

COMP313 – Project Management

Exercise 1

1. What are the attributes of a project? How does a “Project” differentiate from an “Operation”? Give two examples for each of the two.
2. Assume that the planned scope, time and cost of a software development project have been agreed by the sponsor and project manager at the beginning. In the middle of the course of project development, the sponsor proposes a change as stated in the following cases, what would you counter-propose in terms of scope, time and cost? Justify your answers.
 - 2.1 The sponsor decides to extend the scope by adding more functions.
 - 2.2 Sponsor requests to finish the project much earlier.
3. List 4 major reasons for terminating a project. Give one example for any two of them.
4. Draw a diagram to illustrate the life cycle of a project with the 5 phases.
5. Before initiating the project, the sponsor/client may have some preferential objectives to achieve, which poses an influence to the prioritization of the three constraints/factors. For instance, in the midst of a severe pandemic, China had declared that it would develop a temporary hospital in 10 days to serve an urgent use. The hospital was designed to accommodate 5,000 patients who were highly contagious. Briefly discuss how they plan for the project with the triple constraints with regards to its primal objectives.
6. List the typical contents that must be contained in a project charter. Describe the essential purpose of a project charter.
7. In general, List the three most influential factors to the project success and briefly explain why.
8. Before a project starts, what major documents must be in place? What do they contain? After the project is accomplished, what should be produced?
9. Among the 10 knowledge areas, some are used to evaluate the success of a project. Describe the relevant knowledge areas using an example of a software system development.