

**CORK INSTITUTE OF TECHNOLOGY
INSTITIÚID TEICNEOLAÍOCHTA CHORCAÍ**

Semester 1 Examinations 2015/16

Module Title: IT Project Management

Module Code: COMP7012

School: Computing and Mathematics

Programme Title(s): Higher Certificate in Computing – evCOM – Stage 3

**Programmes Code(s): KITSE_7_Y3
KCOME_7_Y3**

External Examiner(s): Dr. Owen Foley

Internal Examiner(s): Ms. Triona McSweeney

Instructions: Answer any FOUR questions

Duration: 2 hours

Sitting: Winter 2015

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. If in doubt please contact an Invigilator.

- Q1. (a)** What is a project? What is the role of a project manager?
[4 Marks]
- (b)** Elaborate on each of the following terms as used in the context of managing IT Projects:
i. Project Plan;
ii. Stakeholder;
iii. Business case;
iv. Project Management;
v. Feasibility study.
[10 Marks]
- (c)** The mnemonic “*SMART*” is sometimes used to describe well-defined objectives. Identify, and elaborate on, each of the constituent elements referred to by the mnemonic *SMART*.
[5 Marks]
- (d) i.** When is a project considered a success?
[3 Marks]
- ii.** What are three ways to improve the likelihood of project success?
[3 Marks]
- Q2. (a)** What is a project methodology?
[4 Marks]
- (b)** Each development lifecycle process has an associated “process flow”. Describe & graphically represent the following process flow types:
• Linear process flow;
• Iterative process flow;
• Evolutionary process flow;
• Parallel process flow.
[6 Marks]
- (c) i.** Traditional development lifecycles are described as “*prescriptive*”; modern development lifecycles are described as being “*agile*”. What is agility?
[5 Marks]
- ii.** Explain how the *agile* process model known as *Scrum* might be employed on an IT project. Support your presentation with suitable illustrative example(s) and diagram(s).
[10 Marks]

Q3. (a) i. What does the acronym PRINCE stand for? [2 Marks]

ii. What is the scope of PRINCE2? [3 Marks]

(b) List **three** real-world benefits that may be expected by a project manager who adopts PRINCE2 as his/her project-management approach. [4 Marks]

(c) Elaborate, briefly, on each of the following:

- i.** PRINCE2 *Processes*:
- Initiate Project;
 - Control Stage;
 - Close Project.

[6 Marks]

- ii.** PRINCE2 *Themes*:
- Business Case;
 - Risk;
 - Quality.

[6 Marks]

- iii.** PRINCE2 *Principles*:
- Lessons Learned;
 - Adapt to the Project.

[4 Marks]

Q4. (a) Why are international projects more complex than domestic projects? [6 Marks]

(b) Elaborate on each of the following general categories of leadership style:

i. The Authoritative Style; [3 Marks]

ii. The Democratic Style; [3 Marks]

iii. The Coaching Style. [3 Marks]

(c) Elaborate on each of the following leadership practices, identified by **Kouzes & Posner**, that appear common to successful leaders:

- i.** Model the Way;
- ii.** Inspire a Vision;
- iii.** Challenge the Process;
- iv.** Enable Others to Act;
- v.** Encourage the Heart.

[10 Marks]

- Q5. (a) i.** What is a scope statement? **[2 Marks]**
- ii.** What purpose does it serve? **[3 Marks]**
- (b)** What is the difference between a deliverable and a milestone? Give an example of each. **[5 Marks]**
- (c)** Consider the following project specification with estimated activity-durations and precedence requirements:

<i>Activity</i>	<i>Duration (days)</i>	<i>Precedents</i>
A	5	None
B	4	A
C	8	B
D	3	None
E	5	B, D
F	4	C, E
G	3	E
H	6	E
I	2	G, H

- Develop a network representation, using *activity-on-a-node* notation, to reflect the above listed project details. **[3 Marks]**
- Analyse your network by carrying out a *forward pass*, to calculate the earliest dates at which activities may commence and the project may be completed; record these on your network diagram. **[3 Marks]**
- Analyse your network by carrying out a *backward pass*, to calculate the latest start and finish dates for your project's activities; record these on your network diagram. List your project's critical path tasks. **[5 marks]**
- What is the impact on your project's overall completion time if:
 - Activity "D" is delayed by 3 days?
 - Activity "E" is completed 2 days ahead of schedule?**[4 Marks]**