

KASNEB

CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) (i) Explain the difference between "effort" and "elapsed time". (4 marks)
- (ii) Explain the significance of the difference in a(i) for project planning purposes. (4 marks)
- (b) The use of risk management techniques is becoming increasingly important in information systems project.
- Required:**
Elaborate the above statement. (6 marks)
- (c) Identify three desirable characteristics needed in a risk owner. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Estimating for information systems project is difficult.
Explain how the quality of estimating process can be improved. (5 marks)
- (b) A successful information system project is one that delivers to the customer everything specified to the quality agree, on time and within cost. Many times the people end up with challenged projects or impaired projects.
Indicate five reasons why change fails. (10 marks)
- (c) In a relatively short period of time, the productivity of the most experienced and most competent programmer in the team falls dramatically for no obvious reasons. The project manager arranges to meet with this programmer.
Indicate steps that the project manager should take to rectify the situation. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain the term "cost/benefit" analysis as used in information systems projects. (3 marks)
- (b) Distinguish between "tangible" and "intangible" as applied to costs and benefits. (3 marks)
- (c) Identify four types of project risks. (4 marks)
- (d) Identify the stages of information system project lifecycle indicating the purpose of each stage. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) List two advantages of work breakdown structures. (2 marks)
- (b) Explain four stages of development that a project team goes through before it matures. For each stage give one issue that must be overcome for a system development team. (8 marks)
- (c) Explain the meaning of the following terms as used in information system project management:
- (i) Slack. (2 marks)
- (ii) Normal cost. (2 marks)
- (iii) Cost slope. (2 marks)

(d) Identify two disadvantages of using computerised planning tools for information project planning.

(4 marks)

(Total: 20 marks)

QUESTION FIVE

A simple project has the following time and resource requirements:

Activity	Preceding activity	Duration (day)	Labour requirement
A	-	1	2 persons
B	-	2	1 person
C	A	1	1 person
D	-	5	1 person
E	B	1	1 person
F	C	1	1 person

(a) Draw a network diagram.

(4 marks)

(b) Draw the Gantt chart.

(4 marks)

(c) Draw resource aggregation profile.

(4 marks)

(d) Assume that there is a resource constraints of two persons. What would be the plan?

(4 marks)

(e) Identify four qualities of a good project manager.

(4 marks)

(Total: 20 marks)

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