UGANDA INSTITUTE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY
END OF SEMESTER EXAMINATIONS

ACADEMIC YEAR 2025/2026

PROGRAMME(S): DIPLOMA IN COMPUTER SCIENCE (DCS)

YEAR OF STUDY: TWO SEMESTER TWO

COURSE: ICT PROJECT MANAGEMENT

COURSE CODE : CSC2201

DATE: SATURDAY 27TH, JUNE 2026

TIME: 2:00 PM – 5:00 PM

DURATION: 3 HOURS

VENUE: RM 2.6, RM 2.9, RM 2.10

INSTRUCTIONS:

- This paper comprises two sections; Section A of multiple-choice questions and Section B of essay-type questions
- Section A is compulsory
- Attempt any THREE questions from section B.
- DO NOT WRITE ANY THING ON THE QUESTION PAPER

SECTION A (Compulsory Section)

1. A pharmaceutical company recently terminated a research project because it no longer seems commercially viable for the company. What is the FIRST thing the project manager should do?
   A. Release the team members
   B. Document the lessons learned
   C. Conduct scope validation
   D. Discuss with senior managers the reason for project termination
2. As a Project Manager you must ensure that you develop 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
3. Who orchestrates the completion of the project by inducting the right people at the right time to address the right issue and make the right decisions?
   A. Project Coordinator B. Project Manager C. Operations Manager D. Strategic Business Unit Head
4. As a project manager, you have been asked by the customer to give an overview of the project status using milestone charts. Which of the following statement is not true about milestone charts?
   A. Milestones have zero duration
   B. Milestone charts are similar to bar charts but only show major events
   C. Milestone charts can be used to capture the status of project schedule
   D. Milestones are only used to define the phases of a project
5. 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
6. 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
7. Which stage of the project management life cycle requires the maximum time of completion?
   A. Conceptualization
   B. Planning
   C. Execution
   D. Estimation
8. For a project in its execution phase, the time with which direct cost does not reduce with the increase in time is known as
   A. crash time B. normal time C. optimistic time D. standard time
9. 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
10. 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.

11. 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

12. Which is the BEST definition of quality?
    A. A product that passes all of its tests
    B. A product that satisfies the requirements of the people who pay for it
    C. A product made of very expensive materials
    D. A product made with a lot of care by the team who built it

13. 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

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

15. Which of the following is the correct order of actions that you take during the closing processes?
    A. Get formal acceptance, release the team, write lessons learned, close the contract
    B. Write lessons learned, release the team, get formal acceptance, close the contract
    C. Close the contract, get formal acceptance, write lessons learned, release the team
    D. Get formal acceptance, close the contract, write lessons learned, release the team

16. What is a cash flow table in project management?
    A. A table portraying inflow of cash in a project
    B. A table portraying outgoing expenses of a project
    C. It is the tool that is used to study such cash flows by breaking inflows and outflows down, usually on a monthly basis
    D. A table portraying debts taken for a project

17. 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

18. In which stage of team development are team members worried about how they fit in with the others and how their capabilities and skills compare?
    A. Norming B. Storming C. Forming D. Performing

19. 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

20. 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.

21. 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 organization's project management process.

22. 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.

23. An important aim of a post-project review is to _____.
A. validate overall progress to date against the budget and schedule.
B. capture learning and document it for future usage.
C. ensure acceptance of all permanent documentation, signed by the sponsor.
D. establish that project benefits have been identified.

24. The critical path
A. Is a path that operates from the starting node to the end node
B. Is a mixture of all paths.
C. Is the longest path
D. Is the shortest path

25. 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

26. The time corresponding to minimum total project cost is _____.
A. crash time B. normal time C. optimistic time D. between normal time and crash time

27. Which of the following represents the estimated value of the work actually accomplished?
A. Earned value (EV) B. Planned value (PV) C. Actual cost (AC) D. Cost variance (CV)

28. Project crashing is the method for _____.
A. Shortening the project duration by reducing the time of one or more critical activities
B. Adding resources at critical points
C. Doing technical analysis of the finished work for review
D. Adding duration to each activity

29. 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.

