



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	Supplementary Examination January, 2019

ASSESSMENT DATE	TBA	SESSION	TBA
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 are planning your project and would like to ensure visibility and control by constructing small and frequent milestone. Explain the Six Steps that you will use in constructing a Milestone Schedule

[1x6=6]

QUESTION 2

Discuss the concept of Strategic Portfolio Management and, as part of the discussion refer to its purpose and its phases.

[3+4+8=15]

QUESTION 3

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]

QUESTION 4

Discuss the characteristics of the 3PMs model as they relate to project, programme and portfolio. Use a 3-column table to structure your answer.

[1x15=15]

QUESTION 5

Knowing where you are in the PMO maturity model enables your organization to identify areas of improvement, while also establishing goals for where you want your PMO to be in the future. Discuss the PMO maturity model that the organisation can use to advance its practices. Provide at least two characteristics for each maturity level.

[(1+2) x5=15]

QUESTION 6

You have been appointed as the programme manager in your organisation. You know that you have to put in place an actionable management process to achieve the programme's objectives

and deliver benefit or capability of strategic importance. Identify and discuss PMI processes of programmes management.

[(1+2) x5=15]

QUESTION 7

Rolling out an IT PMO result in enterprise wide organisational change.

- A. Discuss the nine (9) main impediments that need to be addressed aggressively if the PMO initiative is to succeed

(2x9=18)

- B. Discuss the four (4) keys to the successful rollout of a new IT PMO

(2x4=8)

[26]

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