UGANDA INSTITUTE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY

END OF SEMESTER II EXAMINATIONS

DEPARTMENT	:	**ICT**
YEAR	:	**TWO**
SEMESTER	:	**TWO**
PROGRAM	:	**DIPLOMA IN COMPUTER SCIENCE**
COURSE	:	**ICT PROJECT MANAGEMENT**
COURSE CODE	:	**CSC2201**
DATE	:	**SATURDAY, JULY 6, 2024**
TIME	:	**02:00 PM – 05:00 PM**
DURATION	:	**3 Hours**

INSTRUCTIONS

- The paper consists of two Sections A and B
- Answer **ALL** questions in Section A and **ANY THREE** questions in Section B
- Credit will be given to relevant examples and illustrations
- Don Not Write anything on this question paper

SECTION A [40 MARKS]

Attempt **ALL** the Questions in this Section.

Write the correct alternative in the answer booklet provided **(1 mark @)**

1. Project management is the _____of project activities to meet project objectives.
   A. Planning B. Controlling C. Scheduling D. All

2. A project is typically defined in terms of scope, time, cost and which other parameter?
   A. Benefits B. Quality C. Tolerance D. Controls

3. Which of the following is a possible reason for project scope changes?
   A. Inadequately defined problem. B. Unforeseen problems.
   C. Budget oversights. D. All the above.

4. A communication management plan identifies the relevant information that should be communicated to _____.
   A. the project team B. the project stakeholders
   C. the project board D. the project sponsor.

5. The justification for the investment to be made in a project is documented in the ___
   A. Cost Breakdown Structure. B. procurement strategy.
   C. Business case. D. Project Management Plan.

6. The main aim of a project risk management process should be to:
   A. identify project risks and then manage them appropriately.
   B. identify all project risks and transfer them immediately.
   C. identify all the things that are threats or opportunities on a project.
   D. satisfy the organisation's project management process.

7. What is a visual representation of a project's planned activities against a calendar called?
   A. Gantt chart. B. Critical path network. C. Product flow diagram. D. Pareto chart.

8. Which one of the following is a responsibility of the project steering group/board?
   A. To identify potential problems for the project team to solve.
   B. To provide strategic direction and guidance to the sponsor.
   C. To manage the project team in all daily activities.
   D. To receive and consider daily reports from team members.

9. Which of the following best describes a project environment?
   A. The type of organisation concerned with implementation.
   B. The structured method used to control the project.
   C. The context within which a project is undertaken.
   D. An understanding of the risks involved in the project.

10. The document that identifies what information needs to be shared, to whom, why, when and how is called the _____.
    A. Communication management plan. B. Stakeholder mapping grid.

B. Document distribution schedule. D. Responsibility assignment matrix.

11. Which one of the following statements is true?
    A. Independent reviews and quality audits form part of quality assurance to ensure the project manager delivers on time and to budget
    B. Quality assurance provides confidence to stakeholders that requirements for quality will be exceeded.
    C. Quality control verifies that the project deliverables conform to specification, are fit for purpose and meet stakeholder expectations.
    D. Quality planning enables the project manager to manage the trade-off between customer expectations and budget.

12. Which of the following can be found in the project charter?
    A. Instructions and organizational standards, how projects are initiated
    B. Functional and non-functional requirements
    C. Product acceptance criteria
    D. Measurable project objectives and related success criteria

13. Which one is a true statement relating to project communications?
    A. A project sponsor is responsible for all communication methods and media.
    B. Different stakeholders typically have different communication needs.
    C. It is best to have a standard set of project reports used for every project.
    D. Email is the only way to communicate with large numbers of people.

