



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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AUGUST – DECEMBER 2018 TRIMESTER

FACULTY OF SCIENCE

DEPARTMENT OF COMPUTER AND LIBRARY SCIENCE

REGULAR PROGRAMME

CMT 408: SOFTWARE PROJECT MANAGEMENT

Date: DECEMBER 2018

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and any other TWO Questions

- Q1. a) Define the following terms explaining their meaning
- i) Project [2 marks]
 - ii) Operations [2 marks]
 - iii) Project Management [2 marks]
 - iv) Earned Value Analysis (EVA) [2 marks]
- b) Describe a risk register, mentioning at least **four** contents [6 marks]
- c) The Kubler-Ross model is useful for understanding people's emotional reaction to personal trauma and change, irrespective of cause. State the **six** stages of the model [3 marks]
- d) Using a diagram, describe a typical project organization structure [3 marks]
- e) Explain the **three** project constraints [6 marks]
- f) Explain **Four** factors that influence projects and may help them succeed [4 marks]

- Q2. a) Using clearly labeled diagrams state and explain the project life cycle **[10 marks]**
- b) Explain **six** responsibilities of a project manager **[6 marks]**
- c) Briefly discuss **two** techniques used in performance reporting **[4 marks]**
- Q3. a) Briefly explain **three** project scheduling techniques **[9 marks]**
- b) What fundamental accounting principles would be a considered when developing the project budget? **[6 marks]**
- c) Briefly explain **five** approaches for dealing with conflict in project management. **[6 Marks]**
- Q4. a) Describe at least **six** key project management metrics **[6 Marks]**
- b) Describe **THREE** techniques used for **source selection** in Project Management **[6 Marks]**
- c) Describe the following contract administration tools in project management **[4 Marks]**
- i) Contract change control system
- ii) Performance reporting
- d) Explain **four** goals from the ADKAR procedure or model in Project Change management **[4 Marks]**
- Q5. a) Discuss the **five** common information-gathering techniques for risk Identification **[10 marks]**
- b) State and explain **three** strategies for negative risks or threats and **three** strategies for positive risks or opportunities **[6 marks]**
- c) Describe the following techniques as used in procurement planning **[4 marks]**
- i) Make-or-buy analysis
- ii) Expert judgment

END