MODULE NAME:	MODULE CODE:
IT PROJECT MANAGEMENT	IPMA6212 /d/p

ASSESSMENT TYPE:	**TAKE-HOME ASSESSMENT (PAPER ONLY)**
TOTAL MARK ALLOCATION:	**120 MARKS**
TOTAL TIME:	**This assessment should take you 2 Hours to complete, however you have 21 Hours (midnight to 9PM on the same day) to submit. This additional time has been allocated to allow for the download, completion and upload of your submission.**

By submitting this assessment, you acknowledge that you have read and understood all the rules as per the terms in the registration contract, in particular the assignment and assessment rules in The IIE Assessment Strategy and Policy (IIE009), the intellectual integrity and plagiarism rules in the Intellectual Integrity Policy (IIE023), as well as any rules and regulations published in the student portal.

INSTRUCTIONS:

1. *Please **adhere to all instructions**. These instructions are different from what is normally present, so take time to go through these carefully.*
2. ***Independent work is required**. Students are not allowed to work together on this assessment. Any contraventions of this will be handled as per disciplinary procedures in The IIE policy.*
3. ***No material may be copied from original sources, even if referenced correctly, unless it is a direct quote indicated with quotation marks.***
4. *All work must be adequately and correctly referenced.*
5. *You should paraphrase (use your own words) the concepts that you are referencing, rather than quoting directly.*
6. *Marks will be awarded for the quality of your paraphrasing.*
7. *This is an open-book assessment.*
8. *Assessments must be typed unless otherwise specified.*
9. ***Ensure that you save a copy of your responses.***
   - 9.1 *Complete your responses in a Word document.*
   - 9.2 *The document name must be your **name.student number.Module Code**.*
   - 9.3 *Once you have completed the assessment, upload your document under the **submission link** in the correct module in Learn.*

Additional instructions:

- *Answer All Questions.* Choose an item.

Referencing Rubric

Providing evidence based on valid and referenced academic sources is a fundamental educational principle and the cornerstone of high-quality academic work. Hence, The IIE considers it essential to develop the referencing skills of our students in our commitment to achieve high academic standards. Part of achieving these high standards is referencing in a way that is consistent, technically correct and congruent. This is not plagiarism, which is handled differently.

Poor quality formatting in your referencing will result in a penalty **of a maximum of ten percent being deducted from the percentage awarded**, according to the following guidelines. Please note, however, that **evidence of plagiarism in the form of copied or uncited work (not referenced), absent reference lists, or exceptionally poor referencing, may result in action being taken in accordance with The IIE's Intellectual Integrity Policy (0023)**.

Markers are required to provide feedback to students by indicating **(circling/underlining) the information that best describes the student's work.**

Minor technical referencing errors: 5% deduction from the overall percentage – the student's work contains **five or more errors** listed in the minor errors column in the table below.

Major technical referencing errors: 10% deduction from the overall percentage – the student's work contains **five or more errors** listed in the major errors column in the table below**.**

If both minor and major errors are indicated, then 10% only (and not 5% or 15%) is deducted from the overall percentage. The examples provided below are not exhaustive but are provided to illustrate the error

Required: Technically correct referencing style	Minor errors in technical correctness of referencing style Deduct 5% from percentage awarded	Major errors in technical correctness of referencing style Deduct 10% from percentage awarded
Consistency • The same referencing format has been used for all in-text references and in the bibliography/reference list.	Minor inconsistencies. • The referencing style is generally consistent, but there are one or two changes in the format of in-text referencing and/or in the bibliography. • For example, page numbers for direct quotes (in-text) have been provided for one source, but not in another instance. Two book chapters (bibliography) have been referenced in the bibliography in two different formats.	Major inconsistencies. • Poor and inconsistent referencing style used in-text and/or in the bibliography/ reference list. • Multiple formats for the same type of referencing have been used. • For example, the format for direct quotes (in-text) and/or book chapters (bibliography/ reference list) is different across multiple instances.
Technical correctness • Referencing format is technically correct throughout the submission. • Position of the reference: a reference is directly associated with every concept or idea. • For example, quotation marks, page numbers, years, etc. are applied correctly, sources in the bibliography/reference list are correctly presented.	Generally, technically correct with some minor errors. • The correct referencing format has been consistently used, but there are one or two errors. • Concepts and ideas are typically referenced, but a reference is missing from one small section of the work. • Position of the references: references are only given at the beginning or end of every paragraph. • For example, the student has incorrectly presented direct quotes (in-text) and/or book chapters (bibliography/reference list).	Technically incorrect. • The referencing format is incorrect. • Concepts and ideas are typically referenced, but a reference is missing from small sections of the work. • Position of the references: references are only given at the beginning or end of large sections of work. • For example, incorrect author information is provided, no year of publication is provided, quotation marks and/or page numbers for direct quotes missing, page numbers are provided for paraphrased material, the incorrect punctuation is used (in-text); the bibliography/reference list is not in alphabetical order, the incorrect format for a book chapter/journal article is used, information is missing e.g. no place of publication had been provided (bibliography); repeated sources on the reference list.
Congruence between in-text referencing and bibliography/ reference list • All sources are accurately reflected and are all accurately included in the bibliography/ reference list.	Generally, congruence between the in-text referencing and the bibliography/ reference list with one or two errors. • There is largely a match between the sources presented in-text and the bibliography. • For example, a source appears in the text, but not in the bibliography/ reference list or vice versa.	A lack of congruence between the in-text referencing and the bibliography. • No relationship/several incongruencies between the in-text referencing and the bibliography/reference list. • For example, sources are included in-text, but not in the bibliography and vice versa, a link, rather than the actual reference is provided in the bibliography.
In summary: the recording of references is accurate and complete.	In summary, at least 80% of the sources are correctly reflected and included in a reference list.	In summary, at least 60% of the sources are incorrectly reflected and/or not included in reference list.

