

QUESTION ONE

Several professional people like psychologists, managers, coworkers, teachers, parents, and most people in general struggle to understand what motivates people to do what they do. Briefly explain the following motivation theories based on Information and Communication Technology Project Management :

@ Maslow's Hierarchy of Needs Theory.

Maslow argued that both schools of thought failed to recognize unique qualities of human behavior

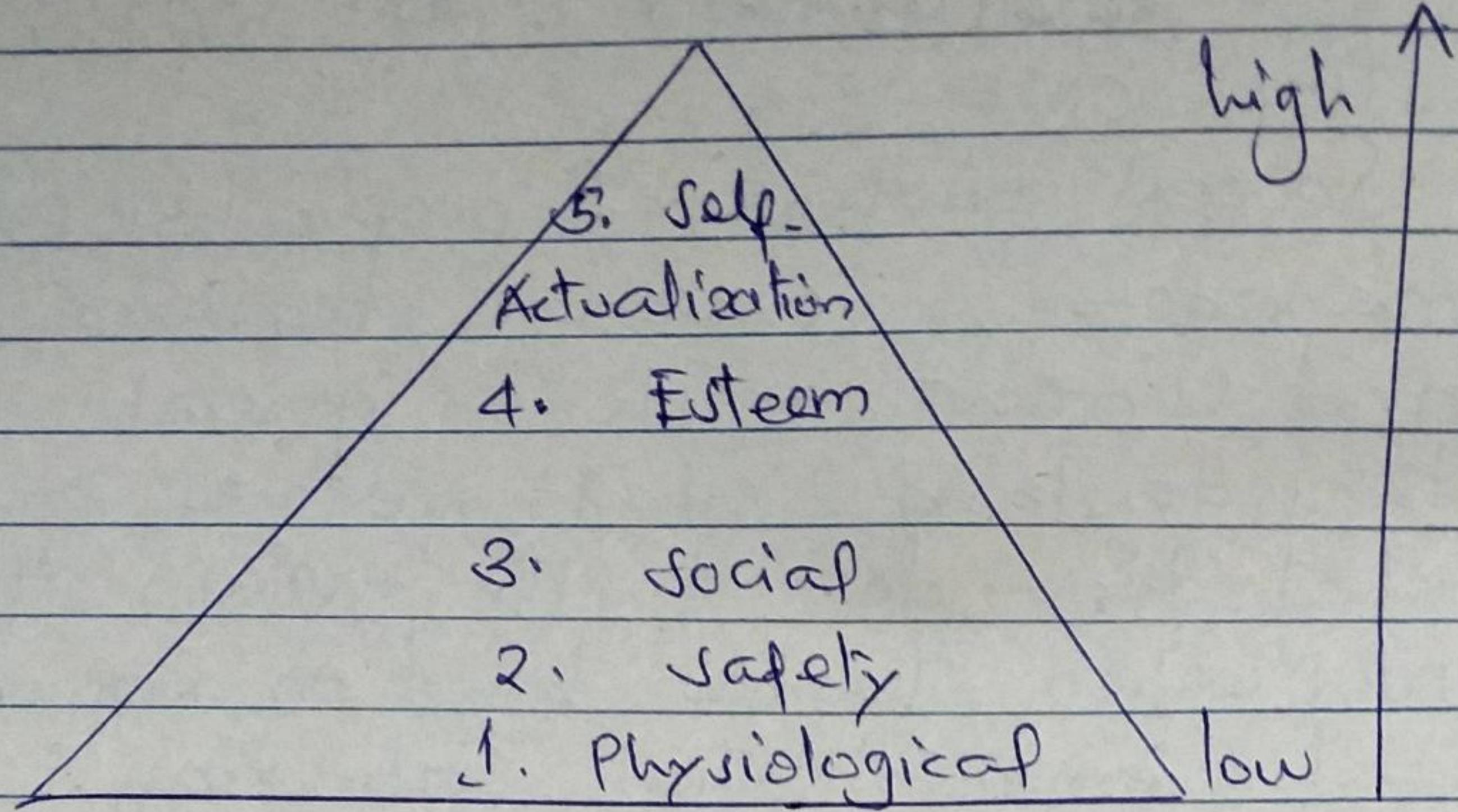
- ⇒ love
- ⇒ self-esteem
- ⇒ belonging
- ⇒ self-expression
- ⇒ creativity

* Maslow's hierarchy of Needs STATES that

" People's behaviour are guided or motivated by a sequence of needs "

* The bottom four Needs

- ⇒ physiological
- ⇒ safety
- ⇒ social
- ⇒ esteem
- ⇒ self actualization



* Motivation Should Also take into Account different Personality types:

i Task-oriented

The motivation for doing the work is the work itself.

ii Self-oriented

The work is a means to an end which is the achievement of individual goals

iii Interaction-oriented

The principle motivation is the presence and action of co-workers. people go to work because they like to go to work.

⑥ Herzberg's Motivation-Hygiene Theory

- * Herzberg found that people were motivated to work mostly by feelings of personal achievement and recognition.
- * He referred to factors that cause job satisfaction as motivators and factors that could cause dissatisfaction as hygiene factors.

Hygiene Factors	Motivators
larger salaries	Achievement
More supervision	Recognition
More attractive work environment	Work itself
Computer or other required equipment	Responsibility
Health benefits	Advancement
Training	Growth.

⑦ McClelland's Acquired - Needs Theory

- * David McClelland proposed that a person's specific needs are acquired or learned over time and shaped by life experiences.
- * The main categories of acquired needs include.
 - ⇒ achievement
 - ⇒ affiliation
 - ⇒ power

i Achievement

People who have a high need for achievement^(nAch) seek to excel, and tend to avoid both low-risk and high-risk situations to improve their chances for achieving something worthwhile.

ii Affiliation

people with a high need for affiliation (nAff) desire harmonious relationships with other people and need to feel accepted by others.

iii Power

People with a need for power (nPow) desire either personal power or institutional power

