



## TERMINAL EXAMINATION FALL SEMESTER 2006

### SUBJECT: PROJECT MANAGEMENT

**PROGRAM: MBA**  
**SEMESTER: MBA 4<sup>TH</sup> SEMESTER (A&B)**  
**DATE: 23/01/2007**

**TOTAL MARKS : 50**  
**TIME ALLOWED: 3 HOURS**  
**INSTRUCTOR: DR. AURANGZEB KHAN**

#### INSTRUCTIONS FOR ATTEMPTING PAPERS:

1. Carrying of digital diaries is not allowed.
  2. Mobile phones and laptops will not be allowed in the examination hall.
  3. Answer all questions.
  4. All questions carry equal marks.
  5. Admit card and student ID card is mandatory.
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The Universal Gadget Corporation is a very large commercial organization, based in France, which has 17 administrative and logistics offices, research and development centres, and manufacturing facilities spread over 9 countries in North America, Europe and Asia. The Corporation manufactures a broad range of durable goods, including consumer electronics, advanced telecommunications equipment and heavy machinery used for the construction and oil and gas industries.

Faced with the twin challenges of globalization and rapid technological advancement, and with them the resulting compression of product life-cycles, the need for innovation, growing competition and pressure to reduce product costs significantly while enhancing product quality, the corporation, which has been undisputed market leader for several years, is experiencing increasing difficulty in adapting to the dynamic global market environment and retaining its leading role.

Recognizing the importance of projects as “building blocks” of the corporation’s future, its newly appointed Chief Executive Officer, has decided to adopt a new approach in the way projects are being handled in the organization. He and his senior executives have learned with great concern that many of the corporation’s projects undertaken in recent years were either only partially effective in terms of their contribution to the fulfillment of the organization’s mission, objectives and goals, or were undertaken “inefficiently”. On the recommendation of a project management senior consultant, they have decided to set up a centralized project management office based at the corporation’s head office in Paris as a means for improving their overall project management system.

You are a project management expert and corporation employee who has been chosen to assist in the setting up of the project management office. The Chief Executive Officer

summons you and tells you to prepare a presentation for a meeting on the subject in the coming days at which he and the corporation's top executives will be present. You are expected to address in your presentation the following issues and considerations, which are circulated to you by the Chief Executive Officer's Personal Assistant in advance of the meeting.

**Examination Part 1:** Identify and briefly discuss ten basic functions that your corporation's project management office may be expected to have (10 Marks).

**Examination Part 2:** The Corporation's senior executives are interested in determining the causes of the problems which the organization's projects are experiencing. What specific "problems" may be of concern to them? Identify ten possible reasons why several of the corporation's projects are not living up to the expectations placed on them (10 Marks).

**Examination Part 3:** Universal Gadget Corporation's Vice-President wants you to design a project portfolio management system to be followed throughout the organization and which will replace the uncoordinated and highly decentralized approach presently being followed with regard to projects. Do this and be specific keeping in mind the nature of the organization. Is a completely centralized system desirable for the Corporation? (10 Marks).

**Examination Part 4:** One of the responsibilities of your project management office will be to identify and select employees of the Corporation who will serve as prospective project managers. How would you identify such employees? List at least ten criteria that you - who will personally have the final say on project manager selection - will use in order to determine whether an employee of the corporation is "suitable" for managing a project (10 Marks).

**Examination Part 5:** Senior Management has asked you to design a computerized information system for providing comprehensive project-related data and information to all eligible persons throughout the corporation. What data and information would you include in this system and how would you structure it? (10 Marks).

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**(Note to Candidates:** In formulating your answers please try to be as specific as possible. Also confine your answers to the context of the corporation under consideration and avoid making ambiguous statements about project management. And Remember: Focus on quality rather than quantity!)