Part One: Essay

1.Briefly and clearly explain some of the reasons why IT projects fail. Assuming you are an IT Project Manager for an organization, what would you do to improve the chances of success for the IT projects you are managing?

At what stage in the project lifecycle would you develop a business case? What are some of the advantages of having a cross-functional team develop a business case?

What are the inputs and tools for creating a WBS? What approaches would you use to create one? How would you know if a WBS that was created is a good one?

What is the Delphi technique? When would it be an appropriate estimating technique for an IT Project? (20 points)

2. The planning department of a computer hardware manufacturing firm has set up the activities for developing and production of a new printer. Given the information below, develop a project network diagram or chart using Microsoft Project or any available software. Assume a five-day workweek and the project starts on November 1, 2018. When is the estimated completion date? Identify the critical path and its duration. (20 points)

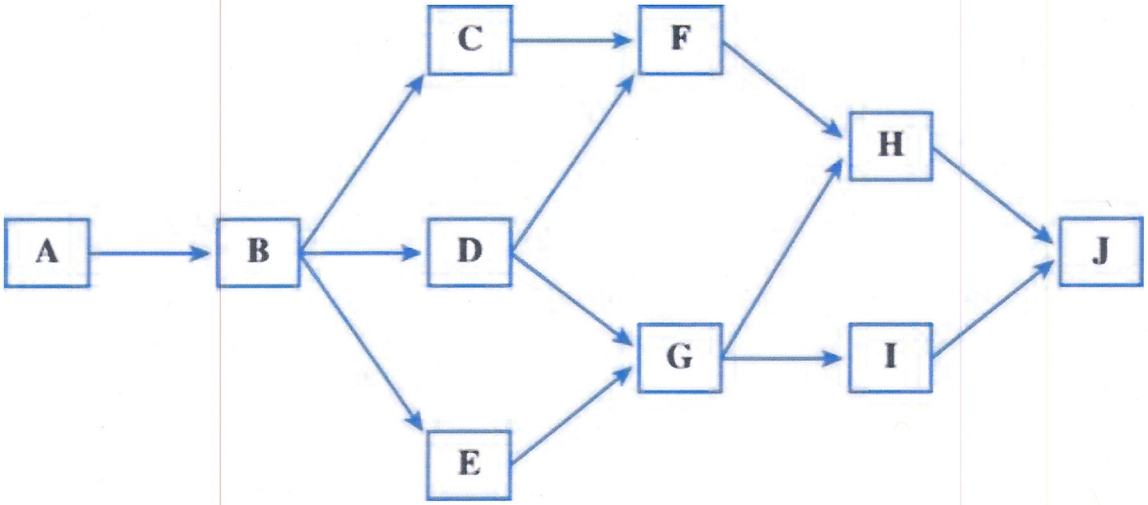
Activity ID	Description	Activity Predecessor	Activity Time (weeks)
1	Personnel	None	2
2	Develop market program	1	3
3	Select channels of distribution	1	8
4	Patent	1	12
5	Pilot production	1	4
6	Test market	5	4
7	Ad promotion	2	4
8	Set up for production	4,6	16

3. Trying to decide between three alternatives, a company employed a scoring model. Three criteria were chosen. Criteria A was believed to be the most important and so was given a weight of 50%. The other two were deemed to be equal to each other in importance. A relative scoring range of 0 to 10 was used. The table below shows each alternative and their scores. Which alternative should the company choose? Briefly explain. (5 points)

Criteria	Alternative A	Alternative B	Alternative C
A	5	6	7
B	8	7	7
C	8	8	5

4. Sam is working with his project team to produce an estimate for a particular activity. After discussing with experts, they determined that the optimistic estimate is 6 days, and the pessimistic estimate is 15 days. The most likely estimate is 9 days. The team has a preference for triangular distribution. What estimate should they use? Explain briefly. (5 points)

5. Based on the diagram and activity durations below, list all the paths and calculate the duration of each. What is the duration of the critical path? (15 points)



A	2
B	5
C	4
D	3

E	1
F	4
G	3
H	5
I	5
J	1

6. Two new Internet site projects are proposed to a young startup company. Project A will cost $250,000 to implement and is expected to have an annual net cash flows of $75,000. Project B will cost $150,000 to implement and should generate annual net cash flows of $52,000. The company is very concerned about cash flow. Using the payback period, which project is better, from a cash flow standpoint? Why would someone be interested in doing a payback analysis for a project? Explain (5 points)