



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

ASSESSMENT TYPE:	TAKE-HOME EXAM (PAPER ONLY)
TOTAL MARK ALLOCATION:	120 MARKS
TOTAL TIME:	21 HOURS (midnight to 9PM on the same day)

By submitting this assessment, you acknowledge that you have read and understood all the rules as per the terms in the registration contract, in particular the assignment and assessment rules in The IIE Assessment Strategy and Policy (IIE009), the intellectual integrity and plagiarism rules in the Intellectual Integrity and Property Rights Policy (IIE023), as well as any rules and regulations published in the student portal.

INSTRUCTIONS:

1. Please **adhere to all instructions**. These instructions are different from what is normally present, so take time to go through these carefully.
2. **Independent work is required**. Students are not allowed to work together on this assessment. Any contraventions of this will be handled as per disciplinary procedures in The IIE policy.
3. **No material may be copied from original sources, even if referenced correctly, unless it is a direct quote indicated with quotation marks.**
4. All work must be adequately and correctly referenced.
5. You should paraphrase (use your own words) the concepts that you are referencing, rather than quoting directly.
6. This is an open-book assessment.
7. Assessments must be typed unless otherwise specified.
8. **Ensure that you save a copy of your responses.**
 - 8.1. Complete your responses in a Word document.
 - 8.2. The document name must be your **Name. Student Number. Module Code**.
 - 8.3. Once you have completed the assessment, upload your document under the **submission link** in the correct module in Learn.

Additional instructions:

- This assessment has Two Sections. You are required to answer All of these sections.
- Answer All Questions. .

Referencing Rubric

Providing evidence based on valid and referenced academic sources is a fundamental educational principle and the cornerstone of high-quality academic work. Hence, The IIE considers it essential to develop the referencing skills of our students in our commitment to achieve high academic standards. Part of achieving these high standards is referencing in a way that is consistent, technically correct, and congruent. This is not plagiarism, which is handled differently.

Poor quality formatting in your referencing will result in a penalty **of a maximum of ten percent being deducted from the percentage awarded**, according to the following guidelines. Please note, however, that **evidence of plagiarism in the form of copied or uncited work (not referenced), absent reference lists, or exceptionally poor referencing, may result in action being taken in accordance with The IIE's Intellectual Integrity Policy (0023).**

Markers are required to provide feedback to students by indicating **(circling/underlining) the information that best describes the student's work.**

Minor technical referencing errors: 5% deduction from the overall percentage – the student's work contains **five or more errors** listed in the minor errors' column in the table below.

Major technical referencing errors: 10% deduction from the overall percentage – the student's work contains **five or more errors** listed in the major errors' column in the table below.

If both minor and major errors are indicated, then 10% only (and not 5% or 15%) is deducted from the overall percentage. The examples provided below are not exhaustive but are provided to illustrate the error

