



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

BCS 4203: PROJECT MANAGEMENT, MONITORING AND EVALUATION
FOR SPECIAL PROJECTS IN PROCUREMENT

DATE: 19th December 2023
15:00

Time: 13:00-

Instructions

Question one is Compulsory

Answer any other two questions

QUESTION ONE

(30 MARKS)

1. You are starting a new company with a group of friends because of a competition you participated in dubbed ShiftToConnect. You have just received seed funds for this competition. Looking at the model of the company from a business perspective:
 - a) Explain THREE types of organizational structures that will suit you best. **(6 Marks)**
 - b) Highlight any two risk management response strategies that you would employ should anything go wrong in the operations of your new company. **(2 Marks)**
2. Next year, you will be a finalist in your fourth year, and the thought of life after campus scares you. Many things are running through your mind: not receiving pocket money from your guardians, fear of not getting a job, starting a family and starting a master's degree, among many things.

Required:

- a) Develop a scale of priority for these different projects. **(2 Marks)**
 - b) Create a work breakdown structure for your priority project. **(5 Marks)**
 - c) Develop a work breakdown structure dictionary. **(5 Marks)**
 - d) Align each deliverable to anticipated costs to establish the total budget for your priority project. **(5 Marks)**
3. "The DoubleTree Hotel group is seeking to hire an executive chef for its prestigious Chef's Table at the Upper Hill branch in Kenya. As part of their rigorous interview process, candidates are tasked with preparing a two-course meal for a gala dinner event. In light of

this, you've been approached as a project management expert to guide the activities required for the successful execution of this project.

Required:

- a) Outline the various activities of the project. **(2 Marks)**
 - b) Come up with a project cycle framework for the project. Develop a work breakdown structure using a format of your own choice. **(5 Marks)**
4. Using the information below of a project you are starting soon, conduct a complete EVM analysis based on indices and variances. **(8 Marks)**

Project XYZ

1st Budgeted at completion; 1.3

Revised Budget at completion; 2.3

Actual cost: 2.5

Planned start date: 17/10/2023

Planned end date: 31/12/2023

Actual end date: 31/12/2023

EV= 0.5

QUESTION TWO (15 MARKS)

One of the core leadership capabilities of an effective project manager is the ability to be visionary. That said, you have just been selected under the project docket of the president of Kenya. One of the mandates under you is to initiate projects that speak to climate action and accelerate the green growth agenda in Kenya and Africa.

Required:

- a) Come up with a business case for the project. **(7 Marks)**
- b) Develop a project charter for the project. **(8 Marks)**

QUESTION THREE (15 MARKS)

You would like to start selling airtime to your fellow students on Campus. You are taking up this venture as a project to support part of your school fees. Deliberate the end-to-end process, documenting the cost at each stage and timelines. Using your generated data:

- a) Draw a network diagram of your project. **(5 Marks)**
- b) Determine the critical path for your project. **(10 Marks)**

QUESTION FOUR**(15 MARKS)**

You are working as a curriculum strategist at Strathmore University. Your assignment for 2023 has been selecting the most viable program to be positioned as the future program. On the list, you have a Bachelor of Science in Supply Chain and Operations Management, a Bachelor of Commerce and a Bachelor of Financial Services.

Using the project strategic funnel as a strategic tool, outline which project should be transitioned to the initiation stage of the project life cycle.

QUESTION FIVE**(15 MARKS)**

“The Chinese Ambassador to Kenya, Sun Baohong has said communication barriers between Kenyans and Chinese in the construction of Standard Gauge Railway (SGR) has slowed down the skills transfer from Chinese experts to Kenyan workers.

The number of Chinese workers working on the SGR was supposed to decline as Kenyans took over most of the roles. However, over one year after passenger and cargo services began, the number of Chinese involved in the project is higher than was expected since Kenyans are not involved in the main operations.

However, Baohong said China is keen to transfer skills to Kenyans through training in the technical management of the railways and train services so that more locals can be recruited.

This news comes amid allegations of abuse on Kenyan SGR workers, which the Baohong has defended as a “little punishment.”

“It is a little punishment and part of team building, which all Chinese, including me, do. Maybe, if it is offensive to Kenyans, then the company can change to another mode of exercise,” she [said](#).

The Ambassador has blamed the conflict between Kenyan and Chinese workers on cultural differences and said: “It will take time for them to socialise and fully engage with one another.”

On debt matters, where 55 per cent of Kenya’s public debt is owed to China, Baohong believes the financial undertakings between the two countries have tangible results. China also plans to work with the Kenyan government in achieving the Big Four agenda.

Earlier this year, Rex Tillerson warned African governments that they risk giving up their sovereignty when taking Chinese loans.

“We are not attempting to keep Chinese dollars from Africa. It is important that African countries carefully consider the terms of those agreements [with China] and not forfeit their sovereignty,” Tillerson [said](#) at a press conference in the Ethiopian capital of Addis Ababa, as reported by Reuters.”

Required:

1. Communication breakdown continues to be a major threat to project success. Using this excerpt, discuss steps to effective communication. **(8 Marks)**
2. Explain the genesis of conflicts using any FOUR (4) points. **(4 Marks)**
3. What three conflict resolution mechanisms could be used to respond to the case at hand? **(3 Marks)**