

School of Computing and Mathematics

Examination SESSION # (#0), 20XX

ITC505 ICT Project Management

SAMPLE PAPER

This paper is for all students.

EXAM CONDITIONS:

This is an Open Book exam

~~No calculator is permitted~~

~~No dictionary permitted~~

~~The student may NOT retain the question paper~~

WRITING TIME: 2 hours plus 10 minutes reading time + 15 mins technology time
~~Writing is permitted during reading time~~

MATERIALS SUPPLIED BY UNIVERSITY:

~~1 x 12 page answer booklet~~ Online Exam

MATERIALS PERMITTED IN EXAMINATION:

~~(No electronic aids are permitted e.g. laptops, phones)~~

NUMBER OF QUESTIONS: 4
Q1, Q2, Q3 : 12 marks each
Q4 : 14 marks

VALUE: 50%

INSTRUCTIONS TO CANDIDATES:

1. Answer all questions.
2. All answers are to begin on a new page of the answer booklet

STUDENT NAME: _____ STUDENT ID: _____

SIGNATURE: _____

CALCULATOR USED (IF ANY): _____

Explanation Notes for this SAMPLE PAPER ONLY

This indicative sample exam paper reflects the structure and content that might reasonably be expected in this subject. **The questions contained in this Sample Exam paper will not appear in any future exam.**

Prior to Second Session 2019, the exam structure is very different and contents covered do not apply to the current subject. Past Year Papers do not apply and may confuse you on what you need to prepare for the exam. It was also a different text book.

Please note that the examinable chapters for this subject is stated clearly in the Subject Outline of the session (under the Exam section). This may change over sessions. Examination Guidance will highlight this.

Marks per sub section in each question may vary in the actual examination.

Example:

Q1 Part A may be 3 marks, Part B may be 9 marks

In another exam,

Q1 Part A may be 4 marks, Part B may be 8 marks

These marks vary according to the type of question asked.

However, the total of the exam will always add to a total of 50 marks.

The exam is 50% of course grade.

Sample Solutions and Marking Guide appear at the end of the questions.

In this sample paper, the following chapters are covered.

All pages in the following chapters (these chapters refer to the current edition of the textbook):

Chap. 4: Organisational Capability: Structure, Culture & Roles

Chap. 5: Leading and Managing Project Teams

Chap. 6: Stakeholder Analysis & Communication Planning

Chap. 11: Project Risk Planning

Chap. 12: Project Quality Planning & Project Kickoff

Chap. 13: Project Supply Chain Management

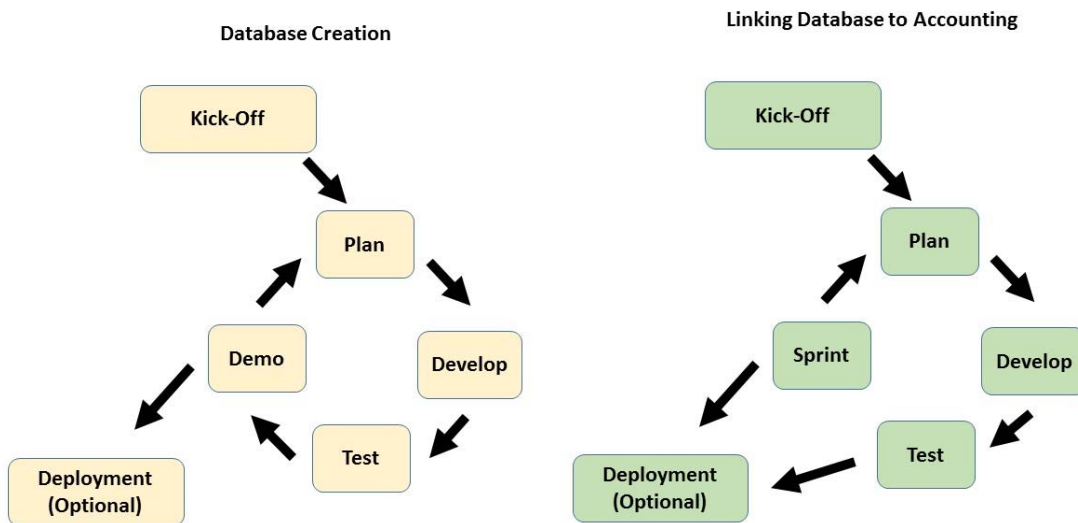
Chap. 14: Determining Project Progress & Results

Question 1 (12 marks)

Refer to the Agile Project diagram below.

This is a Software Project that will create a new database. When the database is complete, it is to be linked to the existing Accounting database.

- A. The Project Manager has made mistakes in the diagram. Can you re-draw the correct Agile process – clearly labelling all the processes. (3 marks)



- B. Describe the four types of culture that are the motivating factors in corporate culture. (9 marks)

Question 2 (12 marks)

Explain briefly each of the following terms in Project Management.

- A. Project Crashing (2 marks)
- B. Rolling Wave Planning (5 marks)
- C. SWOT analysis (5 marks)

Question 3 (12 marks)

Aussie Sports Manufacturing wants to create a stakeholder relationship between the dealers that sells its sporting equipment and the sporting group community. Both organisations have agreed to this relationship. You have been made the Project Leader to bring these stakeholders together for the first event.

- A) What are the three important steps you would need to take to ensure this project can be successful?
(3 marks)
- B) The Project Owner has designated you to celebrate success together. What does this mean? [Your company has not sold a single item of sporting equipment.]
(9 marks)

Question 4 (14 marks)

Project Risk Planning is essential to ensure the project can be executed successfully.

