THE MOMBASA POLYTECHNIC UNIVERSITY COLLEGE

(A Constituent College of Jkuat)

Faculty of Engineering and Technology

DEPARTMENT OF COMPUTER SCIENCE & INFORMATION TECHNOLOGY

DIT2K 9J/DICTK 9J/DICT 9M/DIT 9M

ECS 2305 & EIT 2305: PRINCIPLES OF PROJECT MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: AUGUST/SEPTEMBER 2011

TIME: 2 HOURS

Instructions to Candidates:
This paper consist of **TWO** sections **A** and **B**
Answer question **ONE (COMPULSORY)** and any other **TWO** questions from the list of questions below
This paper consists of **THREE** printed pages

SECTION A COMPULSORY (30 MARKS)

Question 1

a) Define the term project   (2 marks)

b) Name and explain **SIX** characteristics of a project   (10 marks)

c) What is waterfall model, state and explain the stages of the model   (8 marks)

d) Define the following terms as used in project management   (10 marks)

    (i)   Normal time
    (ii)   Crash time
    (iii)   Normal cost
    (iv)   Crash cost
    (v)   Cost slope

SECTION B (ANSWER ANY TWO QUESTIONS)

*This section consists of **FOUR** questions 20 marks each. Choose any **TWO** questions*

Question 2 (20 marks)

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 (20 marks)

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 (20 marks)

a) Briefly explain the advantages of Critical Path Methods (CPM) in Project Management
                                                                                (12 marks)

b) What is the use for forward and backward pass information in the process of developing a network plan for a project   (8 marks)

Question 5 (20 marks)

KBL Limited listed the following activities in respect to a project

ACTIVITY	PRECEDING ACTIVITY	DURATION (DAYS)	NO OF STAFF
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)