

**041306T4PMN**

**PROJECT MANAGEMENT LEVEL 6**

**BUS/OS/PM/CR/05/6/A**

**MANAGE PROJECT RISKS**

**July/August 2024**



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION  
COUNCIL (TVET CDACC)**

**WRITTEN ASSESMENT**

**3 HOURS**

**INSTRUCTIONS TO CANDIDATE**

1. This paper consists of two sections; A and B
2. Answer ALL the question as guided in each section
3. Marks for each question are as indicated in the brackets
4. You are provided with a separate answer booklet to answer the questions
5. Do not write in this question paper

**This paper consists of FOUR (4) printed pages  
Candidates should check the question paper to ascertain that all pages are printed as  
indicated and that no questions are missing**

**SECTION A (40MARKS)**

*Answer ALL questions in this section.*

1. Risks in projects have distinct characteristics. List FOUR characteristics of risks. (4 Marks)
2. In construction of rural road projects, several risks may occur. Outline FOUR risks that may occur during road construction projects. (4 Marks)
3. Identifying risks in projects is an important skill a project manager should possess .State FOUR ways through which risks in a project can be identified. (4 Marks)
4. A risk register is an important document for every project. Highlight FOUR reasons why a risk register is important. (4 Marks)
5. Risk management is an important aspect for every project manager to observe. Mention FOUR advantages of risk management to development projects (4 Marks)
6. Risks and uncertainties have a capability of interfering with the performance of a project. State TWO differences between a risk and an uncertainty. (4 Marks).
7. Risk classification is an attempt to put risks into categories. Mention FOUR ways through which risks can be classified. (4 Marks)
8. Road infrastructural projects are prone to many risks. As a project manager state FOUR ways of minimizing the likely risks. (4 Marks)
9. State FOUR reasons of reviewing risks regularly as per the risk monitoring plan. (4 Marks)
10. Risk management involves coming up with objectives on how to manage risks in the project organization. State FOUR objectives of risk management. (4 Marks)

**SECTION B (60 MARKS)**

*Answer Question 11 (compulsory) and any other two questions.*

11. In Nigeria, a collapse of a building which housed SCOAN international ministry caused a lot of challenges. This is because at the time the building collapsed a lot of people were inside carrying out their daily duties. Investigative authorities came in to investigate and establish the cause of the collapse of the building. It was established that the building had poor foundation and materials used were not of the standard quality. The investigators established that enforcement guidelines were not properly followed thus the construction of the building was rushed through.

The authorities concluded that further investigations need to be carried out to establish whether the project manager was competent enough to carry on with the project. The investigators recommended that any future building must adhere to the established national construction authority rules to prevent collapse of future buildings due to the use of poor workmanship and substandard materials.

Using the case study above

- a) Discuss FIVE reasons that may have led to the collapse of the SCOAN international ministry building (10 Marks)
- b) Suggest FIVE solutions to the reasons identified above. (10 Marks)

12.

- a) Project managers are supposed to identify steps to follow when managing risks. Explain FIVE steps followed by project managers when undertaking risk management. (10 Marks)
- b) Risk evaluation involves coming up with techniques that are useful in evaluating different types of risks. Describe FIVE risk evaluation techniques. (10 Marks)

13.

- a) Geoffrey has been appointed by the management of Meru water and Sanitation Company as a risk manager. One of his duties entails managing various risks emanating from the water distribution system using various risk management methods. Discuss FIVE risk management methods he will employ (10 Marks)
- b) Risk can either be a threat or an opportunity. Discuss FIVE ways through which risks can be opportunities. (10 Marks)

14.

- a) Project managers overseeing complex projects have a responsibility to ensure the project runs smoothly from initiation to closure. In the process of implementing the project, he/she is faced with various challenges emanating from the risks encountered. The project manager is supposed to adhere to principles of risk management to ensure successful implementation of the project. Describe FIVE principles of risk management. (10 Marks)
- b) Risk communication to stakeholders results to a lot of benefits which contributes to success of the project. Discuss FIVE benefits of communicating the risks to stakeholders (10 Marks)

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