JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION 2012/2013
1ST YEAR 1ST SEMESTER EXAMINATION FOR THE
DEGREE OF MASTERS IN INFORMATION SYSTEMS
KISUMU LEARNING CENTRE

COURSE CODE: IIS 5111

TITLE: SOFTWARE PROJECT MANAGEMENT

DATE: 16/4/2013   **TIME:** 9.00-12.00NOON

DURATION: 3 HOURS

INSTRUCTIONS

1. This paper contains FIVE (5) questions
2. Answer question 1 (Compulsory) and ANY other 2 Questions
3. Write all answers in the booklet provided

QUESTION ONE

a) Define Software project management **(5 marks)**
b) Describe five challenges that organizations face when using project management
(5 marks)
c) Explain the correlation between project management processes and the phases of the project lifecycle, making five relevant points **(5 marks)**
d) Explain five typical responsibilities of the Programme Manager throughout the project lifecycle **(5 marks)**

QUESTION TWO

a) A team member approaches you with a change that could cut your schedule down by a month. What is the first thing you should do? **(4 marks)**

b) Brandi is a project manager on a software project. About halfway through development, her team found that they had not estimated enough time for some of the technical work they needed to do. She requested that the new work be added to the scope statement and that the time to do the work be added to the schedule. The change control board approved her change. What's her next step? **(6 marks)**

c) A project manager is working in a country where it is customary to pay the police for private protection services, and those costs have increased the AC. This has affected his earned value calculations. When he reviews the budget with his company's management, his supervisor tells him that in another country, those costs would be considered a bribe, and questions whether they should be added to the budget. What is the BEST way for the project manager to proceed? **(10 marks)**

QUESTION THREE

a) You are managing a software project. You are partway through the project, and your team has just delivered a preliminary version of part of the software. You are holding a weekly status meeting, when one of the team members points out that an important stakeholder is running into a problem with one of the features of the current software. The team member feels that there is a risk that the stakeholder will ask for a change in that feature, even though that change would be out of scope of the current release and if the stakeholder requests that change, there is a high probability that the change control board would approve the change. What is the BEST action to take next?
(10marks)
b) You are the project manager for a software development project. When you need to get staff from the manager of the QA department, he suggests a few test engineers with performance problems for your team. How would you respond to this situation?
(5 marks)
c) Defining the architecture of a software system involves the choice of architectural style. Expound on the statement **(5 marks)**

QUESTION FOUR

a) Organizational aspects of software development are crucial for all successful projects. Explain **(5 marks)**

b) Efficient management of software projects must be based on some explicit, strategic goals and organization's interests. Outline some of these goals **(10 marks)**

c) When a project manager doesn't create a schedule, the organization is given an unrealistic view of how the project will progress. Discuss **(5 marks)**

QUESTION FIVE

You are a project manager and have been requested to come up with a risk assessment plan for your project. Discuss the entire process coming up with the plan **(20 marks)**