

TU-22.1425/1426 Advanced Project-based Management (3-5 credits)

Exam 30.10.2010

When answering the questions, please take into account the following instructions. Please note that questions 1, 2, 3 are mandatory for all students. **Question 4 can be substituted with the points earned in the qualifications for the Finnish Project Management Championship.** All questions are based on the reading material, case assignments, and lectures; answering to the questions by the material content and discussions during the lectures is sufficient. When writing your answers, concentrate on the essential and use clear handwriting. Well-structured answers are highly appreciated. Please answer the questions in English.

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

1. **Briefly define and describe the following concepts or abbreviations. In this answer, you should include (a) what each concept means (1 point/concept) and (b) how and why is the concept relevant for management (1 point/concept).**
 - a. Critical path
 - b. DSM
 - c. Goals and methods matrix
 - d. Risk-reward bubble diagram
 - e. Stakeholder salience model
 - f. Unknown unknowns

2. **Schedule management**
 - a. During the lecture of time and schedule management, schedule quality was discussed. Please discuss criteria for schedule quality. (3 points)
 - b. Wärtsilä's case project was discussed from the perspective of general scheduling practices, concerns in schedule management and its implications for project management. Please discuss. (3 points)

3. **Distance in project networks**
 - a. Ruuska et al. (2008) discuss distance in project networks. Please describe the different dimensions of distance. (3 points)

 - b. How do the different dimensions of distance affect the management of project networks? (3 points)

4. Describe what is **project portfolio management** and discuss methods for managing project portfolios. (This question can be substituted with the points earned in the qualifications for the Finnish Project Management Championship. You may still answer to this question if you wish. Better scores are taken into account.)