Overall Feedback about the consistency, technical correctness and congruence between in-text referencing and bibliography:

SECTION A [MARKS: 40]

ANSWER QUESTION 1 REGARDING AGILE PROJECT MANAGEMENT.

Question 1 (Marks: 40)

Think of an **IT project** suitable for Agile project management and answer the following questions:

Q.1.1 Explain your project's objective then describe, with the aid of examples, why Agile Project Management is best suited based on the following: (15)

- Project complexity;
- Adaptability;
- Change Management and Feedback;
- Required Project Team.

Refer to Rubric below:

Criteria	Mark Allocation
Appropriate IT project	(1)
Project Objective	(2)
Project complexity + Example	(3)
Adaptability + example	(3)
Change Management and Feedback + example	(3)
Required Project Team + example	(3)
TOTAL MARKS	15

Q.1.2 Apply any five Agile principles in guiding the project Team on agile project execution using examples from your project. (10)

Q.1.3 Using your chosen project, prepare a presentation showing a comparison between Scrum and Kanban based on the following: (15)

Note: Use any Presentation tool of your choice

Requirement	Scrum	Kanban	Overall Presentation
Advantage	(1)	(1)	(3)
Disadvantage	(1)	(1)	
Example Tool/Artefact	(1)	(1)	
Importance of Tool/Artefact to project	(1)	(1)	
Changing scope Management	(2)	(2)	

SECTION B [MARKS: 80]

ANSWER QUESTIONS IN THIS SECTION REGARDING TRADITIONAL PROJECT MANAGEMENT.

Question 1 (Marks: 25)

Read the scenario below then answer the questions that follow:

You have been appointed Project manager to a group of specialist shops that sell sports goods from several different sports goods' suppliers. This is a very competitive market. Each shop must be able to answer immediately any telephone or internet-based enquiries concerning its current stock and price. The existing computer-based stock system, which was developed many years ago by the in-house IT section, is no longer adequate. A decision has been made by senior management to adopt a new, more advanced stock recording and web-based enquiry system that allows potential customers to enquire about the availability of goods at a local store and reserve them for collection. Such systems are available as an off-the-shelf (OTS) package, but your management are concerned that these packages might be too restrictive and thus not suitable for the wide range of sports goods that your company sells. The alternative would be to design and develop a new in-house system. However, your current IT section has little experience of web-based systems.

Q.1.1	**Discuss** any three criteria suitable for evaluating and selecting the projects stated above.	(9)
Q.1.2	For each project, identify four risks from any risk category, that could jeopardise each project, including a response plan for each of the risks.	(16)

Question 2 (Marks: 15)

Q.2.1	Project Management is a skill that needs to constantly be developed. Identify one skill a Project Manager requires then: • Explain the importance of the skill in a project. • List three ways to develop the skill.	(5)

Q.2.2	Brainstorming is a technique used in problem solving. Discuss any four tips for conducting a successful brainstorming session.	(8)
Q.2.3	Briefly explain how a matrix organisational structure provides for career development.	(2)

Question 3 **(Marks: 20)**

Read the project scenario below and answer the questions that follow:

A company is moving to a new building and there will be a different Wi-Fi-based communications structure. An outline plan for the IT aspects of this move has been drawn up with the following main activities:

Activity ID	Activity	Weeks
A	Inspect the new building, assess, and list all required Wi-Fi facilities and hardware.	**3**
B	Order and deliver all Wi-Fi facilities and hardware.	**10**
C	Identify, order and deliver replacement Wi-Fi-enabled PCs, printers, servers and other hardware.	**8**
D	Order and deliver all required office equipment.	**13**
E	Test existing and new hardware with all Wi-Fi equipment.	**1**
F	Test new hardware with all existing operating and applications software.	**4**
G	Test all applications software and databases on the new hardware.	**2**
H	Move all staff to new premises.	**1**

The following information is also provided:

Tasks B, C and D are all dependent on task A.

Task E is dependent on tasks B and C.

Task F is dependent only on task C.

Task G is dependent on tasks E and F.

Task H cannot start until tasks D and G are completed.

Q.3.1	Using an application of your choice: Draw a network diagram for this project, clearly showing the Activity ID and Activity duration .	(10)
Q.3.2	Identify and write down the project critical path including the duration.	(5)
Q.3.3	Upon reviewing the progress of the project, the Project manager realises that **Task G** might end up running two days behind schedule. Discuss the impact of this delay on the whole project and suggest any two corrective actions the Project Manager should implement in this case.	(5)

Question 4 **(Marks: 20)**

Below is a table of the total budgeted costs in thousands, for each task in a project. Answer **Q.4.1** that follows.

Activity ID	TBC	Month										
		1	2	3	4	5	6	7	8	9	10	11
A	30	10	15	5								
B	100		10	10	10	10	5	5	10	10	10	20
C	80			10	15	15	20	20				
D	130		15	15	10	10	25	25	30			
E	10	10										
F	40									20	20	
G	20										10	10
H	10											10
Total	420											
Cumulative												

Q.4.1	Using the table above, calculate the cumulative budgeted costs for the following months: a. Month 1	(6)

	b. Month 3 c. Month 10	
Q.4.2	Briefly explain how the earned value analysis (EVA) technique is used in monitoring costs and progress in an IT project.	(4)
Q.4.3	In your own words, discuss what a baseline budget is and the relevance of developing one for any project.	(4)
Q.4.4	Using examples, explain how a project manager can effectively control project costs.	(6)

END OF PAPER