Required: Technically correct referencing style	Minor errors in technical correctness of referencing style Deduct 5% from percentage awarded	Major errors in technical correctness of referencing style Deduct 10% from percentage awarded
<u>Consistency</u> <ul style="list-style-type: none"> The same referencing format has been used for all in-text references and in the bibliography/reference list. 	Minor inconsistencies. <ul style="list-style-type: none"> The referencing style is generally consistent, but there are one or two changes in the format of in-text referencing and/or in the bibliography. For example, page numbers for direct quotes (in-text) have been provided for one source, but not in another instance. Two book chapters (bibliography) have been referenced in the bibliography in two different formats. 	Major inconsistencies. <ul style="list-style-type: none"> Poor and inconsistent referencing style used in-text and/or in the bibliography/ reference list. Multiple formats for the same type of referencing have been used. For example, the format for direct quotes (in-text) and/or book chapters (bibliography/ reference list) is different across multiple instances.
<u>Technical correctness</u> <ul style="list-style-type: none"> Referencing format is technically correct throughout the submission. The correct referencing format for the module's discipline has been used, i.e., either APA, OR Harvard OR Law. Position of the reference: a reference is directly associated with every concept or idea. For example, quotation marks, page numbers, years, etc. are applied correctly, sources in the bibliography/reference list are correctly presented. 	Generally, technically correct with some minor errors. <ul style="list-style-type: none"> The correct referencing format has been consistently used, but there are one or two errors. Concepts and ideas are typically referenced, but a reference is missing from one small section of the work. Position of the references: references are only given at the beginning or end of every paragraph. For example, the student has incorrectly presented direct quotes (in-text) and/or book chapters (bibliography/reference list). 	Technically incorrect. <ul style="list-style-type: none"> The referencing format is incorrect. Concepts and ideas are typically referenced, but a reference is missing from small sections of the work. Position of the references: references are only given at the beginning or end of large sections of work. For example, incorrect author information is provided, no year of publication is provided, quotation marks and/or page numbers for direct quotes missing, page numbers are provided for paraphrased material, the incorrect punctuation is used (in-text); the bibliography/reference list is not in alphabetical order, the incorrect format for a book chapter/journal article is used, information is missing e.g. no place of publication had been provided (bibliography); repeated sources on the reference list.
Congruence between in-text referencing and bibliography/reference list <ul style="list-style-type: none"> All sources are accurately reflected and are all accurately included in the bibliography/reference list. 	Generally, congruence between the in-text referencing and the bibliography/reference list with one or two errors. <ul style="list-style-type: none"> There is largely a match between the sources presented in-text and the bibliography. For example, a source appears in the text, but not in the bibliography/reference list or vice versa. 	A lack of congruence between the in-text referencing and the bibliography. <ul style="list-style-type: none"> No relationship/several incongruencies between the in-text referencing and the bibliography/reference list. For example, sources are included in-text, but not in the bibliography and vice versa, a link, rather than the actual reference is provided in the bibliography.
In summary: the recording of references is accurate and complete.	In summary, at least 80% of the sources are correctly reflected and included in a reference list.	In summary, at least 60% of the sources are incorrectly reflected and/or not included in reference list.

Overall Feedback about the consistency, technical correctness and congruence between in-text referencing and bibliography:

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SECTION A : TRADITIONAL PROJECT MANAGEMENT**TOTAL MARKS: 70)****Question 1****(Marks: 15)**

You have been contracted to put together a team to develop a pothole detection mobile app for the Department of Road Works. It is your responsibility to source, interview, assign responsibilities to the team, and draw up a proposal for the budget of the mobile application.

Q.1.1	Discuss three key responsibilities of a project manager and how they apply to the case above.	(5)
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Q.1.2	A project manager should have negotiation skills. Discuss what the goal of negotiation is and how it is helpful as a skill for the project manager. Provide a scenario based on the project above highlighting the use of negotiation skills.	(10)
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Question 2**(Marks: 30)**

