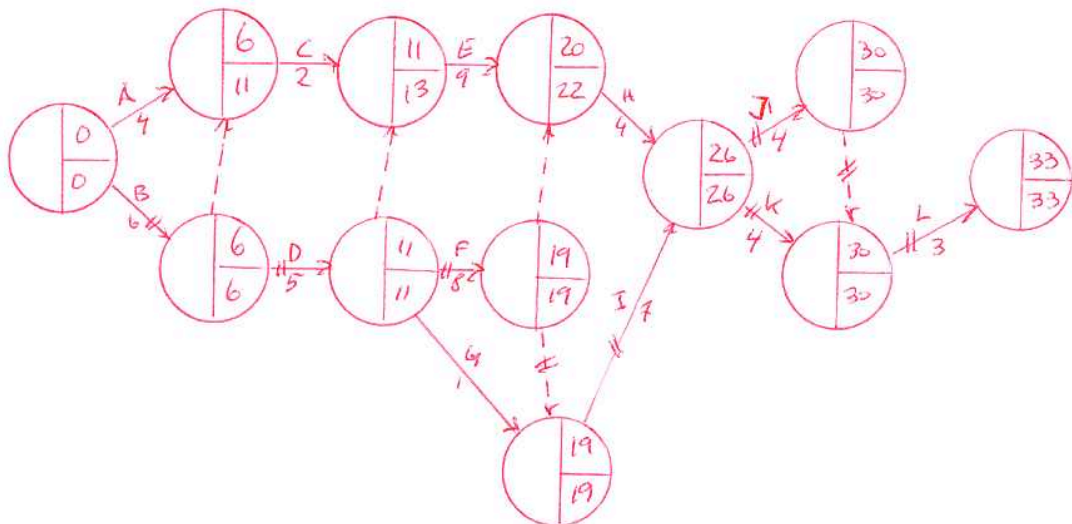


Test in Project Management Basics; April 10<sup>th</sup> 2010 08<sup>30</sup>-10<sup>30</sup>

1. Define what a project is, and describe a model for phases in projects.  
Five different definitions are given, any one will do (Pinto p 25)  
Pinto's model states four named phases (conceptualization, planning, execution, termination; p32), or the one given in the Introduction lecture (initialization, planning, execution, closing)
2. What is stakeholder management? Describe a method for stakeholder management. Definition Pinto p57. Six-phase method Pinto pp60-62. Defining stakeholder management as 'the management of stakeholders' is too weak, sorry
3. Define and draw a sample organogram for a matrix organisation. Under what circumstances is it useful to organise in a matrix structure? Pinto pp67-69.  
Don't forget to define what a matrix structure is, drawing a sample is not enough.
4. Which are the differences between a leader and a manager. Pinto pp129-131.  
Interpersonal relationships vs administration gives 1 mark, the model in Table 4.1 gives another. Some students incorrectly defined a leader as somebody who is not formally appointed, which would imply that leaders are only to be found among unemployed people.
5. What is a WBS? Make an example of a WBS and explain the purpose of using one. Pinto pp161-162; either the definition or the example need to show that WBS can be multi-level
6. How can a project manager protect the project organization from future claims? Pinto mentions five precautions in p451; core is recording & archiving. Note that Pinto uses the term 'project organization' for the organization hosting the project.
7. Describe the typical stages in group development. Four or five stages (phases) according to Pinto pp195-197

8. Make an A-o-A network. Calculate the total duration and the critical path. The duration unit is week. 33 weeks, critical path BDFI(J+K)L (several solutions exist; one is presented in the figure below).  
Common mistakes: forgetting the common START node, failing to identify that the critical path has a fork (J,K).

Activity	Duration	Preceding activity
A	4	-
B	6	-
C	2	A, B
D	5	B
E	9	C, D
F	8	D
G	1	D
H	4	E, F
I	7	F, G
J	4	H, I
K	4	H, I
L	3	J, K



9. Describe EVM and its basic steps. Pinto pp 407-414  
10. Define risk and describe a process for risk management. Pinto pp222, 224-234

## 11. BONUS.

An extra bonus point was given to two students for their answers for Q6, as they suggest the liquidation of the project organization; although not mentioned by Pinto, this is a proven (and controversial) method.

A rich answer was offered by a student regarding Q8 (my marking in red):

Bonus: AOA Such! ⚠

And I can argument for that! ⚠

The book show a AOA that looks something like this. The preceding activities is

A	—
B	A
C	A
D	B, C
E	C

But how can you know that from that AOA it looks like E is also depending on B and C... So conclusion AOA Such! ⚠

AOA-As are a dog to draw!  
But Pinto actually agrees with that, so...

This answer is shown for two reasons;

- 1 - the logic of reasoning is rather clear (although the conclusion is refutable);
- 2 - many students seemed to have difficulties with activity dependencies, and this is a great 'schoolbook' example, which may be of interest to others

(The student was rewarded one extra point for 'schoolbook author's fee').