

**CORK INSTITUTE OF TECHNOLOGY
INSTITIÚID TEICNEOLAÍOCHTA CHORCAÍ**

Autumn Examinations 2009/10

Module Title: IT Project Management

Module Code: COMP 7012

School: Computing and Mathematics

Programme Title: Bachelor of Science in Information Technology Support -
Award & ACCS
Bachelor of Science in Computing - Award

Programme Code: KITSU_7_Y3
KITSE_7_Y3
KCOMP_7_Y3

External Examiner(s): Ms. Ann Meagher

Internal Examiner(s): Mr. John O'Brien

Instructions: Answer any **FOUR** questions.

Duration: 2 Hours

Sitting: Autumn 2010

Requirements for this examination:

Note to Candidates: Please check the Programme Title and the Module Title to ensure that you have received the correct examination paper.
If in doubt please contact an Invigilator.

- Q1.** (a) Outline the evolution of project management from its beginnings in the 1960s up to its current-day use. (7 Marks)
- (b) State three principles of good project management. (3 Marks)
- (c) Elaborate on each of the following reasons for working in projects:
(i) work more efficiently
(ii) stakeholder involvement. (5 Marks)
- (d) Discuss, in detail, why projects fail. (10 Marks)
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- Q2.** (a) Elaborate on each of the following PRINCE2 distinguishing characteristics:
(i) Controlled start, middle, and end.
(ii) Contracting out based on work packages
(iii) Product-based planning
(iv) Quality reviews.
(v) Controlling change. (10 Marks)
- (b) “PRINCE2 is not intended to cover all subjects relevant to project management”. Discuss, briefly. (5 Marks)
- (c) Discuss, in detail, the “Plans” component of PRINCE2 methodology. (10 Marks)
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- Q3.** (a) PRINCE2 is a structured project management method, based on “best practice”. It assumes that a project is carried out as a process, rather than in a linear form.
Identify and describe the eight processes contained within the PRINCE2 method. (15 Marks)
- (b) Discuss, in detail, the ‘Product-based Planning Technique’ as used by PRINCE2. (10 Marks)

- Q4.** (a) (i) Compute the “full-time” availability for an IT specialist currently employed on an Irish IT project. Use the following data for your computation:
- | | | |
|-----------------------------------|---------|-----------|
| Number of bank holidays: | 10 days | |
| Annual holidays : | 20 days | |
| Other non-working (ill, training) | 15 days | (5 Marks) |
- (ii) What is the impact of full-time availability on the calculation of elapsed-time for IT project? Support your answer with a suitable illustrative example. (5 Marks)
- (b) For convenience, during the drafting of a project – schedule, it is sometimes assumed that the tasks to be scheduled can be partitioned simply and cleanly.
Is this a reasonable assumption to make? State your reasons. (6 Marks)
- (c) (i) What are Contingency Plans? (1 Mark)
(ii) Why are Contingency plans important? (2 Marks)
(iii) List six factors that influence the amount of Contingency to be included on a project. (6 Marks)
- Q5.** (a) In the context of team management, identify and elaborate on the four stages of a group’s development, as suggested by Tuckman. (10 Marks)
- (b) Identify and explain the business trends that are driving the increased use of international terms. (10 Marks)
- (c) Discuss, briefly, the impact of work environment issues on team productivity. (5 Marks)