

2922/301  
RISK MANAGEMENT IN PROJECTS  
November 2022  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

DIPLOMA IN PROJECT MANAGEMENT

RISK MANAGEMENT IN PROJECTS

3 hours

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of SEVEN questions.  
Answer any 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 both pages are printed as indicated and that no questions are missing.**

1. (a) Explain **six** factors that may hinder the effectiveness of the implementation of risk management programme in an organization. (12 marks)
- (b) One type of emergency plan that an organization may prepare is the “protective actions for life safety” plan. Describe the safety action areas that should be addressed in this plan. (8 marks)
2. (a) Describe **six** features that may define risk appetite in risk management. (12 marks)
- (b) One of the options of addressing risk in an organization is the “treat options’. Explain **four** types of controls that an organization may implement in this option. (8 marks)
3. (a) Explain **six** factors that may determine the capacity of a community to deal with the risks associated with natural disasters. (12 marks)
- (b) Outline **four** precautions that a risk manager should take in stating identified risks of a firm. (8 marks)
4. (a) The risk audit is one of the tools that a risk manager may use as a monitoring tool in a project. Outline **six** issues that should be addressed in this tool. (12 marks)
- (b) Highlight **four** factors that may determine the tolerability of the impact of a risk in an organization. (8 marks)
5. (a) Explain **five** reasons that may make it necessary for a project manager to undertake risk review of the project. (10 marks)
- (b) There are certain types of economic risks that an organization may be exposed to. Describe **five** such risks. (10 marks)
6. (a) Many countries usually seek for external assistance in case of a major disaster. Explain **five** sources from which a country may get such an assistance. (10 marks)
- (b) Describe **five** features that define the nature of risk management within the project management perspective. (10 marks)
7. (a) Risk analysis is an important aspect of risk management in a project. Explain **five** reasons that may account for this importance. (10 marks)
- (b) One of the approaches that a risk manager may use in identifying risks in a project is commissioning a risk review. Describe the steps that should be followed in this approach. (10 marks)

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