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CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

MONDAY: 30 November 2020.   **Time Allowed: 3 hours.**

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

QUESTION ONE

(a)   Contrast a "deliverable" from a "milestone" in the context of an information systems (IS) project.   (4 marks)

(b)   (i)   Describe the term "crashing an IS project" as used in IS project management.   (2 marks)

        (ii)   Highlight four reasons for crashing IS projects.   (4 marks)

(c)   The "theory of constraints" states that "any system must have a constraint, otherwise its output would increase without bound or go to zero".

Required:
Explain five steps involved in applying the theory of constraints in an information systems (IS) project management.   (5 marks)

(d)   Suggest a framework that could be used by an IS project manager to manage IS project stakeholder relationships.
                                                                                (5 marks)
                                                                    (Total: 20 marks)

QUESTION TWO

(a)   Explain six project control systems used by project managers to track the status of IS projects.   (6 marks)

(b)   Consider the following IS project activity table identifying each activity, its normal duration and cost and expedited duration and cost:

Activity	Normal time		Expedited time	
	Duration (days)	Cost (Sh."000")	Duration (days)	Cost (Sh."000")
A		1500	2	2000
B	5	3500	4	5000
C	4	6800	3	7500
D	5	2500	3	6000
E	7	4200	6	5400
F	4	2000	3	2700

Required:

(i)   Determine the cost per day to expedite each of the activities.   (6 marks)

(ii)   Assuming that activities A, C and E are part of the critical path, determine the activities that should be expedited.   (4 marks)

(c)   Discuss the inputs, outputs, tools and techniques for solicitation planning in IS project procurements.   (4 marks)
                                                                    (Total: 20 marks)

QUESTION THREE

(a)   The project management phases are collectively known as Project Life Cycle (PLC).

Explain two cross-cutting issues that are generally defined at each phase of PLC.   (2 marks)

(b)   Being a novice in an internship, Dennis has approached you regarding the key characteristics that distinguish the management of projects from management of processes.

Describe three distinguishing characteristics that you would present to Dennis.   (6 marks)

(c)   It is normally stressed and insisted that senior managers should always take an active involvement in the governance of information systems projects in organisations.

Citing three reasons, defend the above assertion.   (6 marks)

(d)   Project control normally involves regular monitoring of activities which can be identified on the project's Gantt chart. Some activities, may be assigned higher priority in the monitoring that takes place.

Evaluate why the following types of activities might be prioritised:

(i)   Activities that have no free float.   (2 marks)

(ii)   High risk activities.   (2 marks)

(iii)   Activities that consume critical resources.   (2 marks)
    (Total: 20 marks)

QUESTION FOUR

(a)   (i)   In relation to information systems project management describe a "project charter" document.   (2 marks)

    (ii)   Highlight three items included in a project charter.   (3 marks)

(b)   Each project should include a communications management plan.

With reference to the above statement, outline four items that should be addressed by a project communications plan.   (4 marks)

(c)   Differentiate between "scope control" and "scope verification" in the context of project management.   (4 marks)

(d)   The following information relates to a project in an organisation:

Activity	Preceding activity	Duration (months)
A	-	2
B	-	3
C	A,B	5
D	A,B	6
E	D	4
F	C	3
G	E,F	5
H	E,F	4
I	G,H	6

Required:
With the aid of a network diagram, determine the project duration, the critical path and the critical activities in the above project.   (7 marks)
    (Total: 20 marks)

QUESTION FIVE

(a)   Project documentation is a vital part of project management in information systems.

        Describe any three functions of project documentation.   (6 marks)

(b)   Examine four roles of forecasting techniques during IS project execution.   (4 marks)

(c)   BMN Company Ltd. is in the process of implementing an enterprise resource planning (ERP) system which was recently procured. The management of the company have contracted you as a risk manager for the project.

        Required:
        Assess five steps you would follow in order to ensure effective risk management during the project execution.
                                                                                    (10 marks)
                                                                        (Total: 20 marks)

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