

☑ **IS-407, front page**

Course code: IS-407

Course name: Management of IS Projects

Date: May 23rd

Duration: 4 hours

Resources allowed: None

Notes:

The professors sometimes ask for exam answers to be used for teaching purposes, but in order for this to take place, the university needs your consent.

Do you grant the University of Agder permission such permission?

Select one alternative

Yes

No

1 **Question 1**

Task 1 (15%)

Answer the following questions. Base your answers to the lecture slides and the course book.

1a. Explain how a project's success can be defined.

1b. According to the PMBoK, "identifying stakeholders, understanding their relative degree of influence on a project, and balancing their demands, needs, and expectations are critical to the success of the project".

Explain who may be considered as stakeholder in a project.

1c. You are appointed as project manager for a new project within the University of Agder. The aim of the project is to develop and implement a new learning platform that will replace Fronter.

Who are the stakeholders for this specific project? How can they influence the project?

Fill in your answer here

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Maximum marks: 15

2 Question 2

Task 2 (20%)

Answer the following questions. Base your answers to the lecture slides and the course book.

2a. Describe the differences between highly predictive approaches and highly adaptive approaches in software project lifecycles in terms of requirements, control of cost and risk, and stakeholder involvement.

2b. Explain for which kinds of projects you would prefer to follow a predictive approach and for which kinds of projects you would prefer to follow an adaptive approach.

Fill in your answer here

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Maximum marks: 20

3 Question 3

Task 3 (30%)

Answer the following questions. Base your answers to the lecture slides and the course book.

3a. What is a Work Breakdown Structure (WBS)? Why is it useful to create a WBS for a project?

3b. What is a Responsibility Assignment Matrix? Why is it useful to have such a matrix in a project?

3c. Explain the meaning of the term “Cost of quality”. Give two examples of costs of Conformance and two examples of costs of Nonconformance.

3d. Within the context of project management, what is “quality control”? Why is it performed in projects?

3e. Within the context of project management, what is “quality assurance”? Why is it performed in projects?

Fill in your answer here

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4 Question 4

Task 4 (15%)

You are the project manager for the development and implementation of a new learning platform for the University of Agder. The project team cannot develop internally a software module needed for checking plagiarism. It is decided to acquire this module from an external company. You are discussing with the team if you will use a “fixed price contract” or a “cost reimbursable contract” for this procurement. Based on the knowledge you got from the lectures and the course book, answer the following:

4a: Describe two advantages and two disadvantages for the project as a buyer if it is decided to use a “fixed price contract” for this procurement.

4b: Describe two advantages and two disadvantages for the project as a buyer if it is decided to use a “cost reimbursable contract” for this procurement.

4c. Which type of contract do you think will be better for this particular procurement and why? Justify your answer.

Fill in your answer here

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Maximum marks: 15

5 Question 5

Task 5 (20%)

For each of the questions that follow, choose the answer that you think that is correct from the options provided. Explain your choice and provide reasons that make you think that the other options are not correct.

 5a: You are project manager running a project but you discover that the time needed to complete the project is longer than the time available. What is the best thing to do?

- 1) Reduce project scope.
- 2) Determine options for schedule compression and present recommendations to management.
- 3) Ask the team to work overtime.

 5b: You are a project manager in a project which is about to start. The project charter is developed but not approved yet. Your boss is asking you to start the project immediately. What is the best thing to do?

- 1) Start work on only the critical path activities.
- 2) Set up an integrated change control process.
- 3) Show your boss the possible negative impact of proceeding without a project charter approval.

 5c: You are a project manager. During project execution a team member points to a risk which is not in the risk register. What is the best thing to do?

- 1) Analyze the risk.
- 2) Disregard the risk because it was not identified during risk identification.
- 3) Inform the customer about the risk.

Fill in your answer here

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