COLLEGE OF BUSINESS AND ECONOMICS

JOHANNESBURG BUSINESS SCHOOL

DEPARTMENT OF BUSINESS MANAGEMENT

MAY 2019 EXAMINATION

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MODULE	:	IT Portfolio and Programme Management
CODE	:	BMI9X02
DATE	:	28 MAY 2019
DURATION	:	3 HOURS
TIME	:	08:30 – 11:30
TOTAL MARKS	:	100

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EXAMINER	:	MR E LECHTMAN
EXTERNAL MODERATOR	:	PROF E MNKANDLA (UNISA)
NUMBER OF PAGES	:	2 (INCLUDING COVER PAGE)

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INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
- This is **a closed book examination**.
- Read the questions carefully.
- Number your answers clearly.
- **Write neatly and legibly.**
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

IT PORTFOLIO MANAGEMENT AND PROGRAMME MANAGEMENT

You are the head of the Programme Office at the US Air Traffic Control System that has recently implemented a set of programmes and projects that are all part of the so-called "NextGen" (The Next Generation Air Transportation System).

You have been asked to *write a management report* to the Portfolio Sponsoring Group on key aspects of the Programme and Portfolio of Projects implemented at the US Air Traffic Control System. The management report must be broken down into the following sections:

1. IT Programme Management **(50 marks)**:

A critical analysis of:
   a) the type of programme this was and the governance structure of the programme organisation **(10 marks)**
   b) the application of the programme management principles throughout the implementation **(20 marks)**.
   c) how the organisation implemented the following elements of programme governance **(20 marks)**:
      i) Leadership and Stakeholder Engagement
      ii) Benefits Management
      iii) The Business Case
      iv) Risk Management and Issue Resolution

2. IT Portfolio Management **(50 marks)**:

A critical analysis of:
   a) The mapping of the strategic context i.e. how benefits from the implemented changes align to the strategic objectives. **(10 marks)**
   b) The alignment of the portfolio to the portfolio management principles? **(20 marks)**
   c) the manner in which the Benefits Management Portfolio Delivery Practice was implemented by (**20 marks**)
      i) describing its theoretical purpose;
      ii) what is involved; and
      iii) how the "NextGen" portfolio ensured the key to successful management of benefits by mapping out the keys to success for the Benefits Management Portfolio Delivery Practice.

The report to the Portfolio Sponsoring Group must clearly distinguish between the Programme and Portfolio Management sections.

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