

**DOMAIN 3—INFORMATION SYSTEMS ACQUISITION, DEVELOPMENT
AND IMPLEMENTATION**



A3-104 When identifying an earlier project completion time, which is to be obtained by paying a premium for early completion, the activities that should be selected are those:

- A. whose sum of activity time is the shortest.
- B. that have zero slack time.
- C. that give the longest possible completion time.
- D. whose sum of slack time is the shortest.

B is the correct answer.

Justification:

- A. Attention should focus on the tasks within the critical path that have no slack time.
- B. A critical path's activity time is longer than that for any other path through the network. This path is important because if everything goes as scheduled, its length gives the shortest possible completion time for the overall project. Activities on the critical path become candidates for crashing (i.e., for reduction in their time by payment of a premium for early completion). Activities on the critical path have zero slack time and conversely, activities with zero slack time are on a critical path. By successively relaxing activities on a critical path, a curve showing total project costs versus time can be obtained.**
- C. The critical path is the longest time length of the activities, but is not based on the longest time of any individual activity.
- D. A task on the critical path has no slack time.

A3-105 An IS auditor is assigned to audit a software development project, which is more than 80 percent complete, but has already overrun time by 10 percent and costs by 25 percent. Which of the following actions should the IS auditor take?

- A. Report that the organization does not have effective project management.
- B. Recommend the project manager be changed.
- C. Review the IT governance structure.
- D. Review the business case and project management.**

D is the correct answer.

Justification:

- A. The organization may have effective project management practices and still be behind schedule or over budget.
- B. There is no indication that the project manager should be changed without looking into the reasons for the overrun.
- C. The organization may have sound IT governance and still be behind schedule or over budget.
- D. Before making any recommendations, an IS auditor needs to understand the project and the factors that have contributed to bringing the project over budget and over schedule.**