



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: []

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 characteristics of a project**.

(10 marks)

(b) Discuss **five reasons why project management is important** in organizations.

(10 marks)

SECTION B (20 MARKS) – CHOOSE TWO QUESTIONS

QUESTION 2

(a) Differentiate between a **project** and **operations**, giving relevant examples.

(5 marks)

(b) Explain **five advantages** of using project management methodologies in organizations.

(5 marks)

QUESTION 3

(a) Describe **five stages of the project life cycle**.

(5 marks)

(b) Explain **five factors that contribute to project success**.

(5 marks)

QUESTION 4

(a) Explain **five roles of a project manager** in ensuring effective project implementation.

(5 marks)

(b) Describe **five key skills** required for effective project management.

(5 marks)

QUESTION 5

(a) Explain **five common challenges** faced in project implementation.

(5 marks)

(b) Suggest **five measures** that can be taken to overcome these challenges.

(5 marks)

Marking Scheme

QUESTION 1 (Compulsory)

(a) Characteristics of a project (10 marks)

Any 5×2 marks = 10 marks

1. **Temporary in nature** – Projects have a defined start and end date.
 2. **Unique deliverable** – Each project produces a specific outcome or result.
 3. **Defined objectives** – Projects are undertaken to achieve clear goals.
 4. **Progressive elaboration** – Plans are developed and refined as the project progresses.
 5. **Resource constraints** – Projects are limited by time, budget, and scope.
 6. **Cross-functional involvement** – Projects often involve multiple departments or expertise.
 7. **Uncertainty and risk** – Projects usually involve some level of uncertainty.
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(b) Importance of project management in organizations (10 marks)

Any 5×2 marks = 10 marks

1. **Improves planning and organization** – Ensures activities are structured and well-coordinated.
2. **Efficient resource use** – Time, cost, and human resources are allocated effectively.
3. **Risk management** – Identifies and mitigates risks early.
4. **Quality assurance** – Helps maintain standards and meet objectives.
5. **Enhances communication** – Facilitates coordination among stakeholders.
6. **Increases success rate** – Improves chances of project completion on time and within budget.
7. **Supports strategic goals** – Aligns projects with organizational objectives.

QUESTION 2

(a) Differences between a project and operations (5 marks)

Any 5 correct distinctions \times 1 marks = 5 marks (1 mark per side of each distinction)

Feature	Project	Operations
Duration	Temporary	Ongoing
Objective	Unique deliverable	Repetitive tasks
Change	Drives change	Maintains status quo

Feature	Project	Operations
Risk	Higher uncertainty	More stable
Output	One-time result	Continuous output

Examples:

- **Project:** Building a new hospital.
- **Operation:** Running hospital services daily.

(b) Advantages of using project management methodologies (5 marks)

Any 5×1 marks = 5 marks

1. **Standardization** – Provides structured procedures and templates.
2. **Improved control** – Enhances monitoring and accountability.
3. **Better communication** – Clarifies roles and responsibilities.
4. **Consistency** – Ensures similar projects follow the same framework.
5. **Efficient resource allocation** – Optimizes use of time, cost, and personnel.
6. **Predictability** – Improves planning and reduces surprises.

QUESTION 3

(a) Stages of the project life cycle (5 marks)

Any 5×1 marks = 5 marks

1. **Initiation** – Defining the project purpose, scope, and feasibility.
2. **Planning** – Developing detailed project plans, schedules, and budgets.
3. **Execution** – Carrying out the project work as planned.
4. **Monitoring and Controlling** – Tracking performance and making adjustments.
5. **Closure** – Completing and handing over deliverables, releasing resources, and evaluating performance.

(b) Factors contributing to project success (5 marks)

Any 5×1 marks = 5 marks

1. **Clear objectives** – Well-defined scope and deliverables.
2. **Top management support** – Adequate backing and resources.
3. **Skilled project team** – Competent personnel with required expertise.
4. **Effective communication** – Ensures all stakeholders are aligned.
5. **Good planning** – Comprehensive plans and schedules.
6. **Risk management** – Proactive identification and mitigation.
7. **Stakeholder involvement** – Early and consistent engagement.

QUESTION 4

(a) Roles of a project manager (5 marks)

Any 5×1 marks = 5 marks

1. **Planning** – Develops detailed project plans and schedules.
2. **Organizing** – Allocates tasks and resources appropriately.
3. **Leading** – Motivates and guides the project team.
4. **Monitoring** – Tracks progress against targets.
5. **Controlling** – Manages changes, risks, and issues.
6. **Reporting** – Keeps stakeholders informed.
7. **Closing** – Ensures proper completion and evaluation.

(b) Key skills required for effective project management (10 marks)

Any 5×1 marks = 5 marks

1. **Communication skills** – For clear information flow.
2. **Leadership skills** – To inspire and coordinate team members.
3. **Time management** – To meet deadlines efficiently.
4. **Problem-solving** – To address issues as they arise.
5. **Negotiation skills** – For resolving conflicts and securing resources.
6. **Technical knowledge** – Understanding of project tools and techniques.
7. **Risk management skills** – To foresee and handle uncertainties.

QUESTION 5

(a) Common challenges in project implementation (10 marks)

Any 5×1 marks = 5 marks

1. **Scope creep** – Uncontrolled changes to project scope.
2. **Poor communication** – Leads to misunderstandings and delays.
3. **Inadequate resources** – Lack of funds, personnel, or materials.
4. **Unrealistic timelines** – Schedules that are too tight.
5. **Resistance to change** – Stakeholders not supporting the project.
6. **Inaccurate planning** – Poorly defined objectives and deliverables.
7. **External factors** – Economic, legal, or environmental disruptions.

(b) Measures to overcome challenges (10 marks)

Any 5×1 marks = 5 marks

1. **Clear scope definition** – Establish boundaries and control changes.

2. **Effective communication** – Regular updates and feedback loops.
3. **Adequate resource planning** – Ensure funding, tools, and personnel are secured.
4. **Realistic scheduling** – Set achievable deadlines and milestones.
5. **Stakeholder engagement** – Involve users and sponsors early.
6. **Robust planning** – Use appropriate tools and experienced planners.
7. **Risk management plans** – Prepare for uncertainties.