



**ICTPMG411**

# **Support small scale ICT projects**

## **Assessment 1 of 6**

### **Short Answer Questions**

**Assessor Guide**



# Assessment Instructions

## Task Overview

This assessment task is divided into seven (7) short answer questions. Read each question carefully before typing your response in the space provided.

**Important:** Before commencing your work, you must update your *Student name* and *Student number* in the footer from **page 2** onwards.

## Additional Resources and Supporting Documents

To complete this assessment, you will need:

- Learning Material



## Assessment Information

### Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the Learning Platform. Hand-written assessments will not be accepted unless previously arranged with your assessor.

### Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

## Question 1

Write a short description for each project document provided in the table below.

**Assessor instructions:** Students must write a short description for each project document provided in the table below.

The acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Documentation	Description
	[Approximate word count: 50 – 100 words per description]
<b>Project Charter</b>	The project charter is a formal document that defines the project's scope, objectives, and participants. It outlines the roles and responsibilities of the project team, establishes the authority level of the project manager, and serves as a reference of authority to conduct project activities. The charter helps to ensure that all stakeholders have a clear understanding of the project's goals and constraints.
<b>Project Proposal</b>	This document presents the justification for the project. It typically includes background information, a statement of the problem the project aims to solve, the benefits of completing the project, an estimated budget, and a preliminary timeline. The proposal is often used to secure approval and funding from decision-makers within the organisation.
<b>Requirements Specification</b>	This document lists all business and technical requirements that the project must meet. For ICT projects, this often includes software requirements, system interfaces, user interfaces, and hardware constraints. The specification guides the development team and ensures that the final deliverables align with stakeholder expectations.
<b>Risk Management Plan</b>	This plan identifies potential risks to the project's success, including technical challenges, budgetary constraints, and timeline issues. It also outlines strategies for mitigating these risks. Regular updates to the risk management plan help manage and minimise impacts as the project progresses.
<b>Project Schedule</b>	A detailed timeline that includes all project tasks, their start and end dates, and dependencies. The schedule is crucial for tracking progress and ensuring that the project remains on track. It also helps in resource allocation and identifying critical milestones.
<b>Communication Plan</b>	This document outlines the methods and frequency of communication between project stakeholders. It details who needs to receive which types of information,

	how often updates will be provided, and through what channels. Effective communication is key to maintaining stakeholder engagement and managing expectations.
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**Question 2**

List and explain the most commonly applicable organisational values, policies and processes in small-scale ICT projects in the table below. Provide two [2] for each category.

**Assessor instructions:** Students must provide a description of the most commonly applicable organisational policies, procedures and processes in small-scale ICT projects in the table below.

The acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Organisational values	Description [Approximate word count: 30 – 50 words per description]
1.	
2.	

Students can include any of the three [3] below:

1. **Innovation:** Encourages the adoption of new technologies and creative solutions to improve project outcomes and operational efficiency.
2. **Integrity:** Ensures all project activities are conducted ethically, transparently, and in compliance with legal and regulatory standards.
3. **Collaboration:** Promotes teamwork and effective communication within and across departments to leverage diverse skills and knowledge.

Organisational policy	Description [Approximate word count: 30 – 50 words per description]
1.	
2.	

Students can include any of the three [3] below:

1. **Data Security Policy:** This policy dictates how sensitive information, including customer data and proprietary technology, should be handled. It ensures that data is protected against unauthorised access, breaches, and losses.

<p>2. <b>Procurement Policy:</b> Governs the acquisition of hardware, software, and other services necessary for the project. It ensures that procurement processes are fair and transparent and provide the best value while adhering to budget constraints.</p> <p>3. <b>IT Governance Policy:</b> Establishes the framework for managing and controlling IT resources effectively. This policy ensures that IT practices align with strategic business objectives and meet compliance requirements.</p>	
Organisational process	Description [Approximate word count: 30 – 50 words per description]
1.	
2.	
<p>Students can include any of the three [3] below:</p> <ol style="list-style-type: none"> <li><b>Project Approval Process:</b> This process involves the steps required to get projects approved within the organisation. It typically includes project proposal submissions, reviews, and approvals by designated authorities to proceed with resources and funding.</li> <li><b>Change Management Process:</b> Provides a systematic approach to managing all changes made to the project scope, schedule, and resources. This process helps minimise project risks associated with changes, ensuring that all modifications are documented, approved, and communicated effectively.</li> <li><b>Risk Management Process:</b> Involves identifying, assessing, and mitigating risks that could impact the project's success. This process ensures that potential issues are addressed proactively, keeping the project on track and within the established parameters.</li> </ol>	

### Question 3

Explain all the steps of the project planning process in the table below.

