THE INDEPENDENT INSTITUTE OF EDUCATION
IIE

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

ASSESSMENT TYPE:	EXAMINATION (PAPER ONLY)
TOTAL MARK ALLOCATION:	120 MARKS
TOTAL HOURS:	2 HOURS (+10 minutes reading time)

INSTRUCTIONS:
1. *Please adhere to all instructions in the assessment booklet.*
2. *Independent work is required.*
3. *Ten minutes is dedicated to reading time before the start of the assessment. You may make notes on your question paper, but not in your answer sheet. Calculators may not be used during reading time.*
4. *You may not leave the assessment venue during reading time, or during the first hour or during the last 15 minutes of the assessment.*
5. *Ensure that your name is on all pieces of paper or books that you will be submitting. Submit all the pages of this assessment's question paper as well as your answer script.*
6. *Answer all the questions on the answer sheets or in answer booklets provided. The phrase 'END OF PAPER' will appear after the final set question of this assessment.*
7. *Remember to work at a steady pace so that you are able to complete the assessment within the allocated time. Use the mark allocation as a guideline as to how much time to spend on each section.*

Additional instructions:
1. *This is a CLOSED BOOK assessment.*
2. *Calculators are allowed.*
3. *Answer All Questions.*

Question 1   (Marks: 10)

In the heart of the healthcare industry, HealthLink Technologies envisions a future where patients and healthcare providers are seamlessly connected. Their project is to create a mobile app that allows patients to schedule appointments, access medical records, and even consult with doctors through telemedicine services. It's about bringing healthcare to your fingertips.

Q.1.1	Describe three (3) steps that need to happen in the planning phase of the above project.	(5)
Q.1.2	Discuss the importance of developing a set criterion when selecting the above project and provide two (2) potential criterion that can be used to evaluate the project.	(5)

Question 2   (Marks: 30)

You have been contracted as a service provider for a cloud computing technology conference. This conference will require Promotions, Volunteers, Speaker Line up, Food, and cleaning services.

With regards to managing risk answer the following questions:

Q.2.1	Discuss what a risk is, and what the process of risk identification entails with reference to the project above.	(5)
Q.2.2	Identify the main risks under the following categories for the conference: • External (3 risks required) • Human resources (2 risks required)	(5)

Q.2.3	Complete the Risk Assessment Matrix based on any four (4) risks identified in **Q.2.2**, using the template provided below.	(20)

Risk	Likelihood (L,M,H)	Degree of Impact (L,H,M)	Action on Trigger	Response Plan
1.				
2.				
3.				
4.				

Question 3   **(Marks: 20)**

It is the project manager's job to make sure that the customer is satisfied, and that the work scope is completed in a quality manner.

Using any software development project that you have been involved in, answer the questions that follow:

Q.3.1	With regards to **project manager skills**, discuss how you would show or have shown the following leadership ability in your identified project: • Setting the vision • Facilitating participation and consultation • Empowering the team • Avoiding unnecessary work	(10)
Q.3.2	Delegation is an important part of empowering the project team to achieve the project objective or result. Highlight the different degrees of delegation diagrammatically from lowest to highest.	(10)

Question 4   **(Marks: 10)**

With regards to developing the project schedule answer the following questions:

Q.4.1	Discuss the difference between the earliest start **(ES)** and earliest finish times **(EF)** in an activity and provide the formula needed to calculate the **earliest finish (EF) time.**	(5)
Q.4.2	Explain how positive and negative total slack affect the completion of a project	(5)

Question 5   **(Marks: 30)**

Conflict is inevitable in projects. Differences in opinion are normal and must be expected. With that in mind, you noticed that two of your team members have not been agreeing since the norming phase, and you want to investigate this matter further before it gets out of hand and creates issues for the successful completion of the project.

Q.5.1	Identify two sources of conflict and explain how they can negatively affect a project team with the use of examples.	(5)
Q.5.2	Explain how compromising and accommodating can be used as conflict handling methods with reference to the above case study.	(5)
Q.5.3	Discuss the importance of the following problem-solving approach steps with examples: • Develop a problem statement. • Gather data and verify the most likely causes. • Evaluate the alternative solutions	(10)
Q.5.4	Discuss five ways people can effectively manage their time on projects and provide examples on how they can achieve this for each.	(10)

Question 6   **(Marks: 20)**

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

You have been contracted to design and build a timetable app for the student body on campus, this app will do away with the traditional Excel spreadsheet timetables and provide a more synchronised method of rescheduling sessions and providing quick updates on sessions to students.

Activity ID	Activity	Weeks
A	Project initiation meeting	3
B	Requirements Elicitation	10
C	Initial designs and wireframes	9
D	High fidelity wireframes/prototype	13
E	Front end development	1
F	Backend integration	4
G	Usability and QA testing	2
H	Production build deployment	1

Task 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.

Q.6.1	Draw the network diagram for this project, clearly showing the <u>Activity ID</u> and <u>Activity duration.</u>	(10)
Q.6.2	Identify and write down the project critical path including the duration.	(5)
Q.6.3	Explain how resource constrained planning is used to draw up network diagrams.	(5)

END OF PAPER