

Test in Project Management Basics; Dec 2nd 2008 10:00-12:00

Scope: Maylor and the lecture contents.

Scoring: Each question is maximum two points, total maximum is 20 points.
Eight points are required to pass.

Results: Results are posted on the course home page within one week after the test.

Aids: Neither learning aids (e.g. books, notes), nor calculators are allowed.
Language dictionaries are allowed.

1. Describe Allen's (1986) theory of the choice of organizational design (project or function). **You would need to mention the three criteria and the figure to receive 2 points.**
2. Describe the Learning Curve effect. **Maylor pp159**
3. Define the terms stakeholder and Stakeholder Management. What specific techniques does Maylor recommend for managing stakeholders? **Same answer as for previous test (Nov 11th) + any of the techniques mentioned in Maylor pp94 + pp170**
4. What is Risk Management? Describe the Risk Management process. **Same answer as for previous test (Nov 11th) but with more rigid marking**
5. Describe briefly the S's in the 7-S framework. **Maylor p33**
6. Construct an A-on-A diagram using the information in the following table (without using dummies). Then, identify the critical path and the total project duration. **Same answer as for questions 6 and 7 in previous test (Nov 11th) but with more rigid marking.**
7. Describe PERT. What does the acronym mean, when is PERT used and what is it good for? What is the PERT formula? **See Maylor pp199**
8. Name four of the basic requirements for a control system according to Maylor. **See Maylor pp271 for the six available requirements.**
9. Name and describe briefly the stages in Maylor's team life-cycle model. **Maylor pp229**
10. Which are the reasons for the Planning Fallacy (bad estimation) described in the PM Basics hand-outs? **7 reasons are described: Earliest Time of Completion is given instead of Probable Time of Completion; employees are eager to please, and employers eager to compel; the Student Syndrome; don't speak about the devil; estimates are negotiated; anchoring (an early guess-work influences the estimation work)**