

Name NOYNG'E KAMAY Index No BMT 315
Candidate's Signature _____

3306
2903/306

PROJECT AND CONTRACT MANAGEMENT
November 2015
Time: 3 hours

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE EXAMINATIONS
STAGE III
DIPLOMA IN SUPPLY CHAIN MANAGEMENT
— MODULE III

PROJECT AND CONTRACT MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

- Write your name and index number in the spaces provided above.
- Sign and write the date of examination in the spaces provided above.
- This paper consists of SEVEN questions.
- Answer ANY FIVE questions.
- All questions carry equal marks.
- Write your answers in the spaces provided in this question paper.
- Do NOT remove any pages from this question paper.
- Candidates should answer the questions in English.

For Examiner's Use Only

Question	1	2	3	4	5	6	7	TOTAL SCORE
Candidate's Score								

This paper consists of 16 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

1. (a) Mr. Joli intends to undertake a project whose objective is to increase the revenue of his firm. Explain **five** factors that he should consider when planning for the project. (10 marks)
- (b) A Gantt chart is one of the tools that can be used for project planning. Outline **five** features that should be incorporated in the development of this tool. (10 marks)
2. (a) Explain **five** factors that may lead to delay in the completion of a project in an organization. (10 marks)
- (b) Miss Oliye, a Project Officer at Jumbi Company is in the process of conducting summative evaluation for a project she has been implementing. Highlight **five** issues that she should address in the evaluation. (10 marks)
- (a) Mrs. June, a Project Manager at Ufo Limited is in the process of developing Terms of Reference (TOR) for a project to be undertaken in the organization. Explain **five** factors that she should consider when developing the TOR. (10 marks)
- (b) Explain **five** benefits that may accrue to an organization from preparing budgets for its projects. (10 marks)
4. (a) Outline the criteria that a project manager should follow to certify payments for an ongoing project in an organization. (10 marks)
- (b) Fatuma, the Project Manager at Waka Limited is in the process of selecting a project to be undertaken by the firm. Explain **five** factors that she may consider when selecting the project. (10 marks)
5. (a) Explain **five** problems that a manager may encounter when he fails to involve stakeholders in the project planning process. (10 marks)
- (b) Give **five** reasons that may influence an organization to adopt the incremental approach when implementing its projects. (10 marks)
6. (a) De-briefing is an important component in the project tendering process. Highlight **five** issues that should be addressed during such an exercise. (10 marks)
- (b) It is common for donor agencies to be involved in the management of projects. Outline **five** roles played by such agencies in the project implementation process. (10 marks)
7. (a) Give **five** reasons that make it necessary to audit projects that are under implementation in an organization. (10 marks)
- (b) Highlight **five** ways in which the management of an organization may use the findings of a project feasibility report. (10 marks)

assignment in an organization. - Feasibility of the project
- Impact of the project
- target population.

P&C

Answers
38126

(b) Explain five ways in which Gantt charts may be used in the project planning process.
- Allocating resources
- project scheduling
- Display milestones
- control and communicate schedule. (10 marks)

(a) Explain four circumstances under which a contractor may successfully obtain an extension of duration to complete a project. (8 marks)

(b) Linett, the Project Manager at Njemak International intends to carry out formative evaluation of a certain project. Highlight six issues that she should address in the an evaluation. (12 marks)

3. (a) Outline six characteristics of a good project proposal in relation to the tendering process. (12 marks)

(b) Highlight four conditions that are necessary for effective project budgeting. (8 marks)

4. (a) Explain four basis upon which a manager may determine payments made to project contractors. (8 marks)

(b) Describe the process that a manager should follow when selecting a project for implementation in an organization. (12 marks)

X 5. (a) A project usually has different types of stakeholders. Outline five categories of such stakeholders.
- project manager
- project team
- Donor agencies / sponsors
- customers.
- Functional management (10 marks)

(b) Highlight five reasons that justify the need for planning in project management. (10 marks)

6. (a) It is necessary to debrief unsuccessful tenderers for a project. Explain five conditions that should be observed when carrying out such debriefing. (10 marks)

(b) Explain five ways through which a client may contribute to the successful completion of a project.
- Proper & timely funding
- Provision of necessary resources
- Adequate monitoring
- managing relationship
- set realistic project completion time (10 marks)

7. (a) Auditing is one of the key aspects of project monitoring. Highlight five areas that a project manager may cover during such auditing.
- HC
- Time
- Budget (10 marks)

(b) Explain five circumstances under which a manager may award a project on private tender. (10 marks)

