

HOME EXAM (40 points)

IBB135 Project Management

TIME AVAILABLE AND SUBMISSION DATE. This text is handed out on May 17th 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 Monday May 23rd at 12:00 (for pair-writers the deadline for hand-in is 24 hours later). 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!). 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 those lectures, seminars, and course literature as you see fit, and you are encouraged to also include other theory. The assignment is roughly framed, and you are expected to define "problems" and the frame of reference yourself.

REFERENCES AND SOURCE MATERIAL. Use the Harvard referencing system (see further page 3 in the Course PM). Mind the validity when using other than peer-reviewed sources. Using a reference to carry an argument does not just necessitate clear references to the source, it also means specifying *how* you have used it. Thus, it is not enough just to give loose references.

FORMAT FOR SUBMISSION. Use PDF file format. We use blind-marking of theses; therefore, use your ten-digit civic number (not your name), (a) as file name and (b) as identification on your thesis. Pair writers use both IDs. The number of pages is limited to a maximum of **7 pages in total** excluding references. Please let each of your answers start on a new page.

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 Maylor and the 16 pre-reading articles. Hence, we need to see that you have read the relevant 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 13th. Review can be carried out by appointment with Jan Wickenberg.

For help to interpret the assignment, contact Jan Wickenberg.

Good Luck!

Q1. Better late than sorry

(20 points) maximum 3 pages

Imagine that, in a few years from now, you are approached by an important VP of the organization where you work. "Please explain, (s)he says, why do our projects always tend to deliver late, despite all the change programs we have run to make them deliver in time." Explain and, if possible, suggest remedies. Or, is there some truth to the saying "better late than sorry"?

Q2. Risks of risk management

(10 points) maximum 2 pages

The theory of risk management is appealing; if we manage the risks involved in our project, we will stay clear of them, and hence, our project will succeed. But then, how come that this simple idea has not been perfectly implemented, considering it has been known for such a long time? Are there inherent flaws with the theory of risk management, or do perhaps project management practitioners not care about risks turning into issues in their projects? Your task is to critically examine the concept of risk management.

Q3. Your Lessons Learnt

(10 points) maximum 2 pages

Part A. You have heard during lectures of this course that lesson learnt (or *lessons learned*) documents is a good idea, but that it does not work that well in practice. Why is that so? Is there anything that can be done about it?

Part B. Write your own Lessons Learnt. The scope is this course and the intended readers are next year's students.

Tip: What is the purpose of a lessons learnt document?

Q4. (Extra) Answer the on-line Course Evaluation questionnaire

(1 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.