

**041306T4PMN**

**PROJECT MANAGEMENT LEVEL 6**

**BUS/OS/PM/CR/01/6/A**

**MANAGE PROJECT INCEPTION**

**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. Project ideas can come from various sources. Highlight FOUR sources of project ideas. (4 Marks)
2. Selecting the most viable project involves carefully evaluating various options. List FOUR factors to consider when selecting the most viable project. (4 Marks)
3. Conducting a feasibility study offers numerous benefits to organizations and stakeholders involved in a project. Outline FOUR advantages of conducting a feasibility study. (4 Marks)
4. Project selection techniques are used by project managers to evaluate, prioritize and choose which projects to pursue based on various criteria. Outline FOUR project selection techniques. (4 Marks)
5. Developing a project proposal serves several purposes in project management. Outline FOUR uses of a project proposal. (4 Marks)
6. When developing a project closure checklist, project managers include various contents. Outline FOUR contents of a project closure checklist. (4 Marks)
7. Presenting a feasibility study report can be done in various forms, depending on the preference of the audience and the nature of the project. Highlight FOUR forms of presenting a feasibility study report. (4 Marks)
8. It is important to establish clear dispute resolution guidelines to address any conflict or disagreements that may arise among project stakeholders. Identify FOUR dispute resolution methods that can be used to solve project conflicts. (4 Marks)
9. Situational analysis plays a crucial role in project management. State FOUR reasons for undertaking a situational analysis. (4 Marks)
10. Interviews are a powerful method for collecting project data. Outline FOUR advantages of using interviews for project data collection. (4 Marks)

**SECTION B (60 MARKS)**

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

11. Abundant Work is a group of investors who have pulled together and has spotted an investment opportunity. They are in the initial stages of establishing a quarry stone and building dust production. The company has started to experience some resistance from various stakeholders and therefore has recruited Anastasia, a project management expert and mandated her to spearhead the process of establishing their investment. Anastasia has decided to start her task by conducting a feasibility study. In order for her to accomplish the task she has decided begin by collecting relevant information to be able to make decisions and ensure that the project success. She intends to conducts surveys online via email to be able to capture useful information from a large population, she has developed a questionnaire which the personnel concerned are expected to respond to the structured questions in order to gather quantitative as well as qualitative data. To be able to allow in depth exploration on the concerned topic with individuals and groups she has decided to use interviews and focus groups to be able to gather their insights as well as benchmarking with individuals undertaking the activities related to the topic she intends to undertake. For her to be able to understand the operational workflow she is engaging observation method whereby she will be able to watch and record the behaviours and interact with the processes. She also intends to refer to the existing documents and do a review on the findings of these documents. It is also crucial for her to undertake a financial analysis in order to understand the financial viability of the project by gathering information on costs, revenue expected as well as the financial projections.

Using the case study above:

- a) Describe FIVE methods used by Anastasia for data collection on the feasibility study exercise. (10 Marks)
  - b) Feasibility study is conducted to assess the viability of a project before significant resources are invested. Discuss FIVE types of feasibility studies. (10 Marks)
- 12.
- a) A project proposal document includes several key components each providing essential information about the proposed project .Discuss FIVE components contained in a project proposal document. (10 Marks)

- b) A concept note plays a crucial role in the initial stages of project development. Describe FIVE uses of a concept note. (10 Marks)
- 13.
- a) In the inception phase of a project, developing a business case is essential for laying out the rationale, objectives, and expected outcomes of the project. Explain FIVE reasons why creating a business case during the inception phase is crucial. (10 Marks)
- b) Pendo Consultants is planning to undertake a project in Naivasha and intends to conduct a Cost-Benefit Analysis for the project. Describe FIVE benefits they derive from conducting the Cost Benefit Analysis. (10 Marks)
- 14.
- a) A Benefit Management Plan is a structured document that outlines how an organization intends to manage the benefits associated with a project, program or initiative throughout its lifecycle. Discuss FIVE challenges project managers may face when preparing a Benefit Management Plan. (10 Marks)
- b) Selecting the right suppliers is crucial for setting the project on the path to success. Explain FIVE supplier selection criteria to use during the project inception phase. (10 Marks)

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