

PROJECT MANAGEMENT

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I

(6 / 20)

Please choose the (single) right answer to the following questions (no answer = 0 ; wrong answer = - 0.33)

- 1. During the planning phase of your current project, you prepare a detailed financial plan. For this process, you are using:**
 - A. An industry specific skill
 - B. A project management skill
 - C. A skill that is common to general management and project management
 - D. A general management skill
- 2. The ability of the stakeholders to influence the final characteristics of the project's product and the final cost of the project is highest when?**
 - A. During the writing of the project charter
 - B. While constructing the work breakdown structure
 - C. During scope definition
 - D. At the beginning of the project
- 3. The first topic you should address as project manager in a project kick-off meeting is?**
 - A. Project plans and budgets
 - B. Project scope and schedules
 - C. Roles and responsibilities
 - D. Resource plans and schedules
- 4. The conclusion of a project phase is generally marked by a review of both key deliverables and project performance to date to determine if the project should continue into its next phase and?**
 - A. Obtain customer approval before continuing into next phase
 - B. Detect and correct errors cost effectively
 - C. Monitor actual work performed against the scope statement
 - D. Monitor actual work performed to the work breakdown structure
- 5. Project execution is very much an integrative process whereby all the work that was planned is actually accomplished. During this integrative process, what is the area that the project manager will spend the least amount of time on?**
 - A. Documentation and planning
 - B. Trade off among schedule, cost and scope
 - C. Prioritization and removal of road blocks
 - D. Conflict resolution
- 6. You are responsible for the communication controls for the X-Star series of government satellites. Your current assignment is:**
 - A. Project management
 - B. Functional management
 - C. Facility management
 - D. Program management

II
(8 / 20)

You and several friends are about to prepare a lasagna dinner. The tasks to be performed, their immediate predecessors, and their estimated durations are as follows:

Task	Task description	Tasks that must precede	Time (minutes)
A	Buy the mozzarella cheese*	--	30
B	Slice the mozzarella	A	5
C	Beat 2 eggs	--	2
D	Mix eggs and ricotta cheese	C	3
E	Cut up onions and mushrooms	--	7
F	Cook the tomato sauce	E	25
G	Boil large quantity of water	--	15
H	Boil the lasagna noodles	G	10
I	Drain the lasagna noodles	H	2
J	Assemble all the ingredients	I, F, D, B	10
K	Preheat the oven	--	15
L	Bake the lasagna	J, K	30

- a) Construct the A-o-N network for preparing this dinner.
- b) In case you decide to draw (you don't need to) an A-o-A network will you need dummy activities? Why?
- c) Find the critical path and the slack for each activity.
- d) Build a schedule for this project under the "as soon as possible" assumption. For how long will the oven be wasting power?
- e) Because of a phone call, you were interrupted for 6 minutes when you should have been cutting the onions and mushrooms. By how much will the dinner be delayed? If you use your food processor, which reduces the cutting time from 7 to 2 minutes, will the dinner still be delayed?
- f) You can find in the market an oven that heats in half the time (than yours) and a stove that boils the water you need in just ten minutes. Which of the two you would you choose to speed up the preparation of a lasagna dinner? Justify.

III
(6 / 20)

Please answer **TWO** of the following questions in no more than 20 lines each (in Portuguese or English):

1. «The level of uncertainty is highest and, hence, the risk of failing to achieve the objectives is greatest at the start of the project. The certainty of completion generally gets progressively better as the project continues» PMBOK, Chp. 2.1.1.
Illustrate with a project described in one of the cases presented in class.
2. Every project process can be regarded as a plan-do-check-act cycle. Illustrate with a case different from the previous.
3. In any project we must consider the «triple constraint». Explain what it is and illustrate with a case different from the one you referred in the previous question.