④ McGregor's Theory X and Theory Y

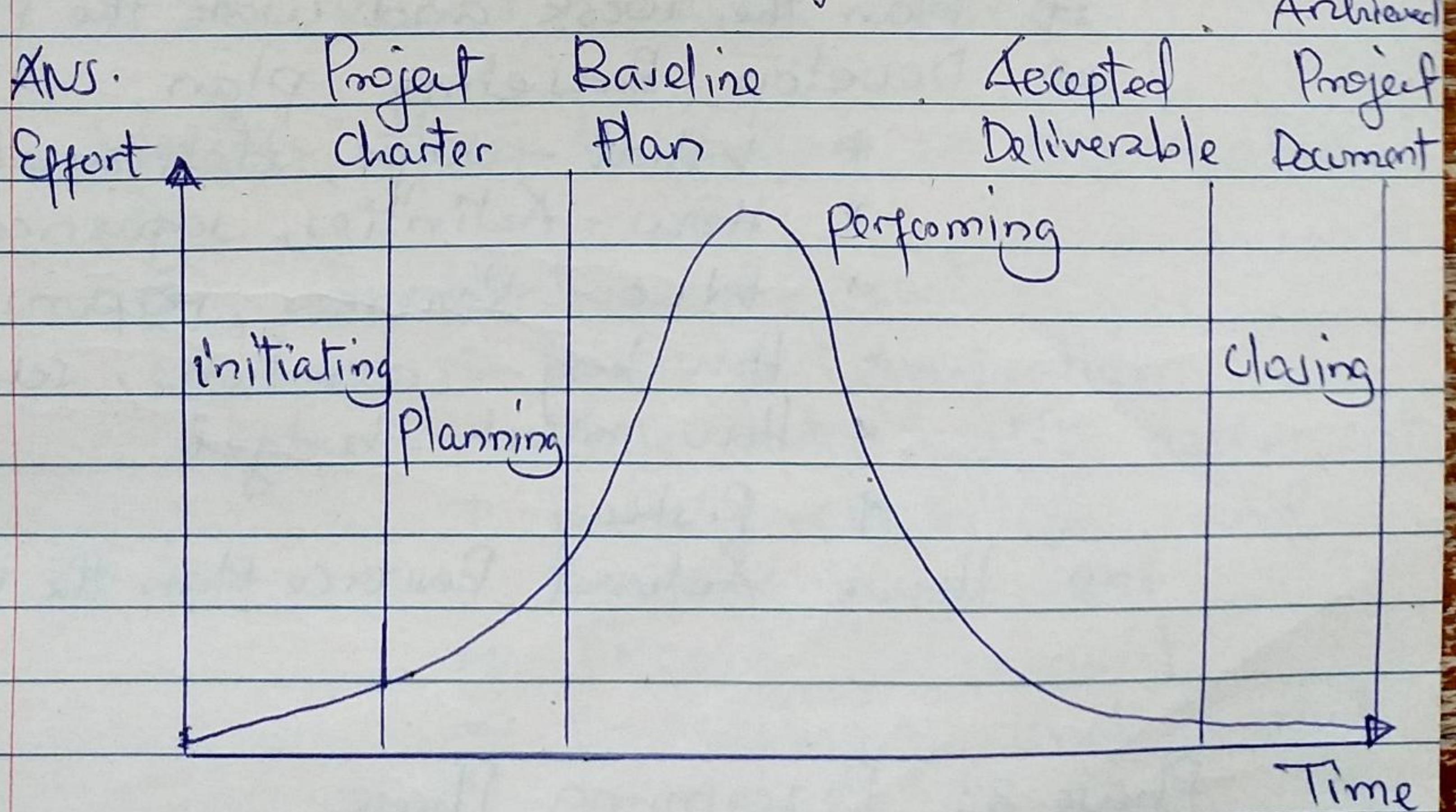
* Theory X: assumes workers dislike and avoid work, so managers must use coercion, threats and various control schemes to get workers to meet objectives

Theory 1: Xerxes individuals consider work as natural as play or rest and enjoy the satisfaction of esteem and self-actualization needs.

Theory 2: Introduced by William Ouchi in 1981 and is based on the Japanese approach to motivating workers, emphasizing trust, quality, collective decision making and cultural values.

QUESTION TWO

- (i) With aid of the diagram, describe the phases of project life cycle.



Phase 1: Initiating Phase

- ⇒ Identify need, Problem or opportunity
- ⇒ possibly do project selection
- ⇒ Develop project charter.
 - * Rationale / problem statement
 - * Project objective
 - * Expected benefit
 - * General Requirement and conditions
- ⇒ Decide if Request for Proposal (RFP) needed
 - * proposal Evaluation
 - * Sign contract.

Phase 2: Planning Phase

- ⇒ How to accomplish scope
- ⇒ Plan the work and work the plan
- ⇒ Develop Baseline plan
 - * What - scope, deliverable
 - * How - Activities, sequence
 - * Who - Resources, responsibilities
 - * How long - durations, schedule
 - * How much - budget
 - * Risks.
- ⇒ Have Actual Resource plan the work .

Phase 3: Performing Phase

- ⇒ Accomplish project objectives
 - * Project manager leads
 - * Project team completes the project

- ⇒ Increase pace as more resources are added
- ⇒ Monitor and control progress
- ⇒ Take corrective action as need.
- ⇒ Manage and control change with sponsor approval.
- ⇒ Achieve customer satisfaction with acceptance of deliverables.

Phase 4: Closing Phase:

- ⇒ Collect and make final payment.
- ⇒ Recognize and evaluate staff.
- ⇒ Conduct post project evaluation
- ⇒ Document lessons learned
- ⇒ Archive project documents
- ⇒ Record lessons learned.

(ii) Identify three techniques for risk analysis in:

@ Qualitative Approach

- ⇒ Risk categorization
- ⇒ Risk data quality assessment
- ⇒ Risk probability and impact assessment
- ⇒ Expert judgement
- ⇒ probability and impact matrix.

⑥ Quantitative Approach

⇒ Expert judgement

⇒ Data gathering and representation techniques.

⇒ Quantitative risk analysis and modeling techniques

QUESTION THREE

i) Provide two main differences between Work Breakdown Structure (WBS) and product Breakdown structure (PBS).

ANS.

Note WBS y tools used for scope definition
PBS y

Point 1 ⇒ WBS is a deliverable oriented grouping of project elements that organizes and defined the total scope of the project.

