FACULTY OF SCIENCE

ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING

MODULE   IT00269/IT28X69

              ADVANCED INFORMATION TECHNOLOGY PROJECT MANAGEMENT

CAMPUS   APK

EXAM   NOVEMBER 2014

DATE: 2014/11/05   **SESSION:** 8:30 – 10:30

ASSESSOR(S)   Mr R Dreyer

                                           (Standard Bank)

INTERNAL MODERATOR

EXTERNAL MODERATOR   Prof R van Olst (Wits)

DURATION: 2 Hours   **MARKS:**   100

THIS MEMORANDUM CONSISTS OF 3 PAGES INCLUDING THE COVER PAGE

INSTRUCTIONS:

1. Answer **ALL** the questions.
2. Write neatly and legibly.
3. Read the questions thoroughly.
4. Ensure that all questions are clearly marked on the answer sheet.

Question 1

Effective leaders need to learn to shift their decision-making styles to match changing business environments. Contrast the characteristics of a Simple and Complex business environment and the leader's job in such environments.

[20]

Question 2

Discuss the advantages and disadvantages of using Social Media within projects.

[10]

Question 3

The Adaptive Project Management Framework provides a structured method to assess alternative approaches for the planning & execution of a project based on its Novelty, Pace, Technology and Complexity. Consider the programme to prepare London for the 2012 Olympics and discuss each of the dimensions in terms of:
- Explain why the specific level was chosen within each dimension
- Unpack the project management impact/characteristics of the chosen level.

[20]

Question 4

Name 10 of the principles underpinning the Agile approach to project management.

[10]

Question 5

De Reyck contrasts Project Management with Portfolio management:
  1. What is the difference between Project and Portfolio management   (2)
  2. List the 8 elements of Project Portfolio Management   (8)

[10]

Question 6

Matta (Matta, NF & Ashkenas, N, 2003. "Why Good Projects Fail Anyway", Harvard Business Review, September 2003.) believes that it is unsurprising that "good projects" often fail. Discuss the risks that are inherent to a traditional project management approach as well as potential solutions.

[10]

Question 7

The increased speed of change, complexities of life and the advent of the information era have led to the establishment, according to Tetenbaum, of "Chaordic" organisations.

1. Describe the 5 dimensions of a "Chaordic" organisation. (10)
2. Discuss the role of a manager in a "Chaordic" organisations. (10)

[20]

TOTAL: [100]