SECTION ONE - Answer the 20 questions below (40% of grade – each question worth 2%):

1. What is
    a) A Project?

    b) A Program?

2. What is Project Management?

3. Name two factors other than "Technology Change" that may cause a project to be undertaken?

4. What are examples of
    a) "Hard" factors to consider in managing the international aspects of a project?

    b) "Soft" factors to consider in managing the international aspects of a project?

5. What are the <u>four</u> most significant constraints for any project?

6. What are <u>four of the nine</u> Project Management Knowledge Areas?

7. What is a project "stakeholder"?

8. Name <u>four</u> general ways to resolve issues. As a clue, War is one way.

9. What four of the sub-processes in a Project Life Cycle to Start, Implement and Close a Project?

10. What does SMART Project Performance metrics stand for?

11. A failing IT project can be hard to stop. Why do you think this is?

12. Provide 2 examples of Non-Nation based cultures.

13. Describe the difference between a project team with a "Weak Matrix" vs a "Strong Matrix" organization.

14. In deciding to undertake a project, an organization should estimate the interest of the project for the company. Describe the best financial evaluation technique and an example of non financial criteria on which the decision to undertake or not a project should be taken.

15. What is the difference between a "Fixed Cost" and a "Time & Materials" basis for project payment? <u>As a project manager</u>, what would make you prefer one basis over another?

16. Name two Project Management processes or tools that can be used to manage project risks?

17. What would be an example of a "false precision" in a project's cost estimate?

18. What is the Internal Rate of Return (IRR) for a project valuation?

19. Describe the difference between a multi-national project and an international project.

20. What is a Request for Proposal, how does it fit with Project Management?

Section Two – Read the Text below and Answer the 10 Questions (40% of the grade)

- Congratulations! You have been appointed to be the project Manager for a project to deploy a new Enterprise Resource Planning (ERP) IT system at a Multinational Food company headquartered in Switzerland.

- An ERP System can be defined as:

  The broad set of activities that helps a business manage the important parts of its business. The information made available through an ERP system provides visibility for key performance indicators (KPIs) required for meeting corporate objectives. ERP software applications can be used to manage product planning, parts purchasing, inventories, interacting with suppliers, providing customer service, and tracking orders. ERP can also include application modules for the finance and human resources aspects of a business. Typically, an ERP system uses or is integrated with a relational database system.

- Geographic scope of the project:
  o The ERP system will be used by:
    ▪ The company's Swiss headquarters
    ▪ The companies operating units in USA, Brazil, South Africa, Turkey, Dubai, India, China and Japan
    ▪ Company suppliers in many countries all over the world

- Functional Scope of the project
  - The Project scope has three parts:
    1. Detailed Requirements specification
    2. System Implementation & Interfacing
    3. User Training

Questions:

1. The above is all you have been told about the project. What are the **three** most important questions you want to ask the company about the project overall ? Why?

2. The Company will have several different SAP ERP modules with associated infrastructure.

   A) What risks might you face in terms synchronization of development for this Project?

   B) What might you establish as a contingency plan to deal with these risks?

   C) What might be your mitigation plan to deal with these risks?

3. What could be some probable sources of "**scope creep**" for the project?

4. Please draw a possible (simple) **project plan** for this project. Please identify the key assumptions that you need to include.

5. As the project manager, you will need a **communication plan**. Please indicate what method of communication you plan to use with each group of project stakeholders (below):

   ### Stakeholders

   - Project team members

   - Project suppliers

   - Company executives

   - Company managers & employees

7. You will be responsible for hiring and managing a project team. What are some challenges you may face in terms of **Human Resource Management** given the scope of the project?

8. What would be the main areas of **costs** that you might need to manage on this project? Which might be most difficult to manage?

9. The system will be used by the company in 9 **different countries**, as well as its suppliers in many more. What specific Project Management challenges will this create and how will you address them?

10. The company CEO has suggested using a cloud-based ERP system. How might this make the project easier or harder?

Section Three – Project Business Evaluation

1. **Consider a Project with investment of -$100,000 in 2014. Cash Inflow from the investment is the following:**

2014	20,000 €
2015	25,000 €
2016	25,000 €
2017	20,000 €
2018	10,000 €
2019	5,000 €

What is the Payback Period for the Project?

2. **If the alternative investment is a bond at 5% interest rate, what is the Net Present Value (NPV) of the project over the 6 years? Estimates should be made without using calculators. Show your work – there will be no penalty for reasonable estimating errors.**

3. **Based on the NPV for the project, should you undertake the project and why?**