

**IMIS HIGHER DIPLOMA QUALIFICATIONS**

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

**Friday 6<sup>th</sup> June 2014 10:00hrs – 13:00hrs**

**DURATION: 3 HOURS**

**Question A1**

*Using the "OSCAR" format, list the headings that should appear in the Project Initiation Document.*

*5 marks.*

**O** - Objectives.

**S** - Scope.

**C** - Constraints.

**A** - Authority.

**R** - Resources.

1 mark for each of the above to a maximum of 5 marks.

**Question A2**

*Your detailed assessment of your new project has convinced you that the project is about to go out of time tolerance if no action is taken. List five options which could bring it back on schedule.*

Maximum 5 marks.

Options include:-

Reducing scope.

Increasing resources.

Bringing in more experienced/productive staff.

Negotiating a new deadline.

Abandoning the project.

1 mark for each of the above or any other valid to a maximum of 5 marks.

Maximum 5 marks.

### Question A3.

*Which particular quality failures in your new project are highlighted by the issue relating to acceptance testing?*

5 marks

Candidates could take the view that the main cause of the failure was caused by **poor communication between the project manager and the customer**. As this is stated in the scenario, 1 mark can be awarded. **Failure by the business analyst to obtain appropriate and agreed test data** would be an acceptable part of an answer and may be awarded up to 2 marks.

A complete answer would include (1 mark for each):-

Failure to plan the test.

Designing test conditions.

Specifying test cases

Preparing test data

Agreeing expected outcome of each test.

Other valid points.

Maximum 5 marks.

### Question A4.

*You may need to select a 3rd party supplier to provide some additional hardware for your new project. What would you include in an assessment process for such a supplier?*

5 marks

Decide what work to subcontract.

Specify work/Identify possible suppliers.

Issue invitations to tender.

Shortlist suppliers.

Assess vendors(suppliers).

Agree contract.

One mark for each of the above or similar to a of.....Maximum of 5 marks.

**Question A5.**

*What does the acronym "RACI" mean and how could you use it in your new project?*

5 marks.

**R** Responsible.

**A** Accountable.

**C** Consultation.

**I** Information.

1 mark for each of the above plus 1 mark for "Work Package assignment to roles or individuals" or similar.

Maximum 5 marks.

**Question A6.**

*List five stakeholders in your new project and briefly describe how each could be affected by its success or failure.*

5 marks.

Stakeholders include:-

You as PM.

The Sponsor.

Project Team.

Users.

Customers.

1 mark for each of the above or similar along with a short statement of how each could be affected (Note: the 4 team members, if identified individually, would warrant 1 mark in total).

Maximum 5 marks.

**Question A7.**

*In order to motivate your team, you want to ensure that the objectives that you set are "SMART". Briefly describe what this means.*

5 marks.

**S** = Smart

**M** = Measureable

**A** = Achievable

**R** = Relevant (Realistic is acceptable)

**T** = Timely

1 mark for a brief description of each of the above.

Maximum 5 marks.

**Question A8.**

*Briefly describe three perspectives against which your project should be monitored.*

5 marks.

Time (Effort)

Cost

Quality.

1 mark for identifying each of the above plus an additional 2 marks for brief descriptions.

Maximum 5 marks.

## Part B

Answer any THREE of the five questions in this section.

### Question B9.

a) Describe the roll of the Project Sponsor (or Project Board).

10 marks.

b) Describe the roll of the Project Manager.

10 marks.

TOTAL 20 marks.

a) "The Project Sponsor is accountable to the business for the investment represented by the project and for the achievement of the project's business objectives".

The above statement or similar would gain up to 5 marks,

The main textbook lists 12 tasks that the Sponsor would undertake.

An additional 5 marks can be awarded for a description of 5 or more valid tasks.

Maximum for Part a) - 10 marks.

b) "The Project Manager is appointed by the Sponsor and is responsible for the management of the project on a day-to-day basis and for the achievement of the project objectives".

Up to 5 marks for the above or similar.

The textbook lists 8 roles of the project manager. An additional 5 marks could be awarded for a description of 5 or more of those roles.

Maximum for Part b) - 10 marks.

Maximum for Question B9 - 20 marks.

**Question B10.**

**a)** Describe the formula used for three point estimating and comment on its effectiveness.

8 marks.

