kasneb

CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

FRIDAY: 21 May 2021.   **Time Allowed: 3 hours.**

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

QUESTION ONE
(a)   Explain the phrase "Information System (IS) Project Risk".   (1 mark)

(b)   Enumerate four responsibilities of a project support office.   (4 marks)

(c)   Discuss three factors that could influence the scope estimates for an Information System (IS) project.   (6 marks)

(d)   Analyse five types of project costs.   (5 marks)

(e)   Distinguish between a "challenged project" and "an impaired project".   (4 marks)
                                                                                                   (Total: 20 marks)

QUESTION TWO
(a)   Outline the importance of IS project management Maturity Model.   (2 marks)

(b)   Discuss two types of information to be included in scope reporting for IS projects.   (2 marks)

(c)   There are two basic ways of breaking down a project into plannable chunks: the use of a work breakdown structure or a product breakdown structure.

        Contrast the advantages and disadvantages of these approaches in IS projects.   (6 marks)

(d)   Analyse two techniques that could be used to measure whether project objectives are being achieved.   (4 marks)

(e)   Describe three phases of the Change Management process.   (6 marks)
                                                                                                   (Total: 20 marks)

QUESTION THREE
(a)   Explain the following terms used in the PRINCE2 ® project management method:

        (i)   Highlight report.   (2 marks)

        (ii)   Checkpoint.   (2 marks)

(b)   Mr Ndovu is an estate developer. He is planning to invest in low cost housing projects in the year 2021. He has identified the activities necessary to undertake the project and listed them as shown in the table below:

Activity	Description	Duration (months)
1-2	Prepare architectural plans	3
1-3	Identify potential tenants	4
2-3	Develop prospectus	2
2-4	Apply for permits	1
2-5	Select contractor	2
3-6	Finalise tenants contracts	6
4-5	Obtain permits	2
5-6	Construction	8
6-7	Tenants move in	2

Required:

(i) A network diagram for the project. (6 marks)

(ii) The critical path. (1 mark)

(iii) The project duration. (1 mark)

(c) Discuss the tools and techniques that IS project managers could use to ensure that knowledge and lessons learned from previous IS projects is not lost and it can be shared for the benefit of future IS projects. (8 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Explain four disadvantages of creating an IS project team using a project structure. (4 marks)

(b) Suggest four situations in which an Information System Project may need to use subcontractors. (8 marks)

(c) Assess the responsibility of the following in IS project.

(i) The sponsor. (3 marks)

(ii) The project manager. (3 marks)

(d) Discuss the purpose of a quality plan in IS projects. (2 marks)

(Total: 20 marks)

QUESTION FIVE

(a) You have been appointed the Project Manager to head a project where the customer requires 30 percent of the functionality very urgently to meet a business opportunity. The remaining 70 percent of the functionality can be delivered over the next three years.

Justify with reasons the most suitable methodology to use in this project. (6 marks)

(b) Assess a strategy for managing client expectations. (8 marks)

(c) Examine four basis on which an Information System Project (ISP) life cycle needs to be reviewed. (4 marks)

(d) Evaluate how quality auditors might enforce quality assurance in a given project. (2 marks)

(Total: 20 marks)

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