

**SCHOOL OF COMPUTING & ENGINEERING SCIENCES (SCES)**

**BACHELOR OF SCIENCE IN COMPUTER NETWORKS AND CYBER SECURITY**  
**(BSC. CNS)**

**FINAL EXAMINATION**

**CNS4205 : PROJECT MANAGEMENT**

**DATE: 13<sup>th</sup> December 2023**

**TIME: 08:00-10:00 hours**

**Instructions: Answer question 1 in Section A and any other two (2) from Section B.**

**Section A: Question 1 [Compulsory Question]**

**[20 marks]**

a. Name a project that you have been involved in.  
Explain why it qualifies to be called a “Project”.  
Explain any four (4) reasons. (4 marks)



b. Was the project successful? Please justify your opinion using four (4) well discussed points.  
Give appropriate examples/illustrations.  
(8 marks)

c. Effective project managers must take cognisance of the environment in which their projects are operating in. Discuss the environmental context of your project in a) above. (8 marks)

**Section B: [Choose any two (2) Questions from here]**

**Question 2**



The success of any project largely depends on effective interaction between various stakeholders. Good relationships with stakeholders is paramount hence stakeholder management is extremely crucial in project management.

Write short notes for each of the sections in the table below.

| Stakeholder         | Brief Description (1 marks each) | Interest of the stakeholder in the project (2 marks each) | Information sought by the stakeholder (3 marks each) | Importance of the stakeholder (4 marks each) |
|---------------------|----------------------------------|---|--|--|
| Suppliers           |                                  |   |  |  |
| Government agencies |                                  |   |  |  |

**[Total 20 marks]**

### Question 3

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*“Without the role of the project manager there would be no such thing as project management”*

- a. Explain any **four (4)** roles of a project manager. **(8 marks)**
  
- b. While giving relevant examples explain your understanding of the term “parity principle” **(4 marks)**
  
- c. Explain **four (4)** ways in which a project manager can motivate his/her team to improve their performance. **(8 marks)**

**[Total 20 marks]**

### Question 4

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*Moderna Ltd* is a Nakuru based company that handles many customer interactions online. It is overwhelmed by the traffic as well as the data storage, therefore the company is considering the purchase of a new server. The alternative servers, MCQ10001 and TMZ4000, which will cost shs. 6,000,000 and shs.7,000,000 respectively are available in the market.

The net cash flows of each server are as follows:

| <b>Cash flow</b> |                 |                |
|------------------|-----------------|----------------|
| <b>Year</b>      | <b>MCQ10001</b> | <b>TMZ4000</b> |
|                  | Shs.            | Shs.           |
| 1                | 600,000         | 1,800,000      |
| 2                | 1,800,000       | 2,400,000      |
| 3                | 2,000,000       | 3,000,000      |
| 4                | 3,000,000       | 1,800,000      |
| 5                | 2,400,000       | 1,600,000      |

Assume the average rate of inflation is 12%.

#### **Required:**

- a) Calculate the net present value (NPV) for each server **(18 marks)**
  
- b) Advise the management on which server to purchase **(2 marks)**

**[Total 20 marks]**

### Question 5

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Assume you are a project manager who wishes to implement a project. The top management wishes to find out about how you would schedule the various activities graphically. The activities are listed below.

| Activity | Previous Activity | Duration (Days) |
|----------|-------------------|-----------------|
| A        | -                 | 3               |
| B        | -                 | 6               |
| C        | -                 | 2               |
| D        | A                 | 4               |
| E        | C                 | 3               |
| F        | B, D, E           | 6               |
| G        | A                 | 7               |

Required:

- Draw a network diagram using the Activity-on-Arrow (AOA) method to depict the flow of the activities showing interdependencies **(8 marks)**
- Specify the critical path **(2 marks)**
- Explain any five (5) ways that project management software like Ms Project aids in ensuring project success. **(10 marks)**

**[Total 20 marks]**