



# **ZCAS UNIVERSITY**

**MASTER OF SCIENCE IN INFORMATION TECHNOLOGY**

**CIT5242**

**STRATEGIC PROJECT MANAGEMENT**

**MID-SEMESTER TEST**

**WEDNESDAY 25<sup>th</sup> OCTOBER 2023**

**TIME: 16.30 – 19.30 HOURS**

**TIME ALLOWED: THREE HOURS (plus 5 minutes to read through the paper)**

## **INSTRUCTIONS**

1. Section A: Question One in Section A is compulsory.
2. Sections B: Answer Two (2) questions from this section.
3. This examination paper carries a total of 100 marks.
4. Candidates must not turn this page until the invigilator tells them to do so.

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**SECTION A: QUESTION 1 IS COMPULSORY AND MUST BE ATTEMPTED  
SCENARIO**

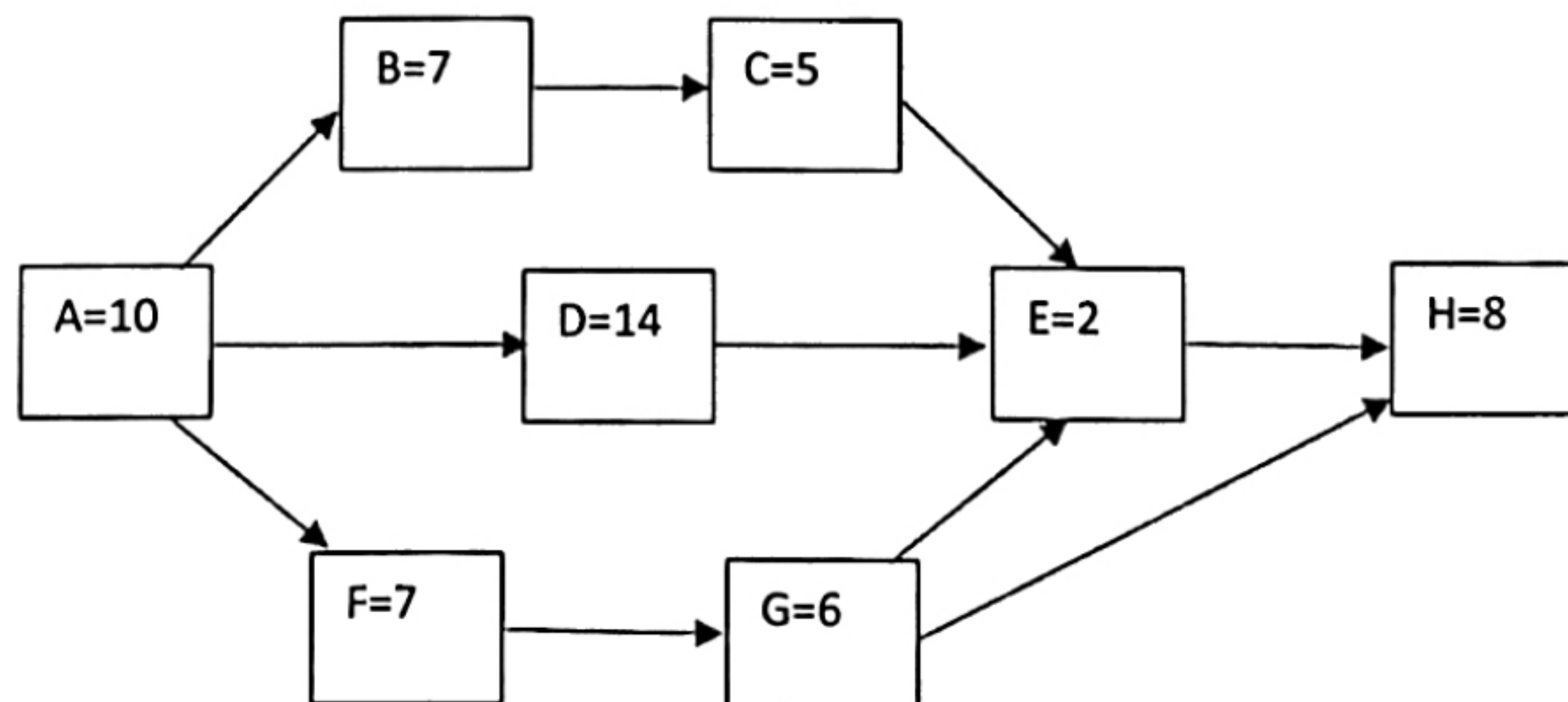
**Read the scenario and answer the following questions:**

You are the project manager for Mfuwe River Adventure Vacations (MRAV). MRAV combines the wonderful tastes of great gourmet food with outdoor adventure activities. Your project involves installing a new human resources (HR) software system. Your stakeholders understand this is a large undertaking and that you might experience some schedule slippage. Jason, the database analyst working on this project, is overallocated. He is critical to the success of the project and you don't want to burn him out by overscheduling him.

- a) Suggest and explain the techniques that could be employed to ensure that the project is completed in less than the schedule time and without exerting pressure on Jason.

(25 Marks)

- b) Below is a summary schedule indicating how the activities in the HR Software System will be implemented in weeks:



Determine the critical path and the critical path duration.

(10 Marks)

- c) If the duration of activity B was changed to 10 weeks and the duration of activity G was changed to 9 weeks, determine which path will be the critical path?

(15 Marks)

**[TOTAL: 50 Marks]**

## **SECTION B: ATTEMPT ANY TWO QUESTIONS FROM THIS SECTION**

### **Question 2.**

Strategic project management (SPM) defines how a project may benefit a company's efficiency and strategic plan as a whole. It is the process of thinking about your projects in light of their connection to your strategic plan.

- a) Using a diagram, explain the PM Strategy Overview, indicating four strategies an organization may make in relation to project management. (15 Marks)
- b) Discuss five key aspects of the Transformative Impact of a Strategic Project Mindset on Project Management Practices. ( 5 Marks)
- c) Developing a strategic project mindset is an ongoing journey. Discuss the activities that a Project Manager should undertake to ensure the development of a strategic project mindset. ( 5 Marks)

**[Total: 25 Marks]**

### **Question 3.**

You are managing a project to implement a new network infrastructure for a large organization. The project has identified several risks that could impact its success.

- a) Explain the concept of risk management in strategic project management. Discuss the key steps involved in the risk management process and provide examples of how these contribute to project success. (15 Marks)
- b) Discuss how the identified several risks could be categorized based on their impact and likelihood and explain how you would prioritize them for risk response planning. (10 Marks)

**[Total: 25 Marks]**



#### Question 4.

The following adages have been noted in relation to the concept of change:

- "All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things." (Tom Northup).
- "People go in the direction leadership is walking, not pointing."
- "The only constant in business is change."

One definition of change puts these adages into perspective: **Change** - to make the form, nature, content, future course, etc., of something different from what it is or from what it would be if left alone.

a) Discuss the 8 Common Organizational Change Errors. (8 Marks)

b) Leadership for example through projects is considered as an engine that drives change.

Explain the key steps to leading effective change in an organization. (8 Marks)

c) Explain the common pitfalls preventing change from "sticking"? (9 Marks)

[Total: 25 Marks]

**END OF EXAMINATION**