



kasneb

CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

FRIDAY: 3 September 2021.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

- (a) Assess four causes of time overruns in information systems (IS) projects. (4 marks)
- (b) Using an illustration, discuss the application of “S” shaped lifecycle path in IS project management. (6 marks)
- (c) Examine six processes of project procurement management. (6 marks)
- (d) IS project managers face new challenges during the Covid-19 pandemic.

Required:

Examine four ways of managing IS projects during the pandemic. (4 marks)
(Total: 20 marks)

QUESTION TWO

- (a) Highlight six benefits of progress reports in project management. (6 marks)
- (b) Examine three fundamental logics that could lead to the acceptance of change of scope of an information systems project. (6 marks)
- (c) Suggest three types of information which must be captured in a project’s risk register. (6 marks)
- (d) Citing examples, describe the term “reserve analysis” as used in IS project costing. (2 marks)

(Total: 20 marks)

QUESTION THREE

- (a) The table below shows the activities of a certain information systems project.

Activity	Preceding activities	Duration in weeks
A	-	3
B	-	3
C	-	7
D	A	1
E	D,J	2
F	B	2
G	C	1
H	E,F,G	1
J	B	1

Required:

- (i) Draw a network diagram. (6 marks)
- (ii) Identify the critical path. (1 mark)
- (iii) Determine the project’s duration time. (1 mark)
- (b) Citing an example, discuss the application of “fishbone diagram” in IS project quality management. (4 marks)
- (c) After successful completion and installation of an information system, documentation is often overlooked.

Required:

Identify six important documents that are handed over during the commissioning of an information system. (6 marks)

- (d) Identify two cultural differences that can constrain IS projects. (2 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Explain the importance of each of the following meetings as used in IS project communication:
- (i) Kickoff meeting. (2 marks)
 - (ii) Virtual meetings. (2 marks)
 - (iii) Closure meetings. (2 marks)
- (b) "There is generally a poor reputation and a bad track record in estimating the actual costs of a proposed information system".
- Required:**
Discuss four ways of overcoming the above problem. (8 marks)
- (c) Examine four benefits of project management software as used in IS project resource management. (4 marks)
- (d) Explain the role of "change requests" as used in IS project execution. (2 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight two challenges in each of the following IS team development stages:
- (i) Forming stage. (2 marks)
 - (ii) Storming stage. (2 marks)
 - (iii) Norming stage. (2 marks)
- (b) Discuss the importance of monitoring and evaluation in the implementation of an information systems project. (6 marks)
- (c) Propose three strategies for selecting an IS project team for effective execution of IS projects. (3 marks)
- (d) The management of Polo Company Ltd. have recently installed a new information system. However, the management noticed a lot of resistance from employees.
- Required:**
Propose five ways that the management would use to reduce the employee resistance. (5 marks)
- (Total: 20 marks)**
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