

**IMIS HIGHER DIPLOMA QUALIFICATIONS**  
**Project Management for Information Systems**  
**(H5)**

**Friday 6<sup>th</sup> June 2014 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****Scenario**

As an employee of "Super Supermarkets", you have recently completed the IMIS Higher Diploma and as a result, been promoted to take over a project which involves the introduction of a home grocery delivery service. Your project responsibility is the introduction of new hardware and the development of new software modules which will integrate with existing store stock and purchasing systems. Your team includes a business analyst, a systems designer and two developers.

The project has already delivered one initial element which unfortunately, failed its customer acceptance testing, even though the previous project manager insisted that it met all of the agreed acceptance criteria. Your initial investigation revealed that the reason for failing the acceptance tests appeared to be a lack of communication between users and developers. The users were not happy with the acceptance criteria for their tests and insisted on more thorough detailed testing, including some aspects which were not allowed for in the original design.

The project sponsor placed the blame for the failure firmly on the project manager who responded by stating the he had delivered according to the agreed specifications. The development team are frustrated by this setback, having worked hard to meet the deadline. They have been concentrating on delivery in order to meet the deadline and have had to neglect their responsibilities for producing and maintaining documentation, in the hope of completing it at a later date. The necessary re-work resulting from the failure of the acceptance tests is making the situation worse.

The project sponsor, who is also the marketing director, insists that deadlines must still be met, as it is crucial not to fall any further behind business competitors. The project sponsor is keen for you to take over. You have a good record as a developer and with your new found skills, he feels that this project should provide an excellent challenge for you.

The sponsor has arranged for a one-to-one meeting in two weeks time with you to discuss the project.

**Question A1**

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

**(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.

**(5 marks)**

**Question A3**

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

**(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 a selection process for such a supplier?

**(5 marks)**

**Question A5**

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

**(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)**

**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)**

**Question A8**

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

**(5 marks)**

**PART B. Answer any THREE of the following FIVE questions.**

**Question B9**

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

**(10marks)**

b) Describe the roll of the Project Manager.

**(10 marks)**

**(Total 20 marks)**

**Question B10**

a) Describe the formula used for three point estimating and comment on it's effectiveness.

**(8 marks)**

b) Describe two further estimating techniques.

**(4 marks)**

**(Total 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 you 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)**

### **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)**

### **Question B13**

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

**(20 marks)**

**END OF EXAMINATION**