**Assessor instructions:** Students must explain all the steps of the project planning process in the table below.

The acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Project Planning Process	
Step	Explanation [Approximate word count: 30 – 70 words per explanation]
1. Define Project Scope	Clearly delineate what the project will and will not cover. Defining the scope involves specifying the boundaries of the project, including the expected outputs and outcomes, as well as identifying any limitations or exclusions.
2. Set Project Objectives	

	Establish clear, measurable, and achievable objectives. These should align with the overall goals of the organisation and should be specific, measurable, achievable, relevant, and time-bound (SMART).
3. Develop the Project Plan	Create a comprehensive document that outlines the approach to achieving the project objectives. This plan should include detailed schedules, resource allocation, communication strategies, and risk management approaches.
4. Establish Realistic Project Timelines	Determine the start and end dates of the project and set deadlines for each phase and task. This involves: <ul style="list-style-type: none"> <li>• <b>Task Sequencing:</b> Identifying the order in which tasks need to be completed, considering dependencies between tasks.</li> <li>• <b>Duration Estimation:</b> Estimating how long each task will take, considering the resources allocated and any constraints.</li> <li>• <b>Critical Path Analysis:</b> Determining the sequence of critical and non-critical tasks to optimise the schedule and reduce bottlenecks.</li> </ul>
5. Estimate Project Costs	Calculate the total financial resources required for the project. This includes: <ul style="list-style-type: none"> <li>• <b>Resource Costing:</b> Estimating costs associated with each resource, including labour, materials, and equipment.</li> <li>• <b>Budget Forecasting:</b> Developing a budget that includes all potential expenses, such as direct costs, indirect costs, and a contingency reserve for unforeseen expenses.</li> <li>• <b>Cost-Benefit Analysis:</b> Assessing the expected benefits relative to the costs to justify the project's economic feasibility.</li> </ul>
6. Identify Project Team and Assign Roles	Assemble the project team and define roles and responsibilities for each team member. Ensure that each role is clear and aligns with the individual's skills and the project's needs.
7. Define Communication Strategy	Outline how information will be communicated to stakeholders throughout the project. This includes the frequency of updates, the mediums used, and the level of detail required.
8. Risk Management Planning	Identify potential risks that could impact the project's success and develop strategies to mitigate these risks. This involves risk identification, analysis, prioritisation, and establishing mitigation or contingency plans.
9. Approval and Kick-off	

	Obtain formal approval of the project plan from stakeholders and sponsors, and formally initiate the project with a kick-off meeting to align all team members and stakeholders on the project plan and expectations.
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#### Question 4

List and describe three [3] project-management planning methods and three [3] project-management planning tools in the table below.

**Assessor instructions:** Students must list and describe three [3] project-management planning methods and three [3] project-management planning tools in the table below.

Students are likely to use wording different from the sample answer provided. However, the acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Project Management Methods	
Method	Description [Approximate word count: 20 – 50 words per description]
1.	
2.	
3.	

Students can list and describe any of the following:

#### 1. Waterfall Method

- **Description:** The Waterfall method is a traditional project management approach characterised by a linear and sequential design where each phase must be completed before the next begins. This method is well-suited for projects with very well-defined project scopes and where changes in scope are infrequent and not expected.

#### 2. Agile Methodology

- **Description:** Agile methodology is a highly flexible and interactive model that focuses on continuous improvement, flexibility, team input, and delivering essential quality products. Agile project management processes are conducted in cycles or sprints, adapting to changing project requirements as they evolve.

#### 3. Scrum

- **Description:** A form of Agile methodology, Scrum is focused on delivering the highest business value in the shortest time by rapidly and repeatedly inspecting actual working software. It emphasises team collaboration, frequent delivery of product increments, and iterative progress through sprints.

#### 4. Kanban

- **Description:** Kanban is another Agile methodology that emphasises real-time communication and full transparency of work. Work items are visualised to give participants a view of progress and process from start to finish, usually via Kanban boards. It's great for projects that require steady output over time.

#### 5. Lean

- **Description:** Lean project management focuses on delivering more value with fewer resources by using techniques to improve efficiency. The primary focus is on eliminating waste, improving project speed, and delivering according to customer needs.

## 6. Six Sigma

- **Description:** Six Sigma is a data-driven approach used to improve quality by identifying defects, determining their cause, and improving processes to increase the repeatability and precision of project outcomes. Often combined with Lean principles, it is called Lean Six Sigma.

## Project Management Tools

Method	Description [Approximate word count: 20 – 50 words per description]
1.	
2.	
3.	

