



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION APRIL 2023

EXAMINATION FOR THE BACHELOR OF BUSINESS INFORMATION TECHNOLOGY/BACHELOR OF SCIENCE IN STATISTICS & IT (MAIN CAMPUS) (YR III SEM II)

UNIT CODE: BCIT 3241

UNIT TITLE: ICT PROJECT MANAGEMENT

DATE:

TIME:

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

Question One

- Describe the importance of project management (6 Marks)
- Explain any four measures of a successful project. (4 marks)
- Explain the following terms, stating their importance in ICT projects (4 marks)
 - Project plan
 - Work Breakdown Structure
- Explain the term “Project Risk Management” and discuss four major process that could be applied when managing risk in an IT related project. (6 marks)
- In any project schedules are a key aspect of project management. A software development project had the following activities.

Activity	Predecessor	Duration in Weeks
A	-	5
B	-	7
C	A	6
D	B	5
E	B	4
F	D,E	8
G	C,F	8
H	D	6
I	G,H	3

Required:

Draw the necessary diagram and calculate the critical path for the project. (10 marks)

Question Two

- a) Identify an IT project of your choice and discuss how you can apply the cycles of project management to ensure success. (6 marks)
- b) Explain FOUR factors to consider when evaluating project impact. (8 marks)
- c) The success of an IT project is often judged on its closeness to the originally agreed scope, cost and duration.
 - i) Explain the difference between project and business success? (4 Marks)
 - ii) Explain TWO common project success criteria (2Marks)

Question Three

- a) Discuss six resources needed in software development projects (6 Marks)
- b) Suppose the scope of a project increases, what decisions would a project manager have to consider about the other elements of the Project Triangle?(4 Marks)
- c) Briefly explain two attributes that make IT project different from other types of projects (4 marks)
- d) Describe the following concepts as used in project management giving appropriate examples
 - (i) Project charter (3 marks)
 - (ii) Monitoring and control (3 marks)

Question Four

- a) Scope Creep is of considerable concern on many IT projects as it has the potential to lead to less than satisfactory project outcomes. Most IT project managers are keenly aware of the need to manage scope creep well and employ a range of techniques to this end.

Answer the following questions:

- i. Describe what is meant by Scope Creep and explain how it can lead to unsatisfactory outcomes on an IT project. (10 mks)
- ii. Describe One technique that an IT project manager could use to minimise the likelihood of Scope Creep on their project. Use examples to illustrate how each of these techniques would work. (10 mks)

iii. Discuss whether software development projects are more susceptible to Scope Creep than other types of projects. Make sure you explain your reasoning. (5 mks)

Question Five

- a) Compare and contrast Gantt chart and critical path method used in time management (5 mks)
- b) Compare and contrast the Project Life Cycle and the System Development Life Cycle (6 marks)
- c) Write short notes on the following with suitable example: (9 mks)
 - i. Software project estimation models
 - ii. Project termination techniques
 - iii. Structure of a software project management plan