



SOUTH EASTERN KENYA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF SCIENCE IN INFORMATION SYSTEMS

SCI 505: ICT PROJECT MANAGEMENT

DATE: 20TH APRIL, 2017

TIME: 9.00 -12.00PM

INSTRUCTIONS TO CANDIDATES

- **Section A(Compulsory)**
 - **Answer ANY TWO questions from section B**
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Question One

a. Define the following key concepts in relation to Project Management

- i) Project **(2 Marks)**
- ii) Project Management **(2 Marks)**
- iii) Scope Creep **(2 Marks)**

b. SEKU management has decided to carry on examination processing project in the next financial year. They have sought your expertise in determining the economic feasibility of this project based on 10% discounting rate for five(5) years.

- i. identify and quantify all the costs for the project over the five year period. **(2 Marks)**
- ii. identify all tangible benefits and quantify them over the five year period. **(2 Marks)**
- iii. using SEKU discounting rate compute the return on investment. **(5 Marks)**
- iv. Justify your decision for or against the implementation of the system. **(1 Mark)**
- v. identify five activities for this project and allocate them resources. **(5 Marks)**

c. Prepare a project plan for the SEKU examination processing system in b. above. **(5 Marks)**

d. Identify four risks that can affect the examination processing project in b. above **(4 Marks)**

SECTION B (ANSWER ANY TWO QUESTIONS)

Question Two

- a. Briefly explain four criteria for assessing the success of a project. **(4 marks)**
- b. why prototypes are used in iterative agile development. **(6 Marks)**
- c. Describe FIVE tactics a project manager could use to manage risks. **(5 Marks)**
- d. It is important to understand the mix of different personalities within a project team. Belbin has identified nine team roles which a successful project team is most likely to have. Describe any FIVE of these team roles explaining their key strengths and weaknesses. **(5 Marks)**

Question Three

- a. The Capability Maturity Model Integrated (CMMI) can be used to assess the level of process maturity for an organisation. With reference to CMMI ,Draw and label a diagram showing the five maturity levels **(5 Marks)**
- b. Quality management systems such as ISO9000 are concerned with the quality of organizational process. Critically evaluate up to FIVE features of ISO9000. **(10 Marks)**
- c. Describe five benefits of e-procurement. **(5 Marks)**

Question Four

- a. Your government has employed you as a project manager in charge of the health management information system recently approved for development. Describe the four project phases you will go through stating two activities in each phase. **(8 Marks)**
- b. Explain what is meant by escalation in the context of a systems development project and explain why it may be detrimental to quality. **(3 Marks)**
- c. With an aid of a diagram, describe the nine knowledge areas of a project management framework. **(9 Marks)**