



## **MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY**

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University Examinations 2024/2025

THIRD YEAR FIRST SEMESTER FOR THE DEGREE OF  
BACHELOR OF SCIENCE IN DATA SCIENCE, BACHELOR OF  
SCIENCE IN COMPUTER SCIENCE, BACHELOR OF SCIENCE IN  
INFORMATION TECHNOLOGY, BACHELOR OF SCIENCE IN  
COMPUTER SECURITY AND FORENSICS, BACHELOR OF  
SCIENCE IN BUSINESS INFORMATION AND TECHNOLOGY

### **CCS 3302: ICT PROJECT MANAGEMENT**

**DATE: JANUARY 2025**

**TIME: 2 HOURS**

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**INSTRUCTIONS:** *Answer question **ONE** (Compulsory) and any other **TWO** questions*

#### **QUESTION ONE (30 MARKS)**

- a) Identify four best practices in project management that contribute to achieving higher levels of project success. (4 Marks)
- b) As an IT project manager at InfoTech ltd, describe five skills that you as a project manager need in order to successfully complete the project, highlighting why each skill necessary. (4 Marks)

c) Project managers must lead their teams in performing various project activities. There are several tools and techniques available to assist in managing project teams. Briefly explain four such tools and techniques. (4 Marks)

d) Several studies cite top management commitment as one of the key factors associated with project success. Explain why stakeholder management and top management commitment are critical for a project's success (4 Marks)

e) After an organization identifies and quantifies risks, it must develop an appropriate response to them. Identify four basic response strategies for negative risks. (4 Marks)

f) Outline four reasons why many organizations are turning to outsourcing to meet their information technology needs. (4 Marks)

g) Many methods exist for selecting from among possible projects. Briefly describe three common techniques for selecting projects. (6 marks)

## **QUESTION TWO (20 MARKS)**

a) The preliminary scope statement, project charter, organizational process assets, and approved change requests provide a basis for

creating the project scope statement. Briefly explain any six items that are contained in a project scope statement document. (5 Marks)

b) As an entrepreneur, discuss with examples the stages involved the project procurement process. (6 Marks)

c) It takes teamwork to successfully complete most projects. Describe the Tuck-man Model of Team Development (5 Marks)

d) The cost of quality is the cost of conformance plus the cost of nonconformance. Explain briefly four major cost categories related to quality. (4 Marks)

### **QUESTION THREE (20 MARKS)**

a) A WBS is a foundation document that provides the basis for planning and managing project schedules, costs, resources, and changes. Explain three ways used to develop a work breakdown structure (WBS) of a project (6 Marks)

b) Explain the four frames of organizations and how can they help project managers understand the organizational context for their projects. (4 Marks)

c) One of the main goals of quality control is to improve quality. Briefly describe the main outcomes of quality control. (6 Marks)

d) Many experts agree that the greatest threat to the success of any project, especially information technology projects, is a failure to communicate. Briefly discuss four main processes involved in project communications management (4 Marks)

## **QUESTION FOUR (2 MARKS)**

a) Many experts believe the underlying causes of many companies' problems are not the structure or staff, but the organizational culture. Identify seven characteristics of organizational culture.(7 Marks)

b) Briefly explain three types of organizational structures with appropriate illustrations. (6 Marks)

Project integration management involves coordinating all the other project management knowledge areas throughout a project's life cycle. Describe an overall framework for project integration management as it relates to the other project management knowledge areas and the project life cycle.

(7 Marks)

## **QUESTION FIVE (20 MARKS)**

a) Project managers must take cost estimates seriously if they want to complete projects within budget constraints. Briefly explain the three basic types of cost estimates (6 Marks)

b) A consultant has identified a number of activities, their preceding activities and time estimates for the redefinition project (see below)

Activity	Activity description	Preceding activities	Estimated duration (days)	Activity cost (Kshs)
A	Define and agree on terms of reference	-	7	1630
B	Re-define functional requirements	A	2	1450
C	Define non-functional requirements	A	6	1380
D	Define process models	B	7	3000
E	Models	B	4	6700
F	Define static infrastructure requirements	C	8	1400
G	Prepare final report and recommendations	D,E,F	9	3490

There is an overhead cost of Kshs. 480 per day

### **Required**

- i) Draw a network chart for this project; (4 Marks)
- ii) Identify the critical path; (1 Marks)

iii) State the estimated duration of the project; (1 Marks)

iv) If the activity E overruns by 2 days, what effect does it have on the duration of the project? (1 Marks)

v) Calculate the total cost for the project (3 Marks)

c) Project managers need to devise a way to identify and resolve conflicts or issues such as; schedule issues, project priorities, staffing, technical issues, administrative procedures, personalities, and cost. Highlight any four basic modes delineated by Blake and Mouton (1964) for handling conflicts (4 Marks)