BCS THE CHARTERED INSTITUTE FOR IT

BCS HIGHER EDUCATION QUALIFICATIONS
BCS Level 5 Diploma in IT

IT PROJECT MANAGEMENT

Thursday 3rd April 2014 – Morning
Time: TWO hours

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

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

a)   What are the reasons for producing a business case report?

(6 marks)

b)   Describe FIVE components of a business case.

(10 marks)

c)   The business case must be agreed and signed off in the project initiation stage.

Give TWO situations where the business case can be used later in the project.

(6 marks)

d)   Who is responsible for establishing and monitoring the business case for a project?

(3 marks)

A2

a)   Good IT project managers are expected to possess certain skills (things they can do) or attributes (characteristics they possess). Describe FOUR skills/attributes of good IT project managers.

(8 marks)

b)   IT project managers adopt a number of management styles. Choose one and describe its main features.

(10 marks)

c)   An IT project has been running well for 6 months. The IT project manager then notices a decrease in the efficiency and performance of the project team. Describe the steps they could take to deal with this situation.

(7 marks)

Turn Over]

A3

a) How is quality measured on a project? **(13 marks)**

b) "If 50% of the deliverables of a project meet their quality standards then the project is 50% complete."

   i) Decide if this statement true or false and explain your choice.

   ii) Identity important factors not mentioned in the statement that a project manager should consider when assessing how well a project is progressing.

   (12 marks)

B4

You work for a small organisation that has just set up an IT department in order to develop a new database system in-house. You have been appointed project manager.

a)   Write a memorandum to the managing director explaining the need for:

    i)   change control,

    ii)   configuration management.

Highlight at least TWO benefits and ONE disadvantage of each.

(12 marks)

b)   List SIX different roles that need to be carried out by people involved in handling and implementing a request for change within the proposed change control procedure. For each of these six roles identify clearly their specific responsibilities relating to the request for change.

(9 marks)

c)   Name and describe briefly the TWO major elements of a configuration management system.

(4 marks)

B5

a)   Identify and describe briefly THREE types of 'go-live' strategy that could be used on a project.

(9 marks)

b)   Documentation is often overlooked at installation. List FOUR important documents that will be handed over at go-live.

(4 marks)

c)   Before any system can go-live it must be acceptance tested by the users. List THREE different areas that are covered during acceptance testing.

(3 marks)

d)   Describe THREE ways in which the success of a system can be measured after it has become operational.

(9 marks)

Your company is expanding rapidly and has decided to buy in and install an off-the-shelf (OTS) 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:

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

a) Draw a work breakdown structure (WBS) diagram for the project, showing 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)

c) The dependencies between the 10 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, to show all dependencies, float 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 highlight the critical path.

(8 marks)