

IMIS HIGHER DIPLOMA QUALIFICATIONS

**Project Management for Information Systems
(H5)**

Monday 9th December 2013 10:00hrs – 13:00hrs

DURATION: 3 HOURS

Candidates should answer ALL the questions in Part A and THREE of the five questions in Part B. Part A carries 40% of the marks available and Part B carries 60%. Candidates should allocate their time accordingly.

No reference material of any kind may be taken into the examination.

[Turn over]

PART A.

Answer all questions in this section.

CASE STUDY

A Hong Kong based bank, operating in 8 countries in South East Asia, is amalgamating with another bank based in Kenya. You are a junior project manager and previously you have assisted on large projects and managed small projects (circa 3 months). You have joined a completely new department set up as part of the Merger Programme.

You have relocated to Singapore and been appointed as Project Manager to be responsible for the development of an application development project. You are required to recruit your own project team and be responsible for the complete project from start to finish.

The purpose of your project is to produce the front-end screens of the bank's database for branch counter clerks. You are required to create an acceptable plan, budget and schedule and be responsible for the management of resources and the day-to-day control of the project.

Although you currently know little else about the project except that the target date for completion is in 9 months' time, you consider that this is an opportunity to advance your career.

You will have the challenge of working in a new building, in a new country and with a team of people selected and recruited by you. You may use staff, contractors and or specialists from any of the countries where either bank operates.

You will report directly to the Merger Programme Manager.

Question A1.

The Programme Manager has advised that you should follow the principles of PRINCE2. Briefly describe the principles of PRINCE2.

(5 marks)

Question A2.

During your initial discussions with the Programme Manager, you have agreed dates for "End Stage Assessments". What is the prime purpose of an "End Stage Assessment"?

(5 marks)

Question A3.

Briefly, describe the main differences between a “Programme” of projects and a “Portfolio” of projects.

(5 marks)

Question A4.

A Programme and Project Support Office (PPSO) has been set up to provide services to the Merger Programme. List FIVE benefits that could accrue from a competent PPSO.

(5 marks)

Question A5.

Describe Maslow’s Hierarchy of Needs.

(5 marks)

Question A6.

State FIVE Quality Control Methods that may be appropriate to your project.

(5 marks)

Question A7.

What is the fundamental difference between a Work Breakdown Structure and a Product Breakdown Structure?

(5 marks)

Question A8.

What items of planning information does a bar (Gantt) chart show?

(5 marks)

PART B.

Answer any THREE of the five questions in this section.

Question B9.

- a) The Programme Manager requires an estimate of time and cost for your project. Name and briefly describe FIVE estimating methods.

(10 marks)

- b) Select TWO methods from your answer to Part a) which you consider to be appropriate for the project described in the Scenario, stating your reasons for your selection.

(10 marks)

(Total 20 marks)

Question B10.

You have received a request from a business manager, responsible for a group of counter clerks, to change a screen design that has been previously agreed, signed-off and placed under version control.

- a) Describe a procedure that would ensure that this change request is correctly managed.

(15 marks)

- b) Describe the relationship between Change Control and Configuration Management.

(5 marks)

(Total 20 marks)

Question B11.

It is important that the system produced by your project is accurate and reliable. Describe the software development life cycle ("V" model) that you could follow to ensure that quality criteria are met.

(20 marks)

Question B12.

a) List and briefly describe TEN skills that would make a good IS project manager.

(10 marks)

b) List and briefly describe TEN personal characteristics that would make a good IS project manager.

(10 marks)

(Total 20 marks)

Question B13.

a) List and describe the major elements of a business case for your project.

(15 marks)

b) Explain the differences between tangible and intangible costs and benefits.

(5 marks)

(Total 20 marks)

END OF EXAMINATION