



# EAST

**FINAL EXAMINATION**

**SCHOOL OF BIBLE AND THEOLOGY**

**BURUBURU CAMPUS**

**FIRST SEMESTER, 2025/2026 ACADEMIC YEAR**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF ARTS IN**

**BIBLICAL STUDIES**

**UCC 212: PROJECT MANAGEMENT (FORM A)**

**STREAM:**

**TIME: 2 HOURS**

**EXAMINATION SESSION: NOV/DEC**

**YEAR: 2025**

**DAY [ ]**

**DATE: [ ]**

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**INSTRUCTIONS:**

1. Attempt ALL the questions in **Section A**
  2. Attempt any **Two** questions in **Section B**
  3. The entire exam is worth forty (40) marks.
  4. Write **ONLY** on the space provided on the answer sheet or as otherwise instructed.
  5. Where necessary Show your working clearly.
  6. Do **NOT** attempt to access any library, online (audio, video, digital or electronic) or paper-based (written), sources for your answers unless this is clearly advised in the Question.
  7. The camera must be on throughout the exam period.
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### **Question One (Compulsory) – 20 Marks**

(a) Explain **five objectives of project planning**.  
(10 marks)

(b) Discuss **five benefits of effective project planning** to an organization.  
(10 marks)

### **SECTION B (20 MARKS) – CHOOSE TWO QUESTIONS**

#### **QUESTION 2**

(a) Differentiate between **project monitoring** and **project evaluation**.  
(5 marks)

(b) Explain **five importance of project monitoring and evaluation** in project management.  
(5 marks)

#### **QUESTION 3**

(a) Describe **five types of project feasibility studies** conducted before project implementation.  
(5 marks)

(b) Explain **five reasons why feasibility studies are essential** before starting a project.  
(5 marks)

#### **QUESTION 4**

(a) Explain **five elements of a good project implementation plan**.  
(5 marks)

(b) Discuss **five roles of stakeholders** during the project implementation phase.  
(5 marks)

#### **QUESTION 5**

(a) Explain **five common causes of project failure**.  
(5 marks)

(b) Suggest **five strategies that can be adopted to minimize project failure**.  
(5 marks)

# Marking Scheme

## QUESTION 1 (Compulsory)

### (a) Objectives of project planning (10 marks)

Any 5 × 2 marks = 10 marks

1. **Define project scope and objectives** – Clarify what the project will deliver.
2. **Identify required resources** – Determine personnel, materials, and finances needed.
3. **Establish timelines and milestones** – Set clear schedules for activities.
4. **Determine risks and mitigation strategies** – Anticipate problems and plan responses.
5. **Coordinate team efforts** – Ensure all stakeholders work toward common goals.
6. **Guide implementation** – Provide a roadmap for execution and control.
7. **Estimate costs** – Plan financial requirements accurately.

### (b) Benefits of effective project planning (10 marks)

Any 5 × 2 marks = 10 marks

1. **Improves coordination** – Activities are aligned and managed systematically.
2. **Efficient resource utilization** – Minimizes waste and optimizes use of inputs.
3. **Reduces risks** – Early identification allows for mitigation.
4. **Enhances communication** – Team members understand roles and timelines.
5. **Facilitates monitoring and control** – Performance can be measured against the plan.
6. **Increases likelihood of success** – Reduces chances of delays and cost overruns.
7. **Builds stakeholder confidence** – Shows professionalism and preparedness.

## QUESTION 2

### (a) Difference between project monitoring and evaluation (5 marks)

5 distinctions × 1 marks = 5 marks (1/2 mark each side)

Aspect	Project Monitoring	Project Evaluation
Definition	Continuous assessment of project progress	Periodic assessment of project relevance, effectiveness, and impact
Timing	Ongoing throughout the project	At specific points or at the end
Focus	Activities and outputs	Outcomes and overall performance
Purpose	Ensure project stays on track	Determine project success and lessons learned
Responsibility	Usually internal project team	Can involve external evaluators

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### **(b) Importance of project monitoring and evaluation (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Tracks progress** – Ensures project activities align with plans.
2. **Identifies problems early** – Allows timely corrective actions.
3. **Ensures accountability** – Provides transparency to stakeholders.
4. **Improves decision-making** – Supplies data for management.
5. **Measures effectiveness** – Assesses whether objectives are being achieved.
6. **Supports learning** – Provides insights for future projects.
7. **Enhances resource allocation** – Ensures funds and efforts are used efficiently.

## **QUESTION 3**

### **(a) Types of project feasibility studies (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Technical feasibility** – Determines if the technology/resources required are available.
2. **Economic feasibility** – Evaluates cost-benefit and financial viability.
3. **Legal feasibility** – Assesses compliance with laws and regulations.
4. **Operational feasibility** – Checks if the project can operate effectively within existing systems.
5. **Schedule feasibility** – Evaluates if the project can be completed within the required timeframe.
6. **Market feasibility** – Examines market demand and competition.

### **(b) Importance of feasibility studies before starting a project (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Assess viability** – Determines if the project is practical and achievable.
2. **Identify risks** – Highlights potential challenges in advance.
3. **Informs decision-making** – Helps management decide whether to proceed.
4. **Resource planning** – Ensures proper allocation of finances, manpower, and time.
5. **Improves chances of success** – Increases confidence in project implementation.
6. **Avoids waste** – Prevents investment in unworkable projects.
7. **Secures stakeholder support** – Demonstrates preparedness and professionalism.

## **QUESTION 4**

### **(a) Elements of a good project implementation plan (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Clear objectives** – Specific, measurable goals.
2. **Defined scope** – Boundaries of what the project will deliver.
3. **Work breakdown structure (WBS)** – Detailed list of tasks and activities.
4. **Schedule and timelines** – Activity sequence and duration.
5. **Resource plan** – Allocation of people, finances, and equipment.
6. **Risk management plan** – Identification and mitigation strategies.
7. **Monitoring and evaluation framework** – Performance indicators and reporting methods.

**(b) Roles of stakeholders during implementation (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Project sponsor** – Provides funding and strategic direction.
2. **Project manager** – Oversees daily operations and execution.
3. **Team members** – Execute tasks and deliver outputs.
4. **Beneficiaries/users** – Provide feedback and ensure relevance of deliverables.
5. **Government/regulators** – Ensure compliance with policies and regulations.
6. **Suppliers/contractors** – Deliver inputs and services on time.
7. **Community members** – Support smooth project implementation.

## QUESTION 5

**(a) Common causes of project failure (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Poor planning** – Inadequate scope, schedule, or budgeting.
2. **Lack of stakeholder involvement** – Leads to low support and misunderstandings.
3. **Inadequate resources** – Financial or human resource shortages.
4. **Weak leadership** – Ineffective project management.
5. **Scope creep** – Uncontrolled changes.
6. **Poor communication** – Misunderstandings and lack of coordination.
7. **External factors** – Political, economic, or environmental disruptions.

**(b) Strategies to minimize project failure (5 marks)**

Any  $5 \times 1$  marks = 5 marks

1. **Comprehensive planning** – Clear objectives, scope, and timelines.
2. **Active stakeholder engagement** – Regular involvement and feedback.
3. **Adequate resource allocation** – Ensure sufficient funding, personnel, and materials.
4. **Strong leadership** – Competent project managers and governance structures.
5. **Effective change control** – Manage scope changes systematically.
6. **Clear communication channels** – Regular updates and reporting mechanisms.

7. **Risk management** – Identify, analyze, and mitigate risks proactively.