



**FINAL EXAMINATION
SEPTEMBER 2018 SEMESTER**

SUBJECT CODE : CSP606

SUBJECT NAME : STRATEGIC AND ORGANIZATIONAL
PLANNING FOR PROJECT MANAGEMENT

LEVEL : MASTER'S DEGREE

TIME / DURATION : 2.00 PM - 5.00 PM
(3 HOURS)

DATE : 6 JANUARY 2019

INSTRUCTIONS TO CANDIDATES

1. Read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of TWO (2) sections, Section A and B.
4. Answer ALL questions in Section A and Section B.
5. Write your answers in the answer booklet provided.
6. Answer all questions in English.

THERE ARE THREE (3) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

a) With an appropriate example, explain the relationship between a project, a program and a portfolio.

(6 marks)

b) Differentiate between portfolio and portfolio management.

(4 marks)

[Total: 10 marks]

Question 2

Strategic management is a continuous process of strategic analysis, strategy creation, implementation and monitoring, used by organizations with the purpose to achieve and maintain a competitive advantage.

a) Explain **THREE (3)** benefits of Strategic Management.

(6 marks)

b) Describe **TWO (2)** reasons why some firms do not implement strategic management.

(4 marks)

[Total: 10 marks]

Question 3

Majority of organizations are now investing in Project Management Office (PMO) to improve the project success rates. However, there are many issues and challenges that an organization needs to understand in order to have a successful PMO. Discuss **FIVE (5)** issues or challenges faced by these organizations.

[10 marks]

Question 4

Project Management Maturity Model (PMMM) comprises of five levels that represent different degree of maturity in project management. Describe each of these levels.

[10 marks]

SECTION B (Total: 60 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

A project life cycle is the series of phases that a project passes through from its initiation to its closure. There are several types of project life cycles used by organizations. Two of them are **Predictive Life Cycle** and **Adaptive life cycle**. Differentiate the two life cycles in terms of characteristics, process and project preferences.

[20 marks]**Question 2**

Strategic planning for project management is the development of a standard methodology for project management. It can be used over and over again and will produce a high likelihood of achieving the project's objectives. Although strategic planning and its execution does not guarantee profits or success, however, it does improve the chance of success.

Based on the above statement,

- a) Provide **THREE (3)** tangible resources and **TWO (2)** human resources that need to be identified in the strategic planning process.

(5 marks)

- b) Explain **THREE (3)** reasons why senior management's involvement in strategic planning is essential and **TWO (2)** implications if their support is not visible.

(10 marks)

- c) Discuss why strategic planning for project management sometimes fail even there were strong cases demonstrated the benefits and effectiveness of strategic planning in project management.

(5 marks)

[Total: 20 marks]

Question 3

Strategic planning process is a systematic way of implementing strategic planning in an organization through initial assessment, situation analysis, strategy formulation, strategy implementation and strategy monitoring. Explain these stages, describe the components and the tools which can be used.

[20 marks]

END OF QUESTION PAPER