

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

Exam 29.10.2011

When answering the questions, take into account the following instructions. Note that all the questions are mandatory. 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. You can use Finnish, English or Swedish in your answers.

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

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1. **Briefly define and describe the following concepts/abbreviations. In this answer, you should convey (a) what each concept means (1 point/concept) and (b) how and why is the concept relevant to management (1 point/concept).**
  - a. DSM
  - b. Light weight team structure
  - c. Adaptive project management approach
  - d. Residual risk
  - e. NPD
  - f. Project Management Body of Knowledge
2. **Both the goals and methods matrix and the diamond framework** present an approach for project classification. Please compare these two approaches. You may consider the following points: What are the contents of these two approaches? What kinds of implications do they have for project management? How are these two approaches different? (6 points)
3. **Product development performance measurement**  
The book chapter by Tatikonda discusses new product development performance measurement. In the text, Tatikonda frames new product development metrics and their characteristics. Identify and describe the four relevant characteristics of new product development metrics. (6 points)
4. **Large projects**  
Project director Juhani Silvasti explained what issues need to be taken into account when preparing for a nuclear power plant project. Based on his lecture, describe the preparation/development phase of a nuclear power plant project. (6 points)