

1. 13.8 Project Management and effective ICT teams

ICT projects are often sub-divided into tasks and allocated to ICT teams. Describe four characteristics of a good ICT team. (8 marks)

1 for characteristic (c) 1 for description/expansion/example (e) to any 4 x (2,1,0)

Leadership (c) as appropriate management and project control will encourage (motivate) the team to work together /in an organised manner/effectively/ will ensure deadlines are met(e)

Appropriate allocation of tasks (c), so that each team member is asked to work to their strengths/will ensure each task is completed in the best way possible (e)

Adherence to standards (c), so that anyone would be able to continue the work in an emergency/others to do with professional or methodical ways of working e.g. appropriate documentation is produced and kept up-to-date/as by following set procedures the team will ensure that nothing is missed by mistake (e)

Monitoring of progress (c), to ensure that their part of the project completes to schedule/to ensure that the work has not been underestimated/ to ensure that each team member is working at the appropriate pace/to ensure that all team members are doing what they are supposed to do to the right level of effectiveness (e)

Monitoring of costs (c), to ensure that money has not been misused/ to keep within the customer.s budget/ to be able to report back to the overall project manager (e)

Control (over change) (c), to make sure that their part of the project is delivering only what is required/ to allow for change to be incorporated or left to a later phase/ to ensure their part of the project is delivered to original schedule (e)

Balance of team (c) People from many departments work together effectively/e.g. programmers, analysts, users and . work together (e)

Good internal communication skills (c) people who have clear internal communication (e)

Good communication skills (c) Someone/people who are able to communicate well with people outside the team/ability to liaise with other teams in the project (e)

2. 13.8 project management and 13.2 SDLC

(a) Explain why ICT projects are often sub-divided into tasks and allocated to teams. (3 marks)

(b) Within ICT projects, describe the need for:

(i) clear timescales;

(ii) agreed deliverables;

(iii) approval to proceed.

(2 marks)(2 marks)(2 marks)

(a) an answer encompassing any 3 of the following ideas -

can be broken into more manageable sub-projects (1)

has smaller managed (1) teams

able to have a balance of skills//allocating ICT task to correct ICT team (1)

makes the project easier to control (1)

makes testing more manageable (1)

able to run non-dependant sub-projects simultaneously (1)

the elapsed timescale would be shorter (1)

(b)

(i) any 2 from .

so that the project can be **monitored** (1)

- using stage **end dates/deadlines** that are achievable (1)
- that **both parties** have agreed to (1)
- so that the project is completed **on time** (1)
- (ii) any 2 from .
 - so that the **documentation/output** (1)
 - from **each stage** of the project (1)
 - has been detailed/planned (1)
 - and the ICT team know what they have to **produce** (1)
 - so that the end user gets what **they are expecting** (1)
- (iii) any 2 from .
 - to ensure the user is **satisfied with work** to date/there are **no errors in the system** (1)
 - by getting **sign off** for a stage from the user/management (1)
 - giving the **go-ahead for the next stage of the project to continue** (without errors) (1)

3. 13.2 & 13.8

When developing ICT systems, project teams should follow a formal method.

- a) Give **three** reasons for using a formal method. (3 marks)
- b) A good ICT team requires a team leader to lead it to success, for example by ensuring that everyone in the team keeps to the standards set, by following the formal method being used. Explain **three** other tasks that the team leader should perform to help the team achieve success. (6 marks)

(a) any 3 x 1

- to have standards in use
- to provide clear timescales/deadlines
- to identify the agreed deliverables
- to identify milestones, where approval to proceed can occur
- to give clear tasks/objectives
- to see who should be doing what, and when
- to enable control/monitoring of the schedule or budget

(b) 1 for task (**t**) and 1 for expansion/example (**e**) to any 3 x (2,1,0)

- allocating the right task to the right team member (t) + e
- controlling any changes requested (t) + e
- controlling costs of the project (t) + e
- ensuring everyone sticks to the timescales (t) + e
- making sure that good communication is maintained (t) + e
- keeping the management/users informed of team progress (t) + (e)
- motivating the team/keeping up team morale (t) + (e)