30. Which one of the following is the last step of project closing?
A. Archive Project Documents
B. Measure customer satisfaction at the end of the project
C. Reallocate facilities and equipment, and release project resources
D. Document lessons learned

31. 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.

32. An Organizational Breakdown Structure (OBS) is used to identify _____.
A. the reporting structure and current availability of all individuals in the project.
B. technical ability and line of communication for all individuals in the project.

C. lines of communication and responsibility for all the individual managers in the project
D. the reporting structure and lines of communication for all individuals in the projects

33. Which one of the following is a valid project Key Performance Indicator (KPI)?
    A. Staff appraisals
    B. Management buy-in
    C. Milestone achievement
    D. Master schedule.
34. One of the reasons a project life cycle is split into phases is to _____.
    A. facilitate formal go/no-go decision making during the project.
    B. balance the costs of work in each phase of project development.
    C. mirror the major deployments of resources throughout the project.
    D. chunk work into time periods of similar durations.
35. Comparative estimating uses _____.
    A. current data from similar projects.
    B. historic data from all projects.
    C. historic data from similar projects.
    D. current data from all projects.
36. A Cost Breakdown Structure (CBS) shows costs assigned to _____.
    A. individual work packages using the Work Breakdown Structure (WBS).
    B. individual resources using the Work Breakdown Structure (WBS).
    C. individual resources using the Responsibility Assignment Matrix (RAM).
    D. individual deliverables using the Responsibility Assignment Matrix (RAM)
37. What is a visual representation of a project's planned activities against a calendar called?
    A. A Gantt chart.
    B. A critical path network.
    C. A product flow diagram.
    D. A Pareto chart.
38. 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.
39. 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
40. The process that evaluates overall project performance to provide confidence is called
    A. quality assurance
    B. quality planning
    C. quality control
    D. quality audit

SECTION B (Attempt any three questions from this section)

Question One.

The Ministry of Health received funding from development partners to construct and equip a regional health centre in Northern Uganda. The project manager was tasked with procuring medical equipment, construction materials, and consultancy services within a period of 12 months.

During implementation, several procurement challenges emerged. The bidding process for construction materials was delayed due to poor specification development. Some suppliers submitted incomplete bids, while others complained that the evaluation criteria were unclear. In addition, the winning contractor failed to deliver materials on time, resulting in cost overruns and project delays. An internal audit later revealed that procurement planning had not been adequately integrated into the project management plan.

As a Project Management Consultant, you have been invited to assess the procurement management practices used in the project and recommend appropriate improvements.

Required:

a. Define procurement management in the context of project management. (2 Marks)
b. Identify and explain four procurement management processes that should have been followed during the implementation of the project. (8 Marks)
c. Analyse three procurement-related challenges evident in the case study and explain how each affected project performance. (6 Marks)
d. Recommend two strategies the project manager could adopt to improve procurement effectiveness in future projects. (4 marks)

Question Two.

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 road upgrading project, you are in the process of recruiting a project manager.

a. Come up with a list of six (6) qualities you intend to put in the project manager job advert that will run in the newspapers. (6 Marks)
b. A part from the traditional media (newspapers, radio, TV, etc.) list four other avenues you could use to let the public know of the project manager vacancy above. (4 Marks)
c. What responsibilities of the project manager will you include in the job advert above? (Give any five responsibilities) (5 Marks)
d. How much authority should the project manager have? Justify your answer. (2, 1 Marks)
e. Are good project managers born or made? (2 Marks)

Question Three.

