



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF ARCHITECTURE & BUILT ENVIRONMENT
UNIVERSITY EXAMINATION FOR:
DIPLOMA IN QUANTITY SURVEYING
EQS 2306: PROJECT MANAGEMENT
SPECIAL/ SUPPLEMENTARY EXAMINATION
YEAR THREE SEMESTER I

SERIES: JUL2025

TIME: 2 HOURS

DATE: July, 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

QUESTION ONE (30 MARKS) - COMPULSORY

In the context of construction projects, managing **cash flows** is critical for ensuring the project remains financially viable and progresses according to schedule. Explain the following associated key terminologies

- a) Cash inflows (6 marks)
- b) Cash outflows (6 marks)
- c) S-curve (6 marks)
- d) Net cash inflows (6 marks)
- e) Cumulative net cash inflows (6 marks)

QUESTION TWO (15 MARKS)

Construction projects can be classified based on various criteria, such as the nature of the work, project size, complexity, and purpose. Explain

QUESTION THREE (15 MARKS)

The roles of a **project manager** and a **construction manager** often overlap in the construction industry, but they have distinct responsibilities and tasks. Explain

QUESTION FOUR (15 MARKS)

A typical construction project follows a structured **lifecycle** that can be broken down into several **phases** and corresponding **processes**. These phases are essential for organizing the project, ensuring its success, and maintaining control over time, cost, quality, and scope. Explain

QUESTION FIVE (15 MARKS)

The development of project management philosophy has been shaped by significant historical milestones and evolving practices, particularly influenced by major industrial, technological, and managerial advances. Over time, project management has transitioned from simple task-oriented methods to highly specialized and structured frameworks that are now applied across a wide range of industries. Explain the **historical development** and **emerging trends**