

ORDINARY EXAM MARKING SCHEME

HEH2409: MANAGING HR PROJECTS

CLASS: BHRMY4

Q1 a) Importance of a feasibility analysis

-political climate: the feasibility analysis helps in analyzing and evaluating the local or state of political environment ie whether there is peace and stability in the area

-permits: help to establish whether the project has been authorized

-Funding: feasibility analysis assist in the assessment of the amount of money the project might cost.

-Community acceptance: It also helps in establishing whether the project is acceptable on the ground by the targeted recipients ie who can as well impede the project

-Technical: It helps in establishing the nature and types of skills required for the project execution

2@5=10marks

b) Characteristics of projects

1. Objectives

2. Expected outputs

3. Intended beneficiaries

4. Planned lifespan

5. Extended outcome of the project

6. Principle stakeholders

7. Financial plan and source of financing

1@7=7marks

c) Purpose of monitoring in a project

-help staff and clients make decisions to improve the project

-allows you to decide what effect or impact the project is having on clients

-ensure accountability to all parties with a stake in project's outcome

- ensures accountability to all levels within the project hierarchy from local community to donor
- enables judgment to be made on personal and institutional performance
- enables to check on the efficiency and effectiveness of the project management
- helps in the improvement of operational plans and making timely corrective actions

1@6=6marks

Q2. Project plan

The project plan forms the basis for all management efforts associated with the project. It is a document that is also expected to change over time.

The project plan documents the pertinent/relevant information associated with the project; it is not a verbose textual document. A template for a project plan is provided in this documentation. The information associated with the plan evolves as the project moves through its various stages and is to be updated as new information unfolds about the project.

The project plan is completed in the Project Planning and Risk Identification stage of a project. For large projects, this stage may be run as a mini-project, with a team of people dedicated to performing the effort. For very small projects, the plan may be developed by a group of people as a part-time job. Since various skill sets are required to complete a successful project plan, it is a difficult task for one person to develop the entire plan.

The tasks are described in subsequent sections and each process is defined within the Project Plan Template. The project plan represents the basic tool for successfully executing a project.

10marks

b) Reasons for rejecting change in a project

- fear of the unknown: not certain about their future in relation to the change
- skills: they may be lacking modern skills to cope with change
- fear of losing jobs especially those lacking the required skills
- demotion: some senior personnel may fear not to face demotion in case of change
- Profit: the change may affect the profit generated by the organization hence leading to retrenchment of some employees
- decision making: the management may refuse to involve the employees in decision making and hence provoking the employees/community from not to support the desired change

Any 5@2marks each=10marks

Q3. a) Goals and objectives

Goals are general guidelines that explain what you want to achieve in your community. They are usually long-term and represent global visions such as protect public health and safety.

Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the who, what, when, where, and how of reaching the goals.

2@4marks each=8marks

b) Steps followed in setting goals and objectives of a project

Step 1- identify hazards and risks

Step2-define goals and objectives

Step 3-identify alternative for solving problems

Step 4-select evaluation criteria

Step5-Select feasible mitigation strategies

Step 6-prepare a draft plan

Step 7-prepare final plan

Step 8-implement plan

Step 9-monitor and periodically revise plan

1@9=9marks

c) Meaning of project planning

Project planning defines the project activities and end products that will be performed and describes how the activities will be accomplished. The purpose of project planning is to define each major task, estimate the time and resources required, and provide a framework for management review and control.

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Q4. Components of a project proposal

i) **project title:** -the cover should look professional

-title should be clear and unambiguous

-words used in the title should be clearly reflect the focus of your proposal

ii) Project overview:

-This is the executive summary of the project proposal. It is used to paint a picture of your proposal in the mind of the reader.

iii) Organizational information:

-This section provides an opportunity to the potential donors to understand the priorities within your community.

-It gives a general description of the community including sources of income; daily life patterns, size, location, and general history are most informative.

-Describe your mission, whom you serve and the track record of achievement.

iv) Statement of the problem or description of need

-Show that your proposed project is definitely needed and should be funded. Try to bring up the pressing problems that you want to address and prove how these problems are important. Therefore, a problem statement should:

- describe the target population to be served
- define the community problem to be addressed including the geographical area
- try to solve a problem of reasonable dimensions
- the problem should be related to the purposes and goals of applicant agency
- make a compelling case

v). Goals and objectives:

-Goals are the large statements of what you hope to accomplish but usually aren't very measurable. They create the setting for what you are proposing. Good goals are specific/ measurable/ appropriate/ affordable/ achievable.

-objectives are operational; they tell specific things that will be accomplished in the project, and are very measurable. Each objective should try and answer the question: WHO do you expect to do HOW much of WHAT by WHEN and WHERE?

vi) Action plan:

-This shows a clear indication of the time frame for the project and the times when each aspect of the project will be implemented

-The action plan is presented in graphic form helping to demonstrate the feasibility of the project in a very visible way.

vii) Staff:

-This section describes the roles of the different people associated with your project. Each role is made clear on its essential to the success of the project.

-The description of the personnel and their commitment to the project and they are made to work as a team.

viii) Budget:

-All proposals should include a budget which clearly delineate/defines or outlines cost to be met.

-The budget should be made realistic

-Budget should not be submitted in narrative/story form and should not contain unexplained amounts for miscellaneous costs.

ix) Monitoring plan:

-monitoring is necessary for effective project control. It measures whether the project is on track and is concerned mostly with project activities.

-It concentrates on the short-term performance compared with the project plan and is a continuous.

-Type of information which are part of a good monitoring plan: project activities, project expenditures to date, resource availability and utilization, schedule and changes, administration issues.

x) Evaluation plan:

-Evaluation questions whether the project is on the right track.

-looks more at the overall project purpose/objectives and examines longer term effects of the project

-Evaluation scope is broader than that of monitoring

xi) Sustainability:

-This describes a plan for continuation beyond the grant. In equipment/capital request, funders need the requesting organization to demonstrate how the on-going costs or operations or equipment maintenance will be met.

xii) Appendices

-Some attachments are recommended in all proposals

-Letters of support

-Also include diagrams, blueprints or maps and contracts/work agreements with appropriate signatures.

2marks each@10=20marks