PAN AFRICA CHRISTIAN UNIVERSITY

Where Leaders are Made

UNIVERSITY EXAMINATIONS: 2025/2026
EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY

BSIT 312: IT PROJECT MANAGEMENT
END OF SEMESTER EXAMINATION

DATE: MONDAY 27TH JULY, 2026 **TIME: 3 HOURS**

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (15 Marks) Compulsory

(a) Explain the concept "IT Project management" and its importance in modern organizations. **[3 Marks]**

(b) The problems in software projects come from three different viewpoints: project managers, developers and customers. Examine the problems by each group. **[3 Marks]**

(c) Software cost estimation is an activity carried out at various stages during the software development process. Discuss four specific points at which cost estimates are needed **[4 Marks]**

(d) Describe the IT project management activities in the order in which they must happen stating the deliverables out of each activity. **[5 Marks]**

SECTION B (ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (15 marks)

a) Explain the meaning of Software Configuration Management (SCM). **[3 Marks]**

b) Discuss four software cost estimation techniques available to the IT project manager stating when each is applicable **[6 Marks]**

c) An effective performance management process sets the foundation for rewarding excellence. Evaluate how the following help the management or employee**:[6 Marks]**

i. By linking individual employee work efforts with the organization's mission and objectives

ii. By focusing attention on setting clear performance expectations (results + actions & behaviors).

iii. By emphasizing that an annual appraisal should simply be a summary of the conversations held between you and the employee during the entire cycle

QUESTION THREE (15 marks)

a) Risk management has two major components: Risk Analysis and Risk Management. Discuss the activities that are involved in each component. **[4 Marks]**

b) With clear examples, discuss five resources needed in IT projects. **[5 Marks]**

c) Discuss any three essential planning and control tools in IT project management.

[6 Marks]

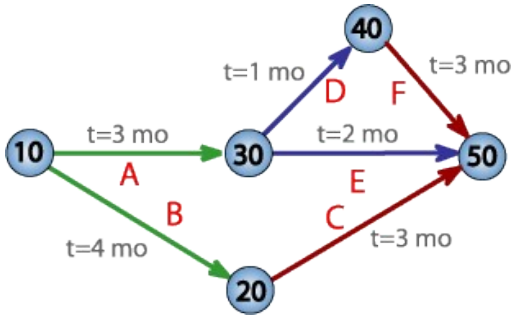
QUESTION FOUR (15 marks)

a) During the design and development of a computerized information processing system, various types of documentation are produced. Describe any three types of these documentations. **[6 Marks]**

b) The management of Pan Africa Christian University is in the process of developing a new Information System. Discuss any three feasibility tests that must be undertaken before the development process gets underway. **[9 Marks]**

QUESTION FIVE (15 marks)

a) Discuss the PERT network chart given below. **[6 Marks]**



b) Represent the information in the diagram above as a Gantt chart. **[5 Marks]**
c) Explain which of the two tools is superior. Justify your answer. **[6 Marks]**

QUESTION SIX (15 marks)

(a) Explain why both objectives and standards in addition to being written down and verifiable should be: **[6 Marks]**

(i) **M**easurable
(ii) **A**ttainable
(iii) **R**elevant

(b) Discuss whether the following would lead to project success or failure and state their importance. **[9 Marks]**

(i) Using automated planning tools such as Artemis Views or Microsoft Project.

(ii) Considering staff hiring and turnover during the project.
(iii) Considering subcontractors and international teams.
(iv) Factoring in time for requirements gathering and analysis.

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