**b)** Describe two further estimating techniques.

4 marks.

**c)** For each of the techniques described in Part b), explain one advantage and one disadvantage.

8 marks.

TOTAL 20 marks.

a) Three point estimating was developed originally for the US Department of Defense in the 1950s as part of their PERT technique. PERT stands for Programme ("Project" acceptable) Evaluation and Review Technique and is a set of project management techniques originally developed to plan the building of the "Polaris" nuclear submarines.

Up to 2 marks for above.

The formula for estimating suggested by PERT is:

- Most Optimistic Estimate - 1 mark
- + 4 times the Most Likely Estimate - 1 mark
- + the Most Pessimistic Estimate. - 1 mark
- The total of this then being divided by 6 to give the estimate. - 1mark
- Assumes that the optimistic scenarios came about - 1 mark
- All tasks/deliverables too their expected time - 1 mark
- All the pessimistic scenarios came about - 1mark

3- point estimating likely to be more accurate than single point. - 1 mark

Up to 6 marks for the above formula and comments.

Maximum for Part a = 8 marks.

### Question B10.(continued)

b) Methods described in textbook are:-

Analogy Method

Analysis Effort Method.

Programming Method.

Direct Estimation based on Project Breakdown.

Delphi Techniques (aka Expert Method).

CoCoMo

Function Point Analysis

2 marks for a good description of 2 of the above or other valid.

Maximum for Part b) = 4 marks.

c) For **each** of the two chosen methods:-

Up to 2 marks for a sensible advantage

Up to 2 marks for a sensible disadvantage

Maximum for Part c) = 8 marks.

Maximum for Question B10 - 20 marks.

**Question B11.**

- a)** *Regarding the project in the scenario, list five areas of discussion which you wish to have with your sponsor during your meeting next week and for each one, explain why you think it is important.*

*15 marks.*

- b)** *For each of the five areas explained in your answer to Part a), state your desired outcome that you will seek.*

*5 marks.*

*TOTAL 20 marks.*

- a) There is a wide range of possible topics that could attract marks including:-
- perceptions of the current state of the project
  - setting up communications channels
  - how acceptance criteria should be agreed
  - reporting procedures/structures
  - deadline expectations.

Topics/issues should not be too detailed or technical and should allow the sponsor to respond in a meaningful way.

Up to 3 marks for each of 5 relevant topics to a maximum of 15 marks.



- b) 1 mark for each desired outcome explained. (Desired outcomes should be directly related to the successful outcome of the project). to a maximum of 5 marks.

Maximum for Question B11 - 20 marks.

**Question B12.**

- a) *Describe the three areas of effective leadership associated with John Adair.*  

18 marks.
- b) *With reference to ethics that lie within the scope of project management, what are the two ethical frameworks that have an overriding influence?*

2 marks.

**TOTAL 20 marks.**

- a) (Textbook Page 361).

Team Tasks:

- Building the team and maintaining the team spirit
- Developing work methods.....
- Setting standards.....
- Setting up systems for communication....
- Training the Team
- Appointing subordinate leaders.

The Leader's Tasks:

- Achieving team objectives
- Defining tasks
- Planning work
- Allocating resources
- Assigning responsibilities
- Monitoring progress.....
- Controlling quality.

Meeting individual needs:

- Developing the individual
- Balancing group needs and individual needs
- Rewarding good performance
- Helping with personal problems.

1 mark for each of the 3 headings and up to 5 marks for each of the sub-headings to a maximum of 15 marks.

b) The 2 ethical frameworks that are described in the textbook are:-

Fundamental Principle and Consequences.

1 mark for each of the above to a maximum of 2 marks.

Maximum for Question B12 - 20 marks.

### **Question B13.**

*Name and describe four plans that are contained in the PRINCE2® structured project management method.*

*20 marks.*

The principal PRINCE2® plans are:-

Project Plan (Technical Plan)

Stage Plan

Team Plan

Exception Plan.

Up to 5 marks for a good description of each of the above.

Although not specifically PRINCE®, the following or other valid are also acceptable but marks should be awarded up to a maximum of 4 for each:-

Programme Plan

Quality Plan

Risk Plan

Resource Plan

Communications Plan

Configuration Management Plan

Maximum for Question B13 - 20 marks.