

HOME EXAM (50 points)

IBB135 Project Management

TIME AVAILABLE AND SUBMISSION DATE. This text is handed out on May 18th and is also made available on the Student Portal. Submit your dissertation electronically in PDF format through the hand-in function in the Student Portal before Thursday May 27th at 15:00. Please submit separately any article that you refer to (excluding the ones used in this course) and that you have available on PDF format (thanks!). 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). Use e-mail as backup only in case the Student Portal would become unavailable.

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, 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 means 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. However 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 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. Relate your discussion to the lectures, seminars, and course literature as you see fit, but you may also include other theory. 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 AND SOURCE MATERIAL. 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.*

FORMAT FOR SUBMISSION. Use PDF file format. We use blind-marking of theses; therefore, use your Personal ID/CID (not your name), (a) as file name and (b) as identification on your thesis. Pair writers use both IDs. Including references, a maximum of 9 pages in total.

PLEASE DO NOT STATE YOUR NAME IN YOUR TEXT; USE YOUR TEN-DIGIT ID ONLY

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 any relevant text in Pinto and the nine Literature Seminar articles (see the course syllabus). 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. In order to get high marks you need to use additional references to the compulsory ones. 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.

RESULTS AND REVIEW. The marks will be posted on the course pages before June 17th at 17:00. Review can be carried out by appointment with Jan Wickenberg.

For help to interpret the assignment, contact Jan Wickenberg.

Good Luck!

1. Stage-gates in multi-project organizations (15 points) maximum 3 pages

Many multi-project organizations use stage-gate systems (originally developed by Robert G. Cooper) in order to monitor and control projects. However, practitioners report that stage-gate work do not always behave according to theory. Consider why the stage-gate system would work and why it would not. Is this a problem that needs attention? Please provide recommendations for practitioners.

2. Goals, predictability and adaptability (15 points) maximum 3 pages

Discuss the inherent contradiction between the two demands for projects in multi-projects organizations to, on the one hand be predictable and efficient, and on the other hand to be able to respond and adapt to changes. What stakeholders and interests drive these two logics? Which role does the project goal play? As a project manager, what can you do regarding the two demands? Also reflect on whether you would expect these demands to differ between young, old, small and large organizations.

3. The Research Project Work as a learning arena (10 points) maximum 2 pages

Teamwork is important in projects, and lots of theory regard how to create a performing team. Other theories state that the ability to learn is important, as learning drives performance. Consider a revised process for the Research Project work; if, next year, you would be appointed project manager for a Research Project team consisting of five students (junior to you), how would you organize and manage the new Research Project, considering what you learned from your participation this year, and considering that you would not be allowed to perform any operative work (gaining company access, interviewing, literature studying, writing) yourself. Especially, how would you organize/manage if your goal is to (a) maximize learning among all members of the team, or (b) maximize the grading for the members of the team?

4. (Extra) Answer the on-line Course Evaluation questionnaire
(1 extra point, total not to exceed 40)

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 (maximum 40 points).