



AMREF INTERNATIONAL TRAINING CENTER

Qualification Code : 041306T4PMN
Qualification : PROJECT MANAGEMENT LEVEL 6
Unit Code : BUS/CU/PM/CR/04/6/A
Unit of Competency : Manage Project Implementation

WRITTEN ASSESSMENT

TIME 3 HOURS

INSTRUCTIONS TO CANDIDATE

1. You have **THREE** hours to answer all the questions.
2. Marks for each question are indicated in the brackets.
3. The paper consists of **TWO** sections: A and B.
4. Do not write on the question paper.
5. A separate answer booklet will be provided.

*This paper consists of **THREE (3)** 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 (40 Marks)

Answer all questions in this section

1. Define the following terms
 - a) Project execution (2 marks)
 - b) Project (2 Marks)
2. Triple M company has hired a project manager to carry out implementation for its expansion project. Name THREE job descriptions of the newly hired project manager during project implementation phase. (3 marks)
3. As a project manager, you have been tasked with implementation of the new project in your organization. One of your key task is resource mobilization and planning. State THREE reasons why resource planning is important in project implementation. (3 marks)
4. Mr. X has been hired as a project implementation officer. Enumerate THREE toolkits of project implementations that he must use. (3 marks)
5. Company Y has just acquired a new site for their new plant project. Identify THREE considerations that the site manager must consider during project site preparation. (3 marks)
6. You have been appointed as project director for company Z to advise the organization on source of funding for their new project. Name FOUR sources of finance that you would recommend for this organization to help them implement the project. (4 marks)
7. Delegation is a very important management tool for various projects. As a project manager for water and sanitation project in Nakuru County. Identify FOUR advantages of delegating tasks to your staff. (4 marks)
8. Project implementation involves a range of elements and factors. State FOUR elements that are fundamental to project implementation in an organization set up. (4 marks)
9. Monitoring is an essential aspect in project implementation. As a project implementation officer, you are supposed to write project monitoring report for stakeholders. Outline FOUR characteristics you would consider for an effective monitoring report. (4 marks)
10. Mombasa county has acquired loans from various development partners to help in the implementation of water purification plant. The county needs to form a project team structure to carry out this project. Name FOUR factors that influence the selection of project organization structure (4 marks)
11. Kenya government has engaged company K to implement various roads project in the country. The company engaged is supposed to mobilize resources before starting the

implementation work. Outline FOUR types of resource mobilization company K would consider during these roads project implementation. (4 marks)

SECTION B (60 Marks)

Answer question 12 and any TWO questions. Each question is 20 marks

12. The management is responsible for making decisions in an organization concerning projects which vary from the choice of the project to be implemented, whether to continue with the project that is being executed, or to discontinue. To be able to make the above decisions, a lot of information is required, this makes it important to collect data before project implementation, during the execution of the project and after the project has been implemented. The data collected is then analyzed to come up with reports which the management uses to make decisions that affect projects.
- Required:
- a) Discuss FOUR qualities of an effective report. (8 marks)
 - b) Explain SIX elements included in a project progress report. (12 marks)
13. Successful implementation of any project is dependent on many factors of which stakeholders' management, team cohesion and conflict resolution are some of them.
- a) Explain briefly FIVE types of project stakeholders. (10 marks)
 - b) Describe FIVE approaches to conflict resolution. (10 marks)
14. You have been selected as a project implementing officer, your organization requires you to draw up a plan that would lead to proper and faster project execution.
- a) Explain FIVE activities carried out during project execution phases. (10 marks)
 - b) Describe FIVE factors that influence successful implementation of the project. (10marks)
15. An NGO is implementing project in your community of which you are a member of the project implementation team. One of your concern areas is the project risks, scope variation, project time line and cost variation all of which can stall or slow down the project implementation.
- a) Describe SIX types of project risks that you might encounter during implementation. (12 marks)
 - b) Discuss FOUR constraints of project management triangle (8 marks)