- A. Explain how and what happens in the process of information gathering.
(9 marks)
- B. Describe how you can use a fishbone diagram effectively.
(5 marks)

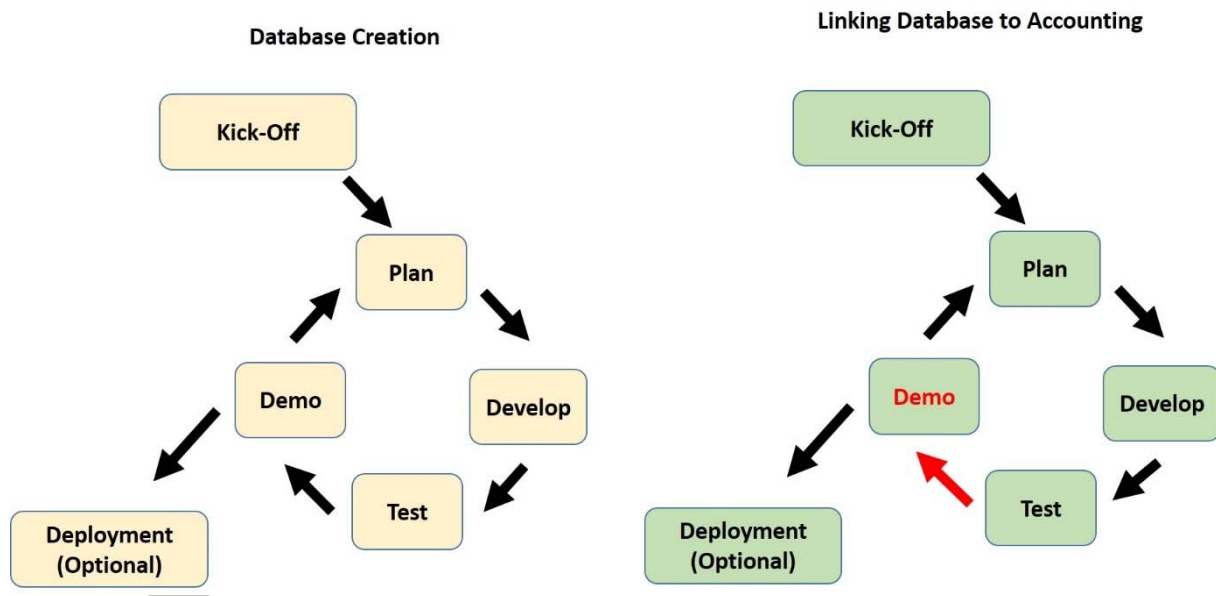
END OF EXAMINATION

SOLUTIONS

SOLUTIONS MARKING GUIDE

DI/HD	Answer should be very close to the specimen answer provided.	Award 80-100% of the mark, rounded up.
CR	Have used own words that may not be an exact word as stated in the sample answer.	Award 65-80% of the mark, rounded up.
PS	Answer provided is among many other unrelated topic or keywords. Student merely writes as much as possible and the right word (or words) resembling answer is included.	Award 50-65% of the mark, rounded up.
FL	No answer or answer totally different from sample answer	Award 0-49% of the mark

Question 1



A. There should be no changes to the first diagram (Database Creation)

Just the drawing of a single diagram alone (Linking Database to Accounting) would also be correct.

After testing, it should proceed to a demo (either online or stand up) and then going into deployment or into another session of planning. This is

another sprint cycle. There should be no short cut from Test to Deployment.

- B. Power Culture : this is when the supervisor exerts a great deal of economic and political power and everyone tries to please the boss.

Role Culture : Every team member is motivated to understand and closely follow their appointed roles. Reliable team members follow formal designations of responsibility.

Task Culture : This is where the supervisor deems that it is more important to get the task done than to worry about who does the work or who gets credit.

Personal Culture : Team members show genuine interest in the needs of workers and consider worker development as critical to the organisation's success and display an attitude that collaboration is satisfying and stimulating.

Question 2

- A) Project crashing involves projects performed at a faster-than-normal pace. This leads to overtime pay, could also include higher charges for expedited deliveries, more expensive machinery or employing more skilled people.
- B) Rolling Wave Planning – the first part of the project is planned in great detail and the rest/remainder of the project in high level detail only. This allows the project team to focus on the near term without ignoring the longer term.
- C) SWOT stands for strengths, weaknesses, opportunities and threats. This is a detailed analysis of the project's and its management. Risks can be both threats to overcome and opportunities to exploit.

Question 3

- A) Establishing this relationship early is vital. It helps create desire on the part of stakeholders to give positive support, or at least, refrain from disrupting the project. Early building of relationships assist in positively shaping the social and political context (eg. social = project acceptance; political incl. franchising, branding), This will lead to success.
It also serves as stakeholder communication.
The effective communication channels will greatly enhance the contact with key project stakeholders.
- B) Regularly celebrating success can be interpreted in a number of ways: it is education based (project progress updating), talking about how needs are addressed along the way (so that stakeholders are more likely to feel that their expectations (feedback) are

in line with project team plans. Or it can come from stakeholders will be able to gauge often if their input has been meaningful and useful and whether they have been translated into project successes. The development of trust, respect is a goal that must continue throughout initiated by the Product Owner.

Question 4

- A) The project manager (or the representative) acts as a facilitator. This can be a brainstorming technique providing answers to “what can go wrong”. This question is asked in every aspect of the work breakdown structure (WBS). It is repeated for every activity and everyone identified in the WBS. It is then recorded for further processing of risks during the analysis stage.
- B) A fishbone diagram is used to identify possible causes for a risk event. An example: In a line on “Late Delivery”, a number of off-the-main line could be machines, people, methods and materials. In the fishbone line on machines, it could be “not working” or “not available” and in the line on people, it could be “untrained” or “over allocated”. If an example is provided, this should correctly illustrate the point of possible causes.