



Postgraduate Programme
Department of Computer Science and Mathematics
Semester 2 Year 2018

FINAL EXAMINATION PAPER

ITC401 IT PROJECT MANAGEMENT

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours)** to complete this paper.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. **This Final Course Examination Paper is worth 100 marks contributes 50% of the total course assessments.**
6. This paper contains TWO (2) sections, section A and section B. Section A questions are compulsory. Select and answer any one of the four questions in section B.
7. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
8. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-6	Long Essay Writing	90	160 minutes
B	1-4	Short Essay Writing	10	20 minutes
		TOTAL	100	180 Minutes

Section A – Long Essay Writing [90 Marks]

- There are Six (6) questions in this section.
 - All questions are compulsory.
 - Each question is worth 15 marks.
 - Write an essay of 300-400 words to critically answer each question.
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1. What is a **project**, and what are its main **attributes**? What is the **triple constraint**? What **other factors** affect a project? What makes IT projects different from other types of projects? What are suggested **skills and competencies** for IT project managers?
2. Explain the **five project management process group** activities in relation to **project scope management**. Also state **key outputs** in each process group for scope management.
3. Use diagrams/illustrations where necessary in your explanations to discuss the seven main processes involved in **project time management** (planning schedule management, defining activities, sequencing activities, estimating activity resources, estimating activity durations, developing the schedule, controlling the schedule).
4. Explain some of the **basic principles of cost management**, such as profits, life cycle costs, tangible and intangible costs and benefits, direct and indirect costs, and reserves. Give examples of when you would prepare **rough order of magnitude (ROM)**, **budgetary**, and **definitive cost estimates** for an IT project. Give an example of how you would use each of the following techniques for creating a cost estimate: **analogous**, **parametric**, and **bottom-up**.
5. Explain using examples and illustrations the **Seven Basic Tools of Quality** (cause-and-effect diagram, control chart, checksheet, scatter diagram, histogram, pareto chart, flowcharts) as applied to an IT project management.
6. Explain the tools and techniques that can assist in **managing project teams**. Explain the **conflict handling modes** of Blake and Mouton (1964). Suggest some **general advice** on managing teams so that teams are not dysfunctional and remain productive.

Section B – Short Essay Writing [10 Marks]

- There are Four (4) questions in this section.
 - Each question is worth 10 marks.
 - Answer only one question.
 - Write an essay of 200-250 words to answer the chosen question.
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1. Discuss with examples different **methods and media choice to communicate** project performance information.
2. Describe how to use a **probability/impact matrix** and the **Top Ten Risk Item Tracking** approaches for performing qualitative risk analysis. How could you use each technique on a project?
3. Explain five reasons why organizations **outsource**. When should an organization choose not to outsource? Why are some organizations beginning to rural source?
4. Explain ways to identify project **stakeholders**? Use **power/interest grid** in your explanations. Which stakeholders do you think are often not identified when they should be?

The End