WHILE

PBS involves subdividing the major project deliverables into smaller, more manageable components until the deliverables are defined in sufficient detail to support future project activities.

point 2 \Rightarrow WBS is the project manager's responsibility

W.H.I.L.E

P.B.s

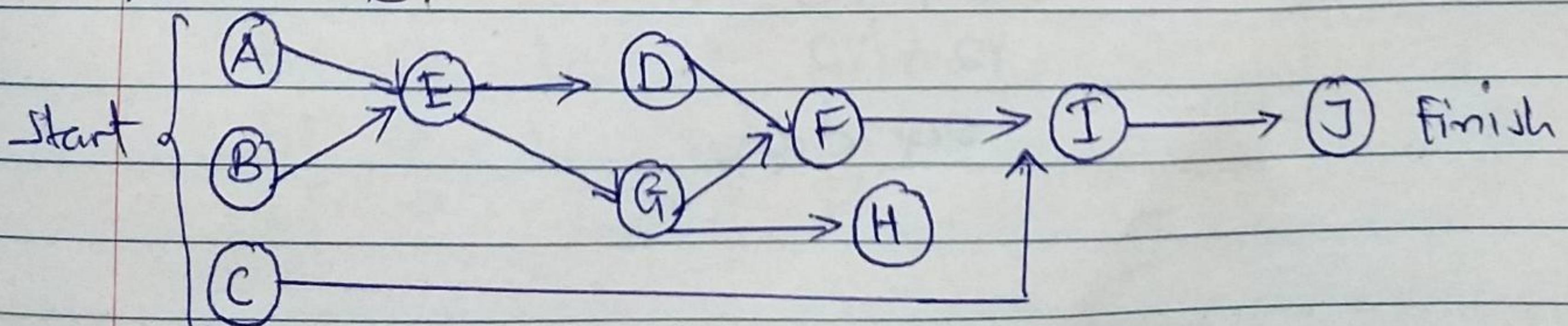
Is the system engineer's responsibility.

- (ii) Given the following activity description answer the following question below.

Activity Name	Predecessor Task	Duration in days.
1. Task A	-	7
2. Task B	-	2
3. Task C	-	15
4. Task D	E	8
5. Task E	A, B	10
6. Task F	D, G	2
7. Task G	E	5
8. Task H	G	8
9. Task I	C, F	2
10. Task J	I	3

- @ Identify all the Activities network available and their duration

ANSWER:



④ $A \rightarrow E \rightarrow D \rightarrow F \rightarrow I \rightarrow J$

$$7 + 10 + 8 + 2 + 2 + 3$$

$$17 + 8 + 5 + 2$$

$$17 + 15$$

32 days.

⑤ $A \rightarrow E \rightarrow G \rightarrow F \rightarrow I \rightarrow J$

$$7 + 10 + 5 + 2 + 2 + 3$$

$$17 + 7 + 5$$

$$24 + 5$$

29 days

⑥ $A \rightarrow E \rightarrow G \rightarrow H$

$$7 + 10 + 5 + 8$$

$$17 + 13$$

30 days

⑦ $B \rightarrow E \rightarrow D \rightarrow F \rightarrow I \rightarrow J$

$$2 + 10 + 8 + 2 + 2 + 3$$

$$12 + 10 + 5$$

$$12 + 15$$

27 days.

⑧ $B \rightarrow E \rightarrow G \rightarrow F \rightarrow I \rightarrow J$

$$2 + 10 + 5 + 2 + 2 + 3$$

$$12 + 7 + 5$$

$$12 + 12$$

24 days

(vi) $B \rightarrow E \rightarrow G \rightarrow H$
 $2 + 10 + 5 + 8$
 $12 + 13$
25 days

(vii) $G \rightarrow I \rightarrow J$
 $15 + 2 + 3$
 $15 + 3 + 2$
 $15 + 5$
20 days

(b) Identify the critical path and duration

$A \rightarrow E \rightarrow D \rightarrow F \rightarrow I \rightarrow J$
 $7 + 10 + 8 + 2 + 2 + 3$
 $17 + 8 + 2 + 5$
 $17 + 10 + 5$
 $17 + 15$
32 days.

(c) Calculate float of each activity while identifying the ES , LS , EF and LF
 Solution

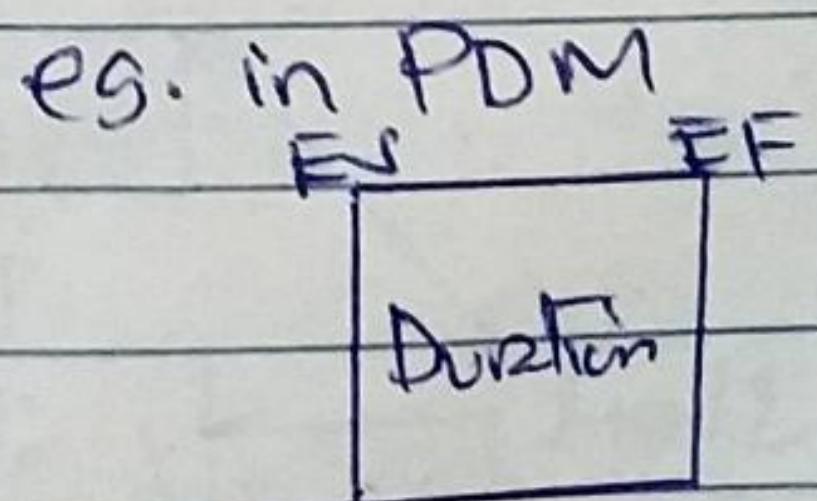
Where

$ES \Rightarrow$ Earliest Start

$LS \Rightarrow$ Latest Start

$EF \Rightarrow$ Earliest Finish

$LF \Rightarrow$ Latest Finish



Activity A
Total float (TF)

$$= LS - ES$$

$$= 0 - 0$$

$$= \underline{\underline{0}}$$

Free float (FF)

$$= EF_j - EF_i$$

$$= 7 - 7$$

$$\underline{\underline{0}}$$

Activity B
Total float (TF)

$$= LS - ES$$

$$0 - 0$$

$$\underline{\underline{0}}$$

Free float (FF)

$$= EF_j - EF_i$$

$$7 - 2$$

$$\underline{\underline{5}}$$

Activity C

Total float (TF)

$$= LS - ES$$

$$0 - 0$$

$$\underline{\underline{0}}$$

Free float (FF)

$$= EF_j - EF_i$$

$$27 - 15$$

$$\underline{\underline{12}}$$

Activity D

Total float (TF)

