

041306T4PMN

PROJECT MANAGEMENT LEVEL 6

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

MANAGE PROJECT SCOPE

July /August 2024



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

WRITTEN ASSESMENT

3 HOURS

INSTRUCTIONS TO CANDIDATE

1. This paper consists of two sections; A and B
2. Answer ALL the question as guided in each section
3. Marks for each question are as indicated in the brackets
4. You are provided with a separate answer booklet to answer the questions
5. Do not write in 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 (40MARKS)

Answer ALL questions in this section.

1. Project legal requirements play a vital role in guaranteeing adherence to relevant laws and regulations. Outline FOUR categories of legal obligations that the project team must follow. (4 Marks)
2. Documenting project requirements involves accurately recording the necessary tasks for a project, outlining its objectives, functionalities, operational procedures, and any regulations or constraints it must adhere to. Identify FOUR factors to consider when documenting project requirements. (4 Marks)
3. Project's inclusions and exclusions define the boundaries of what is included and excluded from the project scope. Identify FOUR benefits of documenting inclusions and exclusions in projects. (4 Marks)
4. Stakeholders' expectations are what people involved in a project need. State FOUR methods that can be used to collect stakeholders' expectations. (4 Marks)
5. Project deliverables are the tangible outcomes, results, or products that must be produced or delivered as a result of completing a project. Highlight FOUR examples of project deliverables. (4 Marks)
6. Value for money in project management refers to achieving the best possible outcomes relative to the costs incurred. State FOUR benefits of value for money to project managers. (4 Marks)
7. The length of time required to complete a project activity is affected by various factors. Identify FOUR factors that impact the duration of project activities. (4 Marks)
8. Work Breakdown Structure (WBS) in project management is a hierarchical breakdown of the project's deliverables and work into smaller, more manageable components. Identify FOUR roles of Work breakdown structure in project management. (4 Marks)
9. Deliverable acceptance criteria are the specific standards or conditions that a deliverable must meet to be approved by stakeholders. Highlight FOUR factors that might cause a deliverable to be rejected. (4 Marks)
10. Project life cycle, refers to the series of phases that a project goes through. Outline any FOUR project management phases. (4 Marks)

SECTION B (60 MARKS)

Answer Question 11 (compulsory) and any other two questions

11. Springfield City is an urban area struggling with differences in education and insufficient school infrastructure. A collaborative effort begun to transform schooling and uplift the city. The project's primary objective was: to enhance schools, improve learning, and support all students in achieving academic success. A diverse group of individuals with various roles, including teachers, building planners, community leaders, and donors, came together to oversee the project. They assessed the city's needs and engaged with stakeholders to determine the necessary actions. Their decision was to refurbish old school buildings, enhance technology in schools, and elevate the quality of education.

Throughout the project, it was crucial to maintain clarity on its objectives. The team employed various methods to ensure everyone understood the project's scope and progress. They regularly verified that all activities aligned with the project plan and adjusted as needed. When changes were necessary, they discussed them collaboratively to avoid overspending and ensure their actions benefited the students. Despite facing challenges such as budget constraints and unexpected delays, the project persevered through effective communication and resource management. The team's dedication and strategic use of resources ensured continuous progress towards improving schools.

As the project neared completion, the team conducted thorough checks to ensure they had fulfilled their commitments. They documented their experiences to learn and improve for future Projects. The success of the project in enhancing schools in Springfield City underscores the importance of maintaining focus on project objectives. It demonstrates how collaboration and prudent resource management can lead to significant improvements in the community.

Required;

- a) Explain THREE major goals of the Springfield project. (6 Marks)
- b) From the goals mentioned above, explain THREE ways in which the project team worked to achieve them. (6 Marks)
- c) Discuss FOUR challenges faced by the project team during the implementation of the Springfield project (8 Marks)

12.

- a) Stakeholders' expectations include the wishes, needs, and inclinations of individuals or groups with a vested interest or impact on the result of a project. Explain FIVE ways of managing stakeholder's expectations in project management. (10 Marks)
- b) A traceability matrix is a project management tool used to ensure that project requirements are linked to corresponding deliverables and vice versa. Explain FIVE benefits of using traceability matrix in project management. (10 Marks)

13.

- a) Project description serves as a foundational document that communicates essential information about the project to the stakeholders. Explain FIVE components of a project description. (10 Marks)
- b) In project management cost refers to the financial resources required to complete a project successfully Explain FIVE cost estimation methods in project management. (10 Marks)

14.

- a) Project resources encompass all the essential elements required to execute tasks, achieve objectives, and deliver outcomes within a project. Explain SIX major categories of project resources. (12 Marks)
- b) A project budget typically comprises various elements that collectively account for the total anticipated expenses and revenues associated with the project. Explain FOUR elements of a project budget. (8 Marks)

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