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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN COMMUNITY DEVELOPMENT AND SOCIAL
WORK
DDS 207: PROJECT MANAGEMENT

Date: 5TH DECEMBER 2024
Time: 2:30PM-4:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS
QUESTION ONE (30 MARKS)

GOOD TIDINGS FOR AGNES!

Chemonics International, a Washington, DC-based consultancy firm, is managing a five-year USAID-funded project scheduled to start in September 2024 and end in July 2029 called DREAMS. The project's mandate is to support promotion of effective condom use among adolescent girls and young women (AGYW) to prevent new HIV infections. Chemonics has hired Agnes Wamuyu as a project management officer after she graduated with a bachelor degree in community development and social from KWUST. Agnes's key tasks include, but are not limited to, working with the ministry of health, development partners, and other relevant stakeholders in Murang'a County to ensure effective realization of the project's goal, as well as contributing to the greater goal of the HIV/AIDS management program in the county. To successfully deliver her responsibility, Agnes must make sure she implements this project within the constraints of the "project scope" and avoids the "scope creed".

INSTRUCTIONS:

Guided by the study above, and using your knowledge on Project management, attempt all the questions that follow.

- a) Projects such as the one Agnes is working for—DREAMS are constrained establishments. Justify. (6 Marks)
- b) Characteristically, Agnes is working on a development project; provide evidence to this claim. (4 Marks)
- c) To discharge her role effectively, Agnes is expected to serve as the first point of contact between Chemonics International and the Ministry of Health, development partners, and other relevant stakeholders. Explains the concept of "Stakeholders" as applied in project management. (1 Mark)
- d) Agnes will have to manage the DREAMS project within the constraints of the scope and avoid scope creed. Explain the concepts "project scope" and "scope creed" as they apply in project management. (4 Marks)
- e) By delivering the DREAMS project, Agnes will help in contributing to the HIV/AIDS management program in the country. Characteristically, how does a project contrast a program? (6 Marks)
- f) For Agnes to have been hired as Project Management Officer, she must have been in possession of the requisite soft skills and competencies in project management. Outline any **FIVE** of the soft skills and competencies that Agnes must possess. (5 Marks)
- g) Occasionally projects such as DREAMS can fail. Highlight **FOUR** reasons that may make the DREAMS project fail. (4 Marks)

QUESTION TWO (20 MARKS)

- a) Examine the following concepts as they apply in project management
- i. Project scope. (2 Marks)
 - ii. Scope creep. (2 Marks)
 - iii. Work breakdown Structure (WBS). (2 Marks)
 - iv. Project dependencies. (2 Marks)
 - v. Key Performance Indicators (KPIs). (2 Marks)
- b)
- i. Examine the concept of ‘project sustainability’ as applied in project management in a development field context. (2 Marks)
 - ii. Analyze FOUR levels of community participation in project management. (8 Marks)

QUESTION THREE (20 MARKS)

A The Kenya Pharma Project was a 5-year The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) supported project whose mandate was to ensure an uninterrupted supply of antiretroviral drugs (ARVs) for people living with HIV/AIDS (PLWHA) in Kenya. Among the functional units established by project management were the Monitoring and evaluation (M&E) and Control unit.

- i. Distinguish Project Monitoring from Project Evaluation. (2 Marks)
- ii. Outline any FOUR duties and responsibilities that were carried out by the M&E and control team in the Kenya Pharma to ensure the successful completion of the project. (8 Marks)

B

- i. Explain the reasoning behind Project Control in project management. (2 Marks)
- ii. Describe any FOUR activities that were possibly carried out during the conception phase of the Kenya Pharma project life cycle. (8 Marks)

QUESTION FOUR (20 MARKS)

A In an effort to strengthen local government agencies' capacity, the United States Agency for International Development (USAID) has, through a partnership with the Kenya Medical Supplies Authority (KEMSA), been strengthening anti-TB drug supplies via a project in Kenya. However, a USAID representative to Kenya was picked up last year in the local news, saying that USAID was contemplating terminating the project.

- i. Explain the concept ‘Project Termination’ in project management. (2 Marks)
- ii. Outline FOUR reasons why development partners like USAID would terminate a development project unceremoniously. (8 Marks)

B

- i. There is a possibility that KEMSA did not effectively identify potential Project risks before conceiving the partnership with USAID. Illuminate on the concept ‘Project Risks’ as applied in project management. (2 Marks)
- ii. Briefly describe any FOUR possible categories of project risks that the project manager at KEMSA ought to have identified for analysis at the project conception for management during the implementation phase of this project. (8 Marks)

QUESTION FIVE (20 MARKS)

A Chemonics International, a Washington, DC-based consulting firm, recently hired a project manager for an anticipated USAID-funded 5-year AFYA JIJINI project to be implemented in Nairobi City County, Kenya. In order to successfully manage the AFYA JIJINI project one of the responsibilities of this project manager would be to identify the key stakeholders for engagement.

- i. Explain the term ‘Stakeholders’ in project management context. (2 Marks)
- ii. Describe any other FOUR of the duties and responsibilities of this project manager. (8 Marks)

B One of the essential stages or phases in an end-to-end project management is the development of a comprehensive project plan that serves as a blueprint for the project’s execution and control, and in as well as setting the roadmap for the entire project.

- i. Explain the catchphrase ‘Project Plan’ as used in project management. (2 Marks)
- ii. Outline any FOUR activities carried out at the planning stage of a project's life cycle. (8 Marks)