Students can list and describe any of the following:

### 1. Gantt Chart

- **Description:** A popular project management tool used to schedule tasks and track the progress of different phases of the project. A Gantt chart provides a visual timeline for starting and finishing specific tasks and outlining the dependencies between tasks.

### 2. Microsoft Project

- **Description:** A software designed to assist project managers in developing plans, assigning resources, tracking progress, managing budgets, and analysing workloads.

### 3. Trello

- **Description:** A web-based project management application primarily used for managing tasks and projects collaboratively using Kanban boards. It's versatile and suitable for various project management activities, making it ideal for teams that prefer flexibility.

### 4. Asana

- **Description:** Asana is a task and project management tool that helps teams organise, track, and manage their work. It offers project templates, timelines, calendars, and an inbox for personal and team tasks, supporting both small projects and detailed project planning.

### 5. JIRA

- **Description:** Initially developed for software development projects, JIRA is used for tracking bugs, issues, and for project management. It supports Agile projects like Scrum and Kanban, and offers features including reporting, issue tracking, and workflow customisation.

## Question 5

List and describe three [3] key characteristics of technical teams required to support small-scale ICT projects.

**Assessor instructions:** Students must List and describe three [3] key characteristics of technical teams required to support small-scale ICT projects.

Students are likely to use wording different from the sample answer provided. However, the acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.



Characteristic	Description [Approximate word count: 30 – 50 words per description]
1.	
2.	
3.	

Students can list and describe any of the following:

### 1. Technical Proficiency in Relevant Technologies

- **Description:** Team members should possess up-to-date knowledge and skills in specific technologies relevant to the project. For example, expertise in programming languages, database management, cloud solutions, or cybersecurity measures specific to the project's needs is crucial.

### 2. Systems Integration Skills

- **Description:** The ability to integrate various hardware and software components and ensure they work together seamlessly is essential. This includes setting up and configuring networks, integrating new software with existing systems, and troubleshooting integration issues.

### 3. Understanding of DevOps Practices

- **Description:** Familiarity with DevOps practices is beneficial, especially for projects involving software development and deployment. Skills in continuous integration and continuous deployment (CI/CD) pipelines, automated testing, and efficient deployment strategies can significantly enhance project efficiency and quality.

### 4. Data Management and Analytics

- **Description:** Competencies in managing data effectively, ensuring data integrity, and the ability to perform data analysis are valuable. Skills in using data management tools and understanding data protection regulations are particularly important for projects handling sensitive information.

### 5. Security and Compliance Expertise

- **Description:** With increasing concerns around data breaches and cyber threats, having team members with expertise in IT security is essential. Understanding how to implement robust security protocols and comply with relevant data protection laws (such as GDPR) is crucial for protecting project outputs and maintaining user trust.

### 6. User Experience (UX) Design

- **Description:** Skills in UX design ensure that the end product is user-friendly and meets the needs of the target audience. This includes proficiency in design tools, user research methods, and prototype testing to create effective and engaging interfaces.

### 7. Project-Specific Tool Proficiency

- **Description:** Team members should be adept at using the specific tools and platforms that the project requires. Whether it's development environments, collaboration tools, or industry-specific software, proficiency in these tools will aid in smooth project execution.

## Question 6

List and describe three [3] different methods of communication and three [3] communication styles required to support small scale ICT projects provided in the table below.

**Assessor instructions:** Students must list and describe three [3] different methods of communication and three [3] communication styles required to support small-scale ICT projects provided in the table below.

Students are likely to use wording different from the sample answer provided. However, the acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Communication Styles	
Method	Description [Approximate word count: 20 – 50 words]
1.	
2.	
3.	
<p>Students can list and describe any of the following:</p> <ol style="list-style-type: none"><li><b>1. Assertive Communication:</b><ul style="list-style-type: none"><li>• <b>Description:</b> This style involves expressing thoughts and needs clearly and directly while respecting others. It is crucial for project managers to assertively communicate expectations, feedback, and changes without being aggressive.</li></ul></li><li><b>2. Inclusive Communication:</b><ul style="list-style-type: none"><li>• <b>Description:</b> Involves ensuring that all team members, stakeholders, and potentially affected parties are kept in the loop. This style promotes transparency and builds trust by making sure everyone feels valued and informed.</li></ul></li><li><b>3. Adaptive Communication:</b><ul style="list-style-type: none"><li>• <b>Description:</b> Adapting the communication style to suit different team members or stakeholders based on their roles, expertise, and preferences. For instance, technical details might be more detailed with the development team, whereas high-level summaries are better suited for business stakeholders.</li></ul></li><li><b>4. Persuasive Communication:</b><ul style="list-style-type: none"><li>• <b>Description:</b> Often required when seeking approval for changes, additional resources, or when resolving conflicts. It involves presenting information in a manner that convinces others about certain decisions or actions.</li></ul></li><li><b>5. Instructional Communication:</b><ul style="list-style-type: none"><li>• <b>Description:</b> Essential when providing training or explaining new tools, technologies, or processes to the team. It requires clarity, simplicity, and a step-by-step approach to ensure understanding and compliance.</li></ul></li></ol>	
Communication Methods	
Method	Description [Approximate word count: 20 – 50 words]
1.	

