



**FINAL EXAMINATION
SEPTEMBER 2018 SEMESTER**

SUBJECT CODE : CPM650
SUBJECT NAME : ICT PROJECT MANAGEMENT
LEVEL : MASTER'S DEGREE
TIME / DURATION : 2.00 PM - 5.00 PM
(3 HOURS)
DATE : 5 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 Section A and Section B.
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**

- a) Explain the **THREE (3)** processes involve in project quality management. (6 marks)
- b) Identify **FOUR (4)** tools and techniques related to project quality management. (4 marks)

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

Ahmad is the project manager, though his manager calls him the project coordinator, for his organization. His manager, Marty, meets Ahmad and the project team weekly to assign project work and to review the project work completed so far in the project. The project team members have regular operational work to do in addition to the completion of the project work.

- a) Determine the type of an organizational structure that Ahmad is likely a project manager for and provide your justifications for your answer. (5 marks)
- b) Explain **ONE (1)** advantage and **ONE (1)** disadvantage of the organizational structure identified in (a). (5 marks)

[Total: 10 marks]**Question 3**

You are the project manager for a project that is going to develop an in-house software used to monitor computer parts and smartphone accessories inventory. You have been working with your project team to create the Work Breakdown Structure (WBS) and decomposed the project down to work packages.

- a) Draw a possible Work Breakdown Structure (WBS) for the above scenario. (6 marks)
- b) Differentiate between Work Breakdown Structure (WBS) and Critical Path Method (CPM) for the above context. (4 marks)

[Total: 10 marks]

Question 4

Given the following table:-

WBS	Task	Duration	Resource	Resource Cost (per hour)	Planned Value
1.1.1	Installation of Rack Server	4 hours	Rahman	USD70	USD125

a) With the assumption of the completion percentage is 50%, determine

- i. Earned Value (EV)
- ii. Actual Cost (AC)
- iii. Cost Performance Index (CPI)
- iv. Schedule Performance Index (SPI)

(8 marks)

b) Explain the project performance in terms of budget and schedule.

(2 marks)

[Total: 10 marks]

SECTION B (Total: 60 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

Questions below related to Project Procurement Management.

a) Procurement, purchasing or outsourcing is acquiring goods and services from an outside source. Information technology outsourcing continues to grow, both within an organization's own country and offshore. Elaborate **THREE (3)** most popular forms of IT outsourcing.

(6 marks)

b) A contract is a mutually binding agreement that obligates the seller to provide the specified products or services and obligates the buyer to pay for them. Explain the **THREE (3)** contract categories namely the fixed price or lump sum, cost reimbursable, and time and material. With an appropriate example, elaborate a situation where a single contract can include all three of these categories.

(10 marks)

- c) Two common examples of procurement documents include the *Request for Proposal (RFP)* and the *Request for Quote (RFQ)*. Explain when these documents should be used.

(4 marks)

[Total: 20 marks]

Question 2

You are the project manager for your organization and a project team is working under your supervision. You need to manage your project team and lead them to finish the project. You also need reliable and dedicated team members in your project team.

Based on the above statement,

- a) Elaborate **FIVE (5)** suggestions for ensuring that the team members are reliable and productive.

(10 marks)

- b) Identify and elaborate **TWO (2)** techniques for effective management of a project team.

(5 marks)

- c) Identify **ONE (1)** software and explain how it would help you as a project manager for managing the human resource.

(5 marks)

[Total: 20 marks]

Question 3

Questions below related to Project Risk Management.

- a) A risk management plan documents the procedures for managing risk throughout a project. In addition to risk management plan, many projects also include contingency plans, fallback plans and contingency reserves. With appropriate examples, explain contingency plans, fallback plans and contingency reserves.

(9 marks)

b) A risk register is a document that contains results of various risk management processes. The risk register is often a simple Word or Excel file, but it can also be part of a more sophisticated database. Explain how you could use this software to assist in project risk management.

(5 marks)

c) Explain **TWO (2)** common information-gathering techniques that could help you as a project manager to identify potential risks for your project.

(6 marks)

[Total: 20 marks]

END OF QUESTION PAPER