
HOME EXAM (40 points)

IBB135 Project Management, PROM, 2009

TIME AVAILABLE AND SUBMISSION DATE. This text is handed out on December 11th and is also made available on the Student Portal. Submit your dissertation electronically on PDF format through the hand-in function in the Student Portal before December 18th 17.00. If you are a first-time user of the hand-in function, you might want to explore it before your hand-in (you can replace/delete your files until the deadline). As a backup, in case of Student Portal problems, e-mail your hand-in.

CONDITIONS. The standard rules apply for this home examination, with the following exception. You may, at wish, write a thesis together with a fellow course student. Pair writers write one common text, mark it with their two IDs (on all pages), create one PDF file, and hand it in once.

THE ASSIGNMENT. You are to carry out the assignment by writing a minor thesis (essay), within the given areas. This will mean selecting relevant literature, interpreting it, arguing for and against, posing different points of views against each other in order to analyse the differences and similarities, etc. Investigate and reflect upon the subject areas from a theoretical point of view. Use, if you wish, empirical observations to support and clarify your arguments and reasoning. Clarify when you are making your interpretation, as opposed to giving someone else's. Structure your writing so that it is clear just how you have thought and what your reasoning is. Try to conclude with a "therefore", i.e. draw your conclusions for each sub-section of your discussion. You are expected to relate your discussion to the lectures, seminars, and course literature, and include additional academic literature when needed. The assignment is roughly framed, and while containing some examples of typical problems to be examined, you are expected to define "problems" and the frame of reference yourself.

REFERENCES. Use correct referencing. Use of the literature to carry an argument does not just necessitate clear references to the source, it also means specifying *how* you have used it. It is not enough just to give loose references; you will need to show *how you have applied those thoughts/ theories/ perspectives that are contained in the appropriate reference*. If you use references outside of the course literature they should be related to the course literature.

FORMAT FOR SUBMISSION. Use PDF file format. We use blind-marking of theses; therefore, use your Personal ID (not your name), (a) as file name and (b) as identification on your thesis (**on all pages**). Pair writers use both IDs. The number of pages is limited to a maximum of **6 pages in total**.

MARKING CRITERIA. In these types of exams there are rarely any definite right or wrongs. Marking is therefore a *qualitative act*. This means that individual texts may vary a great deal but still be marked with the same number of points. However, it is important that you use the texts from the relevant Literature Seminars and the text book. Hence, we need to see that you have read the appointed texts. Note that you are not supposed to just reproduce the theory, but rather to use it as a basis for and content in your argumentation and discussion. We will consider:

Content/Subject area treatment, structured reasoning, ability to reflect. Use of theory: how they are appraised (understanding, depth of analysis). Clarity of thought and formulation stringency (logical consistency). Whether or not your conclusions are valid in relation to the subject of your discussion and, of course, what conclusions you draw. Demonstrated familiarity with the course literature.

RESULTS AND REVIEW. The marks will be posted on the course pages before January 12th at 17:00. Review can be carried out by appointment with Per Svensson.

For help to interpret the assignment, contact Per Svensson. Answers of general interest will be published on the homepage.

Mind to read all instructions carefully!

Good Luck!

1. Project organizations **(15 points max)**
New question, new page **2 pages, including references**

A project is an organization that is created in order to complete an assignment. Discuss flexibility, coordination and long-term ability in relation to matrix organizing of projects and various ways of organizing sub-projects.

2. Project planning and control **(10 points max)**
New question, new page **1,5 pages, including references**

There are different types of methods for planning, control and monitoring of projects. How they are to be applied may differ depending on the characteristics of the project.

Discuss how to choose appropriate project planning, control and monitoring methods and procedures for a project. In your answer you are supposed to discuss planning, monitoring and control in relation to project characteristics of importance. Make your own choice of project characteristics to concentrate on.

3. Project leadership and learning **(15 points max)**
New question, new page **2 pages, including references**

Projects are arenas for renewal and learning, but in some cases the project becomes the arena for political game playing between different stakeholders. Instead of sharing knowledge and exploring together, knowledge is safeguarded and considered a way to gain more power. First, discuss three factors that could turn a project into a political arena. Secondly, if you were the manager of a project, in which you have experienced politics or could expect politics to appear, what could you do to support intra-project learning and knowledge sharing?

Use chapters 10 & 14, the Project Leadership lecture and papers discussed in seminar L1 as the basis for your answer.

4. (Extra) Answer the on-line Course Evaluation questionnaire **(1 point)**

We kindly ask you to respond to the confidential questionnaire, as your feedback is important to us. Especially, we ask you to write comments, as we find them most valuable for our continuing efforts of improving this course. The link to the on-line questionnaire will be sent to you by e-mail. To encourage you to respond, we reward responding students with one point. This is not a formal part of the exam (thus, you may discuss/cooperate at will), but the point is included in the Home Exam results (max 40 points).