



TECHNICAL UNIVERSITY OF MOMBASA

INSTITUTE OF COMPUTING AND INFORMATICS

UNIVERSITY EXAMINATION FOR:

Bachelor of Technology Information Communication Technology /Bachelor of
Science in Information Technology

EIT 4308 & BIT2215: ICT project Management/ Project management

END OF SEMESTER EXAMINATION

SERIES: APRIL 2016

TIME: 2 HOURS

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

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

Do not write on the question paper.

Question One

- a) Explain a scope baseline (2 Marks)
- b) Describe the means used in controlling a project (3 marks)
- c) Explain the relationship between budget and schedule overshoots (5 marks)
- d) Outline two risk types to be found on Project (4 marks)
- e) Explain the following risks in project management (6 Marks)
 - i) New technology
 - ii) Poor requirement specification
- f) Outline the causes of user resistance to change (3 Marks)
- g) Describe two strategies employed in managing risk (2 Marks)
- h) How would you evaluate the following aspects of a proposal?
 - i) The usability of an existing software application (3 Marks)
 - ii) The usability of a software application that is yet to be designed and constructed (2 Marks)

Question Two

- a) Paul is the manager of a software development section. On Tuesday at 10.00 am he and his fellow section heads have a meeting with their group manager about the staffing requirements for the coming year. Paul has already drafted a document “bidding” for staff. This is based on the work planned for his section for the next year. The document is discussed at the meeting. At 2.00 pm Paul has a meeting with his senior staff about an important project his section is undertaking. One of the programming staff has just had an accident and will be in hospital for some time. It is decided that the project can be kept on schedule by transferring another team member from less urgent work to this project. A temporary replacement is to be brought in to do the less work but this may take a week or so to arrange. Paul has to phone both the human resources manager about getting a replacement and the user for whom the less urgent work is being done, explaining why it is likely to be delayed.

Required: Identify which of the eight responsibilities listed above Paul was responding to at different points during his day. (12 Marks)

- b) Outline human resource factors that affect projects (8 marks)

Question Three

- a) Differentiate between activity and event in as used in network planning (4 Marks)
- i) Activity
 - ii) Event
- b) Draw precedence network diagram depicting the following information (12 marks)

Tasks	Precedence	Time
a	-	3 weeks
b	-	5 weeks
c	a	7 weeks
d	b	5 weeks
e	c, d	6 weeks
f	b	4 weeks
g	b	8 weeks
h	c, e	4 weeks
i	e, f	3 weeks

- c)
 - i) Determine the critical path (4 Marks)
 - ii) What is the duration of the project

Question Four

- a) Explain the best mode of communication for the following
 - i) A developer needs clarification of what is meant by a particular term used in a specification (5 Marks)
 - ii) The users of a system have found what appears to be a fault in a software application that they use (5 Marks)
 - iii) A finance director needs to ensure that a software application is changed to conform with new legal requirements. (5 Marks)
- b) Explain Five characteristics of dysfunctional software project (5 Marks)

Question Five

- a) State two principle options used to get a project back on track (2 Marks)
- b) Explain the principles in (a) above (10 Marks)
- c) How would you evaluate the following aspects of a proposal?
 - i) The maintenance costs of hardware to be supplied (2 marks)
 - ii) The time taken to respond to requests for software support (2 marks)
 - iii) Training (4 marks)

