

1. Discuss briefly four criteria of importance for the choice of organization (project, matrix, functional). *Any of the criteria from Maylor, Allen or Youker.*
2. Describe four different reasons (other than the reason that projects are uncertain) for poor estimates either mentioned in Maylor or by Wickenberg. *Maylor describes a large number of different estimates, any four of these or those mentioned during the lecture would do.*
3. What is Stakeholder Management? Define and describe briefly. *Stakeholders are people interested in project *process* or project *outcome*; stakeholder management is *identifying* and *securing* their interests.*
4. What is Risk Management? Define and describe briefly. *A definition of risk, a process description (Maylor's or Wickenberg's) and preferably a risk value calculation.*
5. What is Earned Value Management? Define and describe briefly. *A tracking of actually completed activities/tasks in an on-going project.*
6. Construct an A-on-A diagram using the information in the following table:

<i>Activity</i>	<i>Description</i>	<i>Duration (weeks)</i>	<i>Preceding act.</i>
A	Select software	4	-
B	Upgrade network	3	A
C	Install hardware	6	A
D	Test software	2	B
E	Structure database	3	B
F	Train staff	5	C, D
G	System run-up	1	E, F

Surprisingly many failed here. Activity-on-arrow means that the activity is carried out in the arrows, and that the nodes are events (label the arrows with activity letters, not the event circles). OK to use dummies to help calculations.

7. For the diagram in previous question; identify the critical path and the total project duration. *A-C-F-G and 16 weeks*
8. Describe briefly PERT, Program Evaluation and Review Technique *Network diagrams/activities/tasks and three estimates (pessimistic, most probable, optimistic)*
9. Describe the differences found between project management in Western and Japanese automotive industries, and how you can fast-track projects, according to Maylor. *Getting it right the first time/TQM, time-to-market, no silos/cooperation/information sharing and concurrent engineering.*
10. Describe briefly the stages in one of the team life-cycle models described in this course. *Maylor's model, or the one used in Introduction to Research Project work was intended, Tuckman would also do.*