



### **AMREF INTERNATIONAL TRAINING CENTER**

Qualification Code : 041306T4PMN  
Qualification : Project Management Level 6  
Unit Code : BUS/OS/PM/CR/05/6/A  
Unit of Competency : Manage Project Risks

### **WRITTEN ASSESSMENT**

#### **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 FOUR printed pages.**

**Candidates should check the question paper to ascertain that all the pages are printed as indicated.**

**SECTION: A (40 MARKS)**

*Answer all questions in this section*

1. Highlight **two** differences between internal and external risks. (4 Marks)
2. Project risk review processes are established as per the risk monitoring plan. State **four** activities which characterize risk monitoring. (4 Marks)
3. A water bottling company intends to develop a risk management plan for their new project. Identify **four** elements of project implementation that should be evaluated in a risk management plan. (4 Marks)
4. Risk treatment and controls will always differ from one project to the other. List **four** considerations in establishing risk treatment and controls. (4 Marks)
5. Construction projects are faced with numerous risks. List **four** examples of risks that can be experienced during a construction project (4 Marks)
6. Highlight **four** reasons for undertaking project risk management in organizations. (4 Marks)
7. You have been hired as a risk assessor for project K. State **four** techniques that you would use to perform a qualitative risk analysis. (4 Marks)
8. Project managers always requires a risk management expert in their project implementation team. Assume you are the risk management expert, state **four** risk analysis outcomes that would help you in your work. (4 Marks)
9. Highlight **four** advantages of undertaking quantitative risk analysis (4 Marks)
10. As a project risk team leader identify **four** methods of identifying project risks (4 Marks)

**SECTION B: (60 MARKS)**

**Answer question 11 and any other TWO questions in this section. Each question is 20 Marks**

11. The back to school crisis at Soma publishers is a successful printing and publishing company. Just two years old, it has taken on a great new customer, a local college that needs customized books. To deal with this new customer, they have hired several new part time employees to help them with their publishing business, some of them students at the college with flexible hours. As the new school year drew closer, the orders started coming in. They had been told how many different printing jobs the college would need, but they weren't all arriving at once, and orders were quite unpredictable in arriving from the professors at the college. Some professors needed rush orders for their classes. When Soma publishers finally got the orders, some of these jobs were much larger than they had thought they would be. Printing these orders turned out to be very challenging. Not all of the new student hires were trained for all of the printing and binding equipment used to print and assemble to books. Some of them often made mistakes, some workers called off from work due to other demands, and there were often not enough people available to get all the work done before deadlines. Quality was a serious issue, as they had to provide quality texts if there were quality problems with the printed product, they would have to spend time and money to fixing defects in their products. Deliveries started slipping past their requested dates and times. Soma publishers was unable to deliver books to their customers on schedule. The local university was unhappy as their book products reached campus late for use by professors and student. In some cases, the books were a week or two late. Merlin has been hired as a project management assistant. In her new role as a project manager, one of the processes she was trying to institute was risk management. She started looking at what was happening in the business, talking about it with the owners and employees, and heard about the college's unhappiness. As she did this, she started identifying risks and potential risks. As she went along, she started doing more proactive risk analysis and risk response planning, and as she did surprises and issues were reduced. By talking with stakeholders and addressing their concerns, communication with stakeholders was also enhanced. Comment on the following aspects of the case study:

- a) Explain **four** risks the Soma publishers face and their respective category (8 Marks)
- b) Categorize the above risks as low impact, medium impact, or high impact?

(4 Marks)

- c) Propose **solution to two** most critical risks categorized in (b) above. (4 Marks)
- d) By talking with stakeholders and addressing their concerns, communication with stakeholders was also enhanced. List **four** benefits of stakeholders involvement in risk management (4 Marks)
12. Data collection is a key activity in undertaking risk management. Project managers need to identify reliable data-gathering techniques that can be used for this process.
- a) Describe **five** data collection techniques. (10 Marks)
- b) Analyze **five** obstacles an organization may encounter in the process of implementing project risk management. (10 Marks)
13. Effective and appropriate risk responses can minimize individual threats, maximize individual opportunities, and reduce overall project risk exposure.
- a) Propose **five** strategies of dealing with threats in project risk management. (10 Marks)
- b) Explain **five** objectives of implementing risk management practices in an organization. (10 Marks)
14. Technically, risk management process is a quality problem- solving process which is used to determine and prioritize risks for assessment by categorizing risk as a starting point for effective project risk management.
- a) Discuss **five** project risk categories that are likely to impact a project. (10 Marks)
- b) Explain **five** elements of PESTEL as a tool of risk analysis. (10 Marks)