**IT Project Management**

**December 2024 Examination**

**Q1. Define the role of a project manager and discuss the skills and competencies required for effective project management. Provide examples of how a project manager’s leadership can impact the success or failure of an IT project. (10 Marks)**

**Ans 1.**

**Introduction**

A project manager is central to the success of any project, especially in the dynamic field of IT, where technological complexities and team coordination are critical. The role of a project manager is multifaceted, involving leadership, planning, resource allocation, and communication. In IT project management, where tasks are typically intricate and timelines tight, the project manager’s ability to manage risks, maintain stakeholder alignment, and ensure timely delivery is essential. Effective

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**Q2. Your team is working on a high-stakes IT project that involves deploying a new enterprise system across multiple locations. The project is critical to the company’s operations, and any failure could result in significant financial losses.**

**Describe how you would develop a risk management plan for this project. What processes would you use to identify potential risks, and how would you assess and prioritize these risks? (10 Marks)**

**Ans 2.**

**Introduction**

Deploying a new enterprise system across multiple locations is a complex and high-stakes endeavor for any organization. In this context, the potential risks are numerous, and failure to manage these risks could result in significant financial losses, operational disruptions, and long-term damage to the company's reputation. Therefore, a robust risk management plan is essential to anticipate, identify, and mitigate these risks before they become critical issues. A well-developed risk management plan ensures that risks are understood, prioritized, and addressed through proactive

**Q3. You are leading a software development project that is facing tight deadlines and potential delays due to resource constraints. Traditional project management techniques haven't yielded the desired results, and you're considering applying Goldratt’s Critical Chain methodology.**

**a. How would you implement Goldratt’s Critical Chain in your project to address resource constraints and improve project timelines? What changes would you expect in task prioritization and scheduling? (5 Marks)**

**Ans 3a.**

**Introduction**

Goldratt's Critical Chain Project Management (CCPM) is a methodology designed to address resource constraints and improve project timelines by focusing on critical tasks and minimizing multitasking. When traditional project management techniques fail to deliver, CCPM emphasizes resource availability and task dependencies, ensuring that projects stay on schedule by managing buffers and reducing distractions. In a software development project with tight deadlines and resource constraints, implementing CCPM can enhance task prioritization and streamline

**b. After applying the Critical Chain methodology, your project encounters unexpected delays in a non-critical task. How would you handle this situation to ensure that the overall project timeline remains on track? (5 Marks)**

**Ans 3b.**

**Introduction**

In the Critical Chain Project Management (CCPM) approach, unexpected delays in non-critical tasks can still impact the overall project if not handled correctly. However, CCPM’s buffer management system is specifically designed to accommodate such uncertainties. The primary goal is to ensure that delays in non-critical tasks do not affect the critical chain or the overall project timeline. By effectively managing buffers and reassessing task dependencies, the project can remain