



THE MOMBASA POLYTECHNIC UNIVERSITY COLLEGE

(A Constituent College of Jkuat)

Faculty of Engineering and Technology

DEPARTMENT OF COMPUTER SCIENCE & INFORMATION TECHNOLOGY

HIGHER DIPLOMA IN COMPUTER STUDIES – H/DIP 10A
YR I SEM I

EIT 3112: PROJECT MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: AUGUST/SEPTEMBER 2011

TIME: 2 HOURS

Instructions to Candidates:

You should have the following for this examination

- *Answer booklet*

This paper consists of **TWO** sections **A & B**

Answer question **ONE (COMPULSORY)** in section **A** and any other **TWO** questions in section **B**

This paper consists of **THREE** printed pages

SECTION A – Answer all questions in this section (30 MARKS)

Question 1 (Compulsory)

- a) Define the term project (2 marks)
- b) Name and explain **SIX** characteristics of a project (12 marks)
- c) What is a waterfall model, state and explain the stages of the model (5 marks)
- d) What is project scheduling and what does it involve? (8 marks)
- e) What are the basic areas that idea screening during feasibility study? (3 marks)

SECTION B (Answer any TWO questions) – 40 MARKS

Question 2

- a) What is the meaning of the word program as used in projects (3 marks)
- b) Define the term Risk Management (2 marks)
- c) What are the **FOUR** stages of risk management planning (5 marks)
- d) What is the criterion used to test the completeness of work breakdown structures? (10 marks)

Question 3

- a) What is project crashing (2 marks)
- b) What is a work breakdown structure (WBS) and of what importance is it to the project manager (10 marks)
- c) List and explain **FOUR** project tools (8 marks)

Question 4

- a) Briefly explain the advantages of Critical Path Methods (CPM) in Project Management (12 marks)
- b) What is the use of forward and backward pass information in the process of developing a network plan for a project? (8 marks)

Question 5

KBL Ltd listed the following activities in respect to a project

ACTIVITY	PRECEDING ACTIVITY	DURATION (DAYS)	NO OF STAFF
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A	-	2	6
B	A	3	2
C	A	5	4
D	A	8	2
E	B	6	6
F	C	1	5
G	C	2	3
H	C,D	3	3
I	E,F	7	4
J	G,H	4	5
K	I,J	5	4

Required:

- a) Draw an A.O.A diagram and determine the critical path (6 marks)
- b) Calculate the total float, free float and Independent float on non-critical activities (4 marks)
- c) Draw a Resource Aggregation Profile and establish the minimum number of staff required for the Project (10 marks)