14. In project management, the term quality is best defined as _____
    A. Inspection, testing and measurement. B. Reviews and audits.
    A. Fitness for purpose of deliverables. D. Professionally-bound project reports.
15. The main outcome of risk identification, in a risk management process, is to _____
    A. identify and determine the relative importance of the project risks.
    B. identify and describe all risks that might occur on the project.
    C. identify and determine the responses to the project risks.
    D. identify and describe risks that have occurred on previous projects.
16. Which one of the following is not considered in resource management?
    A. Identifying resources. B. Influencing resources.
    C. Assigning resources to activities. D. Matching resources to the schedule.
17. Which one of the following is captured in the Work Breakdown Structure (WBS)?
    A. The life cycle phases. B. The logical order of tasks.
    C. The scope of the project. D. Project costs.
18. Project reporting can best be defined as _____.
    A. informing stakeholders about the project.
    B. storing and archiving of project information.
    C. gathering stakeholder feedback.
    D. collecting project information.
19. Which one of the following statements best defines an estimate?
    A. An approximation of project time and cost targets, refined throughout the project life cycle.
    B. A prediction of a future condition or event based on information or knowledge available now.

C. The value of useful work done at any given point in a project to give a measure of progress.
D. A situation that affects or influences the outcome of the project expressed in time or cost terms.

20. The process that evaluates overall project performance to provide confidence is called_
A. quality assurance B. quality planning C. quality control D. quality audit
21. Which one of the following statements best defines procurement?
A. A technique to establish the best approach for obtaining the resources for the project.
B. A group of interrelated resources and activities that transform inputs into outputs.
C. The description of the purpose, form and components to support delivery of a product.
D. The process by which products and services required for the project are acquired.
22. A Responsibility Assignment Matrix (RAM) can be used to _____.
A. define the terms of reference of the project manager.
B. define the limits of the project sponsor's responsibilities.
C. allocate risk management response activities to project personnel.
D. allocate work packages to those responsible for project work.
23. Which one of the following best describes project success criteria?
A. Actively seeking some senior management support.
B. Measures by which the success of the project is judged.
C. Achievement of milestones.
D. A motivated project team.
24. The main purpose of the Project Management Plan is to _____.
A. provide justification for undertaking the project in terms of evaluating the benefit, cost and risk of alternative options.
B. ensure the project sponsor has tight control of the project manager's activity.
C. document the outcomes of the planning process and provide the reference document for managing the project.
D. document the outcome of the risk, change and configuration management processes.
25. Who has ultimate responsibility for project risk?
A. Steering group. B. Risk owner. C. Project sponsor. D. Project manager.
26. Which one of the following is captured in the Work Breakdown Structure (WBS)?
A. The life cycle phases B. The logical order of tasks
C. The scope of the project D. Project costs
27. In Project management when does planning take place?
A. Before the project B. During the project execution
C. At the start of the project D. After the project
28. In the initial stage of the project the probability of completing the project is _____
A. Zero B. High C. Low D. Medium
29. Which one is a true statement relating to project communications?
A. A project sponsor is responsible for all communication methods and media.
B. Different stakeholders typically have different communication needs.
C. It is best to have a standard set of project reports used for every project.
D. Email is the only way to communicate with large numbers of people.
30. Free float for any activity is defined as the difference between
A. its earliest finish time and earliest start time for its successor activity
B. its latest start time and earliest start time

C. its latest finish time and earliest start time for its successor activity
D. its earliest finish time and latest start time for its successor activity

31. Feasibility study determines _____.
A. Whether the project is possible with resources
B. Comparing the project with world class manufacturing norms
C. Calculate the cost crashing each unit
D. Add duration to each unit

32. Risk in project management is defined as _____.
A. An uncertain event that, if it occurs, has a positive effect on project objectives
B. An uncertain event that, if it occurs, has a negative effect on project objectives
C. An uncertain event that, if it occurs, has a positive or negative effect on project objectives
D. An uncertain event that do not have any effect on project objectives

33. Conflict occurrence in projects is _____.
A. Unavoidable B. Dependent on type of project
C. Avoidable D. Depends on culture

34. A Project Manager must ensure that he develops appropriate trade off/s as ___
A. Time, cost and performance B. Time, value and performance
C. Men, Materials and Machines D. Money, Cost and Return on Investment

35. The payback period is the period
A. a project takes to pay back the loan taken to purchase the capital assets
B. equal to the useful life of the machines
C. a project takes to recover its initial cash outflow
D. over which the project will be getting operating cash inflows

36. A project activity has values for the earliest and latest date it can start and earliest and latest date it can be completed. An activity's Late Start (LS) is day 5 and Late Finish is (LF) day 10. Similarly Early Start (ES) is day 3 and Early finish (EF) is day 8. What is the float of this activity?

