

**IMIS H5 DEC 2013**

**MARKING SCHEME.**

**Question A1.**

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

*(5 marks).*

There are 7 principles :- (PRINCE2 Revealed – Page 9.)

Continued business justification

Learn from experience

Defined roles and responsibilities

Manage by stages

Manage by exception

Focus on products

Tailored to suit the project environment.

Depending on correctness and level of detail, marks to be awarded should range from 1 mark for simply stating “Projects In a Controlled Environment” to 5 marks for the above 7 principles or similar.

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#### 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).*

The textbook definition is :-

“At the end of each stage, progress is reviewed and the business case for the project re-examined. Only if progress is satisfactory should the project board authorise the project manager to proceed to the next stage.”

Award up to 5 marks for the above or similar.

#### Question A3.

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

*(5 marks).*

The principle difference is that a “Programme” is a collection of related projects .A “Portfolio” is the collection of all Programmes and Projects under the one umbrella (i.e. could be corporate or divisional and include stand-alone projects).

Up to 5 marks for the above or similar.

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### 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).*

Benefits are:-

Information on past projects.

Consistency.

Independence.

Specialism.

Centre of Excellence.

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

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### Question A5.

*Describe Maslow's Hierarchy of Needs.*

*(5 marks).*

A model to show that different people have different needs.

Headings are (bottom-up) :-

Physiological

Safety

Social

Esteem

Self-actualisation

1 mark for each heading to a maximum of 5 marks.

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#### Question A6.

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

*(5 marks).*

Quality Control methods include:-

Self-checking.

Peer Review.

Management Review

External Review.

Walkthrough/Inspection.

Testing.

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

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### Question A7.

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

*(5 marks).*

A WBS describes activities and each activity is labelled with a verb/noun construct.

A PBS describes products and each product is labelled with a noun.

Up to 4 marks for the above or similar plus an additional 1 mark for answers suggesting that PBS is fundamental to the principles of PRINCE2.

### Question A8.

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

*(5 marks).*

Gantt Charts show activities scheduled against the calendar.

Up to 2 marks for the above.

1 mark each for "resources", "milestones", "critical path" and "float" up to a maximum of 3 marks.

Maximum = 5 marks.

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**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).

- a) Estimating methods include:-

Analogy Method

Analysis effort Method

Programming Method

Direct Estimation based on Project Breakdown

Delphi Technique (Expert Method)

CoCoMo

Function Point Analysis.

I mark for naming each of the above or other valid up to a maximum of 5 marks plus 1 mark for each valid description to a maximum of 5 marks.

Maximum for Part a) = 10 marks.

- a) In the scenario project, it is unlikely that “Analogy” “CoCoCo” or “Function Point Analysis” would be appropriate.

Award up to 2 marks for each appropriate method and a further 3 marks for each valid reason to a maximum of 10 marks.

Maximum for Part b) = 10 marks.

Maximum for Question B9 = 20 marks.

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### 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).*

- a) Before a decision can be made on whether to implement a change, a thorough investigation needs to be conducted to discover:-

The total impact of the change on the development work – time, cost and quality.

The effect of the change on the users – for example, on their training and implementation requirements..

Any implications of the change on the proposed size or configuration of hardware, software or communications.

The consequences of not implementing the change.

The risks resulting from implementing and from not implementing the change.

Up to 3 marks for each of the above or similar to a maximum of 15 marks.



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**Question B10. (continued)**

- b) Change control is a set of procedures that ensure that changes are made only after due consideration of their impact.

Configuration management ensures that, if the changes are implemented, then amendments to each of the affected deliverables are properly controlled and recorded.

Up to 5 marks for the above or similar.

Maximum for Part b) = 5 marks

Maximum for Question B10 = 20 marks.

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### 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)

The "V" model appears on Page 248 of the textbook.

Candidates are expected to provide answers that relate testing to the stages of the development life cycle:-

<b>Feasibility</b>	<b>collects data to allow</b>					<b>Acceptance Test</b>
<b>Analysis</b>	“	“	“	“		<b>System Test</b>
<b>Design</b>	“	“	“	“		<b>Integration Test</b>
<b>Program Spec.</b>	“	“	“	“		<b>Unit Test</b>
						<b>Coding</b>

Award marks as follows for the above of other valid:-

Correct life cycle stages	up to 6 marks.
Correct Tests	up to 6 marks
Correct relationships	up to 8 marks

Maximum for Question B11 = 20 marks.

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### 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).

a) Skills could include:-

Leadership	Technological understanding
Evaluation & Decision making	People management
Systems Design & Maintenance	Planning and Control
Financial awareness	Procurement
Communication	Negotiating
Contractual skills	Legal awareness.

1 mark for each valid brief description to a maximum of 10 marks.

b) Personal characteristics could include:-

Influence/leadership	Communication skills
Organising/planning	Motivation/energy
Creativity	Analytical
Empathy	Emotional maturity
Decision making	Commercial awareness

1 mark for each valid brief description to a maximum of 10 marks.

Maximum marks for Question B12 = 20.

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### 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).

a)

Introduction/background	list	1 mark
	description	up to 2 marks
Management summary	list	1 mark
	description	up to 2 marks
Problem/opportunity	list	2 marks
	description	up to 3 marks
Options available	list	2 marks
	description	up to 3 marks
Cost/benefit analysis	list	2 marks
	description	up to 3 marks
Impacts & Risks	list	2 marks
	description	up to 3 marks
Conclusion/recommendations	list	2 marks
	description	up to 3 marks
Outline Project plan	list	1 mark
	description	up to 2 marks.

Maximum marks for Part a) = **15 marks**

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Question B13.(continued)

b)

Tangible = they can be plausibility quantified in some way.

Intangible = they cannot be quantified.

Up to 5 marks for a valid distinction.

Maximum for Question B13 = 20 marks.

## REFERENCE LIST

Question A1	LO1	AC1.1	T2 Ch2.
Question A2	LO3	AC3.3	T1 Ch12.
Question A3	LO1	AC1.4	T1 Ch4.
Question A4	LO1	AC1.5	T1 Ch5.
Question A5	LO5	AC5.1	T1 Ch21.
Question A6	LO4	AC4.1	T1 Ch14.
Question A7	LO2	AC2.1	T1 Ch8.
Question A8	LO2	AC2.3	T1 Ch10.
Question B9	LO2	AC2.2	T1 Ch9.
Question B10	LO3	AC3.2	T1 Ch12.
Question B11	LO4	AC4.1	T1 Ch14.
Question B12	LO5	AC5.4	T1 Ch23.
Question B13	LO1	AC1.3	T1 Ch3.