

INSTRUCTIONS:

- (1) Submit your responses to the questions in a typed Word document in the BlackBoard drop box
- (2) Deadline for submission is **SATURDAY MAY 2nd by 11:59 PM EASTERN!** NO LATE SUBMISSIONS allowed! Please do not send me an email after the deadline with your final exam attached, as I am not able to accept them, or, seek extensions after the deadline.
- (3) It is the student's responsibility to ensure the correct version of the document is uploaded to Blackboard. Please note that I will be unable to accept submissions via email because an incorrect document was uploaded in Blackboard.

Good luck!

Question 1 – 20 points

Based on ideas offered in *Chapter 9 – Reducing Project Duration*, as well as your own insights and experience, answer the following questions. Cite examples not presented in this chapter.

- 1a) Identify four indirect costs you might find on a moderately complex project. Why are these costs classified as indirect? Provide your response in 150-200 words. (10 points)
- 1b) What are five common reasons for crashing a project? Provide your response in 150-200 words. (10 points)

Question 2 - 20 points

Based on your readings in *Chapter 11 – Managing Project Teams*, answer the following:

- 2a) What is the difference between functional and dysfunctional conflict on a project? Provide your response in 150-200 words. (10 points)
- 2b) What can a project manager do to avoid some of the pitfalls of a highly cohesive project team? Provide your response in 150-200 words. (10 points)

Question 3 - 20 points

Based on your readings in *Chapter 13 - Progress and Performance Measurement and Evaluation*, answer the following:

3a) Why is it important for project managers to resist changes to the project baseline? Under what conditions would a project manager make changes to a baseline? When would a project manager not allow changes to a baseline? Provide your response in 150-200 words. (10 points)

3b) How does earned value give a clearer picture of project schedule and cost status than a simple plan versus actual system? Provide your response in 150-200 words. (10 points)

Question 4 – 20 points

Based on your readings in *Chapter 14 – Project Closure*, answer the following.

4a) Comment on the following statement: “We cannot afford to terminate the project now. We have already spent more than 50 percent of the project budget”. Provide your response in 150-200 words. (10 points)

4b) Assume the above project progresses through completion, but at the end, fails to meet its stated objectives. If you were facilitating the Retrospective for this project, what would you document as a *Lesson Learned* for future project teams? Provide your response in 150-200 words. (10 points)

Question 5 – 20 Points

Based on your learning from *Chapter 16 – An Introduction to Agile Project Management*, answer the following questions. Use your own words and examples.

5a) What is iterative incremental development? Why is it useful for developing new products? Provide your response in 150-200 words. (10 points)

5b) Why is the traditional project management approach less effective when project scope and technology are not well known? Provide your response in 150-200 words. (10 points)