

COMP313 Project Management

Exercise 2

1. An IT company encourages their employees not to be afraid of making mistakes and to embrace changes. Another IT company has its motto stating as “Be prudent and make no mistakes”. Discuss the 2 sets of values regarding organizational culture. Discuss how the values would affect the IT developers of both companies?
2. What are the organizational structures (including the sub-types)? Compare the organizational structures in terms of their PM’s authorities over staff, budget control and resource availability. *(Use a table to show your answer)*
3. Describe the steps following through the SCRUM software development process.
4. In a Sprint Planning meeting, the Scrum team needs to select some features from Product Backlog. What are the criteria for selecting the features into the Sprint Backlog?
5. What does the EEF (Enterprise Environmental Factors) contain? Name any five items.
6. What does the OPA (Organization Process Assets) contain? Name any five items.
7. A company decides to launch a project that is about developing a mid-scale network security application for patching some loopholes in the company’s web sites and it is assumed to accomplish within 1 month. You find out that the company takes Functional organization structure. As appointed to be the project manager, you need to judge how favorable the organization structure is to your project. Besides, are there any other factors posing any influences to the success of the project? What are they? Give your arguments.
8. Matrix organization structure lies in the middle between Functional and Projectized types and is supposed to gain the advantages from other sides. However, what are its disadvantages?
9. In SCRUM development methodology, what is a User story? How is it different from a traditional functional requirement? Give an example of it.
10. What is Agile approach? What is the relationship between Agile and Scrum?
11. The Scrum development methodology emphasizes on frequent face-to-face meetings among development team members. What is Daily Scrum and what messages each of the members must convey to others?