2.	
3.	
<p>Students can list and describe any of the following:</p> <ol style="list-style-type: none"> <li><b>Meetings:</b> <ul style="list-style-type: none"> <li><b>Description:</b> Regularly scheduled meetings, including kick-off meetings, weekly team meetings, and end-of-sprint meetings, provide opportunities for discussing progress, issues, and next steps in person or via video conferencing.</li> </ul> </li> <li><b>Email:</b> <ul style="list-style-type: none"> <li><b>Description:</b> Useful for formal communications, sending detailed instructions, project updates, and documentation. It serves as a good record of communication and decisions made.</li> </ul> </li> <li><b>Instant Messaging and Chat Tools:</b> <ul style="list-style-type: none"> <li><b>Description:</b> Tools like Slack, Microsoft Teams, or Discord allow for real-time communication, quick updates, and informal interactions. They support both one-on-one and group communications and can facilitate quick decision-making.</li> </ul> </li> <li><b>Collaborative Platforms:</b> <ul style="list-style-type: none"> <li><b>Description:</b> Platforms such as Asana, Trello, or JIRA offer integrated communication features where team members can comment directly on tasks, update statuses, and share files, keeping all relevant project communications in one place.</li> </ul> </li> <li><b>Documentation and Reports:</b> <ul style="list-style-type: none"> <li><b>Description:</b> Maintaining and sharing documents such as project plans, risk registers, and progress reports through shared drives or cloud storage like Google Drive or SharePoint ensures that all stakeholders have access to current and relevant project information.</li> </ul> </li> </ol>	

## Question 7

Explain the risks associated with small-scale ICT projects in the table below.

**Assessor instructions:** Students must explain the risks associated with small-scale ICT projects in the table below.

Students are likely to use wording different from the sample answer provided. However, the acceptable responses must:

- Be within the specified word limit.
- Reflect the characteristics described in the exemplar answer.

Benchmark answers are provided below.

Risk	Explanation
	[Approximate word count: 15 – 45 words]
<b>Cost Risks</b>	Small-scale projects typically operate with tighter budgets, making them particularly vulnerable to cost overruns. These can occur due to unforeseen expenses, such as unexpected technical challenges, price inflation of resources, or necessary revisions that were not included in the initial budget.
<b>Scope Risks</b>	Scope risks involve the potential for the project's scope to expand beyond the original plan without corresponding increases in resources or adjustments to

	timelines. This can happen due to changing client demands, unclear project requirements, or incremental additions that accumulate to create significant deviations from the planned scope.
<b>Timeline Risks</b>	Delays in timelines are a common risk in small-scale projects, often resulting from underestimated task durations, resource constraints, or unforeseen obstacles that impede progress. Timeline risks can also arise from dependencies on external vendors or subcontractors who may not adhere to agreed schedules.
<b>Technical Risks</b>	These include challenges associated with technology integration, such as software incompatibilities, hardware failures, or issues with adopting new technologies that may not have been fully vetted.
<b>Human Resource Risks</b>	Small projects often rely on a limited number of key personnel. If a critical team member is unavailable due to illness, turnover, or conflicting responsibilities, the project can experience significant disruptions.
<b>Quality Risks</b>	There's a risk that the final deliverables may not meet the required standards or stakeholder expectations, especially if scope creep occurs without appropriate quality controls.
<b>Compliance and Regulatory Risks</b>	Projects must adhere to relevant laws and regulations, which may change during the project lifecycle. Non-compliance can lead to legal issues, fines, and reputational damage.
<b>Communication Risks</b>	Inadequate communication among stakeholders or miscommunications about project goals and status can lead to misunderstandings and project misalignment.

# Assessment submission checklist

Students must have completed all questions within this assessment before submitting. This includes:

1	Seven (7) short answer questions completed in the spaces provided.	<input type="checkbox"/>
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## Assessment feedback

Assessors are to indicate the assessment outcome as Satisfactory (S) or Not Yet Satisfactory (NYS).

<b>Assessor comments:</b>	<input type="checkbox"/> S	<input type="checkbox"/> NYS
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**Congratulations, you have reached the end of Assessment 1!**

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