

SECTION B

4. (a) (i) **Identify *two* items that will be present in the project initiation document for the Moldazia information system.**

[2 marks]

Answers may include:

- analysis of the current situation
- project goals
- scope
- project organization
- business case
- constraints.

Award [1 mark] for each correct item identified up to a maximum of [2 marks].

- (ii) **State *two* milestones that occur in the course of this project.**

[2 marks]

Answers may include:

- analysis of the current situation is completed
- feasibility study (or the project) is accepted (completed)
- design of the solution is accepted (completed)
- development of the solution is completed
- solution is implemented
- sign off that the project is finished.

Award [1 mark] for each milestone stated up to a maximum of [2 marks].

- (iii) **State *two* reasons why a feasibility study is produced during project development.**

[2 marks]

Answers may include the following reasons:

- to identify current problems
- to clarify the current organizational system
- to identify constraints that are involved in the project
- to identify possible alternative IT solutions
- to determine whether the solution is cost effective
- to determine whether the new IT system will deliver what is required
- to determine whether the new IT systems is achievable (doable)
- to determine to what extent new hardware or networking considerations are involved
- to determine the nature of the training that will be required
- to determine whether existing staff can cope with the new IT system.

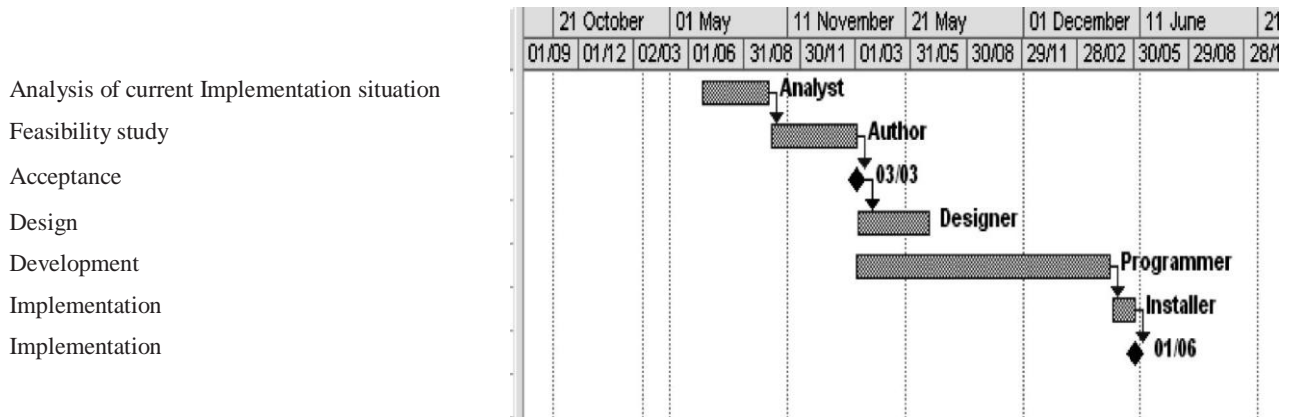
Award [1 mark] for each correct reason stated up to a maximum of [2 marks].

(b) (i) **Construct a Gantt chart using the information in the table on the opposite page.** **[4 marks]**

Award [1 mark] for each of the following:

- a bar for each task with the bars correctly positioned
- a correct scale with dates clearly indicated
- milestones indicated
- the chart is easily readable

example for reference:



(ii) **Explain *one* advantage of using a Gantt chart for the management of an IT project.** **[2 marks]**

Answers may include:

- overview of project is clear – visual representation of a complex process
- clashes can be seen/resolved – easy to see if tasks do not follow on properly
- stages clear – can allocate resources effectively.

Award [1 mark] for an advantage of using a Gantt Chart identified, and [1 mark] for an appropriate explanation of the idea up to a maximum of [2 marks] OR [1 mark] for the first bullet point and [1 mark] for any of the other bullet points up to a maximum of [2 marks]

- (c) **The project manager has to decide whether to use the waterfall development model or agile development model in order to manage the project. Evaluate the strengths and weaknesses of each approach in the case of the Moldazia information system.** *[8 marks]*

Answers may include:

Waterfall model

Strengths

- breaks project into stages
- good for producing a project plan
- problems identified and fixed at an early stage
- encourages correct documentation.

Weaknesses

- implies stages that may not exist
- assumes that one stage follows another
- does not model parallel development of modules.

Agile model

Strengths

- more interaction with clients
- no rigid plan
- software developed more quickly
- better response to client demands
- encourages teamwork
- responsive to client.

Weaknesses

- lack of structure
- only works with expert developers
- needs frequent meetings
- insufficient design
- insufficient documentation
- deliverables not specified exactly
- can be inefficient – code can often be re-written
- can lead to poor quality
- concentrates on functionality, less on usability
- cultural changes required by organizations.

In part (c) of this question it is expected there will be a balance in the ITGS terminology between the IT technical terminology and the terminology related to social and ethical impacts.

Please see generic markband information sheet on page 21.