

CICT PART III SECTION 6

INFORMATION SYSTEMS PROJECT MANAGEMENT

FRIDAY: 1 December 2017.

Time Allowed: 3 hours.

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

**QUESTION ONE**

- (a) Describe three processes that form part of an information systems scope management. (6 marks)
- (b) Identify three differences between “quality assurance” and “quality control”. (6 marks)
- (c) A vendor is responding to a “request for proposal” for an information systems project.

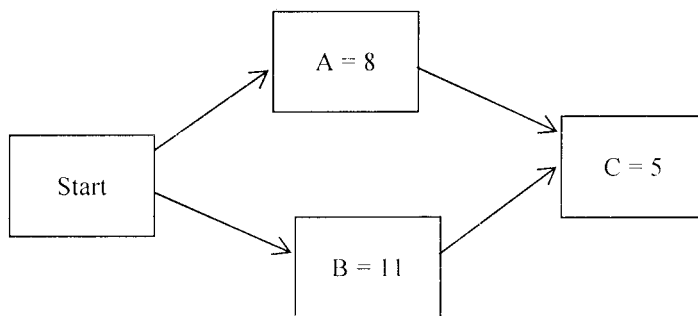
**Required:**

- (i) Summarise four metrics that could be used to evaluate the vendor. (4 marks)
- (ii) Explain how you would verify the authenticity of the metrics cited in (c) (i) above. (4 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Project management is usually an important activity during the development of new information systems.  
Describe five project management roles and responsibilities within the context of an information system. (5 marks)
- (b) Consider the following network diagram:



**Required:**

- (i) Determine the earliest start and finishing times for each activity. (2 marks)
- (ii) Determine the latest start and finishing times for each activity. (2 marks)
- (iii) Identify the activity with a slack. (1 mark)
- (c) The increased popularity of “lightweight” project methods such as “Agile” has led to questions on the need for well-established structured methods.

With reference to the above statement, assess five characteristics of projects most suited for the Agile approach. (5 marks)

- (d) Illustrate how you could use a stakeholder’s grid in the early stages of an information system’s project stakeholder’s management process. (5 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Analyse four elements of an information system's project risk management process. (8 marks)
- (b) Communication is defined as the process by which information is exchanged and understood by two or more people with the intent to motivate or influence behaviour.

**Required:**

Describe three types of communication plans in an information systems project. (6 marks)

- (c) Discuss three constraints to the timely completion of an information systems project. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Examine three phases of an information system's project life cycle. (6 marks)
  - (b) Describe the following project management terminologies:
    - (i) Work breakdown structure. (2 marks)
    - (ii) Project control chart. (2 marks)
    - (iii) Cost control. (2 marks)
  - (c) Highlight four principles of PRINCE2 project management method. (4 marks)
  - (d) Outline four reasons why a product breakdown structure could help in the development of an information systems project plan. (4 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) An information systems project manager is the person assigned by the performing organisation to initiate and direct required actions to achieve the project objectives.  
**Required:**  
Summarise seven tasks which are performed by an information systems project manager. (7 marks)
  - (b) As the project manager in charge of an information systems project, you are required to prepare periodic reports to the project sponsor.  
**Required:**  
Highlight six items that should be captured in your periodic report. (6 marks)
  - (c) Assume that you have reached a stage in an information systems project where you have created a plan showing all the pending tasks to be done. You are expected to assign resources to complete the tasks.  
**Required:**
    - (i) Outline four factors that you would consider when allocating staff to a task. (4 marks)
    - (ii) Suppose that you have all the required skills in the project team but the people with these skills are inadequate.  
Identify three possible actions that you could take to ensure the project is completed in time. (3 marks)
- (Total: 20 marks)**
- .....