



UNIVERSITY COLLEGE TATI (UC TATI)

FINAL EXAMINATION QUESTION BOOKLET

COURSE CODE	:	BCS 2453
COURSE	:	PROJECT MANAGEMENT
SEMESTER/SESSION	:	2- 2024/2025
DURATION	:	3 HOURS

Instructions:

1. This booklet contains 5 questions. Answer **ALL** questions.
2. All answers should be written in answer booklet.
3. Write legibly and draw sketches wherever required.
4. If in doubt, raise your hands and ask the invigilator.

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE TOLD TO DO SO

THIS BOOKLET CONTAINS 4 PRINTED PAGES INCLUDING COVER PAGE

QUESTION 1

Imagine a company embarks on a new project to develop a mobile app. The project manager, Sarah, drafts a project charter to gain formal authorization and resources for the endeavour. In strategic planning meetings, the team conducts a SWOT analysis, identifying strengths like skilled developers, weaknesses such as limited marketing expertise, opportunities like a growing smartphone market, and threats like emerging competitors. They then use this analysis to inform their project scope statement, ensuring alignment with the company's strategic goals of expanding digital presence and customer engagement.

- a) Identify **TWO (2)** objectives for developing project charter. (2 Marks)
- b) Define the term "SWOT analysis" in the context of strategic planning. (4 Marks)
- c) List **FOUR (4)** significance of developing a project scope statement in project management. (4 Marks)
- d) Explain **THREE (3)** concepts of strategic alignment in project management. (6 Marks)

QUESTION 2

XYZ Corporation is planning to launch a new software product aimed at small businesses. The project manager, Alex, has developed a comprehensive plan which includes a detailed SWOT analysis, project scope statement, and a project charter. The board of directors has reviewed and approved the documents. Now, Alex and the team are analysing the plan to ensure all aspects align with the company's strategic objectives and market demand.

- a) Explain **THREE (3)** how Alex's use of a SWOT analysis could impact the project's outcomes. (6 Marks)
- b) Interpret **FIVE (5)** importance of the project scope statement for team members and stakeholders. (5 Marks)
- c) Describe **THREE (3)** how the project charter supports Alex in managing the project. (6 Marks)
- d) Summarize **TWO (2)** how strategic alignment is achieved through the planning process in this scenario. (4 Marks)

QUESTION 3

Jessica is a project manager in a mid-sized tech company, managing a team tasked with developing a new customer relationship management (CRM) software. The project has diverse team members, including developers, designers, and QA specialists. Jessica needs to ensure that the project is completed on schedule, within budget, and meets the quality standards expected by stakeholders. She is also responsible for motivating her team and resolving any conflicts that arise.

- a) Apply **FIVE (5)** concepts of leadership to Jessica. (5 Marks)
- b) Explain **THREE (3)** how Jessica could use conflict resolution strategies to maintain harmony within the team. (6 Marks)
- c) Apply **THREE (3)** effective communication strategies to ensure that project updates are clearly conveyed to stakeholders. (5 Marks)
- d) Show **FIVE (5)** how Jessica can apply her management skills to keep the project within budget while ensuring high quality. (5 Marks)

QUESTION 4

Liam is managing a software development project for an educational tech company, tasked with building an online learning platform. The project has various components including interface design, backend development, content creation, and user testing. The deadlines are tight, and Liam is aware that maintaining strict control over the project's schedule, budget, and scope is crucial to success.

- a) Describe **THREE (3)** how Liam can use scheduling tools to keep the project on track. (6 Marks)
- b) Apply **FIVE (5)** how Liam can apply cost control methods to monitor and manage the project budget. (5 Marks)
- c) Discuss **THREE (3)** how performance monitoring could be applied by Liam to maintain quality throughout the project lifecycle. (6 Marks)
- d) Apply **FOUR (4)** the concept of "scope control" to suggest how Liam can ensure that the project does not exceed its defined parameters. (4 Marks)

QUESTION 5

Karen is a project manager at a software development company working on a new finance tracking app. The project has encountered several unexpected technical challenges that have put the timeline and budget at risk. Karen needs to make timely decisions to address these issues while ensuring that the team remains motivated and productive. Her decision-making skills are crucial in navigating these challenges and leading the project to a successful completion.

- a) Apply **FIVE (5)** how Karen can use decision-making process to resolve a technical issue that could delay the project. (5 Marks)
- b) Explain **THREE (3)** how Karen might use risk management techniques to make informed decisions regarding unforeseen project risks. (6 Marks)
- c) Apply **FIVE (5)** how Karen can apply motivational techniques to encourage her team during a period of high stress and uncertainty. (5 Marks)
- d) Choose **FIVE (5)** how Karen can apply her problem-solving skills to optimize resource allocation when the project is at risk of exceeding its budget. (5 Marks)

-----End of questions-----