$$= LS - ES$$

$$0 - 0$$

$$\underline{\underline{0}}$$

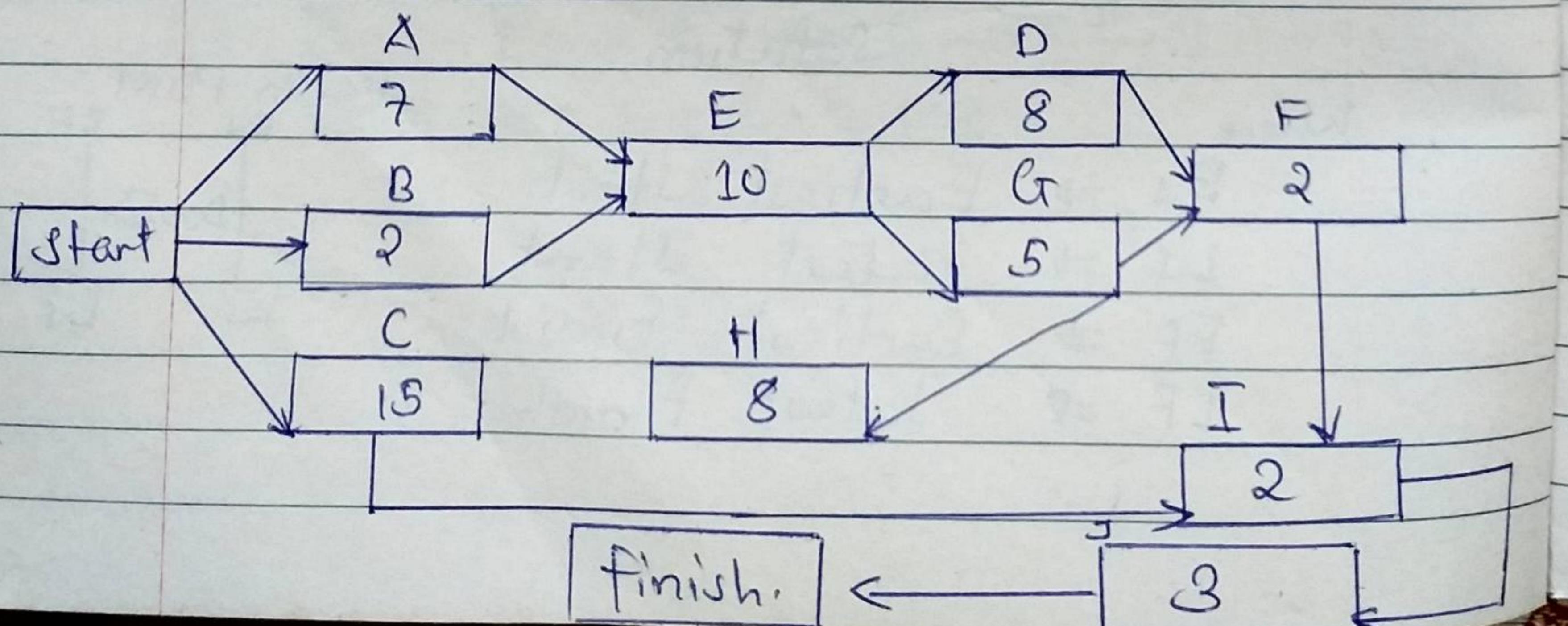
Free float (FF)

$$= EF_j - EF_i$$

$$25 - 25$$

$$\underline{\underline{0}}$$

d) Draw the PDM



QUESTION FOU

Read the following questions carefully and fill the blanks with a short answer on the provided answer sheet.

a) Scope statement Is a statement which provides documented basis for making future project decisions and for confirming or developing common understanding of the project scope among the Stakeholder.

b) Program Is defined as a group of related projects, subprograms and programs activities managed in a coordinated way to obtain benefits not available from managing them individually.

c) A methodology describes how things should be done and different organization often have different ways of doing things.

d) Project charter Can be identified as the official, written acknowledgement and recognition that a project exists, issued by senior management and gives authority to project manager to assign organisational resources.

e) Delphi Technique is an anonymous method to query experts. This technique uses an experience facilitator whereas participants can express ideas, opinions without fear or getting intimidated.

f) Intrinsic Motivation causes people to participate in an activity for their own enjoyment.

feasibility study
g) ~~Business~~ is a preliminary study that examines the profitability, soundness or marketability, alternative solutions, and the business demands that generate the request of the given project product or service.

h) An uncontrolled scope can also be identified as scope creep

i) CCB Is a formal group of people responsible for approving or rejecting changes to a project.

j) SWOT analysis Is a tool for auditing an organization and its environment.

Summary question 04

a = Scope Statement

b = Program

c = A Methodology

d = Project Charter

e = Delphi Technique

f = Intrinsic Motivation

g = Initiating phase (1st phase in Project life cycle).

h = Scope Creep

i = CCB (Change Control System) or board

j = SWOT Analysis

TEST 01 2020 BT 310

QUESTION ONE

Match the following knowledge areas in relatively appropriate sequence as order to be considered in IT project Management.

ANS.

A₁. Project Procurement Management — 9(ix)

A₂. Project Communication Management — 7(vii)

A₃. Project Risk Management — 8(viii)

A₄. Project Stakeholder Management — 10(x)

A₅. Project Human Resource Management — 6(vi)

A₆. Project Quality Management — 5(v)

A₇. Project Cost Management — 4(iv)

- A8: Project scope Management - 2 (ii)
A9: Project Integration Management - 1 (i)
A10. Project Time Management - 3 (iii)

QUESTION TWO

(i) Match each of the following elements to a work Breakdown structure (WBS) product Breakdown structure (PBS) or a project schedule (PS) by filling in table cell with the proper indicator "WBS", "PBS" or "PS"

- Ans. B₁ : Milestone → WBS
B₂ : Tasks → WBS
B₃ : Activities → WBS
B₄ : Project architecture design → WBS
B₅ : Project Manager's responsibility → WBS
B₆ : System engineer's responsibility → PBS
B₇ : Life cycle phases → PBS

(ii) Place the following deliverable in the proper sequential order of development by either filling in the blank table cells with the proper

- Ans. C₁ : Network Diagram → 2
C₂ : Project schedule → 3
C₃ : WBS / PBS Dictionary → 1

iii → Refer Test of 2019

QUESTION THREE

- i In the context of software engineering, software quality can be viewed in different angles. Provide three viewers against whether the respective view respond to How? what? or How and What?

ANS.

- i Manufacturer
- ii Product itself
- iii Customer / user.

