



**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR SEPTEMBER/DECEMBER 2024/2025 DIPLOMA IN  
COMPUTER SCIENCE/DIPLOMA IN INFORMATION TECHNOLOGY/DIPLOMA IN  
BUSINESS INFORMATION TECHNOLOGY/DIPLOMA IN CYBER SECURITY  
RIT 024: COURSE UNIT ICT PROJECT MANAGEMENT**

**DATE: 12<sup>TH</sup> APRIL 2024**

**TIME: 2 HOURS**

**GENERAL INSTRUCTIONS:**

Students are NOT permitted to write on the examination question paper during exam time.

This is a closed book examination. Text book/Reference books/notes are not permitted.

**SPECIAL INSTRUCTIONS:**

This examination paper consists Questions in Section A followed by section B.

Answer Question 1 and any Other Two questions.

QUESTIONS in ALL Sections should be answered in answer booklet(s).

- 1. PLEASE start the answer to EACH question on a NEW PAGE.**
- 2. Keep your phone(s) switched off at the front of the examination room.**
- 3. Keep ALL bags and caps at the front of the examination room and DO NOT refer to ANY unauthorized material during the course of the examination.**
- 4. ALWAYS show your working.**
- 5. Marks indicated in parenthesis i.e. ( ) will be awarded for clear and logical answers.**
- 6. Write your REGISTRATION No. clearly on the answer booklet(s).**
- 7. For the Questions, write the number of the question on the answer booklet cover page in the order you answered them.**
- 8. DO NOT use your PHONE as a CALCULATOR.**
- 9. YOU are ONLY ALLOWED to leave the exam room 1hour to the end of the Exam.**
- 10. DO NOT write on the QUESTION PAPER. Use the back of your BOOKLET for any calculations or rough work.**

**Instructions: Answer Question ONE (Compulsory) and any other TWO questions.**

**QUESTION ONE (30Marks)**

- a) Define the following terms as applied in ICT project management. **(3 marks)**
  - i) Project
  - ii) Project management
  - iii) Project charter
- b) Describe TRIPLE constraints in ICT project management. **(3 marks)**
- c) Describe the generic four-stage planning process that can be applied by organizations in order to select IT projects. **(4 marks)**
- d) “Failure and limited successes far outnumber success information system projects”. Highlight any four causes of IT projects failure **(4 marks)**
- e) Project Human Resource Management involves making the most effective use of the people involved with a project. Describe the four processes involved in project human resource management. **(4 marks)**
- f) After identifying and quantifying risks, you must decide how to respond to them. Highlight the four main response strategies for negative risks. **(4 marks)**
- g) Using the information in the Table below and assuming that the project team will work a standard working week (5 working days in 1 week) and that all tasks will start as soon as possible:

<b>Task</b>	<b>Description</b>	<b>Duration (Working Days)</b>	<b>Predecessor/s</b>
A	Requirements Analysis	5	
B	Systems Design	15	A
C	Programming	25	B
D	Telecoms	15	B
E	Hardware installation	30	B
F	Integration	10	C,D
G	System testing	10	E,F
H	Training/Support	5	G
I	Handover and Go-Live	5	H

- i) Determine the critical path of the project **(3 marks)**

- ii) Calculate the planned duration of the project in weeks (3 marks)
- iii) Identify any non-critical tasks and the float (free slack) on each. (2 marks)

**QUESTION TWO (20Marks)**

- a) Describe Four overall aim of project governance in project Management (8 marks)
- b) Describe each of the following four components of project governance seek to ensure:
  - i. Portfolio direction (2 marks)
  - ii. Project sponsorship (2 marks)
  - iii. Project management effectiveness and efficiency (2 marks)
  - iv. Disclosure and reporting (2 marks)
- c) Distinguish the difference between continuous improvement and project quality planning. (4 marks)

**QUESTION THREE (20Marks)**

- a) Good cost planning requires a basic understanding of how organizations account for cost. Explain the characteristics of cost components and the two approaches of estimating project costs. (6 marks)
- b) Many people like to focus on meeting milestones, especially for large projects. The milestones should therefore be SMART. Elaborate. (6 marks)
- c) Discuss FOUR distinct aspects which the ICT Project Manager should consider when preparing a project communications plan. (8 marks)

**QUESTION FOUR (20Marks)**

- a) Knowledge areas describe the key competencies that project managers must have. Describe any six project management knowledge areas. (6 marks)
- b) Describe any four types of risks that can be encountered during project management. (4 marks)
- c) During human resource management, conflict will always arise. Describe four conflict handling modes that can be utilized by a project manager to manage conflict with a team. (5 marks)
- d) Discuss the distinct aspects which the Project Manager should consider when preparing a project communications plan. (5 marks)

**QUESTION FIVE (20Marks)**

- a) Compare and contrast the project evaluation and review technique (PERT) with the critical path method (CPM). **(4 marks)**
- b) Explain the Project Life Cycle and the phases involved with the help of an example. **(6 marks)**
- d) Define ICT project cost management. **(1 mark)**
- e) Discuss FIVE approaches/tactics which a Project Manager might consider when optimizing the resource allocation for a project **(5 marks)**