



# PIONEER INTERNATIONAL UNIVERSITY

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## UNIVERSITY EXAMINATIONS

ACADEMIC YEAR: 2021/2022

UNIT NAME: **PROJECT MANAGEMENT**

SEMESTER: **MAY-AUGUST 2022**

UNIT CODE: **MAGT 3140**

DATE: **JULY 2022**

TIME: **2 HOURS**

**INSTRUCTIONS:** Answer question one (30 marks) and any other two

### **IMPORTANT NOTICE !!!**

The following are the possible consequences if found guilty of an Examination Offence:

- a) Expulsion from the University.
- b) Academic Leave.

### **Question one {30 marks}**

a) A project involving the installation of IP telephone lines has eight activities.

ACTIVITY	PREDECES OR ACTIVITY	DURATION
A	NONE	2
B	A	3
C	A	5
D	A	8
E	B	6
F	C	1
G	C	2
H	C,D	3
I	E,F	7
J	G,H	4
K	I,J	5

#### **Required:**

- i. Draw a network of the project (4 marks)
  - ii. Determine critical path (2 marks)
  - iii. Duration of the critical path (2 marks)
- b) Discuss the **FIVE** characteristics of a successful project. (5 marks)
- c) Using relevant examples, critically analyze why projects fail and suggest possible solutions for a project to succeed (5 marks)



d) Using Example of a Project Planning Tool:-Gantt Chart demonstrate how you would ensure a development project is Completed on time. (5 marks)

e) Using project examples define and explain the difference between

iii) Project Milestones and Project Deliverables (4 Marks)

f) Your project has produced an optimistic estimate of 25 weeks, a pessimistic estimate of 95 weeks, and a calculated PERT of 40 weeks. What is the range of most likely completion time of the project. (3 Marks).

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

a) Compare and contrast the Project Life Cycle and the System Development Life Cycle. (6 Marks)

b) Discuss any four Project Management (PM) process groups. (4 Marks)

c) Discuss the project charter and explain the importance of creating a project charter. (4 Marks)

d) Describe the contract closure process (6 Marks)

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

a) Explain the following schedule development tools and concepts: Gantt charts, critical path method and critical chain scheduling. (6 Marks)

b) Explain two suggestions for improving quality for IT projects. (4 Marks)

c) Briefly describe how the software could be used to assist in Project Quality Management. (4 Marks)

d) Discuss any three cost categories related to quality. (6 Marks)

### **QUESTION FOUR (20 MARKS)**

a) Explain what is project risk management and the importance of good risk management. (4 Marks)

b) Discuss three common sources of risk on information technology projects and make suggestions on how to manage them. (6 Marks)

c) Briefly explain the tools and techniques for performing risk monitoring and control. (6 Marks)

d) Discuss the importance of Project Procurement Management. (4 Marks)