



## FACULTY OF SCIENCE

### ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING

<b>MODULE</b>	IT00269/IT28X69 ADVANCED INFORMATION TECHNOLOGY PROJECT MANAGEMENT
<b>CAMPUS</b>	APK
<b>EXAM</b>	DECEMBER 2014

**DATE:** December 2014

**SESSION:** 8:00 – 10:30

**ASSESSOR(S)**

Mr R Dreyer  
(Standard Bank)

**INTERNAL MODERATOR**

**EXTERNAL MODERATOR**

Prof R van Olst (Wits)

**DURATION:** 2 Hours

**MARKS:** 100

---

**THIS PAPER 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**

De Reyck suggests 3 typical stages for the implementation of Project Portfolio Management. Name and discuss each stage.

[13]

**Question 2**

Define Project Communication according to PMBOK and name the key points you would consider in preparing a communications plan.

[10]

**Question 3**

Nassem Taleb (Taleb, NM, Goldstein DG & Spitznagel M 2009. "The six mistakes executives make in risk Management", Harvard Business Review, October 2009, pp. 78 – 81.) argues that instead of perpetuating the illusion that we can anticipate the future, risk management should try to reduce the impact of the threats we don't understand.

1. If Taleb's assertion is true discuss the six mistakes a manager should avoid? (12)
2. How would you apply this to project management? (4)

[16]

**Question 4**

The Adaptive Project Management approach consists of 4 dimensions. Define the 3 levels within the Complexity dimension and describe 5 key characteristics.

[11]

**Question 5**

Social Media is changing the way we communicate on projects. Name 10 advantages and disadvantages as well as 10 examples of social media being used in project management today.

[20]

**Question 6**

Project Management of software Intensive Projects is hard.

1. According to Fred Brooks (Brooks, FP 1987. “No Silver Bullet: Essence and Accidents of Software Engineering”, IEEE Computer, April 1987. Available at: <http://www.lips.utexas.edu/ee382c-15005/Readings/Readings1/05-Broo87.pdf>), why might this be the case? (8)
  2. Discuss potential simplification strategies (6)
- [14]**

**Question 7**

As we enter the new millennium, the differences with the past are exacerbated by the context in which organizations operate.

1. According to Tetenbaum (Tetenbaum, TJ 1998. “Shifting Paradigms: From Newton To Chaos”, Organizational Dynamics, Spring 1998, pp 21 – 32.) organizations must now contend with six primary characteristics. Give a description of these primary characteristics. (12)
  2. List any four of the Tetenbaum’s paradoxes for leaders and organisations in the 21<sup>st</sup> Century. (4)
- [16]**

**TOTAL: [100]**