- ii One of your suppliers completes a project similar to the one that you are working on. The completed project is very successful and supplier is willing to share product information. Your project is not performing well so you ask a person on your project team to complete a

- A) lesson learned (B)
- B) benchmarking report
- C) Network Diagram
- D) Root cause Analysis

iii) The customer will only award the project to you if you have a quality certification. The normal industry standard is

A) All project team members are PMP Certified.

B) ISO 9000 / ISO 9001 (B)

C) TQM Certification

D) A written document from the sponsor

iv) The Project sponsor is upset with cost included for quality management and wants to reduce the budget. Your response is to,

A) Reduce the quality management budget

(B) Convince the sponsor that the impact of reducing the budget will result in higher overall costs.

C) Create a change request

D) ask the sponsor for a scope reduction

QUESTION FOUR

i) In the given table below, Provide the current sequence using letters.

ANU.

A = Perform Qualitative Risk Analysis → 3

B = Identify Risk → 2

C = Performing Quantitative Risk Analysis → 4

D = Plan Risk Responses → 5

E = Control Risk → 6

F = Plan Risk Management → 1

ii Establish an estimated project cost using expected monetary value (EMV) if the project has a best case estimate of \$15,000 with a probability of 30%, a most likely case estimate of \$19,500 with a probability of 50% and a worst case estimate of \$26,325 with a probability of 20%.

Solution

$$(\$15,000 \times 30\%) + (\$19,500 \times 50\%) + (26,325 \times 20\%)$$

$$(\$15,000 \times 0.3) + (\$19,500 \times 0.5) + (26,325 \times 0.2)$$

$$\$4,500 + \$9,750 + \$5,265$$

$$\$14,250 + \$5,265$$

$$\underline{\$19,515}$$

iii Refer Test 01 2019

QUESTION ONE

Refer to Test 01 2019

QUESTION ONE TWO

Choose the most correct answer and indicate your answer in capital letters only in the provided spaces.

i When dealing with stakeholders, all the following statements are correct EXCEPT

a) Project manager must try to satisfy even the implicit requirements of stakeholders

(B) b) Only those stakeholders who are project team members should be involved in the creation of project plan.

c) Both stated and unstated needs of stakeholders should be properly identified.

d) Some stakeholders may provide conflicting requirements

ii) The following statements about stakeholders are correct EXCEPT:

- (B)
- a) Stakeholders may exert influence over the project.
 - b) Stakeholder's responsibilities remain stable throughout the project life cycle.
 - c) Some stakeholders benefit from a successful project.
 - d) Identifying stakeholders can be difficult

iii) You are the project manager responsible for developing a software application based on customer requirements. Which technique do you use in order to consider the customer's change request?

- (B)
- a) Additional planning
 - b) Expert judgment
 - c) Project selection methods
 - d) Corrective action

iv) Please refer to the diagram given below
At time X, the project

- (B)
- a) Behind schedule, over-budget
 - b) Behind schedule, under-budget
 - c) Ahead of schedule, over-budget
 - d) Ahead of schedule, under-budget

v) CPI based on the BAC

- a) $(BAC + EV) \div (BAC - AC)$
- b) $(BAC - EV) \div (BAC - AC)$
- c) $(BAC - EV) \div (EAC + EV)$
- d) $(BAC - EV) \div (EAC - EV)$

(B)

vi) CPI based on the EAC

- a) $(BAC + EV) \div (BAC - EV)$
- b) $(BAC - EV) \div (EAC - EV)$
- c) $(BAC - EV) \div (EAC + EV)$
- d) $(BAC - EV) \div (EAC - AC)$

(D)

vii) At a company where the design of a new amplifier for a telecommunication project needs to be outsourced. The project team is arguing about the prospective sellers who have submitted proposal. One team member argues for a certain seller while another team member wants the project to be awarded to a different seller. The best thing the project manager should remind the team to focus on in order to make a selection is the

- (D)
a) Procurement documents
- b) Procurement management plan
- c) Procurement audit
- d) Source selection criteria.

viii Your Company is engaged in a project that requires the selection of a software development company to program a key component of your product. Which of the following is the best thing for a project manager to do in the conduct procurements process

- (A)
- a) Answer seller's questions about the procurement documents.
 - b) Select a contract type
 - c) Evaluate risks
 - d) Perform market research.

ix What is the top reason for global outsourcing of IT services? (B)

- a) cost reduction
- b) a shortage of qualified personnel
- c) decreasing time to market
- d) increasing revenues

x You have just completed a project that involved a supplier that met all of your project requirements. As part of the records management system, you are trying to make sure all records from the procurement are documented and indexed. Which of the following do you not have to worry about

(C)

- a) Procurement Statement of Work
- b) proposal
- c) Negotiation
- d) Terms and conditions.

