**W1-2-60-1-6**

## JOMO KENYATTA UNIVERSITY

**OF**

**AGRICULTURE AND TECHNOLOGY**

# University Examinations 2015/2016

**YEAR FOUR AND SEMESTER ONE EXAMINATIONS FOR THE DEGREE OF BACHELOR OF BUSINESS INFORMATION TECHNOLOGY**

**BBT 2210: PROJECT MANAGEMENT**

**DATE: AUGUST 2016 TIME: 2 HOURS**

**INSTRUCTIONS: ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO**

**QUESTION ONE**

a) Describe the various stages of project life cycle (4 marks)

b) Using an example, distinguish between a work breakdown structure (WBS) and a product breakdown structure (PBS) (4 marks)

c) Discuss any four criteria of a successful project (4 marks)

d) Outline the steps of the scope management process (5 marks)

e) Discuss the various stages of team development (5 marks0

f) Explain how you would use a GANTT chart to plan and schedule an IT project (4 marks)]

g) Explain what is meant by a project management plan? Give examples of its contents (4 marks)

**QUESTION TWO**

Your university has a new software project that consists of a 8 activities A to H as shown below;

Activity Duration Predecessor

(days)

A 3 -

B 6 A

C 7 A

D 5 A

E 13 B,C

F 8 C,D

G 11 D,F

H 6 G,E

a) Draw an activity on Node diagram and show the project duration and critical path (10 marks)

b) How is the project completion time affected by the following (on their own)

i) Activity F is delayed by 3 days (2 marks)

ii) Activity E is delayed by 7 days (2 marks)

iii) Activity6 G is finished 7 days early (2 marks)

c) Explain 2 advantages of using a network diagram in project management (4 marks)

**QUESTION THREE**

a) Describe any five techniques a project manager could use to identify risks in an IT project (10 marks)

b) Describe five common responses to project risks (10 marks)

**QUESTION FOUR**

a) List and explain six team roles that Belbin defines (12 marks)

b) You know that you have all the right skills in the team but not enough people with these skills to hit the project deadline;

i) What are some of the possible actions you could take (4 marks)

ii) Outline the staff hiring process (4 marks)

**QUESTION FIVE**

a) Identify and discuss some of the suntemic causes of failed IT projects

(6 marks)

b) Outline the techniques you can use to estimate the cost of a software project (6 marks)

c) Describe the main roles and responsibilities of a project manager

(6 marks)

d) Define the term “stakeholder” in the context of a project (2 marks)