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**DICT LEVEL III**

**INFORMATION SYSTEMS PROJECT SKILLS**

**TUESDAY: 22 May 2018.**

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Highlight four benefits of a work breakdown structure in information system projects. (4 marks)
- (b) Assess six reasons why it is important to carry out network scheduling in information systems project management. (6 marks)
- (c) State four participants who could be involved in a risk identification session. (4 marks)
- (d) Describe three key processes that should be performed to ensure quality management of information system projects. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Describe three consequences of lack of planning in an information systems project. (6 marks)
- (b) Highlight the impact of partitioning on scheduling process. (4 marks)
- (c) Enumerate two reasons why it is crucial for the project manager to monitor and keep a record of the effort spent on project activities during project development. (4 marks)
- (d) Outline two qualities needed in a risk owner. (2 marks)
- (e) (i) Define escalation in the context of a systems development project. (2 marks)
- (ii) Describe why escalation might be detrimental to quality of an information systems project. (2 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Describe four situations when you should not involve the users in requirements gathering. (4 marks)
- (b) An organisation might decide to abandon a project before it has been completed. Explain three reasons why management might decide that this is necessary. (6 marks)
- (c) Explain the following terms as used in project management:
- (i) Decomposition. (2 marks)
- (ii) Work package. (2 marks)
- (iii) Variance. (2 marks)
- (iv) Prototyping. (2 marks)
- (v) Scope baseline. (2 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Identify common project management tools and techniques used in the following information system (IS) project management knowledge areas:
    - (i) Integration management. (2 marks)
    - (ii) Human resource management. (2 marks)
    - (iii) Risk management. (2 marks)
  - (b) Summarise four key issues addressed by project managers when working on information system (IS) global projects. (4 marks)
  - (c) Explain five strategies used in team development to help people work together more effectively to improve IS project performance. (5 marks)
  - (d) Describe two typical problems you are likely to face with software project cost estimates. (2 marks)
  - (e) Lack of user input leads to problems with managing scope creep.  
Suggest three ways that could help a project team improve user input. (3 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) You have been appointed as an IT/IS project manager in an organisation that is heavily dependent on developing software products.  
**Required:**  
Describe three kinds of activity dependencies you would implement in activity sequencing. (3 marks)
- (b) Explain how you would distinguish between “free slack” and “total slack” to your project team. (4 marks)
- (c) You have assigned a team to compute the free slack and total slack for the following activities:

TASK	START (mm/dd/yy)	FINISH (mm/dd/yy)	LATE START (mm/dd/yy)	LATE FINISH (mm/dd/yy)
A	6/2/05	6/4/05	6/4/05	6/6/05
B	6/3/05	6/6/05	6/5/05	6/10/05
C	6/4/05	6/9/05	6/13/05	6/18/05
D	6/5/05	6/12/05	6/9/05	6/16/05

- Required:**  
Create a table showing tasks, free slack and total slack that you would expect from the team. (8 marks)
  - (d) You have estimated that a certain task shall take 8 optimistic days, 10 most likely days and 24 pessimistic days.  
Compute the weighted average time for the task using PERT technique. (5 marks)
- (Total: 20 marks)**
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