



Professional Qualification in
COMPUTER ENGINEERING
Level 4 Diploma

UNIT 3 – MANAGEMENT OF PROJECTS

Question 1

Explain the **FOUR** stages of the project life cycle (PLC). (20 marks)

Question 2

(a) **Explain** what is meant by the term 'matrix organisational structure'. (4 marks)

(b) **Suggest ONE** type of project where a functional organisational structure would be appropriate. **Justify** your answer. (16 marks)

Question 3

(a) Summarise the responsibilities of a project manager. (6 marks)

(b) Explain the importance of authority and clear communication in a project. (6 marks)

(c) Describe how people are recruited onto a software development project. (8 marks)

Question 4

(a) **Explain** the importance of including key milestones within a project as a way of measuring its performance. (4 marks)

(b) **Illustrate** how the control of schedules and costs helps to ensure that a project stays within the baseline guidelines. Use examples to support your answer. (16 marks)

Question 5

a) **Explain** why contemporary projects may be subject to many changes during the development process. (6 marks)

b) **Illustrate** how project scheduling can contribute to the success of a project you are familiar with. Use examples to support your answer. (14 marks)