

IT Project Management – 2020

Question 1

a) Project Goals, Project Risks, Resources Available, Methods and Techniques to use, Development Activities to do, Development Organizational Culture, Types of systems being developed, Stage of development

b)

- Scope Creep
- Hope Creep
- Effort Creep
- Feature Creep

c)

<https://www.management-hub.com/distinguishing-between-project-scope-hope-effort-feature-creep.html>

There are many ways scope creep can occur on projects. Executives at the sponsor level frequently don't want to be involved in every decision. So, project teams make them. Some change requests are or appear to be small, so again, project teams act on them instead of following a formal change management process. An inflexible or cumbersome change control process may also contribute to unauthorized scope additions.

For various reasons, the project team may want to exceed expectations and deliver “more value” by adding unrequested functionality. IT managers often fail to negotiate more time and budget when requests for additional functionality are made, and the scope creeps. Reasons for scope creep that include:

- Lack of clarity and depth to the original specification document.
- Allowing direct [unmanaged] contact between client and team participants.
- Customers trying to get extra work “on the cheap.”
- Beginning design and development of something before a thorough requirements analysis and cost-benefit analysis has been done.
- Scope creep “where you do it to yourself” because of lack of foresight and planning.
- Poorly defined initial requirements.
- “Management promises the sun and the moon, and breaks the backs of the developers to give them just that in impossibly tight time frames.”

Question 2

a) Agree with the statement.

1) **More efficient resource allocation**

Having a project planned out shows the team exactly which resources will be required to complete the project. A plan also allows project managers to keep tabs on which resources have been allocated and thus avoid over-allocation.

Over-allocation leads to projects running out of resources before completion. With resources depleted, most projects stall and are eventually discontinued. Avoid bringing your project to a halt by planning ahead of time and making sure the resources you need are available when you need them.

2) Identifying task dependencies

A project plan shows project managers which tasks have dependencies, and allows them to be scheduled accordingly. Kicking off a project without identifying dependencies will lead to tasks being done in the wrong order, resulting in project failure. A clear project plan allows you to know which team member is in charge of which task.

3) Risk assessment

Thorough project planning includes performing a full assessment of all the potential risk factors. There's no doubt that problems will arise in the course of a project, but with a prior risk assessment, these risks can be monitored and managed.

Knowing them beforehand allows you to develop a contingency plan that can be used to avoid issues like resource shortages, reallocation of budget, and scope creep.

4) Proper Communication

Planning facilitates communication, which will help your team know what exactly is required of them. A written plan will help you communicate key details, making it easier for you and your team to complete certain tasks. Listening to their input and ideas is also a way to achieve buy-in and foster commitment of team members.

5) Define Clear objectives

Knowing what you plan to achieve greatly increases the likelihood that you will actually do it. But without a clear objective from the onset, the project will be plagued by scope creep. If the team isn't clear on what they are working on, how will they know when the project is completed? Planning helps the team focus on the objectives and the end goal.

6) Better chances of hitting milestones

One of the best ways to track the progress of a project is to schedule milestones into the project plan. Without these milestones (or a clear plan), it becomes difficult to prioritize your tasks or even know if you are headed in the right direction.

Don't let your team members flounder when they hit stumbling blocks and are not sure how to proceed. Having a project plan helps the manager (and the team) plan milestones, determine how much time they require, and schedule their tasks accordingly.

Reference: <https://pmtips.net/article/4-benefits-of-project-plans>

b)

1. Goals
2. Commitment
3. Communication
4. Rewards

c)

Refer:

<https://smallbusiness.chron.com/key-factors-effective-team-building-13903.html>
<https://www.ginaabudi.com/factors-that-create-effective-and-successful-project-teams/>

Question 3

a)

1. Current period reports
2. Cumulative reports
3. Exception reports
4. Stoplight reports
5. Variance reports

b)

1) Project Manager-Based Strategies

- No action required. Problem will self-correct
- Examine dependency relationships
- Reassign resources

2) Resource Manager-Based Strategies

- Negotiate additional resources

3) Client-Based Strategies

- Negotiate multiple release strategies
- Request schedule extension

Question 4

a)

- Individuals and interactions over processes and tools.
- Working software over comprehensive documentation.
- Customer collaboration over contract negotiation.
- Responding to change over following a plan.

<https://www.productboard.com/glossary/agile-values/>

<https://www.smartsheet.com/comprehensive-guide-values-principles-agile-manifesto>

b)

- Implementing agile projects
- Fully supported production versions of partial solutions are released to the end user quarterly or semi-annually
- Intermediate versions are released to a focus group every 2-4 weeks
- Co-located agile project teams
- Cross project dependencies
- Project portfolio management

<https://www.vivifyscrum.com/insights/agile-project-management-problems>

<https://www.pmi.org/learning/library/agile-problems-challenges-failures-5869>

c)

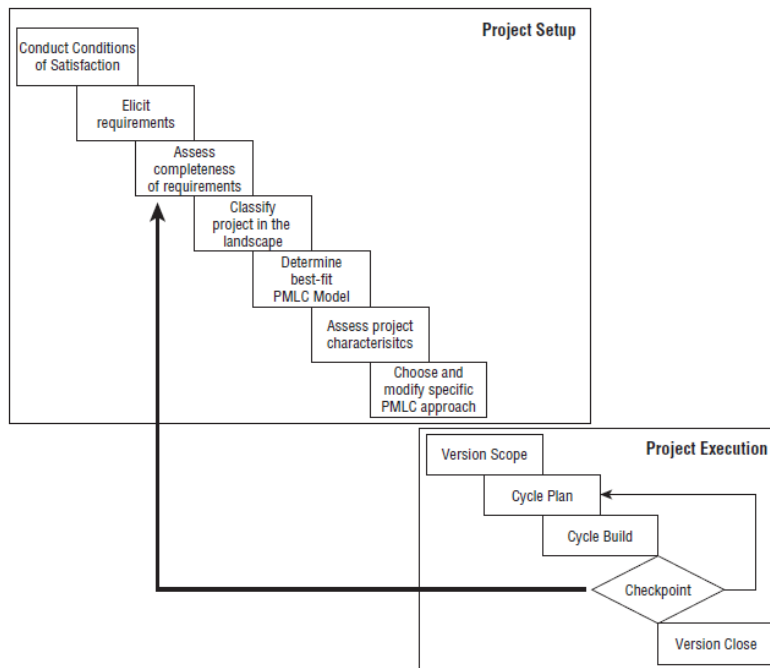


Figure 12-16: APF life cycle