TECHNICAL UNIVERISTY OF MOMBASA

Faculty of Engineering & Technology

DEPARTMENT OF COMPUTER SCIENCE & INFORMATION TECHNOLOGY

UNIVERSITY EXAMINATION FOR:
BACHELOR OF SCIENCE IN INFORMATION COMMMUNICAITON
TECHNOLOGY
(BSICT)

EIT 4308: ICT PROJECT MANAGEMENT

END OF SEMESTER EXAMINATION
SERIES: DECEMBER 2013
TIME: 2 HOURS

<u>**Instructions to Candidates:**</u>
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 THREE IT project categories **(3 marks)**

c) Describe THREE potential problem areas in projects **(3 marks)**

d) Describe THREE groups of stakeholders to a project **(3 marks)**

e) Outline requirement specifications in projects **(3 marks)**

f) Outline FOUR reasons for software project problems **(4 marks)**

g) What measures should be taken to avoid budget and schedule overshoots **(4 marks)**

h) Explain the approaches that can be used to counter resistance to change **(6 marks)**

Question Two

a) Outline human resource factors that affect projects **(8 marks)**

b) Explain the following risks in project management **(8 marks)**
   (i) New technology
   (ii) Poor requirement specification **(8 marks)**

c) State FOUR roles of a project manager **(4 marks)**

Question Three

a) Explain the significance of monitoring and control **(4 marks)**

b) List FOUR activities that are given monitoring priority.

c) Explain how the following are used to get a project back on track:
   (i) Shortening the critical path
   (ii) Reconsidering precedence requirements **(12 marks)**

Question Four

As a project manager, what would be the most appropriate management style when dealing with eh following staff:

a) At Inudisha College, a former member of the college who has dealt with the college payroll for several years and who has been employed by the college to set up and manage the new payroll section. **(6 marks)**

b) A new trainee analyst programmer who has just joined a development group **(2 marks)**

c) A very experienced maintenance analyst programmer in his 40's, who was recruited into the software development some time ago from the accounts department and who has been dealing with system support for the old maintenance account system that is now being revised, **(6 marks)**

d) Social loafing is a problem that students often encounter when carrying out group assignments. What steps can participants in a group take to encourage team members to participate effectively? **(6 marks)**

Question Five

Draw a complete precedence network given the following data: **(20 marks)**

Task	Precedence	Time (Weeks)
a	-	5
b	-	4
c	a	6
d	b	2
e	b	5
f	c,d	8