



20

(KNOWLEDGE FOR DEVELOPMENT)

**KIBABII UNIVERSITY
(KIBU)**

**UNIVERSITY EXAMINATIONS
2016/2017 ACADEMIC YEAR**

**SUPPLEMENTARY/SPECIAL EXAMINATIONS
THIRD YEAR EXAMINATIONS**

**FOR THE DEGREE OF
BACHELOR OF SCIENCE
(INFORMATION TECHNOLOGY)**

COURSE CODE : BIT 321

COURSE TITLE : PROJECT MANAGEMENT

DATE: 21/09/2017

TIME: 3:00 P.M – 5:00 P.M.

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTIONS ONE AND ANY OTHER TWO.

QUESTION ONE

- a.) Define a project (2 Marks)
- b) Explain the difference between project management and general management (6 Marks)
- c) What are the benefits and problems with the 'one best way' approach to project management (4 Marks)
- d) Why is it necessary to consider the continuous improvement of the processes by which projects are carried out (4 Marks)
- e) What does 'the system' mean in the context of project management (2 Marks)
- f) An aggregate project plan beneficial for an organisation that pursues a number of projects at the same time. Discuss (4 Marks)
- g) Why is it important for project activities to be in line with organisational strategy (4 Marks)
- h). Explain why the use of work breakdown structure is important to the project manager (4 Marks)

QUESTION TWO

You have carefully planned and selected the team that you require for your project. You are concerned that team members employed by the organisation may leave before they have completed their work on your project.

- a) Outline a strategy that you could put in place to avoid or minimise staff losses. (10 Marks)
- b) Accepting that staff turnover is inevitable, describe steps that you could take to mitigate the adverse effects. (5 Marks)
- c) If a team member needs to be replaced through long-term sickness, what steps could you take to ensure that a new recruit does not adversely affect the good team spirit you have established. (5 Marks)

QUESTION THREE

Conflict is inevitable in a project setting, and conflict resolution is part of a project manager's core responsibilities. But conflict resolution is more than just refereeing disputes. The root causes of conflict in a project setting are largely due to flaws in the project plan, process, or organization.

- a) What is Conflict Management? (2 Marks)
- b)As a project manager how do you prepare to manage conflict? (6 Marks)
- c) What are some of the root causes of conflict and how can you resolve them? (6 Marks)
- d)Your design reviews in the project always get emotional - what can you do to avoid this conflict? (6 Marks)

QUESTION FOUR

- i. Consider the development of a short course in project management. From the information, construct the network diagram. (6 Marks)

Activity (Weeks)	Description Activity	Duration	Preceding
A	Design course overview and publicity	4	-
B	Identify potential staff to teach on course	2	-
C	Construct detailed syllabus	6	-
D	Send out publicity and application forms	10	A
E	Confirm staff availability	2	B
F	Select staff to teach on course	1	C,E
G	Acknowledge student applications	3	D
H	Identify course written material	2	F
J	Preparation of teaching material	20	G,H
K	Prepare room for course	1	G

- ii. Determine the ESTs, the LSTs, the project duration and the critical path activities (6 Marks)
- iii. Estimate the slack for each activity (4 Marks)
- iv. What further factors should be considered in order to give a better view of the realistic timescales for the organisation of the course (4 Marks)

QUESTION FIVE

- a) You have had your initial meeting with the Sponsor of your new project where you were given the Terms of Reference and asked to produce your estimates of time and cost for the project.
- i) Name and describe in detail (analyzing their differences) FOUR estimating methods that could be used. (12 Marks)
- ii) What other factors may influence the estimating process and assess how these may influence the project (5 Marks)
- b) Explain how activity duration is calculated when using the PERT technique (3 Marks)