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PROJECT MANAGEMENT LEVEL 6

BUS/OS/PM/CR/09/6

Manage Project Closure

Nov/Dec 2025

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

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WRITTEN ASSESSMENT

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TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATE

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1. This paper consists of **TWO** sections: **A** and **B**.
2. Attempt **ALL** questions in section **A**.
3. Attempt question **ELEVEN (11)** and any other **TWO (2)** questions in section **B**.
4. Marks for each question are indicated in the brackets.
5. Candidates are provided with a separate answer booklet
6. **Do not write on the question paper.**

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This paper consists of FOUR (4) printed pages

Candidate should check the question paper to ascertain that all pages are printed as indicated and that no questions are missing.

SECTION A (40 MARKS)

Attempt ALL the questions in this section.

1. A formal project closure review meeting is necessary in managing projects. State FOUR actions a project manager must take in conducting this meeting. (4 Marks)
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2. After project deliverables are complete, all necessary documentation must be signed off. Identify FOUR procedures a project manager should follow to complete documentation and get formal sign-off. (4 Marks)
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3. A project manager must review a project's long-term sustainability as part of the closure process. List FOUR aspects a project manager should review to assess a project's sustainability. (4 Marks)
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4. As a project manager, all resources must be properly released at the end of a project. Name FOUR objectives of following correct procedures when releasing project resources. (4 Marks)
5. All project documents must be properly archived upon project completion. State FOUR reasons why it is important to archive project documents properly. (4 Marks)
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6. Comprehensive reports provide closure and insights. State FOUR details to be incorporated into the narrative closure reports. (4 Marks)
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7. The project manager must prepare a formal project closure report. List FOUR benefits of preparing a comprehensive project closure report. (4 Marks)
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8. A project manager must compile a report based on the final review. List FOUR pieces of information to include in a project review report. (4 Marks)
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9. A smooth transition to the client and celebration of the team's achievement is important after project completion. Identify FOUR procedures that must be followed when preparing for project transition and celebrating success. (4 Marks)
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10. Final handover confirms project completion to stakeholders. State FOUR actions that ensure a complete and accepted project transition. (4 Marks)
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SECTION B (60 MARKS)**Assess question 11 and any other TWO in this section****11. Case Study: The "Eco-Harvest" Pilot Project**

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The "Eco-Harvest" pilot project, a six-month effort to develop and test a new sustainable farming technology, has just concluded. As the project manager, you successfully delivered the prototype and initial field data, which show promising results. The main deliverable is a working hydroponics unit, now ready to be handed over to the client's operations team. However, a key supplier is claiming additional payment for services rendered, arguing that the original contract was incomplete. The project team is eager to move on to their next assignments, and some critical project files, including test results and design schematics, are still spread across various shared drives and personal computers. The sponsor is keen to see the lessons learned documented, especially regarding the supplier claim, to prevent similar issues in future pilot projects.

From the case study above:

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- a) Explain FIVE actions that must be taken to ensure a smooth handover of the project's deliverables. (10 Marks)
- b) Describe FIVE measures one would take to archive all project documents and capture lessons learned for the organization's knowledge base. (10 Marks)
12. a) During project closure, it is common to encounter some challenges. Explain FIVE reasons why a project manager must formally document all challenges before project sign-off. (10 Marks)
- b) Reports must be accurate and actionable. Describe FIVE steps for submitting and disseminating project closure reports effectively. (10 Marks)
13. a) Before the project is handed over, its sustainability must be reviewed. Explain FIVE reasons for reviewing a project's sustainability plan at the end of the project. (10 Marks)
- b) Resource release must comply with legal and ethical standards. Describe FIVE considerations for disposing of project assets during resource release. (10 Marks)

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14. a) Archiving requires careful organization to avoid data loss. Explain FIVE practices for sharing archived project documents. (10 Marks)
- b) Celebrations should inspire future projects. Explain FIVE advantages of rewarding the project team during a success celebration. (10 Marks)

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