



**COMSATS INSTITUTE INFORMATION TECHNOLOGY**  
Plot 30, Sector H-8/1, Islamabad, Pakistan

Department of Management Sciences

## **FINAL EXAMINATION**

Course Subject: (Project Management (MBA & MBE)

Marks: 50

Date: Wednesday, 28<sup>th</sup> June 2006

Time: 6 – 9 PM

Course Instructor: Dr. Aurangzeb Z. Khan

- i. Please attempt **all** questions.
- ii. **Do not** write unnecessary details, it will be considered as negative point.
- iii. Mobile phones, laptops, calculators, digital diaries and other electronic devices are **not** permitted in the examination hall.

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(1) A medium-sized corporation which manufactures construction equipment parts solely for the domestic market is experiencing difficulty in maintaining its market share. Sales – and profits - have been declining steadily and, in a departure from its human resource policy, the corporation reluctantly had to lay off about 10% of its 350 employees. The corporation does not use project management and just a few persons working there have any substantive idea what project management is about and what potential value it may have for the corporation.

The Corporation's Managing Director asks you to advise him which factors would justify his corporation's adoption of project management. Do this. Can you think of any reasons which may make this corporation's adoption of project management self-counterproductive? (10 Marks)

(2) A large electrical appliance company has traditionally been structured on the functional paradigm. The Corporate Advisor has heard much about the potential benefits of project management from his counterparts in other

appliance manufacturing companies and wants to recommend to his Board of Governors the introduction of other organizational forms which are supposedly “ more appropriate” for pursuing and managing projects. Discuss these “other organizational forms”, their advantages, and the potential problems for the company which may result from their application. (10 Marks)

(3) One of your clients, whose organization has asked you to help it introduce a project methodology, is fascinated by the role of processes in project management. She visits your office and asks you to discuss three specific processes you consider important in large-scale projects. Do this. Outline them, the function they serve, why they are important and what impact their non-application would probably have on a project. Use diagrams if necessary. (10 Marks) (**note: do not discuss the five project management process groups**)

(4) The client above has listened patiently and with great interest to your elaboration of the three selected project management processes. After you have finished, she asks you to outline three important **tools / techniques** of project management, the function they serve, their importance for projects and the consequences their non-application will probably have on a project. Do this. Use diagrams if necessary. (10 Marks)

(5) Representatives from several large and medium-sized corporations, and some public-sector organizations, have visited you over the past month. All of them complained that they have been experiencing a number of “project failures” in recent years due to which much cost was incurred by their respective organizations. What cost could they be referring to? What would you, as a project management expert, advise your anxious clients to do in order to reduce, as much as possible, their rate of project failure? (10 Marks)

**Focus on Quality instead of Quantity! Be clear and specific in your answers.  
Good Luck!**