KASNEB

CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

FRIDAY: 26 May 2017.   Time Allowed: 3 hours.

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

QUESTION ONE

(a)   Examine three general risks that could affect an information system project.   (6 marks)

(b)   Suggest six areas covered by an information system's project procurement strategy document   (6 marks)

(c)   The table below contains data for a given project:

Activity	Preceding activity	Time in weeks		Cost in shillings	
		Normal	Crash	Normal	Crash
P	-	4	3	36,000	42,000
Q	-	8	5	30,000	51,000
R	P	5	3	17,000	27,000
S	P	9	7	22,000	30,000
T	Q, R	5	3	20,000	36,000

Required:

(i)   A network diagram for the above project.   (3 marks)

(ii)   The project duration.   (2 marks)

(iii)   The cost of the project if it were to be completed one week earlier.   (3 marks)

(Total: 20 marks)

QUESTION TWO

(a)   A well-run meeting can be a vehicle for fostering team building and reinforcing expectations, roles, relationships and commitment to the information systems project.

Required:

Formulate eight guidelines that could help an organisation improve on the time spent on information systems projects.   (8 marks)

(b)   Citing examples in each case, explain the following response strategies for positive risks in information systems projects:

(i)   Risk exploitation.   (2 marks)

(ii)   Risk sharing.   (2 marks)

(iii)   Risk enhancement.   (2 marks)

(iv)   Risk acceptance.   (2 marks)

(c)   Distinguish between "internal information systems project stakeholders" and "...rnal information systems stakeholders".   (4 marks)

(Total: 20 marks)

QUESTION THREE

(a)   Analyse four problems that could arise when defining and documenting an information systems scope management.   (8 marks)

(b)   Discuss six steps that could be followed during an information systems project life cycle.   (12 marks)

(Total: 20 marks)

QUESTION FOUR

(a)	Discuss the tools and techniques which information systems project managers could use to ensure knowledge and lessons learned from previous projects are not lost, but are shared for the benefits of future projects.		(8 marks)

(b)	ABC Ltd. is in the process of deciding if it should submit a proposal for project 1, project 2, both projects, or neither project. The following information relates to the probability of winning or losing the project and the expected outcomes in profits from the projects:

- The probability that ABC Ltd. will win the contract for project 1 which is estimated to be worth Sh.300 million in profits is 20%. The company will incur a loss of Sh.40 million if it does not win the project.
- There is a 20% probability that ABC Ltd. will lose Sh.50 million on project 2. There is also a 70% probability of earning Sh.60 million and a 10% probability of losing Sh.20 million on project 2.

Required:

(i)	Construct a decision tree to represent the above scenario.		(4 marks)

(ii)	Calculate the expected monetary value (EMV) for project 1.		(2 marks)

(iii)	Calculate the expected monetary value (EMV) for project 2.		(2 marks)

(iv)	Justify which of the two projects, ABC Ltd. should choose.		(4 marks)
						(Total: 20 marks)

QUESTION FIVE

(a)	Analyse four factors which could determine the degree of resistance which an organisation might face in implementing a new information systems project.		(8 marks)

(b)	Discuss three key information systems project quality management concepts.		(12 marks)
						(Total: 20 marks)

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