B. Sc. in Information Technology

YEAR 2

SUMMER EXAMINATIONS 2003

IS Project Management,

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Tuesday 13\textsuperscript{th} May  2:30 to 5:30

Attempt question 1 and three others

Each question carries a total of 25 marks.
Q.1. A software house needs to change its current unstructured approach to Project Management
Produce a report to the Managing Director of the software house, which explains, with supporting examples, each of the following techniques.

The report should discuss any potential benefits and / or drawbacks of applying each technique.

(a) Activity identification for the work breakdown structure (5 marks)

(b) Activity-on-node network analysis and critical activities. (5 marks)

(c) Dummy Activities. (5 marks)

(d) Using the material in Table 1, Prepare a Network Diagram using ‘Activity-on-Node’ and calculate the critical path (10 marks)

Table 1

<table>
<thead>
<tr>
<th>Activity No</th>
<th>Activity Description</th>
<th>Duration (days)</th>
<th>Dependency Activity Nos</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Define Requirements</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Approve programme</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Prepare manuals</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Install hardware</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Install software (applications)</td>
<td>2</td>
<td>2,4</td>
</tr>
<tr>
<td>6</td>
<td>Appoint Co-ordinator</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Conduct Roll-out test</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Prepare User familiarisation</td>
<td>1</td>
<td>3,7</td>
</tr>
<tr>
<td>9</td>
<td>Roll-out</td>
<td>2</td>
<td>8,5</td>
</tr>
</tbody>
</table>

Q.2. You have been appointed Project Manager for implementing a new communications system.

(a) Identify the key project control issues you will need to consider (10 marks)

(b) Compare and contrast how these differ from the project control of a software system (15 marks)
Q.3 Within a large industrial company, it has been noted that many software projects have recently been delivered late and/or over budget.

Discuss producing practical proposals that will enable future projects to avoid such over-runs

Q.4 (a) Explain in detail the role of quality assurance in a typical IS development project.

(b) As quality manager, you have been assigned the responsibility of securing ‘ISO certification’. Outline the process involved.

Q.5 After a system has been introduced and running for three to six months, a PIR (Post Implementation Report) is usually carried out.

(a) Discuss the aim of a PIR (Post Implementation Review)

(b) Formulate a checklist for the review

Q.6 “Real teams do not have to get along, They have to get things accomplished.” (Harvard Business Review 1994)

“Team members build something together”

From your study of project teams discuss.