

PAN AFRICA CHRISTIAN UNIVERSITY

BACHELORS OF INFORMATION COMMUNICATION TECHNOLOGY

END OF TERM EXAMINATION

DEPARTMENT: COMPUTING & INFORMATION TECHNOLOGY

COURSE CODE: BSIT312

CAMPUS: ROYSAMBU

COURSE TITLE: IT Project Management

EXAM DATE: THURSDAY

TIME: 8:00AM – 11:00AM

INSTRUCTIONS

- This exam carries a total of SIX Questions of [10 Marks Each]
- Section One (I) is compulsory.
- Answer any 3(Three) Questions from Section Two (II)
- Read all questions carefully before attempting.

Section One Compulsory 10 marks

Question One.

- (a) Discuss four significant reasons for a project team leader having good communication skills for good project management outcome. **[4 Marks]**
- (b) Time, cost and scope are tree constraints that assure the quality project management. Discuss how each would affect your project deliverables. **[6 Marks]**

Section Two Attempt any Three Questions.

Question Two.

- a) Explain how you would apply a Work Breakdown structure during your IT Project process. **[2 marks]**
- b) Debate how the following risk strategies would impact your project management assignments **[8 Marks]**
- (i) Risk acceptance
 - (ii) Risk transference
 - (iii) Risk avoidance
 - (iv) Risk Mitigation

Question Three

- (a) Suppose you are tasked with automation of Sacco's system backend operations and you are required to report progress to the project board at the end of every two-week period. Describe **five** items of information that should appear on this report. **[10 Marks]**

Question Four

Suppose a client requests for a change in a software project scope, describe five key actions you would take a project manager to deal with the requests. **[10 Marks]**

Question Five.

ABC Company has decided to buy in and install an off-the-shelf (OTS) stock control package to replace the existing manual system. This will need new computer equipment and network cabling throughout the offices. You are to manage this project. You have drawn up an outline project plan to include the following main tasks:

A	Interview stock control staff, draw up and agree a list of main requirements	4 weeks
B	Assess alternative OTS packages and select the most appropriate.	4 weeks
C	Specify and order all the required new hardware and communications.	2 weeks
D	Test and install all the new hardware and equipment.	7 weeks
E	Modify and test the package software.	12 weeks
F	Install the package software	1 week
G	Specify & obtain the stock data required to implement the system	5 weeks
H	Draw up a training plan.	2 week
I	Train the users	8 weeks
J	Draw up an acceptance test plan test	3 weeks
K	Acceptance testing	4 weeks
L	Load data and implement the new system.	3 week

- (a) Describe the breakdown structure (WBS) diagram for the project, showing all the planned tasks. This WBS should contain at least two levels. Explain the main differences between this WBS and a product breakdown structure (PBS) diagram for the same project. **[10 marks]**

Question Six.

- (a) Discuss THREE factors that would contribute to failure of projects **[3 marks]**
- (b) Identify relevant solutions to the factors you have named in (a) above **[3 marks]**
- (c) Compare & contrast project monitoring and project control **[2 Marks]**
- (d) Explain TWO techniques for avoiding project resource overload **[2 Marks]**

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