KENYA METHODIST UNIVERSITY

END OF 2ND TRIMESTER 2010 EXAMINATIONS

FACULTY   :   **SCIENCE AND TECHNOLOGY**
DEPARTMENT   :   **COMPUTER SCIENCE & BUSINESS INFORMATION**
UNIT CODE   :   **CISY 404**
UNIT TITLE   :   **IT PROJECT MANAGEMENT**
TIME   :   **2 HOURS**

Instructions
- *Answer question 1 and any other two questions.*
- *Marks will be awarded to clearly and concisely explained points.*

Question 1
a) With the aid of a diagram, briefly explain the project management framework.(9Mks)

b) Explain how the following aspects affect effective management of projects in a firm. (6Mks)
   i.   Quantitative tools and techniques
   ii.   Organizational structures
   iii.   Organizational behavior

c) Explain what happens during the cost budgeting process.   (5Mks)

d) Teams are critical component of project management. Explain three barriers to effective team building and suggest ways to handle them.   (6Mks)

e) Explain how earned value management (EVM) can be used to measure project performance.
                                                                                    (4Mks)

Question 2
a) Describe four major skills that a project manager will need to successfully implement a project.   (8Mks)

b) Briefly describe four different tools and techniques project managers can use to help them manage project teams.   (8Mks)

c) Explain why so many IT and other projects are unsuccessful.   (4Mks)

Question 3
a) Explain at least five suggestions that help to ensure adequate change control and good contract administration.   (10Mks)

b) The concept of open-source software development has only recently gained popularity as a radical approach to developing software projects.
   i.   Explain the two approaches to open-source software project development.   (2Mks)
   ii.   Highlight four concerns raised by critics of the open-source methodology.   (4Mks)

c) Management in any project is concerned with process and product quality which is enhanced by resource efficiency and process effectiveness. Briefly explain what you understand by resource efficiency and process effectiveness. (2Mks)

Question 4

a) Explain four different ways used to develop a work breakdown structure (WBS) of a project. (6Mks)

b) Explain the tools and techniques used for project quality control. (6Mks)

c) Project closing is one of the major phases in traditional project management. State five activities carried out in this phase. (4Mks)

d) List key characteristics of SCRUM project management. (4Mks)