



DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA COMMON UNIT

DCU 106: FOUNDATIONS OF PROJECT MANAGEMENT

DATE: 5TH AUGUST 2026

DURATION: 2

HOURS

MAXIMUM MARKS:

70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.

7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

In 2023, the Kenya Urban Roads Authority (KURA) launched a project to upgrade feeder roads in Nairobi's informal settlements such as Kibera and Mathare. The project aimed to ease traffic congestion, create jobs, and improve access to schools and hospitals.

However, the project faced serious hurdles. Some contractors inflated costs leading to budget overruns, while community members protested inadequate consultations, arguing their needs were ignored. The project timeline was disrupted by delays in compensation of displaced households, and political interference during tendering further slowed implementation.

You have been hired as a Project Management consultant to advise KURA.

Required:

- a) Identify the key characteristics of a project demonstrated in the KURA case study. **(10 marks)**
- b) Discuss the challenges KURA faced in project management and relate them to project management principles. **(10 marks)**
- c) Suggest three strategies KURA can adopt to improve project implementation in future. **(10 marks)**

QUESTION TWO

- a) Define project management and explain its importance in Kenya's development agenda.

(3 marks)

- b) Explain the contribution of Henry Gantt and Henri Fayol to project management.

(4 marks)

- c) Give one example of how project management differs from functional management in Kenya.

(3 marks)

QUESTION THREE

- a) Explain the phases of the project life cycle. **(4 marks)**

- b) Describe the importance of project initiation and planning.

(3 marks)

- c) Cite a Kenyan example of a project that failed due to poor planning. **(3 marks)**

QUESTION FOUR

- a) Define project identification. **(2 marks)**

- b) Explain three techniques used in identifying viable project ideas.

(6 marks)

- c) Cite a Kenyan case where poor project identification led to wastage of resources.

(2

marks)

QUESTION FIVE

- a) Define monitoring and evaluation in project management. **(2 marks)**

b) Explain the importance of M&E to donors and beneficiaries.

(4 marks)

c) Highlight FOUR characteristics of high-performing teams **(4 marks)**

QUESTION SIX

a) Define project termination. **(2 marks)**

b) Assess three reasons that may lead to projects termination **(3 marks)**

c) Discuss lessons learned from the termination of Kenya's Laptop Project.

(5 marks)