

**UCSC****University of Colombo, Sri Lanka***University of Colombo School of Computing***DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY
(EXTERNAL)**Academic Year 2023 — 2nd Year Examination — Semester 4**IT4306 — Information Technology Project Management***Part 2 - Structured Question Paper*

(2 Hours for both Part 1 and Part 2)

To be completed by the candidate**Index Number**

--	--	--	--	--	--	--

Important Instructions

- This paper has **two (2) parts, Part 1 and Part 2**.
- The total duration of **both Part 1 and Part 2 is 2 hours**.
- The final mark for the paper will be determined by averaging the scores of Part 1 and Part 2, each of which is graded out of **100**.
- The medium of instructions and questions is English. Students should answer in the medium of English language only.
- This paper (Part 2) has **2 questions on 6 pages**. Answer **both** questions.
- Write your answers **only on the space provided** on this question paper.
- Do not tear off any part of this question paper. Under no circumstances may this paper (or any part of this paper), used or unused, be removed from the Examination Hall by a candidate.
- Note that questions appear on both sides of the paper. If a page or part of a page is not printed, please inform the supervisor/invigilator immediately.
- Any electronic device capable of storing and retrieving text, including electronic dictionaries, smartwatches, and mobile phones, is not allowed.
- Calculators are allowed.
- *All Rights Reserved*. This question paper can NOT be used without proper permission from the University of Colombo School of Computing.

**To be completed by
the examiners**

1	
2	
Total	

1.

- a) When considering project resource management, what are the five (05) dysfunctions of a project team?

[2 x 5 = 10 marks]

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to result

- b) When building a project team, companies often resort to profiling individuals. The DISC profile is one such technique. Explain what the DISC profile means. Your answer should explain the profile with respect to each criterion of DISC.

[25 marks]

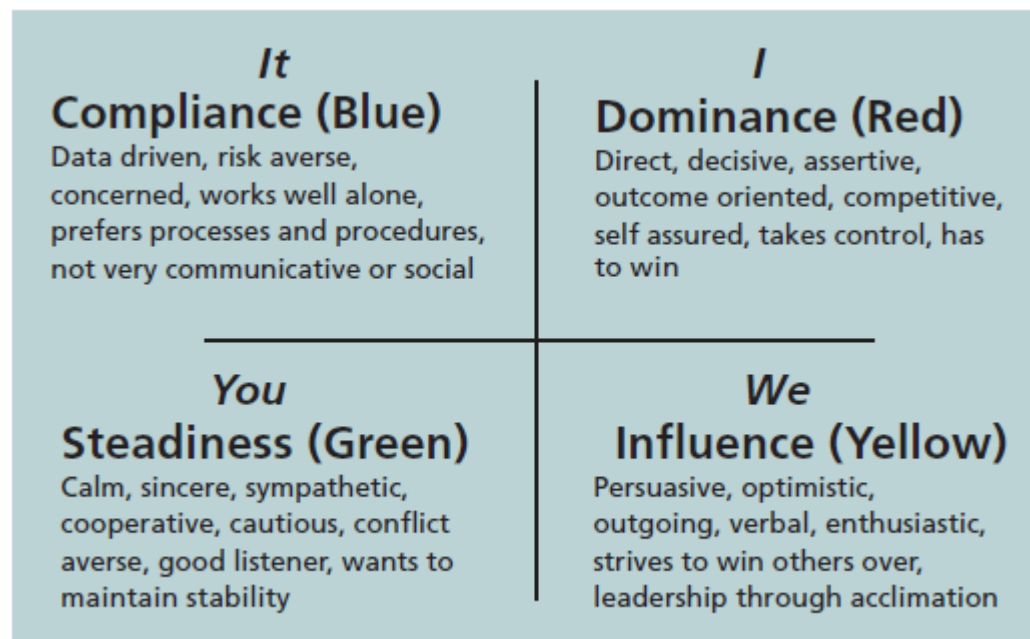


FIGURE 9-10 The DISC profile

For naming DISC as dominance, influence, steadiness, and compliance (2 x 4), 8 marks.
Explaining each category as per the figure above 4 marks per category (16 marks). Need at least four characteristics of each category to obtain full marks. For drawing matrix 1 mark.

c) Explain what a risk register is and what the required content of a risk register is.

[15 marks]

A risk register is a document that contains the results of various risk management processes (3 marks)

1. An identification number for each risk event: The project team may want to sort by risk events or quickly search for specific risk events, so they need to identify each risk with a unique descriptor, such as an identification number.
2. A rank for each risk event: The rank is usually a number, with 1 representing the highest risk.
3. The name of the risk event: Example names include defective server, late completion of testing, reduced consulting costs, and good publicity.
4. A description of the risk event: Because the name of a risk event is often abbreviated, it helps to provide a more detailed description.
5. The category under which the risk event falls: For example, defective server might fall under the broader category of technology or hardware technology.
6. The root cause of the risk: The root cause of the defective server might be a defective power supply.
7. Triggers for each risk: Triggers are indicators or symptoms of actual risk events. For example, cost overruns on early activities may be symptoms of poor cost estimates. Defective products may be symptoms of a low-quality supplier. Documenting potential risk symptoms for projects also helps the project team identify more potential risk events.

Any four with explanation (12 marks)

2.

- a) Consider the following statements and write T if the statement is true or F if the statement is false in the space provided.

[2 x 15 = 30 marks]

Outsourcing increases accountability and decreases flexibility.	F
Project procurement management has two stages: planning procurement and controlling procurement.	F
Controlling procurement involves obtaining sellers' responses, selecting a seller, and awarding a contract.	F
Time and material contracts are mainly fixed-price contracts in project procurement management.	F
All contracts in project procurement management can be divided into two categories: time and material contracts and cost-reimbursable contracts.	F
Buyers have a high risk when procuring items using a fixed-price contract.	F
Make-or-buy analysis, expert judgment, and market research are essential tools and techniques when planning procurements.	T
The bid document is an output of the planning procurement stage.	T
Statement of work is the description of work required for the procurement.	T
Request for Proposals is the document used to obtain proposals from prospective bidders.	T
Request for Information has to be always called before a request for proposals and request for quotes.	F
There are three types of stakeholders in a project: internal, external, and hybrid.	F
When identifying stakeholders, all stakeholders, however remote their interests are, need to be equally focused.	F
The success of a project is not determined and measured in terms of the satisfaction of each stakeholder involved.	F
The power/Interest grid is a useful tool for grouping stakeholders based on their level of authority and concern for the project's outcomes.	T

b) What are four (04) types of cost-reimbursable contracts in project procurement management?

[3 x 4 = 12 marks]

1. **Cost Plus Fixed Fee (CPFF) Contract**
2. **Cost Plus Incentive Fee (CPIF) Contract**
3. **Cost Plus Award Fee (CPAF) Contract**
4. **Cost Plus Percentage of Costs (CPPC) Contract**

c) The project can lease and operate an item for 10,000 LKR daily or purchase it for a lump sum payment of 250,000 LKR. There is also an additional operational cost of 5,000 LKR per day. When considering this item, how long (in days) would the project need to run for purchasing to be more beneficial than leasing?

[08 marks]

10000 daily = 250,000 + 5000 (2 marks)

Subtracting 5000 from both sides

5,000 daily = 250,000 (4 marks)

50 days (2 marks)
