

1. Draw the following *A-on-N* network. Include EST, LST, duration and float in your drawing. Calculate the total duration. Mark all arrows on the critical path by double-slashing: --//-->

Activity	Duration (weeks)	Preceding activity	EST	LST	Float
Start	0	-	0	0	0
A	3	Start	0	0	0
B	3	Start	0	0	0
C	2	Start	0	1	1
D	2	Start	0	9	9
E	2	A, B	3	3	0
F	2	C	2	3	1
G	2	E, F	5	5	0
H	2	F	4	5	1
J	1	G, H	7	7	0
K	3	J	8	8	0
Stop	0	D, K	11	11	0

The tricky parts of this network are:

- (a) activity D, which has no preceding or succeeding activities (students who used a Start and a Finish dummy event did not get fooled by this one), and
 (b) that the critical path forks into two paths over activities A and B. Remember – if an activity has a slack of zero, it is on the critical path (and vice versa).

An example of how to do a critical path analysis is given in this YouTube video:

https://www.youtube.com/watch?v=irfl_eSQ0M4

2. Maylor uses the dimensions *volume* and *variety* in his model “volume vs variety and projects”. Describe the model. What does it tell us? p 8. Reduction of points if what-is-not-projects (‘repetitive operations’) is not included.
3. What is a *PMO*? Which are the roles (tasks) that can be associated with a *PMO*? pp 63.
4. Draw an example of a *responsibility matrix* (including different kinds of responsibilities). p 207.
5. Describe the *Critical Chain Approach*. Which observation of behaviour was central to its development? Ch 7.
6. Describe one qualitative and one quantitative approach to *risk analysis*. Ch 10.
7. Maylor talks about different methods for *decision support*. Describe two of these. Ch 15.3.
8. What is *BOK* (*Body of Knowledge*) and who created it? E.g. pp 40.
9. Describe the process from deconstruction of the project to a time-plan. Ch 6.1 (important to include identification of dependencies)
10. Describe the seven *wastes*. This is a *Lean* philosophy, described at pp 392.