



MURANG'A UNIVERSITY OF TECHNOLOGY
SCHOOL OF EDUCATION, HUMANITIES AND SOCIAL
SCIENCES

DEPARTMENT OF SOCIAL SCIENCES

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER EXAMINATION FOR BACHELOR OF
SCIENCE IN CRIMINOLOGY AND SECURITY STUDIES

CCS307: PROJECT MANAGEMENT FOR SECURITY PROFESSIONALS

DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Answer Question one and any other two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

- a) Distinguish between a project and a program. (2marks)
- b) Using the scope triangle describe the relationships between various factors that influence project execution. (4marks)
- c) Explain four functions of the security manager. (4marks)
- d) Use the table below to answer the questions that follow.

Activity	A	B	C	D	E	F	G
Predecessor	-	-	A	A,B	D	C,E	E
Expected time (weeks)	7	9	12	8	9	6	5

- i) Draw a pert diagram to show the flow of activities for the above project. Use activity nodes (4marks)
- ii) Determine the critical path for the project (3marks)
- iii) Determine the slack time for activity C and A (3marks)
- e) Outline five benefits of using critical path method (CPM) in project scheduling. (5marks)
- f) Discuss three types of project status reports that are prepared and shared with various project stakeholders (5marks)

SECTION TWO: ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

Use the table below to answer the equations that follows:

ID	Task Name	Duration (days)	Predecessors
1	a	5	
2	b	4	
3	c	3	1
4	d	4	1
5	e	6	1
6	f	4	2, 3
7	g	5	4
8	h	6	4, 5
9	i	6	6
10	j	4	7, 8

- i) Draw a pert diagram to show the flow of activities for the project. (5marks)
- ii) Using the backward pass method, determine the critical path for the project. (4marks)

- iii) Determine the free slack for activity b and f. (4marks)
- iv) Discuss any two challenges associated with using the critical path method (CPM). (4marks)
- v) State any three stakeholders involved in project management. (3marks)

QUESTION THREE (20 MARKS)

- a) The chief executive officer (CEO) of a leading security firm in the country complains to you of having failed to meet the goal of a project to which he has now lost to a rival firm. Discuss with him the causes of the failure while clearly offering him possible solutions. (10marks)
- b) Use the table below to answer the questions that follows:

Activity	Predecessor	Duration
A	-	2
B	A	3
C	A	2
D	B	3
E	C	4
F	D	2
G	B	1
H	D	3
I	C	2

- i) Using a Gantt chart, show the relationships between the project activities. (5marks)
- ii) Determine the critical path and the duration of the project. (5marks)

QUESTION FOUR (20 MARKS)

- a) Describe the structure and composition of the final project report. (10marks)
- b) Examine any two fallacies that would lead to delay in security project management. (4marks)
- c) As a project manager with a multinational security firm, how would the following processes impact on your project?
 - i) Project cost (3marks)
 - ii) Project procurement (3marks)