



TECHNICAL UNIVERISTRY OF MOMBASA

Faculty of Engineering & Technology

DEPARTMENT OF COMPUTER SCIENCE & INFORMATION TECHNOLOGY

UNIVERSITY EXAMINATIONS FOR DEGREE IN:
BACHELOR OF SCIENCE IN INFORMATION COMMUNICATION TECHNOLOGY
(BTIT/BSIT 12S J-FT)

**EIT 4308/BIT2215: PROJECT MANAGEMENT/ICT PROJECT
MANAGEMENT**

END OF SEMESTER EXAMINATION
SERIES: APRIL 2015
TIME: 2 HOURS

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) List FOUR indicators of project failure **(4 marks)**
- b) Outline requirements specification in projects **(3 marks)**
- c) Describe the following estimates:
 - (i) Parametric
 - (ii) Control **(6 marks)**
- d) Describe the factors that need to be considered when assessing impact of a solution on an organization **(8 marks)**
- e) Explain a scope baseline **(3 marks)**
- f) Explain the approaches that can be used to counter resistance to change **(6 marks)**

Question Two

- a) Paul is the manager of a software development section. On Tuesday at 10.00am 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 documentation “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 2.00pm 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 resource manager about getting a replacement and the end user for whom the less urgent work is being done, explaining why it likely to be delayed.

Required:

Identify which of the eight responsibilities listed above Paul was responding to at different points during his day. **(14 marks)**

- b) Describe situations in which the following theories are applicable in ICT project management **(6 marks)**
- (i) Expectancy theory
 - (ii) Theory X
 - (iii) Theory Y

Question Three

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

Question Four

Draw a complete precedence network given the following data, identifying the critical path and duration of the project:

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

Question Five

- a) List FOUR competences necessary for the position of project manager **(4 marks)**
- b) What organization impact factors need to be assessed at feasibility state **(8 marks)**

c) Describe FOUR major tasks necessary in the preparation of an overall estimate for a project
(8 marks)