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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN PROCUREMENT & SUPPLIES
MANAGEMENT
DPS 1116 PROJECT AND CONTRACT MANAGEMENT

Date: 14th August, 2024
Time: 11.30AM-1.30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

COMPLEXITIES IN CONSTRUCTION PROJECTS

Acme Builders, a renowned construction firm specializing in residential and commercial projects, embarked on a prestigious contract to develop an upscale residential complex in a suburban area. The project progressed smoothly through the initial phases, showcasing Acme Builders' commitment to quality and efficiency. However, challenges surfaced during the third phase of the construction project. Despite proactive efforts by the responsible stakeholders to address these issues, the project encountered delays that affected overall timelines and budget projections. This led to conflicts between Acme Builders and the client, which were ultimately resolved through litigation.

Throughout the project, Acme Builders prioritized effective communication and transparency with stakeholders to manage expectations and mitigate concerns. Despite setbacks in the third phase, the firm remained dedicated to delivering a superior residential development that aligned with client expectations and upheld its reputation for excellence in construction.

- a) Discuss the potential drawbacks of resorting to litigation as a conflict resolution method within the context of the Acme Builders project. **(6 Marks)**
- b) Discuss the possible constraints encountered by Acme Builders during their project planning **(6 Marks)**
- c) Considering the challenges faced by Acme Builders in the third phase, discuss various types of project plans that the team could have employed. **(6 Marks)**
- d) Examine the problems encountered by the Acme project team at the third phase of the projects life cycle and suggest solutions for the problem. **(6 Marks)**
- e) Based on the case study, draw a functional project organizational structure for Acme Builders during the construction of the office complex. Clearly indicate the hierarchical lines of command and communication channels within the project team. **(6 Marks)**

QUESTION TWO (20 MARKS)

- a) Project planning involves a variety of techniques to ensure that a project is well-organized, efficiently managed, and successfully completed. Examine the techniques a project manager can apply in project planning. **(8 Marks)**
- b) What are the signs indicating the need to restructure a project's organizational structure? **(6 Marks)**
- c) Explore the reasons why numerous organizations favour open tendering over alternative tendering methods. **(6 Marks)**

QUESTION THREE (20 MARKS)

- a) Having just been promoted to the role of project manager, one of your initial tasks is to establish a project organizational structure. Explore the factors you would consider before determining the type of organizational structure to adopt. **(8 Marks)**
- b) Elaborate on the key characteristics that distinguish a project from other types of endeavours. **(6 Marks)**
- c) What factors are taken into account during project planning that contributes to the development of a project plan serving as a guiding roadmap for both the project team and stakeholders throughout the project? **(6 Marks)**

QUESTION FOUR (20 MARKS)

- a) While tender debriefing offers numerous advantages within organizations, it also comes with its own set of disadvantages. Focus on explaining the disadvantages. **(8 Marks)**
- b) Analyse the drawbacks associated with adopting a simple project organizational structure in an organization. **(6 Marks)**
- c) In present-day firms or among contractors, explain why they tend to avoid engaging in contracts using the firm fixed-price pricing method. **(6 Marks)**

QUESTION FIVE (20 MARKS)

- a) Examine the circumstances under which Kenyan organizations opt for restricted tenders, considering their preference for alternative tendering methods. **(8 Marks)**
- b) Outline the various types of projects that organizations can undertake and provide an example for each type. **(6 Marks)**
- c) Identify potential sources of conflict during project execution. **(6 Marks)**