QUESTION THREE

- a) Refer to Test 01 2020
- b) Refer to Test 01 2020
- c) Refer to Test 01 2020

QUESTION FOUR

Refer to Test 01 2019

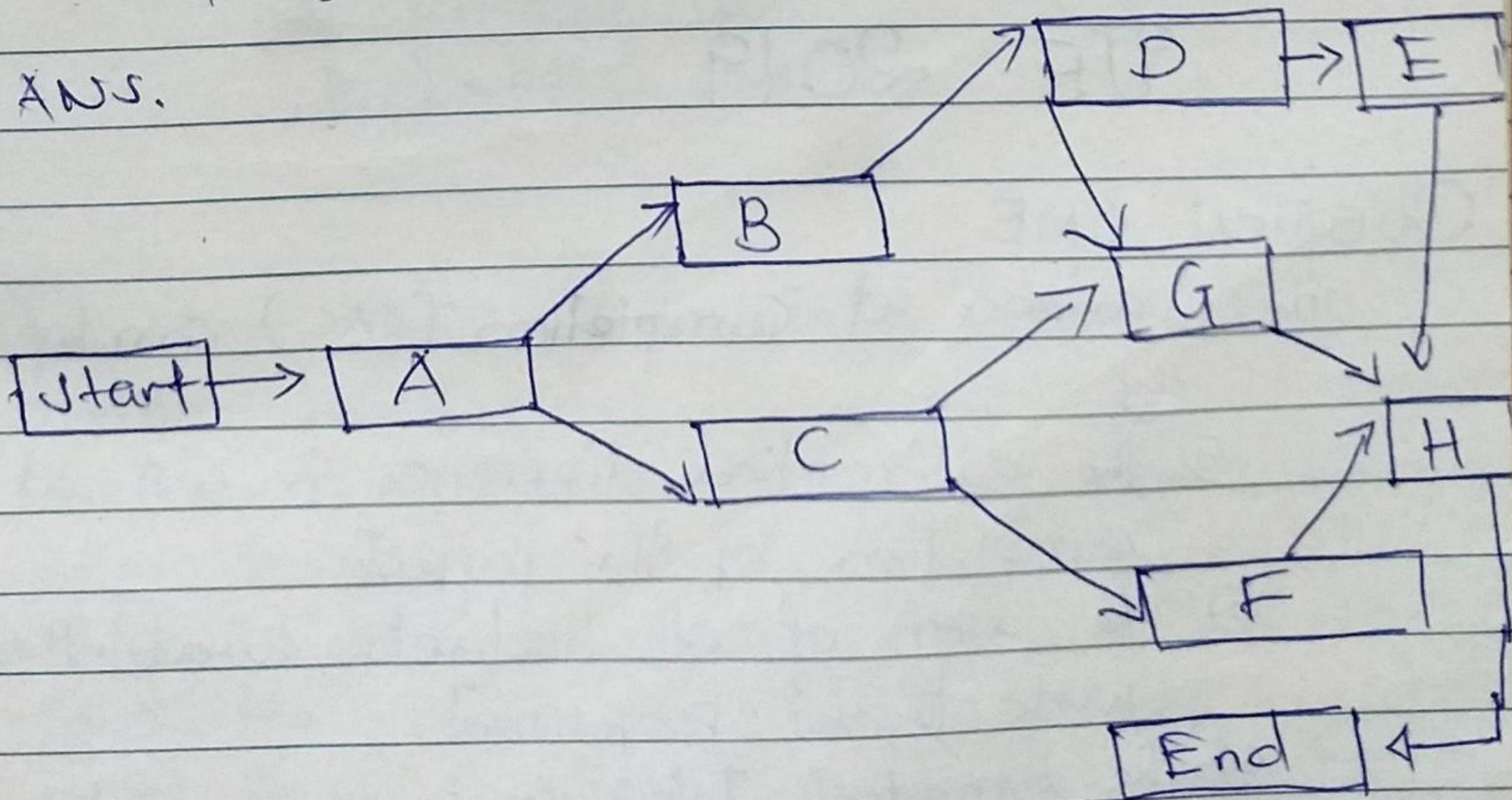
QUESTION FIVE

Madam Xmina has established a small IT company. The company needs to update and extend its existing time recording system. Assume that you are the project manager of the company and have drawn up an outline project plan for the main project activities, as follows:

Activity		Duration (weeks)	Dependent on
A	Draw up and agree requirement	4	None
B	Select and order additional hardware	4	A
C	Develop and unit test new software	12	A
D	Install and test additional hardware	4	B
E	Test hardware backup and security procedure	4	D
F	Document new software	4	C
G	Install new software and system test	6	C, D
H	Deploy live the system	2.	E, F, G

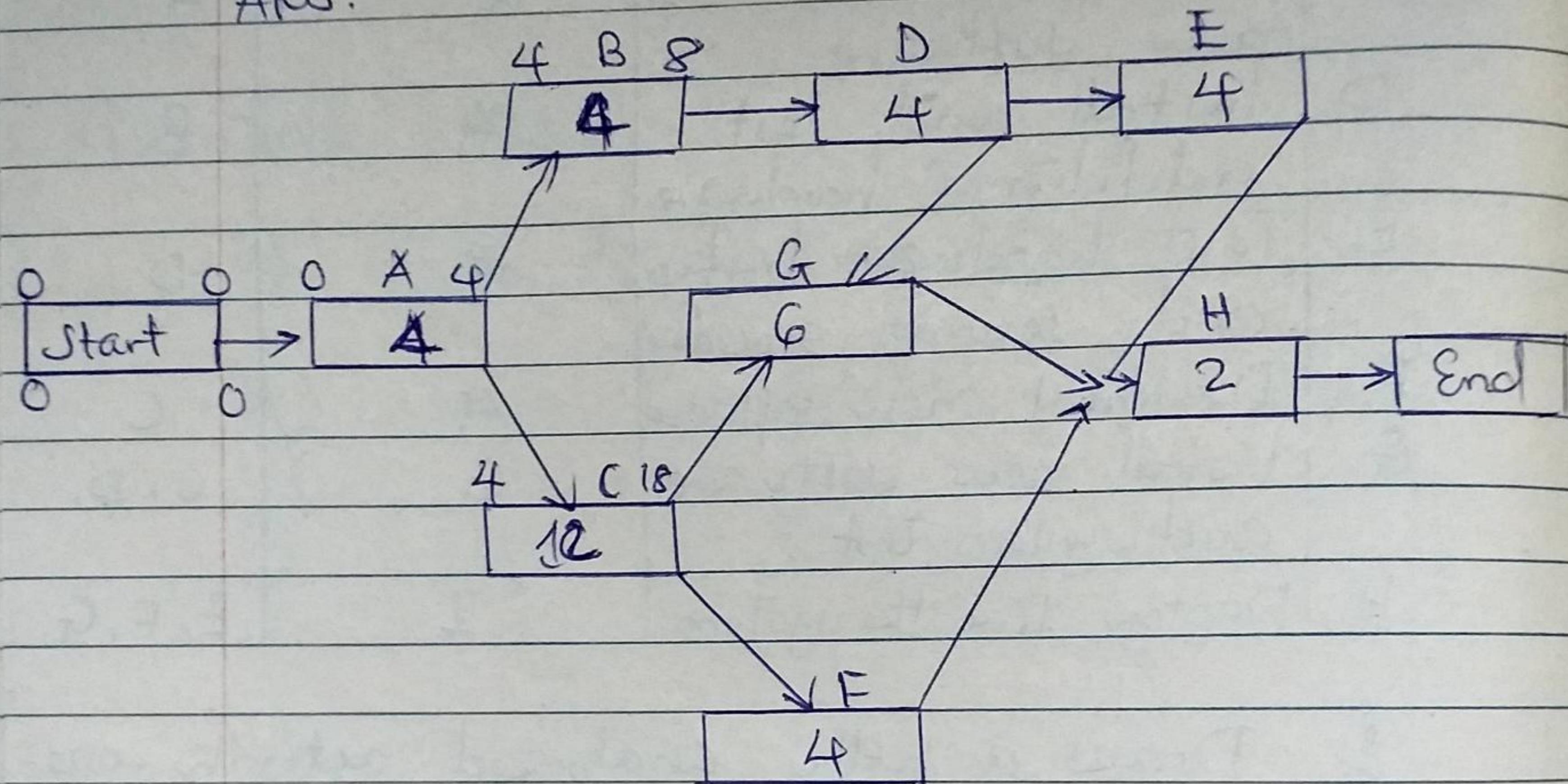
i) Draw a fully analysed activity-on-node network diagram for this project.

