

☑ **IS-407, general information**

Course code: IS-407

Course name: Management of IS Projects

Date: 16.05.19

Duration: 4 hours

Resources allowed: Bilingual dictionaries and calculators

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 IS-407 Spring 19, Question 1.1 (5 points)

Identify which of the following is INCORRECT (more than one can be incorrect). In the space provided, first note the incorrect statement(s) (a,b,c,d) and then, briefly explain what is wrong.

In early phases of a project life cycle:

- a) resource needs are usually lowest.
- b) it is more expensive to make major project changes than in later phases.
- c) the level of uncertainty is highest.
- d) project stakeholders have the greatest opportunity to influence the project.

Fill in your answer here

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2 IS-407 Spring 19, Question 1.2 (5 points)

Identify which of the following is INCORRECT (more than one can be incorrect). In the space provided, first note the incorrect statement(s) (a,b,c,d) and then, briefly explain what is wrong.

An **adaptive approach** will be typically followed for a project when:

- a) the project has unclear up-front requirements.
- b) the technologies and techniques to be used are new and not tested.
- c) there is little access to key stakeholders throughout the project duration.
- d) there are well-defined, fixed contractual obligations towards other dependent projects.

Fill in your answer here

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3 IS-407 Spring 19, Question 1.3 (5 points)

Identify which of the following is INCORRECT (more than one can be incorrect). In the space provided, first note the incorrect statement(s) (a,b,c,d) and then, briefly explain what is wrong.

Project activity dependencies:

- a) are mandatory when they are inherent in the nature of project work.
- b) can involve relationships between project and non-project activities.
- c) need to be taken into account when sequencing activities.
- d) define the time duration between the end of an activity and the beginning of another one.

Fill in your answer here

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4 IS-407 Spring 19, Question 1.4 (5 points)

Identify which of the following is INCORRECT (more than one can be incorrect). In the space provided, first note the incorrect statement(s) (a,b,c,d) and then, briefly explain what is wrong.

Kaizen

a) is an agile software development method.

b) usually delivers small improvements but the culture of continual aligned small improvements yields large results.

c) is a method for quality control inspections to determine if a work product conforms to documented standards (i.e. the agreed requirements).

d) is an ongoing process that teaches people how to spot and introduce improvement opportunities.

Fill in your answer here

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8 IS-407 Spring 19, Question 2.3 (5 points)

Read the following statement (which is in bold letters). In your answer, first state if the statement is correct or incorrect and then explain your answer briefly.

The aim for project cost management is to complete projects for as little cost as possible.

Fill in your answer here

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9 IS-407 SPRING 19, Question 2.4 (5 points)

Read the following statement (which is in bold letters). In your answer, first state if the statement is correct or incorrect and then explain your answer briefly.

Testing is a project stage related to quality management that comes near the end of IT product development.

Fill in your answer here

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10 IS-407 SPRING 19, Question 2.5 (5 points)

Read the following statement (which is in bold letters). In your answer, first state if the statement is correct or incorrect and then explain your answer briefly.

Intrinsic motivation causes people to participate in an activity for their own enjoyment.

Fill in your answer here

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11 IS-407 Spring 19, Question 3 (20 points)

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 exam platform that will replace Inspera. Identify one key challenge that you expect per process group (Initiating, Planning, Executing, Monitoring-Controlling and Closing) and describe a way to address each of the challenges.

Fill in your answer here

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12 IS-407 Spring 19, Question 4 (15 points)

A new library software project will provide new electronic services that include:

- a module for ordering books online (module A),
- a module for renewing the borrowing period online (module B),
- a module for booking a meeting with a library expert (module C),
- a module for paying online penalties after delays in book returns (module D).

Each of these modules is expected to take 3 weeks to build and the cost budgeted is 50 000 NOK per module. According to the project plan, the modules will be built sequentially (one after the other) so the project is expected to be completed in 12 weeks. Today is the end of the 9th week since the project started. Up to today the project completed: module A with a cost of 50 000 NOK, module B with a cost of 70 000 NOK, and half of module C with a cost of 40 000 NOK till now.

a) What is the planned value (PV), actual cost (AC) and the earned value (EV) at the end of the 9th week?

b) What can you say about the overall status of the project?

Fill in your answer here

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