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UNIVERSITY OF COLOMBO, SRI LANKA

University of Colombo School of Computing

BACHELOR OF SCIENCE IN INFORMATION SYSTEMS

Second Year Examination - Semester II - 2021

IS2108 – IT Project Management

TWO (2) HOURS

To be completed by the can	didate
Examination Index No:	

Important Instructions to candidates:

- 1. The medium of instruction and questions is English.
- 2. Write your answers in English.
- 3. If a page or a part of this question paper is not printed, please inform the supervisor immediately.
- 4. Note that questions appear on both sides of the paper. If a page is not printed, please inform the supervisor immediately.
- 5. Write your index number on each and every page of the answer paper.
- 6. This paper has 4 questions on 18 pages.
- 7. Answer **ALL** questions. All questions carry equal marks (**25** marks).
- 8. Any electronic device capable of storing and retrieving text including electronic dictionaries and mobile phones are not allowed.
- 9. Non-Programmable calculators are allowed.

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Question No	Marks
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Total	

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(i) Explain what project is an	d mention two (02) of its	characteristics.	[02 Mar
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	i)	Adaptive project life cycle	

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-	ii)	Predictive project life cycle	
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-	iii`) Iterative project life cycle	
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ton tect	omous the p	re development company "SoftW Pvt Ltd" recently started working on develops vehicle system. If the product fails verification and validation tests it will cost \$ problem, additional \$2000 to fix the problem and another \$6000 to assemble the systematic rate is 3 in 40. Calculate the risk exposure for the above scenario.	400
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(ii)	Give two (0	2) risk	controllin	g metho	dologies	and briefly	explain	how to	control ri
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(d) Senior management of ABC Pvt Ltd considers investing in the most suitable software project from project A or Project B which needs initial investments of \$100,000 and \$150,000 respectively. Following table shows return on investments for each project for the initial three (03) years.

Year	Project A (\$)	Project B (\$)
1	30,000	60,000
2	45,000	89,000
3	90,000	105,000

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ii)	Calculate the total Net Pre	sent Value (NPV) at the end of v	year 3 for each project
ii)	Calculate the total Net Pre indicating NPV values for and 25% respectively.	sent Value (NPV) at the end of y each year. Consider discount rat	tes for Project A and B as 159
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(iii) Clearly indicate the most suitable project to invest from Project A and B. Briefly your answer using the values of NPV for each project. [02] ion 2 Write down two (02) approaches that can be used to identify project activities and briefly each approach. [04]		Index No:	•••••
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(b) A project has the following schedule for its activities:

Activity	Duration	Precedent Activity
A	3	-
В	4	A
С	2	A
D	5	B,C,E
Е	3	A
F	4	Е
G	4	D,F
Н	2	A
I	1	H
J	3	B,G,I

(i) Draw an activity-on-node diagram using the standard 9-partition node convention and do forward and backward passes.

[06 Marks]

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(ii)	State alternative paths and the critical path/s for the above project.	[03 Marks]
(I)	Alternative paths	
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(II)	Critical path/s	
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(iii)	Order the project activities based on the total float.	
		[02 Marks]

c) (i) B	Briefly explain two (02) strategies that can used to shorten the project schedule.	
		[02 Marks]
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iowin	g is the acti	ivity schedule	for a projec	T.			
	Activity	Predecessor	Duratio	n (Days)	Cos	st (\$)	
	1 KOLIVILY	Tredecessor	Normal	Crashed	Normal	Crashed	
	A	-	2	1	30	50	
	В	A	4	4	40	40	
	С	A	5	3	60	80	
	D	B,C	3	2	30	70	
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(I)	Crashing cost					
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(11)) Project duration after	crashing				
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(ii) Assume that you are the project manager of ABC Pvt Ltd, and you are supposed to create effort estimation for a newly proposed ERP system (Project A). Following table gives related two parameters for project A and for three other previous projects B,C and D.

Project	Input		Output
A	7		4
В	5	-	3
С	3		6
D	4		2

Clearly indicate the most similar project to project A out of three previous projects (B, C, D) by comparing their Euclidean distances.

[06 Marks

Index No:	***************************************	

(c)

(i)	Write down four (04) characteristics of semi-detached projects.	
		[02 Marks]

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(ii) Assume that the project manager has estimated a traffic control software system size as 1100,000 lines of code. Average salary of a software engineer is \$108,249 per year. Determine the required effort and development cost for the software project using COCOMO (Constructive Cost Model).

Note: Use following c, k values for your calculations

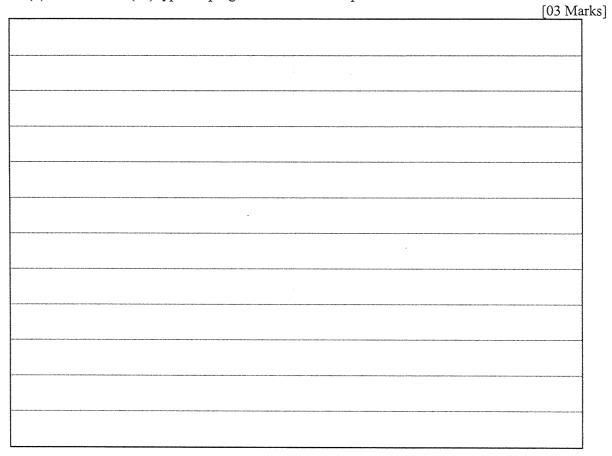
System type	С	k	Development time
Organic	2.4	1.05	2.5(Effort) ^{0.38}
Semi-detached	3.0	1.12	2.5(Effort) ^{0.35}
Embedded	3.6	1.20	2.5(Effort) ^{0.32}

[06 Marks]
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(ii) Give two (02) types of progress charts and compare and contrast between them.



(b) The Table 1 shows the budgeted cost and time while Table 2 indicates the field report at day 5 with actual cost, and time that spent for a particular project.

Activity	Duration	Predecessor	Cost per day (\$)
A	2		200
В	3	A	300
С	4	B,D,E	45
D	1	A	230
Е	2	A	400

Table 1

Activity	Actual % complete	Cost spent (\$)
A	100%	450
В	50%	100
C	0	0
D	20%	60
E	35%	1000

Table 2

Activity			We	ek nu	mber	(days)	***************************************	
	1	2	3	4	5	6	7	8	9
A	100		:						
В									
С			1						
D			4						
E									

Figure 1 - Gantt chart of project

	Scheduled (BCWS) for the projection		[06 N
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	Calculate total CPI and CV value progress of the project.	ies for the project. Usin	g those values describe the o
	progress of the project.		[03 N

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i)	Agile is a software	e development	methodology tha	at has a proven	record of bo	osting
i)	Agile is a software success rate of proj	e development ects. Briefly e	methodology that xplain two (02) dis	at has a proven	agile methodo	osting ologie: 03 Ma

	Index No:
(ii) Briefly explain the Agile workflow.	[03 Marks]

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