ANS.



ii) Use a standard node convention to display the duration, the earlies and latest start and end dates and the float for each activity.

Ans.



UE 2019

QUESTION ONE

iii) Variance at Completion (σ^2_{AC}) can be used as

- The estimated difference in cost at the completion of the project.
- The sum of all budgets established for the work to be performed
- The expected total cost of completing all work expressed as the sum of the actual

cost to date and the estimate to complete

d) The difference between the values of work completed to a point in time and actual costs.

iv Schedule Performance Index of project = $\frac{3}{4}$
meaning.

- a) Project is on schedule
- b) Project is ahead of schedule (C)
- c) Project is behind schedule
- d) Project is completed

v Cost Performance Index of Project = -1

- a) Under planned cost
- b) Over planned cost (B)
- c) On planned cost
- d) Estimated cost

x An item you need for a project has a daily lease cost of \$200. If you decide to purchase the item, the investment cost is \$6,000 and the daily cost is \$100. After how many days will the lease cost be same as the purchase cost?

- a) 30
- b) 40
- c) 50
- d) 60

QUESTION THREE

With aid of the table, list all knowledge areas involved in IT Project Management with at least two tools and/or techniques respectively.

XNS -

Knowledge Area	Techniques
1. Project Integration Management	<ul style="list-style-type: none"> ⇒ Project selection Method ⇒ Project Charter ⇒ Work request
2. Project Scope Management	<ul style="list-style-type: none"> ⇒ Statement of work ⇒ Scope management plan ⇒ Scope change control
3 Project Time Management	<ul style="list-style-type: none"> ⇒ Crashing ⇒ Fast tracking ⇒ Measurement
4 Project Cost Management	<ul style="list-style-type: none"> ⇒ Project budget ⇒ Payback Analysis ⇒ Cost estimate
5 Project Quality Management	<ul style="list-style-type: none"> ⇒ Checklist ⇒ Test plan ⇒ Quality control chart
6. Project Human Resource Management	<ul style="list-style-type: none"> ⇒ Motivation technique ⇒ Resource histogram ⇒ Team building exercise
7 Project Communication M	<ul style="list-style-type: none"> ⇒ Status report ⇒ Project website ⇒ Virtual communication
8 Project Risk Management	<ul style="list-style-type: none"> ⇒ Risk register ⇒ Risk rankings ⇒ Risk Management plan
9 Project Procurement Mana-	<ul style="list-style-type: none"> ⇒ Contracts ⇒ Source selection ⇒ Request for proposal
10 Project Stakeholder Mana-	<ul style="list-style-type: none"> ⇒ Analyzing stakeholders ⇒ Prioritizing stakeholders

TEST 2018.

QUESTION ONE.

$$A = 3$$

$$B = 10$$

$$C = 8$$

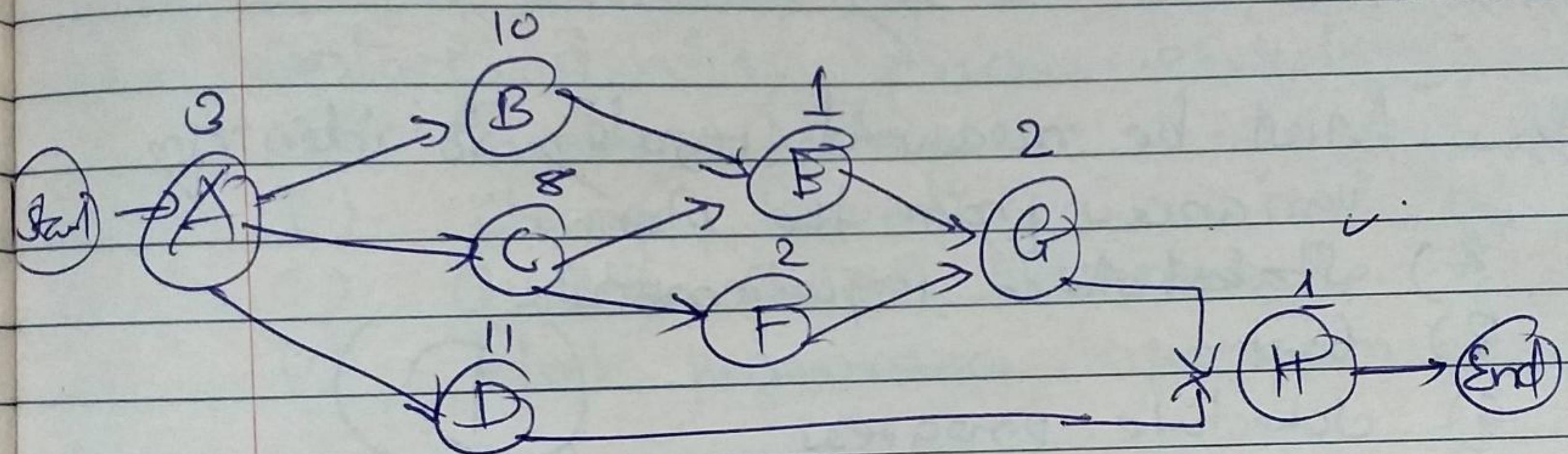
$$D = 11$$

$$E = 1$$

$$F = 2$$

$$G = 2$$

$$H = 1$$



QUESTION TWO.

- i) The review of key deliverables and project performance at the conclusion of a project phases is called.
- a. Phase exit
 - b. kill point
 - c. stage gate
 - d. a, b and c
- (D)

- ii) Which of the following is NOT an example of a type of scheduled report
- a) Gantt chart

- (B) Milestone chart
- (C) Network diagram
- (D) Fishbone diagram.

(D)

iii) Which of the following is not a General management technique?

- A. Analysis of alternative
- B. Lateral thinking
- C. Applying PMBoK concepts
- D. Make & buy analysis.

(D)

iv) Must be measured regularly to identify variances from the plan.

- A) Stakeholder requirement
- B) Cost
- C) Schedule progress
- D) Project performance.

