



ASSOCIATE IN PROCUREMENT AND SUPPLY (APS)

LEVEL III

PROJECT MANAGEMENT



TUESDAY: 2 August 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

SECTION A

QUESTION ONE

- (a) Highlight FIVE contents of a project evaluation report. (5 marks)
- (b) Outline FIVE responsibilities of a client in project contract. (5 marks)
- (c) State FIVE benefits of carrying out feasibility study in project formulation. (5 marks)
- (d) Identify FIVE key characteristics of a project. (5 marks)

(Total: 20 marks)

SECTION B

QUESTION TWO

- (a) Outline FIVE contents that must be included in a project contract. (10 marks)
- (b) Explain FIVE benefits of developing work-breakdown structure (WBS) during project planning. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Identify FIVE circumstances that may cause delay in completion of a project. (10 marks)
- (b) Highlight FIVE reasons for using project budget to manage project. (10 marks)

(Total: 20 marks)

SECTION C

QUESTION FOUR

Case study

NATIONAL BUILDING CORPORATION (NBC)

National Building Corporation (NBC) is a government agency mandated to execute major government sponsored infrastructure projects on behalf of the national government. For successful execution of such huge investment projects, NBC conducts project appraisals to determine their viability and help integrate cost benefit aspects of such projects. NBC relies on payback period analysis technique to appraise the projects.

As part of its mandate, NBC conducts, planned investment risk assessments of all the projects before approval and execution. The project appraisal and assessment reports form the fundamental basis for national decision making on the long-term projects. As a result, NBC has been instructed to ensure that large infrastructure development projects achieve the desired quality levels.

Required:

- (a) Describe FIVE typical activities that should be carried out by NBC during project execution. (10 marks)
- (b) Point out FIVE disadvantages of using pay-back period analysis in project investment appraisal at NBC. (10 marks)
- (c) Explain FIVE measures NBC can put in place to maintain project quality. (10 marks)
- (a) Propose FIVE objectives NBC can pursue while conducting planned project risk assessment. (10 marks)

(Total: 40 marks)

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