

University of Eswatini

Department of Computer Science

Final Examination

2020/21

*Title of Paper: IT Project Management*

*Course Number: CSC494*

*Time Allowed: Three (3) hours*

*Instructions: 1) This paper has five (5) questions and each carries 25 marks.*

*2) Section A is **COMPULSORY**.*

*3) Answer any two (2) questions in Section B.*

*You are not allowed to open this paper until you have been told to do so by the invigilator.*

## **SECTION A (COMPULSORY)**

### **Question 1**

- a) State why project management is important. [8]
- b) Distinguish between projects and ongoing operations. [5]
- c) Discuss the following project management methodologies:
  - PMBOK [6]
  - Prince2 [6]

### **Question 2**

- a) Discuss the difference between a business risk and a project risk. [3]
- b) Discuss (in detail) the following steps in the project initiation phase:
  - Problem analysis [6]
  - Stakeholder analysis [6]
  - Project Proposal [5]
  - Project evaluation [5]

## **SECTION B**

### **Question 3**

- a) What the difference between causation and effectuation? [5]
- b) How would effectuation be implemented as a strategy? [8]
- c) Discuss the relationship between intuitive and rational learning in project management. [6]
- d) As a project manager, how would you manage unknowns in a project. [6]

### **Question 4**

- a) Discuss the characteristics of traditional project management. [7]
- b) Discuss the steps of the risk management framework. [18]

### **Question 5**

- a) Briefly describe agile project management. [4]
- b) Name and discuss the three (3) drivers that can cause a system to be agile. [9]
- c) Efficiency of work in project management can be expressed in two (2) ways. What are they? [4]
- d) Discuss four (4) values that are identified by the agile manifesto. [8]

**End!!!**