

**041306T4PMN**

**PROJECT MANAGEMENT LEVEL 6**

**BUS/OS/PM/CR/11/6/A**

**Manage Project Scope**

**Nov/Dec 2024**



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

**WRITTEN ASSESSMENT**

**Time: 3 HOURS**

**INSTRUCTIONS TO CANDIDATE**

1. Marks for each question are indicated in the brackets.
2. The paper consists of **TWO** sections: **A** and **B**.
3. Candidates are provided with a separate answer booklet
4. **DO NOT** write on 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 (40 MARKS)**

*Answer ALL the questions in this section.*

1. Keeping an eye on the expectations of stakeholders and clients is one of the most challenging tasks. State FOUR challenges that can be avoided in project scope management. (4 Marks)
2. Observing project scope is critical to the success of a project. List FOUR components of project scope. (4 Marks)
3. Stakeholders find the Requirements Traceability Matrix essential for a number of reasons. Mention FOUR objectives of Requirements Traceability Matrix to stakeholders.(4 Marks)
4. Work breakdown structure is the hierarchical decomposition of the project into manageable tasks. Highlight FOUR roles of a work breakdown structure in project management. (4 Marks)
5. Stakeholder engagement in project scope is an approach through which the stakeholders are brought on board. Mention FOUR ways of engaging the stakeholders. (4 Marks)
6. Collecting project requirements involves identifying, documenting and managing stakeholder needs and expectations to meet project objectives. Outline FOUR tools used to gather project requirements. (4 Marks)
7. In project management, estimating activity resources is essential as it can make a project succeed or fail. Outline FOUR ways of estimating the projects activity resources. (4 Marks)
8. A project manager gathers data to aid in the preparation of project scope statement List FOUR elements of a project scope statement. (4 Marks)
9. In a dynamic environment in which projects operate, a lot of challenges are likely to be faced. State FOUR challenges associated with project scope management (4 Marks)
10. Project scope involves all the work and considerations required to deliver projects outcome. Highlight FOUR features of a project scope. (4 Marks)

**SECTION B (60 MARKS)***Answer question 11 and any other TWO questions in this section***RENEWABLE ENERGY PROJECT**

11. A large renewable energy company initiated a project to build a solar energy plant in a rural area to supply electricity to the local communities. The company recognized that proper project scoping and planning were critical for the success of the initiative. As part of the project, the team collected various requirements, including compliance with environmental regulations, community needs, and technological specifications for the solar energy plant.

The team conducted meetings with key stakeholders such as government officials, local community leaders, and environmental agencies to gather their expectations.

Once all the requirements were collected, the project team analyzed them to define the project scope. They identified what was necessary to achieve the project objectives, such as the installation of solar panels, the construction of energy storage systems, and the connection of the plant to the national grid. The team created a detailed Work Breakdown Structure (WBS), breaking down the project into components that are deliverable to ensure the success of the project.

a. Explain FIVE benefits of defining the project scope in a renewable energy project.

(10 Marks)

b. Explain FIVE ways that creating a Work Breakdown Structure contributes to the successful execution of this project.

(10 Marks)

12. World Bank requires a project manager to oversee implementation of an international project that has strict deadlines and limited resources; to avoid encountering a lot of problems, the project manager will be required to create a work breakdown structure to guide the project activities.

a. Explain SIX steps to follow when developing a Work Breakdown Structure. (12 Marks)

b. Explain FOUR areas that a project manager should pay attention to while creating a work breakdown structure for scope management. (8 Marks)

13.

a. Any project manager is mandated to dispense the best practices for scope validation. Explain FIVE practices of scope validation for the success of a project. (10 Marks)

b. A project budget comprises various elements that collectively account for the total anticipated expenses and revenues associated with the project. Explain FIVE elements of a project budget. (10Marks)

- 14.
- a. Project legal requirements play a vital role in guaranteeing adherence to relevant laws and regulations. Explain FIVE categories of legal obligations that the project team must follow (10 Marks)
  - b. Deliverable acceptance criteria are the specific standards or conditions that a deliverable must meet to be approved by stakeholders. Explain FIVE factors that might cause a deliverable to be rejected. (10 Marks)

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