

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

BSc HONOURS IN INFORMATION SYSTEMS

MAIN PAPER

IS 323: PROJECT MANAGEMENT IN COMPUTERS

INTAKE 23: THIRD YEAR FIRST SEMESTER

TIME: 2 HOURS AFTERNOON

INSTRUCTIONS TO CANDIDATES

Answer any **four** questions.

QUESTION 1

Activity	Immediate Predecessor	Sue's estimate	Liz's Estimate	Rose's estimate	Duration
A	None	2	2	4	
B	A	3	4	6	
C	A	2	3	4	
D	B	1	3	5	
E	B,C	3	4	6	
F	A,E	5	6	7	
G	D	3	4	5	
H	D,E,F	1	2	3	
I	G,H	5	6	7	
J	H,F	4	6	8	
K	H,I,J	2	4	6	
Total		31	42	61	

You have been invited to settle an argument that has ensued at XY project to develop a system for Zimbabwe's e-tolling system. Sue is a very optimistic director of the company. She thinks the project should be done in 31 weeks. Rose the sponsor thinks it will take twice the time. Liz is a highly experienced project manager and she thinks that it most likely that the project will take 42 weeks. As a project management consultant, you have been invited to settle the disagreement.

- Draw a network diagram using the information in table 1 [15]
- State how long the project and each of its activities will take [5]
- List the activities that are on the critical path and how long it will take to traverse through it [5]

QUESTION 2

Your boss is a good friend of the project sponsor. He has been promised a multi-million dollar project on completion of the current project. The sponsor however wants you to conduct extra work to a project without changing project scope. Explain how you would proceed without affecting interpersonal relationships and project success. [25]

QUESTION 3

Identify three characteristics of successful organizational structures and use examples to explain how they may affect the effectiveness of an IT project manager who is developing a university library system for WUA [25]

QUESTION 4

Discuss five (5) different ways of dealing with resource overload. Your answer must critically state the advantages and disadvantages of each of them [25]

QUESTION 5

You have been hired to take over a failing project. During the hand over briefing you were told that the problems emanated from the project charter.

- a) Discuss the purpose of a project charter [12]
- b) Explain using example how a bad project charter could have affected the project success [13]

Question 6

Your company specialises in developing websites for non-profit making institutions. However your new CEO wants to specialise in developing e-commerce web sites. Since you are about to finish a project for a United Nations agency, you are supposed to select which one of the following project to do.

Project \Criteria &Weight	New product 10	Customer relations 8	Supplier relations 5	Success probability 5	Weight
Project A: Not for Profit Gvt web site	5	3	5	4	
Project B: Hospital website	4	3	4	4	
Project C: E-commerce site for a retailer	1	4	3	3	
Project D: Spots chain betting site	2	4	1	2	

- a) Re-draw and complete the following table. You must calculate the project selection matrix using the figure in the table for you to answer the following questions [10]
- b) Given the company's direction above discuss the conditions under which the project with the 3rd weighted project would be selected. [7]
- c) Discuss the circumstances under which project A would be chosen [8]

END