



# **SOUTH EASTERN KENYA UNIVERSITY**

## **UNIVERSITY EXAMINATIONS 2023/2024**

### **SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF PROJECT MANAGEMENT**

#### **BPM 206: PROJECT QUALITY ASSURANCE AND CONTROL**

**DATE: 12<sup>TH</sup> APRIL, 2024**

**TIME: 4.00-6.00PM**

#### **Instructions**

**Answer Question One Any Other Two Questions**

#### **QUESTION ONE**

Kitui County Government has initiated several development projects in the past. They include projects in health, agriculture, education sectors. However, a recent study conducted by SEKU has revealed that most of these projects failed or have performed dismally in the past ten years because they didn't meet customer quality requirements. Project quality is meeting or exceeding stakeholder requirements.

- (a) What are customer quality requirements. 4 mks
- (b) Elaborate how as a project manager, you could have assisted Kitui County to meet customer requirements. 6 mks
- (c) Explain three sources of project quality in Kitui County. 6 mks
- (d) Discuss how Kitui County Government could apply PDCA cycle to enhance continuous improvement for better project performance. 8 mks

- (e) Expound three advantages of project quality planning. 6mks

### **QUESTION TWO**

- (a) List and briefly describe the three project quality management processes. 9 marks
- (b) Discuss the importance of audit in project quality management. 3 marks
- (c) You are the project manager on a quality systems upgrade project. There has been a great debate at the company about what is in and out of scope of the quality process. State and explain what process you will perform next. 6 marks
- (d) Who is responsible for the quality of project deliverables? 2 mks

### **QUESTION THREE**

- (a) Elaborate when you would use any Five Basic Tools of Quality on a project. 10 mks
- (b) Describe the five phases in DMAIC process. 10 mks

### **QUESTION FOUR**

- (a) One of the emerging trends in quality management is Customer Experience and Design Thinking. Explain the application of these concepts in quality management. 8mks
- (b) What are the three main outcomes of quality control? Briefly describe each. 9mks
- (c) What is the objective of project quality management in an organization? 3mks

### **QUESTION FIVE**

- (a) Discuss five major cost categories related to project quality 10 mks
- (b) State five characteristics of a Quality Management System. Describe each one, giving appropriate examples. 10 mks