THE INDEPENDENT INSTITUTE OF EDUCATION
IIE

MODULE NAME:	MODULE CODE:
IT PROJECT MANAGEMENT	IPMA6212
IT PROJECT MANAGEMENT	IPMA6212d
IT PROJECT MANAGEMENT	IPMA6212p

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. *Five minutes per hour of the assessment to a maximum of 15 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. *This assessment has Two Sections. You are required to answer All of these sections.*
4. *Answer All Questions .*

SECTION A   **[MARKS: 40]**

ANSWER QUESTION 1 AND QUESTION 2 REGARDING <u>AGILE PROJECT MANAGEMENT.</u>

Question 1   **(Marks: 20)**

Study the project information in the table below and use the selected project to answer the questions that follow:

Project: Developing an Online Vaccine Program Application (App) for rural and urban clinics and medical centers.
The project consists of twelve phases over a duration of 12 months. The project manager has been told that there is a possibility of some delays in delivering the required project due to costs, compliance, and legal requirements. The cost of the project must not exceed R3 million. The project involves the following: •   Designing the App.   •   Coding, configuring big data and networking.   •   Testing, and deployment;

Q.1.1	Discuss the **phases** in the **Agile development Life Cycle** using the project above as an example or scenario. In your discussion, include the examples of activities each phase will involve. *Generic discussion of phases will be awarded zero (0) marks. Discussion (10 marks). Activity examples (10 marks).*	(20)

Question 2   **(Marks: 20)**

Using the project in **Q.1** above as an example, answer the following question:

Compare **Scrum** and **Kanban** agile project methodologies. In your answer, explain the suitability of each methodology in the scenario with reference to their definitions and descriptions as well as outlining the advantages and disadvantages of each.

Use of definitions and descriptions in the comparison (4 marks)

Use of advantages (at least two) in the comparison (4 marks)

Use of disadvantages (at least two) in the comparison (4 marks)

Explanation of the suitability of the Scrum methodology (4 marks)

Explanation of the suitability of the Kanban methodology (4 marks)

SECTION B   **[MARKS: 80]**

ANSWER QUESTION 1 TO QUESTION 6 REGARDING <u>TRADITIONAL PROJECT MANAGEMENT.</u>

Question 1   **(Marks: 10)**

Q.1.1   Consider project A or Project B below and answer the question that follows: (6)

PROJECT A	PROJECT B
Installing, configuring and connecting a cloud computing network. The project consists of five phases over a duration of 3 months. The project manager has been told that there is a possibility of some delays in delivering the required project material.	Developing a set of applications (Apps) for mobile business transactions. The project consists of eight phases over a duration of 14 months. The project manager has been told that there is a possibility of some delays in delivering the required project material.

Using either project A or Project B as an example, explain two elements in executing the project plan.

Q.1.2   State four facts that describe a **project charter**.   (4)

Question 2   **(Marks: 15)**

Q.2.1   Identify three types of **risks** that can be encountered in a project and provide one   (6)
example for each risk type identified.

Q.2.2   Explain the importance of the **project quality plan.** In your answer, i dentify and   (9)
examples of four critical aspects thereof.

Question 3   **(Marks: 10)**

Just because the contractor has been selected as the winner does not mean that the contractor can start doing the work. Before the project can proceed, a contract must be signed between the customer and the contractor.

Define in your own words what a **contract** is and explain two types of contracts using examples.

Question 4   **(Marks: 20)**

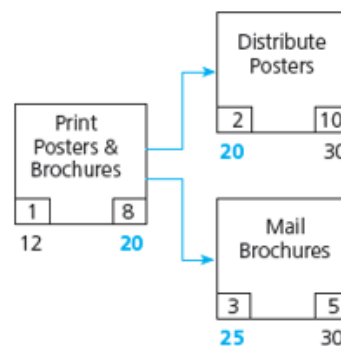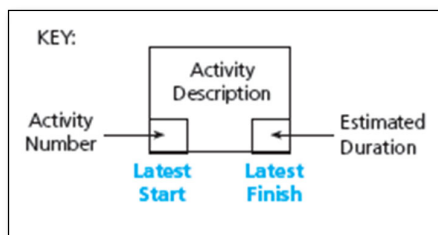**Draw** a network diagram that includes the project information below and **calculate** its critical path.   (20)

Activity	Duration	Immediate Predecessor
A	5	-
B	12	A
C	20	B
D	15	B
E	15	B
F	30	C, D
G	12	E, F
H	8	G

Question 5   **(Marks: 10)**

Using the given key and the Latest Finish Times exhibit below, answer the questions that follow:

Q.5.1	When should this project be completed? What does this imply about the start dates of activities 2 and 3? Provide reasons for your answers.	(5)
Q.5.2	What would be the result or implications of completing activity 1 after day 25? Provide reasons for all possible implications.	(5)

Question 6   **(Marks: 15)**

Q.6.1	The project manager has the primary responsibility for providing different **management functions**. Describe two of these **functions** using suitable examples.	(5)
Q.6.2	Explain what **delegation** in a project involves and describe three barriers to effective delegation. *NB:* • *4 marks: 2 x factors describing what delegation involves;* • *6 marks: 3 x barriers to effective delegation.*	(10)

END OF PAPER