



HELSINKI UNIVERSITY OF TECHNOLOGY
Department of Industrial Engineering and Management

TU-22.1425 Advanced Project-based Management

3 credits

Exam 28.10.2006

Answer to all six questions. The questions are based on the course book by Turner; thus, answering to the questions by the book content is sufficient. When writing your answers, concentrate on the essential and use clear handwriting. Well-structured answers are highly appreciated. You can use Finnish, English or Swedish in your answers.

Write your **name**, student number etc. in **every paper** that you return.

1. Briefly define and explain the following concepts (6 p)
 - a. Project
 - b. Programme
 - c. Sponsor
 - d. Champion
 - e. Coordinated matrix organization
 - f. Secondment matrix organization

Explain briefly the connection or relationship between two terms above (3 p)

- g. Between a. and b.
 - h. Between c. and d.
 - i. Between e. and f.
2. Many project management and control software are based on so-called s-curve analysis. Explain what an s-curve is and how it can be used as a tool to control project costs and development. (3 p)
3. What is PMBoK and what is its role as part of a firm's project management? (3 p)
4. Explain steps in risk management process and techniques for identifying risks in projects. (3 p)
5. Discuss the problems of international projects from the management point of view and propose some ways of managing them efficiently. (6 p)
6. What makes an effective project manager? What kind of traits do they have? Discuss also different management styles in projects. (6 p)