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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 ACCOUNTING

Date: 13th December, 2024
Time: 2.30pm – 4.30pm

DPS 1116: PROJECT AND CONTRACT MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER **QUESTION ONE (COMPULSORY)** AND **ANY OTHER TWO** QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY
THE SOUP SOFTWARE PROJECT

Your Company is involved in program engagement with a worldwide electronics manufacturing firm FLASH. The program management initiative involves the purchase, customization, testing and rollout Company-wide of soup, a software database program
which will provide detailed accounting, manufacturing, distribution and inventory management. This program initiative currently underway has resulted in multiple projects some of which are managed by your Company, other by the client. It has been determined the most efficient way to launch the roll-out is via a 1 day worldwide simultaneous kick-off and overview, to befollowed by hands-on training at the home offices in the weeks
afterwards. FLASH's senior management has determined that such a meeting while expensive is appropriate and valuable for information sharing and informal team building in a global company.

FLASH is committed to conducting the one-day meeting in Nairobi and transmitting to two other sites internationally via the internet or satellite downlinks. On-site facilitators will manage the two other sites. The budget for this effort is Shs.10M and it is now 18 months away from the targeted date. The client's event planning group, led by Ogere, event Director is using the same project methodology used by your company. The one day Soup kick-off and over-view will outline the capabilities and benefits of the new technology plus compare and contrast against current systems, plus show the "look and feel' of the system. Sample reports and other outputs will be distributed. Additionally, time frames for the roll-out and additional training site by site will be covered. An interactive question and answer period will close the kick-off.

a) Discuss the skills that the project manager should possess to lead a successful Soup Software project. (6 marks)

b) To successfully launch the Soup project, it is necessary to first develop the Project Charter and get it approved. Define and discuss details that you will include in the Project Charter. (6 marks)

c) As part of the selection criteria and to get authorization for the soup software project, what possible considerations could the project manager have presented to the management? (6 marks)

d) State the reasons that would have led FLASH to use internet technologies in conducting the project meetings. (6 marks)

e) "Conflict in project environments is inevitable." In case of disputes among the stakeholders of Soup Software project discuss the strategies that would help address the issues. (6 marks)

QUESTION TWO (20 MARKS)

a) Sometimes it might be advisable to use the services of procurement agents to plan, implement and manage a project. Explain why procurement agents may be advantageous. (5 marks)

b) Describe the elements of a contract which, if missing, would render the contract unenforceable. (5 marks)

c) Discuss some of the issues commonly discussed in project negotiations. (5 marks)

d) Discuss the activities that the project manager should be concerned with during the project implementation phase. (5 marks)

QUESTION THREE (20 MARKS)

a) Project planning is a project management discipline that addresses how to complete a project in a certain time frame with clearly defined stages. Discuss the elements of a good project plan. (6 marks)

b) Describe the importance of involving stakeholders in a monitoring and evaluation process.(6 marks)

c) Identify and explain supply chain management best practices and how they contribute to successful implementation of projects. (8 marks)

QUESTION FOUR (20 MARKS)

a) The International Organization for Standardization (ISO) is a collection of international standards designed to help businesses document the quality system foundations that must be implemented in order to carry out a sufficient quality framework. Discuss the benefits accrued from ISO certification for project management. (6 marks)

b) Project closure is a major milestone in a project life cycle. Explain the various methods that may be used by project managers to terminate projects. (6 marks)

c) You work as a project manager in a public university where researchers have been complaining about delayed completion of the project due to procurement bottlenecks. Suggest how research project procurement process can be improved in the university. (8 marks)

QUESTION FIVE (20 MARKS)

a) Discuss the duties of the procurement department during project closure process. (6 marks)

b) Discuss how STEEPLE analysis can help in addressing project management constraints. (8 marks)

c) Describe the various types of project costs. (6 marks)