



FACULTY OF SCIENCE, TECHNOLOGY & INNOVATION

DEPARTMENT OF INFORMATION AND COMMUNICATION TECHNOLOGY

**END OF SEMESTER EXAMINATION**

BICT 3605: PROJECT MANAGEMENT (GENERIC & WEEK END)

**Date:** April 1, 2021

**Time:** 8.00 – 11.00 am

**Time Allowed:** 3 Hours

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**INSTRUCTIONS**

1. This paper contains **TWO** pages. Please check.
2. Answer **question one (1) and** any other **three (3)** questions.
3. Do not repeat the question in the answer.
4. Do not turn over the question paper until the Invigilator tells you to do so.

ANSWER QUESTION **ONE** AND ANY OTHER **THREE (3)** QUESTIONS

1. a) It is unfortunate that Malawi has had many failed projects over the last few years.

**Required**

- i) Briefly explain your understanding of the term **failed project** or **unsuccessful project**. **4 Marks**
  - ii) Explain **four (4)** possible obstacles that a successful project must find a way to overcome. **8 Marks**
- b) Burke defines the project life cycle as:  
'a four - phase life cycle that passes through four phase headings: concept and initiation phase, design and development phase, implementation (or construction) phase and commission and handover phase.'

**Required**

- i) Why do you think a Project Life Cycle (PLC) is said to be one of the most important tools for project planning? **4 Marks**
  - ii) Briefly explain **four (4)** activities that are likely to be undertaken under each of the above four-phases of the project life cycle. **8 Marks**
- c. Provide two (2) convincing arguments that may force management not to approve a project proposal even after satisfying financial appraisal requirements. **6 Marks**
- d. It is often said 'that many of the problems surface much later in the project and result in a much higher cost to correct as well as increase project.'

**Required:**

How can a Project Manager plan the project in a way that it minimizes future occurrence of costly problems? **10 Marks**

**Total Marks: 40**

2. Below are three statements that are often used to describe the environment of a matrix organisational structure:
- a. Project management in a matrix allows for fuller utilization of personnel.
  - b. The project manager and functional manager must agree on priorities.
  - c. Decision-making in a matrix requires continual trade-offs on time, cost, technical risk, and uncertainty.

**Required**

Do you agree or disagree with each statement? Defend your answer. **20 Marks**

3. Describe **four (4)** critical skill sets that would be required in selecting a Project Manager for a fairly complex project. Defend your answer. **20 Marks**
4. Given that conflicts are inevitable in any project environment, explain **five (5)** common conflicts that may arise and recommend an appropriate corrective measure for each conflict. **20 Marks**
5. If the planning function in a project is designed to determine what needs to be done, by whom, and by when, describe **five (5)** major components or elements that must be focused on during the planning process. **20 Marks**
6. The first major step in the planning process after project requirements definition is the development of the work breakdown structure (WBS).

**Required**

- a. Briefly explain the concept of work breakdown structure using a relevant example. **8 Marks**
- b. Describe **two (2)** major activities that are informed or rely on information provided by the work breakdown structure (WBS). **12 Marks**

**Total Marks: 20**

7. The best practice for project closure documentation is to produce a Project Manager's Final Report and a Post-Implementation Report.

**Required**

- a) Briefly explain two purposes for preparing each of the reports identified above.
- b) Describe three possible stakeholder groups who would be interested in the post-implementation report, and
- c) State the nature of interest for each stakeholder group identified in 7c) above with regard to the post implementation report.

**Total Marks: 20**

**END OF EXAMINATION PAPER**