

Test in Project Management Basics; Nov 11<sup>th</sup> 2008 13:15-15:00

**Scope:** Maylor and the lecture contents.

**Scoring:** Each question is maximum two points, total maximum is 20 points.  
Eight points are required to pass.

**Results:** Results are posted on the course home page within one week after the test.

**Aids:** Neither learning aids (e.g. books, notes), nor calculators are allowed.  
Language dictionaries are allowed.

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1. Discuss briefly four criteria of importance for the choice of organization (project, matrix, functional).
2. Describe four different reasons (other than the reason that projects are uncertain) for poor estimates either mentioned in Maylor or by Wickenberg.
3. What is Stakeholder Management? Define and describe briefly.
4. What is Risk Management? Define and describe briefly.
5. What is Earned Value Management? Define and describe briefly.
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

7. For the diagram in previous question; identify the critical path and the total project duration
8. Describe briefly PERT, Program Evaluation and Review Technique
9. Describe the differences found between project management in Western and Japanese automotive industries, and how you can fast-track projects, according to Maylor.
10. Describe briefly the stages in one of the team life-cycle models described in this course.

**Good luck!**