

3306
2903/306
PROJECT AND
CONTRACT MANAGEMENT
July 2023
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL
BUSINESS EDUCATION SINGLE AND GROUP
CERTIFICATE EXAMINATION

STAGE III

DIPLOMA IN SUPPLY CHAIN MANAGEMENT

MODULE III

PROJECT AND CONTRACT MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of SEVEN questions.
Answer any FIVE questions in the answer booklet provided.
All questions carry equal marks.
Candidates should answer the questions in English.*

This paper consists of 2 printed pages.

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

1. (a) Some organizations are reluctant to adopt the project management approach in their operations. Explain **five** reasons that may account for this reluctance. (10 marks)
- (b) Abika Limited is in the process of conducting post award negotiations with a contractor. Explain **five** aspects of the contract that may be covered during the negotiations. (10 marks)
2. (a) Explain **five** circumstances under which a project sponsor may withdraw their financial support for a project. (10 marks)
- (b) Outline **five** roles that a project manager would be expected to play during contract execution process. (10 marks)
3. (a) Outline **five** advantages of using the Critical Path Analysis technique in project planning. (10 marks)
- (b) Jimbo Contractors have decided to abandon a project that they were implementing for a client. Explain **five** remedies that the client may have against the contractors. (10 marks)
4. (a) Outline **five** reasons that may account for delays in the closure of a project that has been completed. (10 marks)
- (b) Some private sector organizations prefer the use of the Quotation method when sourcing for their project materials. Outline **five** factors that may influence this preference. (10 marks)
5. (a) Explain the importance of preparing the Project Charter during the project initiation stage. (10 marks)
- (b) Outline **five** characteristics of the request for proposal as a sourcing method for project materials. (10 marks)
6. (a) Outline **five** activities that a project manager may carry out before embarking on project execution in an organization. (10 marks)
- (b) A client has decided to cancel a contract for supply of project materials. Explain **five** ways in which the decision may adversely affect the client. (10 marks)
7. (a) Explain **five** ways in which a project manager may effectively monitor the progress of a project being implemented. (10 marks)
- (b) Outline **five** ethical principles that a contracted tenderer is required to uphold during a project contract execution. (10 marks)

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