

POSITION: Application Development Manager**Interview Date: April 12, 2017 Afternoon**

You have been invited for an interview with the selection committee for the above position. The interview will consist of:

- A brief introduction of yourself;
- A presentation of the results of your analysis and recommendations on two case questions presented below; and
- Specific interview questions related to the position

In order to allow you to prepare for the interview, the case study questions are provided below.

Please read carefully the text describing the situation of a hypothetical Company who is considering your advisory services to improve its IT operations. The text is followed by the two questions that you have to prepare for your interview. At the end of each case, the panel may ask questions about the content of your presentation.

Evaluation

You will be assessed according to the following attributes:

- A. The approach you took to solving the problem identified;
- B. The analysis and creativity of your response;
- C. The use of data to quantify any recommendation(s) provided;
- D. Ability to communicate the results of the analysis performed; and
- E. Suggestions for implementing the proposals made.

Situation

A company named TestCommodityExchange is using a number of computer applications to manage and streamline the work needed to take forward its institutional mandate. Substantial investment has been budgeted to improve information access with a central data centre to support the IT infrastructure and connectivity which allows any document used or produced by the company to be retrieved anywhere and anytime by authorized users.

Modern software applications have been implemented to strengthen business processes and service delivery to stakeholders. This includes among others a very sophisticated Online Trading application System which must be operational 24 hours per day and 7 days per week. This central system is accessed by 16,000 traders across the country.

Automated incremental backups are processed every night and a full backup is made every Sunday night. As of today, no restore testing has been completed. There is no Disaster recovery site implemented though there are start-up works.

The IT awareness throughout the organisation has improved recently but there are still some important challenges with IT security and file replication especially with employees equipped with a laptop and working outside of the office.

The CIO has its own challenges maintaining service continuity and managing the continuous changes request from operation. There are also issues during deployment with no clear deployment plan and some of the deployed web applications contain the actual source code

while the others are published binary code. The end users of the system are complaining about system performance and critical bugs that should be found and resolved before deployment.

Case interview question 1: Project planning and project management

The senior management of the exchange has assigned you as a project manager to implement an end to end document management system that can be accessed from head office and any branch offices. The management has given you a high level requirement document with a clear deadline of 45 days starting from today. However, you are confident that the deadline seems very unrealistic though you can deploy the necessary resources. The IT infrastructure manager has informed you that currently, he has been challenged with hard disk space limitation within the datacentre.

- I. You are requested to prepare a high level plan describing the critical milestones, the main activities, the human resources required and the critical success factors to realize this project including sustainability of the newly deployed software.
- i. How do you address time constraint that the management has set?

Case interview question 2: Risk management

With all the new information technology recently implemented at the exchange, the Senior Management is preoccupied with the fact that they are now fully dependant on IT to effectively fulfil their operation. They are asking you to provide a high level risk analysis and recommend a mitigation plan to counter them.

- i. Based on your experience and the information you possess on this client, what are you going to present to them?