Youth-Empower Uganda received donor funding to implement a Youth Skills Development Project aimed at providing vocational training and entrepreneurship support to unemployed youth in rural Uganda. During implementation, the project faced several uncertainties. Heavy rains disrupted training activities, donor funding was delayed due to reporting challenges, some beneficiaries lost interest in the programme, and the prices of training materials increased unexpectedly.

The project manager became concerned that these challenges could affect project completion, costs, and achievement of project objectives.

As a Project Management Consultant, you have been invited to assess the project's risk management practices and recommend appropriate solutions.

Required:

a. Define project risk management and explain its importance in project management. (2 Marks)
b. Identify and explain any three risks evident in the case study. (6 Marks)
c. Analyse any three effects of the identified risks on project performance. (6 Marks)
d. Recommend three risk response strategies that the project manager could adopt to minimize project risks. (6 Marks)

Question Four.

A university intends to implement a new student information management system. The project manager developed the following schedule.

Activity A: Requirements Analysis, **Predecessor:** None, **Duration:** 4 Days

Activity B: System Design, **Predecessor:** A, **Duration:** 6 Days

Activity C: Procurement of Hardware, **Predecessor:** A, **Duration:** 5 Days

Activity D: Software Development, **Predecessor:** B, **Duration:** 8 Days

Activity E: Hardware Installation, **Predecessor:** C, **Duration:** 4 Days

Activity F: System Testing, **Predecessors:** D and E, **Duration:** 5 Days

Activity G: User Training, **Predecessor:** F, **Duration:** 3 Days

Activity H: System Deployment, **Predecessor:** G, **Duration:** 2 Days

Required:

a. Draw a network/ PERT diagram for the above activities. (10 Marks)
b. Determine the critical path of the software project. (3 Marks)
c. Calculate the planned duration of the project in weeks. (3 Marks)
d. If Activity D is delayed by three days, analyse the effect on project completion. (4 Marks)

Question Five.

The Government of Uganda secured funding to construct a modern community vocational training centre in Wakiso District at a budgeted cost of UGX 3.5 billion. The project was expected to be completed within 18 months and included classrooms, workshops, administration offices, and ICT laboratories.

Six months after project commencement, the project manager discovered that actual expenditure had already reached UGX 1.8 billion, yet only 35% of the work had been completed. Rising prices of construction materials, frequent design changes requested by stakeholders, inaccurate cost estimates, and poor monitoring of project expenses contributed to the situation. The contractor requested additional funding, warning that the project could stall if costs continued to rise. The project steering committee became concerned that the project would exceed its approved budget and fail to achieve value for money.

As a Project Management Consultant, you have been invited to assess the project's cost management practices and recommend appropriate interventions.

Required:

a. Define project cost management and explain its importance in project success. (4 Marks)
b. Analyse four factors from the case study that contributed to cost overruns and explain their impact on project performance. (8 marks)
c. Recommend four (4) strategies the project manager could implement to control costs and ensure successful project completion. (8 Marks)

Question Six.

The Government of Uganda, through the Ministry of Works and Transport, initiated a project to construct a new bridge across a major river to improve transportation and stimulate economic development in the region. The project involved several stakeholders, including local communities, government agencies, contractors, environmental groups, development partners, and business owners.

During implementation, conflicts emerged among stakeholders. Local communities complained that they had not been adequately consulted about land acquisition and compensation. Environmental activists raised concerns about the project's impact on biodiversity, while contractors expressed frustration over frequent changes in stakeholder requirements. As a result, project activities were delayed, costs increased, and public confidence in the project declined.

As a Project Management Expert, you have been invited to analyse the stakeholder management practices adopted in the project and propose appropriate solutions.

Required

a. Define stakeholder management and explain its significance in project management. (4 Marks)
b. Identify four categories of stakeholders involved in the project. (4 Marks)
c. Analyse four stakeholder management challenges evident in the case study and explain how each affected project performance. (8 Marks)
d. Recommend two strategies that the project manager could adopt to improve stakeholder engagement. (4 Marks)

END...
GOOD LUCK!!