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DICT LEVEL III

INFORMATION SYSTEMS PROJECT SKILLS

WEDNESDAY: 27 November 2019.

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 following terms as used in project management:
- (i) Strategy. (1 mark)
 - (ii) Scheduling. (1 mark)
- (b) Contrast between the following terms in the context of project management:
- (i) Activity and event. (4 marks)
 - (ii) Critical activity and Critical path. (4 marks)
- (c) Analyse five ways in which you would manage risks in a project. (5 marks)
- (d) Assume you are a project manager of a tight scheduled IT project. In your preparations, you need to contact a recruitment firm to recruit software developers on your behalf. You also need to contact stakeholders to set up more office space and computers for the anticipated new staff. The computers need to be networked and installed with proper software. Besides all these, the anticipated new members will be introduced to the working environment by being given a working contract, oriented to people and software in the organisation, taken through software requirements of the software to be developed and introduced to clients in-charge. Lastly, the software developers will be fully integrated to software development team.

Required:

Sketch a work break down structure for the above work plan. (5 marks)

(Total: 20 marks)

QUESTION TWO

- (a) (i) Explain the meaning of the term "project closeout". (2 marks)
- (ii) Outline four challenges likely to be encountered during the project closeout phase. (4 marks)
- (b) Describe two reasons why it is important to establish project milestones. (4 marks)
- (c) Study the table of activities of a software development project below:

Activity	Activity Description	Duration (weeks)	Precedents
A	Hardware Selection	6	-
B	Software Design	4	-
C	Install Hardware	3	A
D	Code and Test Software	4	B
E	File Take-on	3	B
F	Write User Manual	10	-
G	User Training	3	E, F
H	Installation and Testing	2	C, D

Required:

Develop a Gantt chart for above scenario. (6 marks)

- (d) During the project planning phase, there are a number of questions that a project manager needs to answer. Formulate four questions that a project manager needs to answer when designing a project plan. (4 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Assess four reasons why it is helpful for the project manager to use Gantt charts during the planning and execution phase of a project. (4 marks)
- (b) Describe four main steps a project manager would undertake when developing a Work Breakdown Structure (WBS). (4 marks)
- (c) Highlight four causes of time overruns in projects. (4 marks)
- (d) Estimating for information systems project has a reputation of errors. Too many projects have exceeded expected project duration and budget.

Examine four ways you could employ to minimise estimation errors for information systems project. (8 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) You have been appointed a project manager to lead a project team in your organisation.
Explain four main phases that your team might go through before becoming fully effective. (4 marks)
- (b) Describe four reasons why it is important for a project manager to have good communication skills. (4 marks)
- (c) Outline the key objectives of designing internal control processes during project planning. (6 marks)
- (d) Conflicts within projects are unavoidable. The detrimental aspects of conflict could be minimised if the project manager anticipates the potential conflicts and understands their determinants.

Required:

- (i) Outline two potential causes of conflict. (2 marks)
 - (ii) Explain four approaches to conflict resolution. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) State the use of the following documents in the context of an information systems project:
 - (i) Business case. (1 mark)
 - (ii) High level scope definition. (1 mark)
 - (iii) Issues log. (1 mark)
 - (iv) Integration plan. (1 mark)
 - (v) Quality governance. (1 mark)
 - (b) Highlight four characteristics of projectised team structure in managing IS projects. (4 marks)
 - (c) Describe two categories of negotiations used by IS project managers. (2 marks)
 - (d) (i) Define the term “project estimation”. (2 marks)
(ii) State five key considerations when working with project estimation techniques. (5 marks)
 - (e) Define the term “liquidated damages” in relation to IS projects. (2 marks)
- (Total: 20 marks)**
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