(D)

v) Which of the following statements concerning contract type is correct

- A) A fixed price contract contains the most risk for the buyer.
- B) Cost reimbursable contracts offer sellers the highest profit potential.
- C) Time and materials contracts are hybrid of cost reimbursable and fixed price contracts.
- D) Unit price contracts are illegal in many jurisdictions.

(C)

vi, You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract administration, you should:

- (C)
- A) Hold a bidders conference
 - B) Establish the appropriate contract type
 - C) Implement the contract change control system
 - D) Develop a statement of work

VIII All of the following are the outputs of the control quality process excluding:

- A) Quality Metrics (A)
- B) Change Requests
- C) Quality Control Measurements
- D) Work performance Information

ix To successfully manage a project, the project manager must play both a manager and leadership role. In a manager's role, the project manager will do all but which of the following:

- (F)
- A) Extend favors to some important team members
 - B) Define Roles and Responsibilities
 - C) Provide feedback to team members
 - D) Resolving interpersonal conflicts
 - E) Both B and D.

- ⑥ All of the following are the outputs of the Control Quality process excluding:
- A) Quality Metrics
 - B) Change Requests
 - C) Quality Control Measurement
 - D) Work Performance Information.
- (A)

TEST 2017

QUESTION TWO

- ① The critical element in a project's communication system is the
- A) Progress report
 - B) Project directive
 - C) Customer
 - D) Project Management.
- (D)

iv Three Major processes in Project Human Resource Management (HRM) are

- (B)
- a) staff recruitment, Project staff planning and team building
 - b) Plan HRM, Acquire Project Team and Develop project Team
 - c) Rewarding, salary reviews and penalties'
 - d) Staff acquisition, staff training, staff deployment.

ix Which of the following methods is least likely to be used for explaining project planning guidelines to the team -

- a) Project office memo
- b) Project office directive
- c) Formal project
- d) Project team meeting report.

(C)

x) The three major types of communication are

- a) Written and oral and verbal and non-verbal
- b) Verbal, formal documentation, informal documentation
- c) Verbal, written and graphic
- d) Verbal, written and electronic

(*)

xiv Which of the following output of the plan Quality Management is not used as an input in the perform quality Assurance process?

- A) Quality Management Plan
- B) Quality checklist
- C) Process Improvement Plan
- D) Quality Metrics.

(B)

QUESTION THREE

True or False

- i Getting Project Information to the right people at the right time and in a useful format is not as important as developing the information in the first place.
- ii The quality Planning Process involves taking responsibility for Quality throughout the project's life cycle false.
- iii Design of experiments can not be applied to project management issue such as cost and schedule trade-offs. false
- iv Most information technology products can reach 100 percent reliability false
- v Integration testing replaces the other forms of testing with a single comprehensive test True
- vi Like crisis management, good project risk management often goes unnoticed false

QUESTION 5x

Assume that your organisation wants to hire new instructors for your Project management course.

- i) Develop a list of at least five quality standards that you could use in making their hiring decision.

ANSWER

i) Interview

Interviewing is one of the most effective way to identify and attract employee who will be successful enough to stay. It is an opportunity the company has to know the candidate better.

ii) Clear Communication

A good instructor has to be a good communicator to deliver what is expected to.

iii) Professionalism

It is important that the instructor has a good behavior, responsibility, respect and ethical

(iv) Provide ~~insps~~ Inspiration & Motivation
The candidate needs personal motivation once it is achieved he has to make the class of a good environment

(v) The Academic qualification which include the degree, he has been awarded the major subject in it.

(vi) Suppose that some current instructors do not meet these standards. Provide suggestions for how you would handle this situation

Ans.

(iii) List and explain very briefly the four main criteria for assessing the success of a project
ANS.

a) Project quality

Quality review can evaluate whether what you are doing meets the standard set out in your quality plans.

b) Cost

- evaluates how the project is progressing financially.

c) Schedule

This is determined by whether or not you kept to the original timeline.

d) Stakeholder satisfaction

This finds out how they are feeling about the project and what you could be doing differently

e) Time

- evaluate the time the project is used to be performed.

IV Identify four different options that are available for bringing such a project back on schedule when it has been found to be running late. Explain the cost implication of each of these options.

a) Work overtime

If people work more hours they can move along the critical path, see if resources can be moved from other activities to help resolve the issue.

b) Reroute resource

Once you understand the critical path, see if resources can be moved from other activities to help resolve the issue.

c) Double-check all dependencies

- Schedule dependencies represent activities that must be completed in a certain order.

d) Swap resources

Involves changing resources and people who are working on different activities with the project.

QUESTION SEVEN

i) If project managers are expected to possess certain skills or attributes. Describe four skills (things they can do) or attribute (characteristic they possess) of good IT project manager.

Ans.

i) Effective communication skills
so that can connect with people at all level.

ii) Strong leadership skills
such as being able to motivate his team and drive them to maximum performance.

iii) Good decision maker
- Need to have decision-making skills because there will always be decisions that need to be acted on.

iv) Team-building skills
- Need to be known how to give each of them the importance they need by focusing on their positive traits.

(ii) IT project managers can employ a number of management style. Two such styles are known as "autocratic", which is often preferable when most of the project staff are new to a project and "democratic". Where most of the project staff are more experienced and are able to contribute to the decision-making process. Discuss two advantages and two disadvantages of each of these styles.

Ans.

✓ Advantage of Autocratic style

- (i) It allows for fast decision to be made
- (ii) It improves overall communication
- (iii) It reduces employee stress.
- (iv) It counters team inexperience

Disadvantage of Autocratic style

- (i) It creates a system of dependence
- (ii) It creates a lack of trust.
- (iii) Leads to micromanagement

✓ Advantage of democratic style

- (i) It increases team knowledge
- (ii) It builds a stronger vision for the future

- (iii) It improves job satisfaction
- (iv) It encourages honesty within the workplace.

Disadvantage of Democratic style

- (i) It can create negative emotions
- (ii) It takes time to reach a consensus
- (iii) It is not a style of leadership for everyone.

(iii) An IT project has been running well for 6 months. The IT project manager then notices a decrease in the efficiency and performance of the project team. Describe at least four steps they could take to deal with his situation.

ANSWER.

Steps

1. The Groundwork
2. Clarity of project requirements, project scope
3. Planning schedule, risks, resources
4. Communication plan - clarity and frequency
5. Monitor & control
6. Deliver, Close and Review