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(Knowledge for Development)

KIBABII UNIVERSITY

**UNIVERSITY EXAMINATIONS
2019/2020 ACADEMIC YEAR**

**SPECIAL/SUPPLIMENTARY EXAMINATIONS
YEAR THREE SEMESTER TWO EXAMINATIONS**

**FOR THE DEGREE OF
BACHELOR OF SCIENCE
COMPUTER SCIENCE**

COURSE CODE : CSC 325
**COURSE TITLE : SOFTWARE PROJECT
MANAGEMENT**

DATE: 11/02/2021 TIME: 2.00 P.M – 4.00 P.M

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTIONS ONE AND ANY OTHER TWO.

QUESTION ONE [COMPULSORY] [30 MARKS]

- a) Explain why monitoring and control are important in any project. [3 marks]
- b) State the criteria that is used to judge the success of any project. [2 marks]
- c) Outline the project activities required for work break down structure. [3 marks]
- d) i. Discuss the advantages and disadvantages of using a Gantt chart in comparison to a network diagram. [8 marks]
- e) Describe THREE algorithmic techniques used for estimating effort for an IT system development project. [6 marks]
- f) Explain the following concepts:
- i. Project management [2 marks]
 - ii. Quality as used in project management [2 marks]
- g) In preparation for meeting your project sponsor, you have developed an estimate using the PERT method. Briefly describe the PERT method. [4 marks]

QUESTION TWO [20 MARKS]

- a) i. Define a project. [2 marks]
- ii. Identify the unique attributes of a project [2 marks]
- b) Explain the triple constraint concept. [6 marks]
- c) Briefly explain the FIVE phases of IT project methodology. [10 marks]

QUESTION THREE [20 MARKS]

- a) What does it mean to take a system view of a project? [4 marks]
- b) Explain how a system view of a project applies to project management. [6 marks]
- c) Discuss how the four frames of organizations, help project managers understand the organizational context for their projects. [10 marks]

QUESTION FOUR [20 MARKS]

- a) Explain the following concepts:
- i. Project risk [1 mark]
 - ii. Project risk management [2 marks]
- b) Risk monitoring and control should be part of the overall monitoring and control of any project. Explain the tools used for monitoring and controlling risks. [9 marks]
- c) A response to a particular project risk may follow various strategies. Explain. [8 marks]

QUESTION FIVE [20 MARKS]

- a) Explain a work break down structure (WBS) [2 marks]
- b) Discuss the following as used in project estimation: [8 marks]
- i. Guesstimating [2 marks]
 - ii. Delphi estimating [2 marks]
 - iii. Top-down estimating [2 marks]
 - iv. Bottom-up estimating [2 marks]
- c) Explain software engineering metrics and the approaches used. [10 marks]