

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?

The company that emphasizes not afraid of “making mistakes and to embrace changes” tends to encourage employees to innovate and try new techniques to solve problems, which will bring to make the company advance in terms of technology. The other that emphasizes its organization culture with “Be prudent and make no mistakes” tends to make people hold back from new methods and techniques, making the company not advance too much in technology development. The latter one is anticipated not being able to catch up the change of the IT world.

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)

| | Functional | Matrix | Projectize |
|------------------------------|-------------------|---------------|-------------------|
| Authority over staff | Low/None | Mid | High/Full |
| Budget control | Low/None | Mid | High/Full |
| Resource availability | Low | Mid | High |

3. Describe the steps following through the SCRUM software development process.
(find it from the PPT)

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?
(find it from the PPT)

5. What does the EEF (Enterprise Environmental Factors) contain? Name any five items.
(find it from the PPT)

6. What does the OPA (Organization Process Assets) contain? Name any five items.
(find it from the PPT)

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. Give your arguments. Besides, are there any other factors posing any influences to the success of the project? What are they?

The Functional organizational structure is not quite favorable to the development of a mid-size mission-critical project because of the weak control over people, budget and resources.

Besides, the factors like the organizational culture, supports from users, executives and champions, capability of HR also pose some influences to the success of the project.

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?

(find it from the PPT)

9. In SCRUM development methodology, what is a User story? How is it different from a traditional functional requirement? Give an example of it.

User stories are short, simple description of a feature told from the perspective of the person who desires the new capability. It follows a simple template as “As a [who], I want [what], so that “why” for capturing a requirement, which is different from the traditional one in which the “who” and “why” are not mandatorily captured.

Example:

As a “Teller”,
I want “to be able to find clients by last name”,
so that “I can find their profile faster”.

10. What is Agile approach? What is the relationship between Agile and Scrum?

(find it from the PPT)

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?

(find it from the PPT)