



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Consumer Intelligence and Information Systems
DEPARTMENT	Applied Information Systems
CAMPUS(ES)	APB
MODULE NAME	Advanced Management of IT Projects
MODULE CODE	ITM8X01
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Main Examination November, 2019

ASSESSMENT DATE	12 November 2019	SESSION	08:30 – 11:30
ASSESSOR(S)	Kwete Mwana Nyandongo		
MODERATOR(S)	Prof Travos Zuva		
DURATION	3 Hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	3
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INFORMATION/INSTRUCTIONS:

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- This is a closed-book assessment.
 - Answer all questions (compulsory)
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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QUESTION 1

You have been appointed as the portfolio manager of your organisation. You know that you have to put in place an actionable management process to achieve the organizations' strategic objectives. Discuss the phases of portfolio management process. As part of your answer, refer to key activities and the specific outcome for each phase.

[(1+2+1) x5=20]

QUESTION 2

PMO may take many different forms, according to the needs of the organisation it complexity, and the size and quantity of projects and programmes that are undertaken. They also vary greatly in their size, sophistication and responsibilities. Compare and contrast distributed versus centralised IT PMO by referring to impact of each, when is it used, and the disadvantage of each.

[4x2=8]

QUESTION 3

Discuss the seven (7) values of Strategic portfolio management in an organisation

[2x7=14]

QUESTION 4

Compare and contrast focus of monitoring and control in Project Management, Programme Management, and Portfolio management.

[2x3= 6]

QUESTION 5

You are in the process of implementing an IT portfolio management office (IT PMO) in your organisation.

- A. Discuss the 3 essential elements that would allow such an office to operate (2x3=6)
- B. Map these essential elements to the PMO building blocks and use a diagram to illustrate your answer

(21)
[27]

QUESTION 6

A programme has a beginning, middle and an end that constitute the stages, referred to as programme life cycle. Using the generic stages of the programme management lifecycle, Compare and contrast Pellegrinelli, Haughey, Thiry, Reiss et al, OCG, and PMI programme management life cycle models. Use a 6 columns table to structure your answer.

[0.5x34=17]

QUESTION 7

Compare and contrast Project Management, Programme Management, Portfolio management and Executive management from the governance perspective more specifically with regard to setting the rules of engagement.

[2x4= 8]

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