Instructions to Candidates:
You should have the following for this examination
- Answer Booklet

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

Maximum marks for each part of a question are as shown

This paper consists of TWO printed pages

Question One (Compulsory)

a) Outline FOUR key characteristics of projects

   (4 marks)

b) Describe ‘baseline scope’

   (6 marks)

c) Differentiate between Top-down and Bottom-up cost estimation, giving situations in which they are applied

   (5 marks)

d) Describe a Work Breakdown structure

   (6 marks)

e) Explain the relationship between budget and schedule overshoots

   (5 marks)
f) Outline FOUR guidelines that help improve a project manager communications (4 marks)

Question Two

a) List FOUR indicators of project failure (4 marks)
b) Explain the indicators in (a) above (16 marks)

Question Three

a) Explain the significance of monitoring and control (4 marks)
b) List FOUR activities given monitoring priority (4 marks)
c) Explain how the following are used to get a project back on track (12 marks)
   (i) Shortening the critical path
   (ii) Reconsidering precedence requirement

Question Four

a) Outline THREE risk types to be found in projects (6 marks)
b) Describe the following categories of risk factors (10 marks)
   (i) Application factors
   (ii) Staff factors
   (iii) Project factors
   (iv) Hardware/Software factors
c) Describe TWO strategies employed in managing risks (4 marks)

Question Five

a) Draw a complete precedence network given the following data: (16 marks)

<table>
<thead>
<tr>
<th>Task</th>
<th>Precedence</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>b</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>c</td>
<td>a</td>
<td>6</td>
</tr>
<tr>
<td>d</td>
<td>b</td>
<td>2</td>
</tr>
<tr>
<td>e</td>
<td>b</td>
<td>5</td>
</tr>
<tr>
<td>f</td>
<td>f,d</td>
<td>8</td>
</tr>
</tbody>
</table>

b) Determine the project duration and critical path (4 marks)