

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

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

# **UNIVERSITY EXAMINATIONS 2014/2015**

THIRD YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS INFORMATION TECHNOLOGY

**BBT 2210 : PROJECT MANAGEMENT**

**DATE: AUGUST 2015 TIME: 2 HOURS**

**INSTRUCTIONS:**

**ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS**

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

1. Define the term “PROJECT” and explain the four criteria for the project to be considered successful. [5 marks]
2. The first step in managing risk is to identify the risks. Describe five methods you could use for identifying /uncovering / revealing risks. [5 marks]
3. An IT project has been running well for 6 months. The IT project manager then noticed a decrease in the efficiency and performance of the project team. Describe the steps they could take to deal with this situation. [5 marks]
4. Using examples, distinguish between WMS and PBS [5 marks]
5. Describe five items that should be included in a regular progress report to the project sponsor. [5 marks]
6. Outline the contents of “Project scope management plan”.

**QUESTION TWO**

A well known major political, party has decided to replace its existing, in-house

membership database with a passage-based system. It has drawn up a short list

off four off-the-shelf packages, but now meets its outline requirements

completely. An outline plan for the remaining tests in this project has been

drawn up as follows:

|  |  |  |
| --- | --- | --- |
| **Task** | **Description** | **Duration** |
| A | Compare the four packages and select one | 6 weeks |
| B | Amend this selected package | 10 weeks |
| C | Specify and design data for system testing | 6 weeks |
| D | Design and prepare a user training causes | 4 weeks |
| E | Design and develop a data migration program | 8 weeks |
| F | Carry out system testing | 3 weeks |
| G | Run the user training course | 4 weeks |
| H | Test the data migration program | 4 weeks |
| I | Carry out user acceptance testing | 3 weeks |
| J | Implement the replacement database system | 1 week |

Tasks B, C, D and E are all dependent on Task A. Task F cannot start until task

B and C are both completed.

Task G cannot start until tasks B and D are both completed.

Task H is solely dependent on task E.

Task I cannot start until tasks F, G and H are all completed

Task J is dependent salary on task I.

1. Draw an activity on node diagram for this project, showing all dependencies and the earliest start time, latest finish time, duration and float for each task, highlight the critical path and calculate its duration. [10 marks]
2. At the end of task A, it is realized that task B can be reduced from 10 to 6 weeks, but task F should be extended from 3 to 5 weeks. Re-calculate all the earliest and latest start times, and floats to reflect these two changes and identify any changes to the critical path. [6 marks]
3. In some circumstances a GANTT chart might be used as an alternative to a network diagram.
4. Give two advantages , with a brief explanation of each, of using a Gantt when compared with a network diagram. [2 marks]
5. Give two advantages with a brief explanation of each, of using a network when compared with a Gantt chart. [2 marks]

**QUESTION THREE**

You have reached the stage in a project where you have created a plan that shows

all the work that needs done,. You must assign resources to the tasks.

1. Describe five factor that you would consider when allocation staff to a task.

[5 marks]

1. You know that you have all the required skills in the project team but not enough people with these skills to meet the project deadline. What are some of the possible actions you could take? [8 marks]
2. It has been decided that you need to hire a new member of staff for the project . list the steps that you need to go through from identifying the need for a new resource right through the end of the recruitment process. [7 mark]

**QUESTION FOUR**

You work for a small software house which has won a contract with a new client

to design, develop and implement a replacement database system. The client is a

medical research organization and has very small IT section. Your company has

a little experience in this business area. Your company has decided to use a new

rapid development method for this project and you have been appointed project

manager.

1. Define the term “Project Risk” [1 mark]
2. Give THREE examples of progress risk that might affect your company when undertaking the IT project describe above. [3 marks]
3. List and explain two factors used in evaluating risk exposure. Explain how each of these factors might be assessed quantitatively. [4 marks]
4. Risks can be assessed both quantitatively as above, and qualitatively. Discuss the way in which risks could be assessed quantitatively an dhow these qualitative assessment could then be used to privilege risks. [6 marks]
5. Draw up a table illustrating the qualitative assessment of risk exposure for the three projects that you have identified in part (a) above. [6 marks]