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041306T4PMN

PROJECT MANAGEMENT LEVEL 6

BUS/OS/PM/CR/08/6

Manage Project Environment

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. Stakeholder engagement is essential in understanding the project environment. List FOUR reasons why stakeholders should be involved in identifying the project environment.

(4 Marks)

2. Political conditions shape project approvals and operations. State FOUR issues to be considered when analyzing the political environment of a project. (4 Marks)

3. Before implementation, projects must assess their setting. List FOUR reasons why it is important to perform a project environment analysis based on project needs. (4 Marks)

4. Stakeholder input strengthens project planning. State FOUR benefits of involving stakeholders in project environment analysis. (4 Marks)

5. Effective monitoring requires gathering reliable data to guide project decision-making. Identify FOUR types of data that may be collected when monitoring a project environment. (4 Marks)

6. Stakeholder participation ensures the monitoring plan reflects diverse perspectives and needs. List FOUR roles stakeholders play in developing a project environment monitoring plan. (4 Marks)

7. Monitoring tools and techniques help collect and analyze project environment data effectively. State FOUR tools that may be used in monitoring the project environment. (4 Marks)

8. Proper documentation of project environment analysis is crucial for effective project management and accountability. List FOUR benefits of documenting project environment analysis. (4 Marks)

9. Projects operate within organizational constraints that affect execution. List FOUR aspects of the organizational environment that must be considered during project planning. (4 Marks)

10. Physical conditions can constrain or facilitate project activities. Identify FOUR ways in which the physical environment can affect project implementation. (4 Marks)

SECTION B (60 MARKS)

Attempt question 11 and any other TWO in this section

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11. CASE STUDY: MAISHA POA NEW COMMUNITY PROJECT

MAISHA POA CBO is a community-based organization focused on youth empowerment and environmental conservation. They plan to implement a clean-water and sanitation project in a rural area where they have no prior experience. This new location offers opportunities to make a meaningful impact, but the organization faces challenges related to cultural differences, as the staff is unfamiliar with the local customs, beliefs, and social norms.

During initial visits for environmental analysis, the Maisha Poa team observed that the community has deeply rooted traditions and a structured system of local leadership that guides decision-making. Religious practices shape daily routines, celebrations, and acceptable behaviors, influencing how residents interact with outsiders and participate in communal projects. Gender roles are well-defined, affecting who participates in household decision-making and community activities. The team also noticed unique social interactions, communication styles, and approaches to conflict resolution that differed from their own experiences.

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These differences initially caused cultural shock among the project staff, highlighting the need for the organization to adjust its standard practices. Maisha Poa recognized that for the project to succeed, they would need to respect local customs, engage community leaders, communicate in culturally appropriate ways, and adapt their methods to align with the values and expectations of the community. Understanding these cultural factors would be essential in building trust, encouraging participation, and ensuring the long-term sustainability of the project.

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- a) Explain FIVE cultural factors that the Maisha Poa team encountered in the environmental analysis for the intended project. (10 Marks)
- b) Other than the cultural shock that the team experienced, explain FIVE challenges that the team may have encountered during the environmental analysis process. (10 Marks)

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12.

a) Excluding stakeholders from monitoring processes can hinder project progress. Discuss FIVE challenges that could arise if stakeholders are not involved in developing the monitoring plan. (10 Marks)

b) Effective monitoring ensures that the project stays aligned with its environment and objectives. Discuss FIVE activities involved in monitoring the project environment. (10 Marks)

13.

a) Stakeholder participation strengthens the monitoring process. Explain FIVE ways in which stakeholders are involved in monitoring the project environment. (10 Marks)

b) The social environment shapes how stakeholders interact with a project and its outcomes. Discuss FIVE elements to consider when analyzing a project's social environment. (10 Marks)

14.

a) To avoid penalties in projects, it is necessary to comply with legal requirements. Discuss FIVE legal factors that should be considered when analyzing a project's environment. (10 Marks)

b) Projects operate in dynamic environments that can influence their performance. Describe seven indicators that a project manager can use to track changes in the project environment. (10 Marks)