

2922/101  
FUNDAMENTALS OF  
PROJECT MANAGEMENT  
November 2022  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL  
DIPLOMA IN PROJECT MANAGEMENT  
MODULE I  
FUNDAMENTALS OF PROJECT MANAGEMENT

3 hours

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of SEVEN questions.  
Answer FIVE questions in the answer booklet provided.  
All questions carry equal marks.  
Candidates should answer the questions in English.*

**This paper consists of 2 printed pages.**

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

1. (a) Explain **six** reasons that make it necessary for an organization to develop an appropriate organisational structure. (12 marks)
- (b) Describe the steps followed by a project team when developing a project problem tree. (8 marks)
2. (a) Kumi Limited recently hired a manager for a new hospital project. Outline **five** duties that the manager is expected to undertake. (10 marks)
- (b) Outline **five** circumstances under which a project may be considered unsuccessful. (10 marks)
3. (a) Explain **five** roles of a project termination manager in an organization. (10 marks)
- (b) The terms of reference for Project X contains a section on meetings. Outline **five** types of information that may be included in this section. (10 marks)
4. (a) Explain **five** limitations of involving internal staff in the project monitoring and evaluation process. (10 marks)
- (b) Explain **five** reasons that make the cost benefit ratio method of project selection appropriate for a small organization. (10 marks)
5. (a) Explain **five** reasons that make project resources an important factor in project implementation process. (10 marks)
- (b) Outline **five** qualities that an applicant seeking for funding may possess in order to develop a successful project proposal. (10 marks)
6. (a) Outline **five** rules that may guide a project team when developing a project work breakdown structure. (10 marks)
- (b) Outline **five** types of information that may be included in the executive summary section of a concept paper. (10 marks)
7. (a) Explain **five** disadvantages of adopting a matrix organizational structure. (10 marks)
- (b) Explain **five** ways in which a project team may use the SWOT analysis during project identification. (10 marks)

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