

**CHUKA**



**UNIVERSITY**

**UNIVERSITY EXAMINATIONS**

**SECOND YEAR EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION**

**MSOM 814: PROJECT MANAGEMENT**

**STREAMS: MSOM Y2S1**

**TIME: 2 HOURS**

**DAY/DATE: THURSDAY 08/03/2021**

**2.30 P.M. – 4.30 P.M.**

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**INSTRUCTIONS:**

- **Answer QUESTION ONE and any other THREE questions.**
- **Mobile phones and any written material are prohibited in the examination room.**
- **No writing should be done on this question paper. Any rough work should be done at the back of the answer booklet and cancelled.**

**QUESTION ONE**

**CASE STUDY ATTACHED FOR QUESTION ONE**

Centre invites proposals for setting up electronic chip plants

The Central government of India has invited proposals from entities to set up electronic chip manufacturing units in the country and even acquire any company making semiconductors overseas.

The expression of interest (EoI) floated by the Ministry of Electronics and Information Technology (MEITY) stated that the government is keen to incentivize and attract investment in setting up semiconductor fabrication units in India.

MEITY has invited expression of interest (EoI) from companies/consortia desirous of setting up/expansion of existing semiconductor wafer/device fabrication (FAB) facilities in India or acquisition of semiconductor FABs outside India.

MEITY has fixed 31 January 2021 as the last date for submitting the proposal.

The centre plans to use the proposals to formulate scheme for setting up or expansion of the existing semiconductor plants in the country.

The need to set up semiconductor plants assumes significance in view of the fact that India is poised to increase its share in global manufacturing of mobile phones, IT hardware automotive electronics, industrial electronics, medical electronics, IoT and other devices in near futures as it aspires to have USD 400 billion of electronics manufacturing by the year 2025.

The government had approved two semiconductor units in 2013 with an investment of around Rs 63,000 crore. However, both the units could not be set up due to lack of electronics manufacturing ecosystem in the country and policy-linked market support.

Along with production linked incentive scheme for electronics manufacturing, MEITY had announced the scheme for promotion of manufacturing of electronic components and semiconductors (SPECS) as well with a budget outlay of Rs 3,285crore spread over a period of eight years but no electronic chip manufacturer has shown interest in the scheme yet.

With reference to the case attached, answer the following questions:

- (a) This being an international level project, discuss the role of various stakeholders in this project. (10 marks)
- (b) One of the developments in Kenya in the recent past is the development of the local content act which takes care mostly the community interests in localities where projects are located. Discuss the key benefits this will have to the local community as a stakeholder. (10 marks)
- (c) One of the key roles of the project manager is to carry out an appropriate analysis on project stakeholders and crafting a clear communication plan with the stakeholders. Discuss how this achieved. (10 marks)
- (d) Explain why developing countries like Kenya have not been able to invest in projects of such magnitude. (10 marks)

## QUESTION TWO

- (a) A project lifecycle is like a guide or blueprint for all types of projects. Discuss the various types of the Project Management Lifecycle. (14 marks)
- (b) Discuss the Project Management Plan (PMP) by highlighting both strategic (policies and frameworks) and tactical (processes and plans) elements. (6 marks)

## QUESTION THREE

- (a) Discuss benefits of monitoring and evaluation as a requirement for effective project management. (10 marks)

- (b) Evaluate the usage of project log frame in humanitarian project planning. (10 marks)

**QUESTION FOUR**

- (a) Compare and contrast the traditional project management approaches with the modern approaches to Project Management. (10 marks)
- (b) Discuss the principles of the critical chain project management as compared to the critical path method. (10 marks)

**QUESTION FIVE**

- (a) Explain the following approaches to resource scheduling:
- (i) Resource smoothing (2 marks)
- (ii) Resource levelling (2 marks)

Ensure that your answer distinguishes between these two approaches.

- (b) A project with the following activities, durations and manpower requirements is given below:

Activity	Duration (days)	Manpower requirement
1-2	2	5
1-3	2	4
1-4	0	0
2-5	2	2
2-6	5	3
3-7	4	6
4-8	5	2
5-9	6	8
6-9	3	7
7-8	4	4
8-9	6	3

**Required:**

There are 11 persons who can be employed for this project. Carry out the appropriate manpower levelling so that the fluctuation of workforce requirements from day-to-day is as small as possible. (8 marks)

- (c) Discuss the various project feasibility checkpoints as used in project management. (8 marks)