N.B. NOT ensure standards used. - given

1. 13.9 Information and the professional

*Responsibility when accessing and using company data is one topic that is often found in an organisation's ICT Code of Practice. Give **five** other topics that are often found in an ICT Code of Practice. (5 marks)*

Any 5 x 1

use of software

use of the internet

use of company hardware

use of company time

authorisation paths/levels

security

company's implementation of legislation

penalties for misdemeanours/ disciplinary procedures

** Use of e-mail can be mapped to either Internet or Software (or Time if explained re personal e-mail) if not already given **Not use of data (given)**

2. 13.9 Code of Practice

*Correct use of company time is one topic that is commonly found in an organisation's ICT Code of Practice. Name and describe **four** other topics that might be found in such an ICT Code of Practice. (8 marks)*

1 for naming the topic (**t**), 1 for description/extension (**e**) to max 4 x (2,1,0)

Topic Example description/extension . accept others

use of software (or a particular package e.g. email software)

not breaching copyright or abusing licence

agreements/rules on the use of specific software

use of data making sure you don't allow anyone else access to the data that you are allowed to see

use of the internet use for work purposes,

not going on inappropriate sites

use of company hardware not printing unnecessary copies, wasting toner

authorisation paths/levels having access rights that are job related

security use of password/ids/physical aspects

company's implementation of legislation

DPA, H&S, etc

penalties for misdemeanours/

disciplinary procedures

warnings/ sanctions/dismissal

N.B. Not use of company time (in question)

3. 13.9 ICT and the Professional

Most organisations have a Code of Practice for users of their ICT systems.

(a) Explain what is meant by an ICT Code of Practice. (3 marks)

(b) Explain why an ICT Code of Practice is required. (2 marks)

*(c) Adherence to all legislation is one topic normally covered in an ICT Code of Practice. State **four** other topics that are normally covered in an ICT Code of Practice. (4 marks)*

(a) Any 3 x 1 :

A set of rules/regulations (NOT guidelines) which governs the use of ICT systems

(1)

Established by an organisation (1)

For all employees/users to follow (1)

May refer to the responsibilities of employees (1)

Penalties for misdemeanours (1)

Separate from any legal or ethical considerations (1)

(b) Any 2 x 1:

It has procedures and rules over and above legal requirements (1) *if not given in (a)*

it sets acceptable boundaries for that organisation (1),

so that disciplinary action can be taken (1)

(c) Any 4 x 1

use of software

use of hardware

use of data

correct use of time

use of Internet OR email

authorisation paths/levels

security

penalties for misdemeanours/disciplinary procedures*

if not already given in a previous part.

Remember not to credit company's implementation of legislation. (in the ?)

4. 13.9 Information and the professional

*There are a number of social, moral and ethical issues associated with the introduction, and use, of ICT systems. Some of these issues may possibly be covered in an organisation's ICT Code of Practice. Describe **four** issues that could affect an ICT professional. (8 marks)* 1 for issue (i), 1 for description/example/expansion (e) to any 4 x

(2,1,0)

Non-dependant marks

Issues, such as .

De-skilling of employees (i) e.g. taking decision-making tasks off staff and changing their jobs to recipient of results or information (e)

Flexibility of workforce (i) e.g. introduction of on-line ordering or enquiry systems mean that the working day is extended, so staff may have to go onto shifts. (e)

Hacking into unauthorised areas (i) for malicious/mischievous purposes (e)

Un-licensed software use (i) e.g. bringing software into work/copying for home use (e)

Privacy of data (i) e.g. disclosing sensitive data to unauthorised people (e)

Security/accessibility (i) making sure that data and information are seen only by authorised people/setting passwords or physical security or access levels (e)

Property & copyright (i) not illegally copying someone's work and claiming it as your own (e)

Abiding by legislation (i) and making sure that others around you do so too (e)

Need to follow a Code of Practice/Conduct (i) which will cover staff procedures and outline consequences if rules are broken (e)

Introduction of virus/logic bombs (i) which could damage data within that organisation (e)

Provision of a safe working environment for ICT users/workers (i) in line with ergonomic and health and safety criteria (e)

Use of company internet/intranet/email for non-company business (i) there may be consequences if get caught on inappropriate sites (e)

Blurring of work/home life (i) if using ICT to work remotely (e)

