



**FINAL EXAMINATION
SEPTEMBER 2018 SEMESTER**

SUBJECT CODE : CPM399
SUBJECT NAME : ICT PROJECT MANAGEMENT
LEVEL : BACHELOR
TIME / DURATION : 9.00 AM – 12.00 NOON
(3 HOURS)
DATE : 6 JANUARY 2019

INSTRUCTIONS TO CANDIDATES

1. Read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of TWO (2) sections, Section A and B.
4. Answer ALL questions in both sections.
5. Write your answers in the answer booklet provided.
6. Answer all questions in English.

THERE ARE FOUR (4) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

Information and Communication Technology (ICT) projects have emerged in the last three decades of the 20th century. These projects introduce processes and methodologies that are supported by information and communication technologies.

- a) Provide **TWO (2)** similarities and **TWO (2)** differences between non-ICT projects (conventional) and ICT projects. (4 Marks)
- b) Explain the **THREE (3)** vital forces of ICT projects that determine project performance and progress towards achieving the project goals or objectives. (6 Marks)

[Total: 10 Marks]**Question 2**

It is important to select and identify the right people as stakeholders in a project management. Provide **FIVE (5)** stakeholders in any ICT project and elaborate their key roles.

[10 Marks]**Question 3**

- a) Define the terms *milestones* and *project deliverables* and provide an example for each of them.

(5 Marks)

- b) Deliverables of a project can be tangible and intangible. Provide **THREE (3)** intangible and **TWO (2)** tangible deliverables.

(5 Marks)

[Total: 10 Marks]

Question 4

Monitoring and review of a project provide inputs and insights into an ongoing process of planning and re-planning the project.

- a) Provide **THREE (3)** types of report or documentation that would help in monitoring the progress of a project.

(3 Marks)

- b) Explain the requirements that must be taken into consideration when preparing the reports or documentations as stated in *Question 4(a)*.

(7 Marks)

[Total: 10 Marks]

SECTION B (Total: 60 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

Project closure involves finalizing all project activities that have been completed. It covers establishing procedures to coordinate verification and documentation of project deliverables, formalize the acceptance of project deliverables, and document reasons for actions taken if an activity is terminated before completion.

Based on the above statement,

- a) Explain the **TWO (2)** types of project closure namely *Administrative Closure* and *Contract Closure*.

(4 Marks)

b) Differentiate between *project evaluation, monitoring and audit*.

(6 Marks)

c) Discuss post project activities that should be executed in order to ensure the project outcomes are integrated into regular operations and sustained.

(10 Marks)

[Total: 20 Marks]**Question 2**

Activity	Dependency	Duration
A	-	4
B	-	3
C	A	2
D	A	5
E	B	2
F	C	3
G	D	2
H	E	1
I	F,G,H	3

Based on the above project activities,

a) Draw a project network diagram.

(10 Marks)

b) Show the calculation for Early Start (ES), Early Finish (EF), Late Start (LS) and Late Finish (LF).

(6 Marks)

c) Find the critical path for the project.

(4 Marks)

[Total: 20 Marks]

Question 3

- a) Elaborate the **TWO (2)** types of change management in a project namely organizational change and modifications in planned activities and outputs.
(5 Marks)
- b) There are risks in all projects which some risks can be identified and analyzed as early as at the planning stage. As a project manager, discuss how you would deal with risks posed to project.
(5 Marks)
- c) All projects need to procure goods and services in order to support project operations. Elaborate the procurement process in a project management.
(10 Marks)

[Total: 20 Marks]

END OF QUESTION PAPER