

Test in Project Management Basics; May 4th 2010 15⁰⁰-17⁰⁰

Scope: The PINTO text book

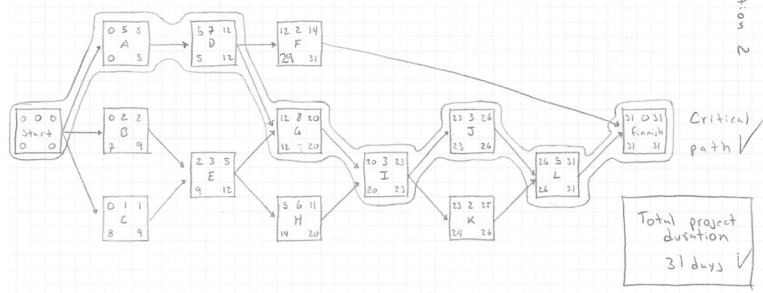
1. What is a Gantt chart? Which are their advantages according to Pinto? Draw an example. See Pinto pp313-315
2. Draw the following A-o-N network. Calculate the total duration and the critical path. Include ES, EF, LS and LF in your drawing. The duration unit is day.

This network (see next page) has three starting activities (A, B, and C), and most students managed these. However, it's two ending activities (F and L) were an obstacle for many students. Pinto advises to add common, zero-duration starting/ending activities in situations like these, as they help in getting the calculations right.

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

3. Describe Pinto's four risk mitigation strategies. Pinto pp229-231
4. Describe two of Pinto's methods for project selection. Pinto pp94-111
5. What is a milestone? Describe four benefits of using milestones. Pinto pp405-6
6. Which is Pinto's set of criteria for project success? Pinto pp35-37; some students confused this with Pinto's *Critical Success Factors*; one point was given to comfort students who managed to describe those ten factors.
7. What is a project champion? What can an organisation do in order to encourage the 'creation' of project champions? Pinto pp139-142; core to Pinto's definition is that a project champion convinces forces outside the project (e.g. top management) to accept it.
8. Define the learning curve and describe the basic assumptions on which the theory relies. Pinto pp256-260; many students incorrectly described the Design Dilemma (knowledge increases and influence decreases as a project executes).
9. Describe the theory of constraint. Pinto pp345-346
10. Describe a matrix organisation. Under what circumstances is it useful to organise in a weak respective a strong matrix structure? Pinto pp67-70

Question 2



ES	Duration	EF
Activity name		
LS		LF