activities **(2.5 marks)**
- Identify activities that are merge activities. **(2.5 marks)**
- What the earlies that the last activity can begin? **(2.5 marks)**
- What's the earliest proposed time can this project be completed? **(2.5 marks)**
- State **FIVE** roles which project network plans support in project planning **( 5 Marks)**

## QUESTION TWO

- Project risks can/cannot be eliminated if the project is carefully planned. Discuss the steps in risk management process that needs to be considered in a given project. **(10 marks)**
- Discuss **FIVE** benefits that a Work Breakdown Structure (WBS) assists a project manager **(10 marks)**

### **QUESTION THREE**

- a) What are the differences between the five-stage model of team development and the punctuated equilibrium model? **(10 marks)**
- b) Discuss any **FOUR** types of project closures that are applied in project management **(10 marks)**

### **QUESTION FOUR**

- a) Discuss any **FOUR** Differences between partnering and Traditional Approaches to Managing Contracted Relationships in projects **(10 marks)**
- b) Explain **FOUR** key stakeholders involved in Project management **(10 marks)**