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(KNOWLEDGE FOR DEVELOPMENT)

**KIBABII UNIVERSITY
(KIBU)**

**UNIVERSITY EXAMINATIONS
2019/2020 ACADEMIC YEAR**

**SPECIAL/SUPPLEMENTARY EXAMINATIONS
THIRD YEAR SECOND SEMESTER**

FOR THE DEGREE IN

(INFORMATION TECHNOLOGY)

COURSE CODE: BIT 321

COURSE TITLE: PROJECT MANAGEMENT

DATE: 01/02/ 2020

TIME: 2.00 P.M. - 4.00 P.M.

INSTRUCTIONS

ANSWER QUESTIONS ONE AND ANY OTHER TWO.

QUESTION ONE (COMPULSORY)**[30 MARKS]**

- a. Mention some of the major activities covered by software project management. [3 marks]
- b. Why is there a new or renewed interest in the field of project management? [2 marks]
- c. Discuss the statement “*Failure to communicate is often the greatest threat to the success of any project, especially Information Technology Projects*”. [3 marks]
- d. Discuss the statement “*Top management commitment is not crucial for software project success!*” [3 marks]
- e. Outline the basic attributes of a project? Explain the characteristics that make software project differ from conventional projects like house and road construction projects. [4 marks]
- f. Explain why *standard one laptop* project failed or will fail pointing out the main causes of such failures using Kenyan context. [4 marks]
- g. Discuss any THREE aspect analysts consider during feasibility study. In each case explain tools or techniques used to justify whether the software product is worth undertaking. [6 marks]
- h. Risk management is an important role of software project management. Explain any THREE Risks and risk types that may affects a software project. [5 marks]

QUESTION TWO**[20 MARKS]**

- a. i. There is not a ‘one-size fits all’ model for the project organisation; you must design it to suit such things as a project. Discuss. [2 marks]
- ii. Discuss the Three Sphere model for Systems management. [4 marks]
- b. A programmer was given a task to convert a static website of a magazine into a dynamic PHP website; what prompts the management to engage into this project? Base your argument on:
 - i. Business issues [2 marks]
 - ii. Organizational issues [2 marks]
 - iii. Technological issues [2 marks]
- c. Briefly describe the project management framework, providing examples of stakeholders, knowledge areas, tools and techniques, and project success factors. [8 marks]

QUESTION THREE**[20 MARKS]**

- a. Explain the terms **Milestone** and **derivable** as used in project management. [2 marks]

- b. Explain in briefly any THREE methods one may use to estimate a software project effort required and cost. **[4 marks]**
- c. Explain software project scheduling. How are PERT and CPM useful in project scheduling? **[4 marks]**
- d. Explain the significance of work breakdown structure in project planning. Illustrate the Top-down approach of building a work breakdown structure **[3 marks]**
- e. The Table 1 below shows the activities, their duration and its precedents of a project.

Activity	Duration in weeks	Precedents
A- Hardware Selection	6	-
B- Software Design	4	-
C- Install Hardware	3	A
D- Code and Test software	4	B
E- File Take-on	3	B
F- Write User Manual	10	-
G- User Training	3	E,F
H- Install and Test System	2	C,D

- i. Draw the precedence network diagram for the project and identify its critical path. **[5 marks]**
- ii. Draw a Gantt chart of this project for tracking purpose. **[3 marks]**

QUESTION FOUR

[20 MARKS]

- a. List out the activities covered by software project management and explain with diagram. **[4 marks]**
- b. What do you mean by resource allocations .Discuss the nature of resource and requirements required in a software project? **[4 marks]**
- c. Differentiate between risk planning, risk avoidance, risk reduction and risk acceptance **[4 marks]**
- d. Explain the different techniques for enhancing the quality of software project. **[4 marks]**
- e. What are the different types of software Maintenance activities envisaged for an installed software project? **[4 marks]**

QUESTION FIVE

[20 MARKS]

- a. What is the meaning of the following concepts as use in Project Management? **[4 marks]**
- i. Brainstorming
 - ii. Patent
 - iii. Contract
 - iv. System Vulnerability
- b. Describe the factors to be considered in selecting a Project Team. **[3 marks]**
- c. Explain what is meant by the problem of “*Many Hands*” in software project management and discuss how this problem complicates attribution of responsibility. **[6 marks]**
- d. Microsoft Corporation is one of the leading company whose task is to develop and delivery software products to its consumers. Explain how the Company collects its user requirements and why the company does NOT depend on waterfall models in its software project production. **[7 marks]**