A. 5 days B. 4 days C. 2 days D. 3 days

37. Of the following, which conflict resolution technique is believed to generate the LEAST enduring positive results?
A. Problem Solving B. Avoidance C. Compromising D. Forcing

38. Which of the following can be found in the stakeholder management strategy?
A. Roles and responsibilities of stakeholders
B. Level of participation in the project desired for relevant stakeholders
C. Communication requirements of stakeholders
D. Information to be communicated

39. In which plan do you define the processes that will be used to keep people informed throughout the project?
A. Communications Management Plan B. Stakeholder Engagement Plan
C. Quality Management Plan D. Resource Management Plan

40. Which conflict resolution technique is most effective and can result in a win-win situation?
A. Compromise B. Collaborate C. Accommodate D. Withdraw

SECTION B [60 MARKS]

Attempt **ONLY THREE** Questions in this Section.

Question 1

a) Research shows that only about 30% of most Information Technology projects are successful.
   i) What is a failed project? **(2 marks)**
   ii) Give **four** reasons why most IT projects fail. **(4 marks)**

b) As the Director of Projects at a City Authority you oversee the recruitment of project managers for the various projects undertaken in the city. For an upcoming roads upgrading project you are in the process of recruiting a project manager.
   i) Come up with a list of **six** qualities you intend to put in the project manager job advert that will run in the newspapers. **(6 marks)**
   ii) A part from the traditional media (newspapers, radio, TV, etc.) list **three** other avenues you could use to let the public know of the project manager vacancy above. **(3 marks)**
   iii) State any **five** responsibilities of the project manager will you include in the job advert above? **(5 marks)**

Question 2

a) Describe a complete IT project or any other project you have managed in the past, detailing your approach to each phase of the project life cycle. **(10 marks)**
b) Draw the work break down structure for the project in a) above **(10 marks)**

Question 3

Using the information in Table below, assuming that the project team will work a standard working week (5 working days per week) and that all tasks will start as soon as possible:

Task	Description	Duration (Working Days)	Predecessor/s
A	Requirement 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

a) Draw the following for the above activities.
   i) Bar chart **(4 marks)**
   ii) PERT diagram **(4 marks)**
b) What is the planned duration of this project **(2 marks)**
c) Calculate the float for each activity **(5 marks)**
d) Determine the critical path of the software project. **(2 marks)**
e) What is the impact of delaying activity F by 2 days on the planned project schedule? Explain your answer **(3 marks)**

Question 4

a) You have been appointed Manager of an engineering product design project planned to run for 30 months that has been running for 24 months and is only 60% completed. You have been told that the project is late by 6 months. Suggest **five** measures you would take to try and bring the project back on course. **(10 marks)**
b) Your team has just bagged a software development project. The executive management is very pleased as this is a very prestigious project. However, you are a little worried considering the complex nature of the project. You decide to try and identify the possible risks. Identify **four** risks which you could anticipate for the above-mentioned project and develop a detailed risk register to be presented to the executive management to guide their decision making. **(10 marks)**

Question 5

a) Explain the significance of quality management to project success. **(3 marks)**
b) Describe the three project quality management processes. **(6 marks)**
c) What are some of the sources of costs related to project quality management? (Explain any **three**) **(6 marks)**
d) Discuss the relevance of leadership to project quality. **(2 marks)**
e) As a project manager of a recently initiated project explain how you could use software to improve project quality. **(3 marks)**

Question 6

a) Define project human resource management **(2 marks)**
b) Even if a project manager has successfully recruited enough skilled people to work on a project, he or she must ensure that people can work together as a team to achieve project goals. Many information technology projects have had very talented individuals working on them. However, these individuals fail to work as a team. As a project manager, explain four important tools and techniques you will use to ensure your project to develop your team **(8 marks)**
c) As a student who has studied emerging technologies in information technology, explain **five** instances of how would you use these technologies in project management. **(10 marks)**