



COMSATS INSTITUTE INFORMATION TECHNOLOGY
Department of Management Sciences
Islamabad Campus

Subject: Project Management

Exam: Final Examination, Fall 2005
Instructor: Dr. Aurangzeb Z. Khan

Marks: 50
Time: Three Hours
Dated: 20 January, 2006

- i. Attempt all questions.
- ii. Don't try to write unnecessary details, it will be considered as negative point.
- iii. Carrying of digital diaries is not allowed
- iv. Mobile phones, calculators, laptops etc. are not allowed in the examination hall

You have recently attended a comprehensive and rigorous course on project management at a prestigious Pakistani public-sector university and passed the final examination. At a dinner reception hosted at an international workshop in Islamabad sometime in January 2006, you meet by chance the foreign Director of a renowned international Consulting Organization which has recently set up two offices in Pakistan, and has been commissioned since to provide consulting services on several projects underway in that country.

Impressed by your course description, the Director offers you to conduct a one-day crash course workshop on project management which his organization is organizing for a group of project managers and other individuals who are involved in, or who will soon be involved in, large-scale projects to be undertaken in the public and private-sectors in various fields in Pakistan. If you do this assignment well, the Director promises to hire your services for more workshops, which will be organized periodically in future, and for which you will be rather handsomely paid.

At the workshop, the eager participants make a number of comments and ask questions which you are required to convincingly and clearly answer:

- 1) The CEO of a commercial organization tells you that senior managers should, as a matter of principle, not be bothered about projects. Well qualified people from engineering and other technical backgrounds are there for this job he says, and they can perform it very well without any guidance or interference from above. Senior Managers should instead concentrate their energy and effort, and use their precious time, to tackle the “big issues” confronting their organizations. How would you respond to the CEO’s comments? (10 Marks)
- 2) A participant, who also happens to be an amateur psychologist, is keen to find out how an organization’s culture can determine project success or failure. She asks you to explain this to her in some detail, and to specifically point out as many relevant factors and considerations in this “equation” as you can. What would you tell this participant? (10 Marks)
- 3) All participants are fascinated by your passing reference to project portfolios and ask you to discuss in detail the subject of project selection models. Do this. Would you recommend to the participants that they all follow a standard project selection model? Explain your reasoning (10 Marks)
- 4) A project manager informs you that he is presently involved in a project which is encountering “difficulties”. Apparently, the project team work and team spirit is quite bad. He asks you for guidance in eradicating, or at least significantly reducing, this problem. How would you respond? (10 Marks).
- 5) Three participants ask you to explain to them what a “Project Management Information System” is, what purpose it serves and what specific information it may typically contain. Do this (10 Marks).

Quality takes precedence over quantity!

Remember, the essence of knowledge is having it to apply it!

GOOD LUCK!