

BCS THE CHARTERED INSTITUTE FOR IT

BCS HIGHER EDUCATION QUALIFICATIONS

BCS Level 5 Diploma in IT

IT PROJECT MANAGEMENT

Thursday 28th April 2011 - Afternoon

Answer **any** FOUR questions out of SIX. All questions carry equal marks

Time: TWO hours

Answer any Section A questions you attempt in Answer Book A

Answer any Section B questions you attempt in Answer Book B

The marks given in brackets are **indicative** of the weight given to each part of the question.

Only non-programmable calculators are allowed in this examination.

Section A

Answer Section A questions in Answer Book A

A1.

Your company is expanding rapidly and has decided to buy in and install an off-the-shelf (O-T-S) ledger package to replace the existing manual system. This will need new equipment and network cabling throughout the offices. You are to manage this project. You have drawn up an outline project plan to include the following main tasks:

	Task	weeks
A	Interview accounts staff, draw up and agree a list of main requirements	6
B	Assess alternative O-T-S packages and select the most appropriate.	6
C	Specify and order all the required new hardware and communications equipment.	3
D	Test and install all the new hardware and equipment.	9
E	Modify and test the package software.	15
F	Install the package software	1
G	Specify and obtain the accounts data required to implement the system	6
H	Draw up a training plan.	3
I	Train the users	9
J	Draw up an acceptance test plan	3
K	Acceptance testing	4
L	Load data and implement the new system.	3

- a) Draw a work breakdown structure (WBS) diagram for the project, to show all the planned tasks. This WBS should contain at least two levels.

(4 marks)

- b) Explain the main differences between this WBS and a product breakdown structure (PBS) diagram for the same project.

(3 marks)

Turn over]

- c) The dependencies between the 12 tasks listed above are:

B depends on A
C, E, H and J all depend on B
D depends on C
F depends on D and E
G depends on E
I depends on H
K depends on F, I and J
L depends on G and K

Draw a full Gantt chart for the project, showing all dependencies and floats and highlighting the critical path.

(10 marks)

- d) At the end of week 24, tasks A, B, C, D, H, I and J have been completed on schedule, and task E is continuing on schedule. However it is realised that task F will now take 3 weeks, starting from week 28.

Re-draw the Gantt chart to reflect this progress to date, making any necessary changes and highlighting the critical path.

(8 marks)

A2.

- a) What are the FOUR key objectives of the project manager when considering project success?

List and explain FOUR key skills that a project manager should have.

(10 marks)

- b) A project manager may bear in mind Belbin's theory when building their project team. List and explain at least SIX team roles that Belbin defines.

(10 marks)

- c) The project team has become unhappy as two popular, experienced team members have been transferred to another key project. The remaining members are required to take on the work of these two members. List THREE actions that the project manager could take to improve the morale of his team?

(5 marks)

A3.

- a) Define the word "stakeholder" in relation to an IT development project.

(3 marks)

- b) You work for a small research organisation. It is part of a federation of similar research organisations, each operating in a different part of the country. At the moment each of these organisations uses a different main computer system. It has been decided that the computer system used by your organisation should be extended and then used by all of the other organisations, to replace their existing systems. A network would be set up linked to the main server, which would be located in your organisation's offices.

List and explain at least FOUR different types of stakeholder in this new project. Identify their main concerns and their stake in the project.

(12 marks)

- c) A project sponsor has also been appointed. Name at least THREE people, or groups of people, who would then be directly responsible to the sponsor.
(6 marks)
- d) You have been appointed as the project manager and need to set up a project team. Using the Tuckman model, list and explain very briefly the four main phases that the team might go through before becoming fully effective.
(4 marks)

Section B

Answer Section B in Answer Book B

B4.

- a) Identify TWO roles involved in project quality.
(8 marks)
- b) Describe THREE differences between quality assurance and quality control.
(6 marks)
- c) i) When using a product-based planning approach, where are quality criteria stored?
(2 marks)
- ii) In addition to the quality criteria what other information is needed to ensure quality control is carried out?
(4 marks)
- d) List FIVE headings in a Quality Plan.
(5 marks)

B5.

You are nearing the end of a year long software development project and are now planning for the implementation of the new applications into live operations. The project sponsor is very anxious about this project and has asked you to plan for the following.

- the company has five sites and the project sponsor wants one to Go Live on each of the four days after the applications at main site have been implemented.
 - the project sponsor wants to make the decision to Go Live for the first site and then wait one month after Go Live before agreeing to close the project.
- a) Create a checklist of key activities that must be done BEFORE project executive can give make the decision for the first site to Go Live.
(6 marks)

Turn over]

- b) List the activities that can be done AFTER Go Live and BEFORE Project Closure.

(6 marks)

- c) After Go Live you notice that the Helpdesk is getting an increasing number of calls about problems with the new system. Based on the scenario provide TWO possible explanations for this.

(8 marks)

- d) Many weeks or months after Project Closure another important meeting must take place. What is it and what should it cover?

(5 marks)

B6.

- a) The first step in managing risk is to identify the risks. Describe THREE methods you could use for identifying/ uncovering/ revealing risks.

(6 marks)

- b) In all cases you can choose to accept a risk rather than take any action. Describe THREE situations when accepting a risk might be the best option.

(6 marks)

- c) Describe THREE risk responses designed to deal with a risk when it happens and THREE that take preemptive actions.

(13 marks)