Answer the questions fully

Q.2.1	Discuss five characteristics of effective teams.	(5)
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Q.2.2	Discuss any two dimensions of diversity when it comes to valuing team diversity on a project. Provide examples to illustrate how these impact IT projects.	(10)
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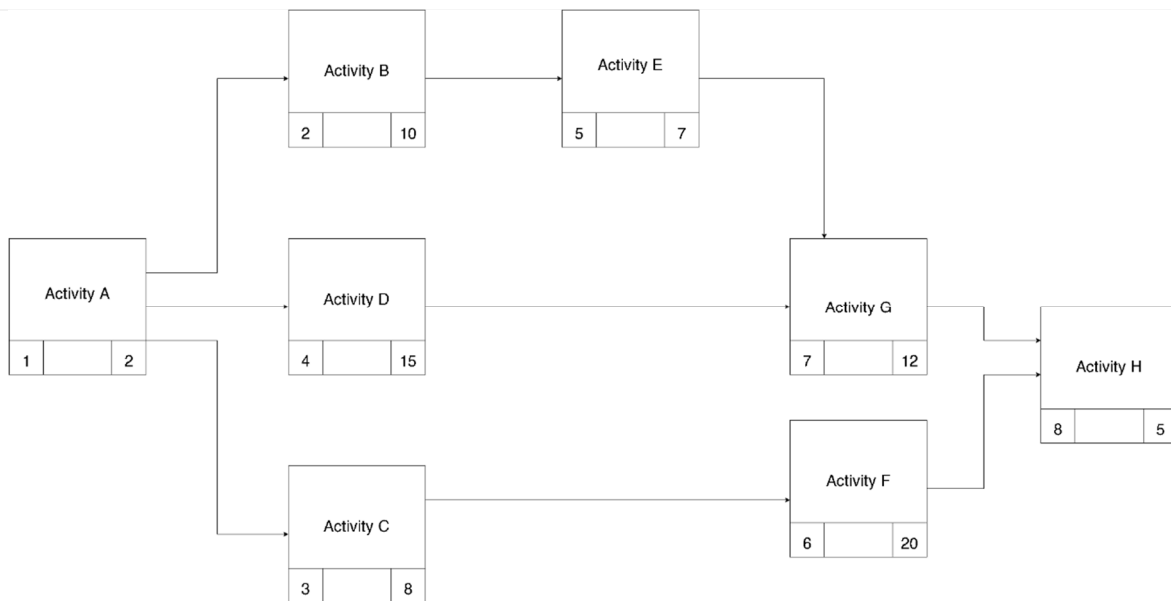
Q.2.3	Provide a brief background of the project in which you were involved or were the project manager, clearly stating whether it was a success or failure.	(5)
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List three lessons learned from a project.

Q.2.4	Define the following and show how each is calculated: <ul style="list-style-type: none"> FCAC CPI 	(10)
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Question 3**(Marks: 20)**

Consider the network diagram above and answer the questions that follow:



Q.3.1	Draw up an Activity list of activities, Immediate Predecessors and Estimated duration for the network diagram in a tabular format.	(10)
Q.3.2	Identify and write down the project's critical path including the duration.	(5)
Q.3.3	Review again, the Network diagram as well as the calculated Critical path in Q.3.2 . Discuss if the project can be completed in 40 weeks. Justify your answer, stating your assumptions and/or additional information used to conclude.	(5)

Question 4**(Marks: 5)**

Consider the project scenario in **Q.1**:

Draw up a list of five risks that could jeopardise this project under the following categories:

- 2 Technical risks
- 2 Human Resources risks
- 1 External risk

SECTION B: AGILE PROJECT MANAGEMENT**(Marks: 50)****Question 5****(Marks: 30)**

Think of an **IT project** suitable for Agile project management and answer the following questions:

Q.5.1	When working with Microsoft Project you must remember that the project is a relational database. What does this mean? And why is it important to note?	(5)
Q.5.2	Explain how implementing a change request procedure in a project can help minimise scope creep.	(5)
Q.5.3	<p>In a tabular format, discuss the difference between the agile and traditional approaches focusing on the following characteristics:</p> <ul style="list-style-type: none"> • Requirements • Users • Documentation • Project Size • Organisational Support • Team members • System criticality • Project plan 	(20)

Question 6**(Marks: 20)**

Read the scenario Below and answer the questions that follow:

You have been contracted to work on an e-hailing platform for a new start-up that seeks to challenge the industry leaders. They need a rockstar development team that is open to the ever-changing technology landscape, as they would like to always make sure that their platform is running on the most up-to-date technology. They have a base plan of requirements and are still liaising with their internal analysis team to flesh out some more requirements for the platform. They know it will take time to build the full-fledged platform but would like to roll out a minimal

happy product to consumers to start off with and to also get some real-time customer feedback apart from the internal requirements still to be designed and developed.

The Agile Manifesto lists 12 principles to guide teams on how to execute with agility:

With regards to the agile principles, discuss how you would use six of the twelve principles to ensure the successful completion of the above project.

END OF PAPER