MBA5020: 專案管理

期末考試題卷

1. Please read the essay below then answer the questions.

Alex Wang was mulling over today's work schedule as he looked across the bay at the storm that was rolling in. It was the second official day of the Jupiter project and now the real work was about to begin.

Jupiter was a two-month renovation project for AtlantiCorp, a major financial institution headquartered in Boston, Massachusetts. Alex's group was responsible for installing the furniture and equipment in the newly renovated accounts receivable department on the third floor. The Jupiter project was a dedicated project team formed out of AtlantiCorp facilities department with Alex as the project lead.

Alex was excited because this was his first major league project and he was looking forward to practicing a new management style—MBWA, aka management by wandering around. He had been exposed to MBWA in a business class in college, but it wasn't until he attended an AtlantiCorp leadership training seminar that he decided to change how he managed people. The trainer was a devout MBWA cham-pion ("You can't manage people from a computer!"). Furthermore, the testimonies from his peers reinforced the difference that MBWA can make when it comes to working on projects.

Alex had joined the facilities group at AtlantiCorp five years earlier after working for EDS for six years. He quickly demonstrated technical competences and good work habits. He was encouraged to take all the internal project management workshops offered by AtlantiCorp. On his last two projects he served as assistant project manager responsible for procurement and contract management.

He had read books about the soft side of project management and MBWA made sense—after all, people not tools get projects done. His boss had told him he needed to refine his people skills and work on developing rapport with team members. MBWA seemed like a perfect solution.

Alex reviewed the list of team member names; some of the foreign names were real tongue twisters. For example, one of his better workers was from Thailand and her name was Pinyarat Sirisomboonsuk. He practiced saying "Pin-ya-răt See-rē-som-boon-sook." He got up, tucked in his shirt, and walked out of his office and down to the floor where his team was busy unloading equipment.
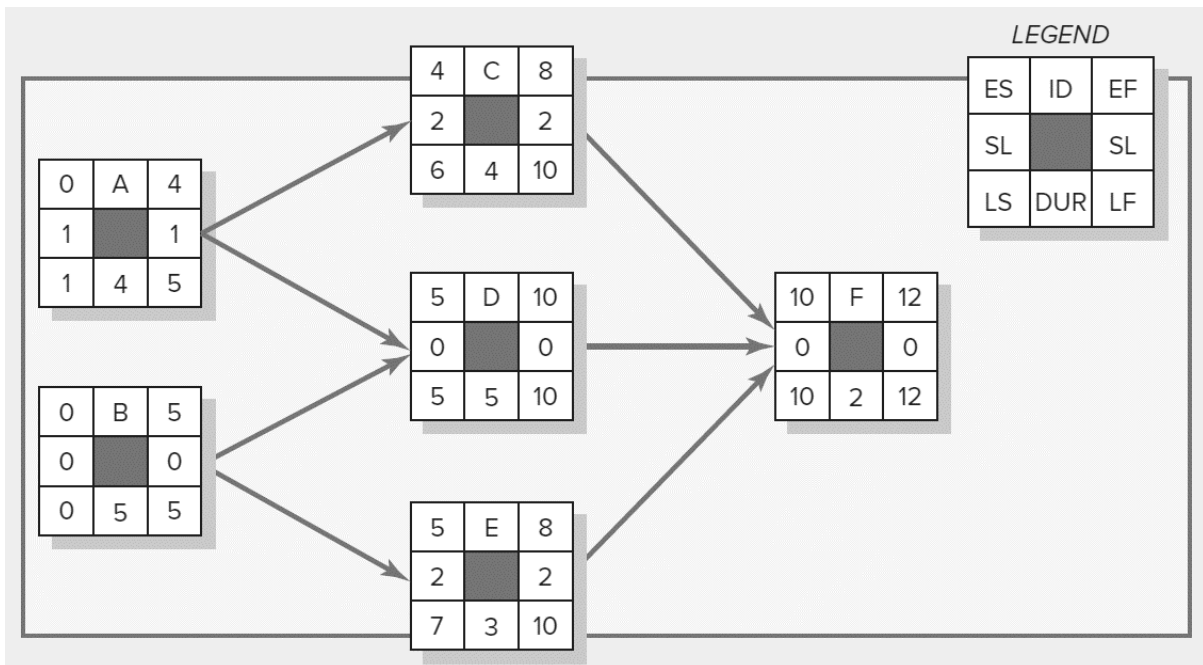
Alex said "Hi" to the first few workers he met until he encountered Jack and three other workers. Jack was busy pulling hardware out of a box while his teammates were standing around talking. Alex blurted, "Come on guys, we've got work to do." They quickly separated and began unloading boxes.

The rest of the visit seemed to go well. He helped Shari unload a heavy box and managed to get an appreciative grin from Pinyarat when he almost correctly pronounced her name. Satisfied, Alex went back up to his office thinking that MBWA wouldn't be that tough to do.

After responding to e-mail and calling some vendors, Alex ventured back out to see how things were going downstairs. When he got there, the floor was weirdly quiet. People were busy doing their work and his attempts at generating conversation elicited stiff responses. He left thinking that maybe MBWA is going to be tougher than he thought.

A. Based on the management by wandering around principle, what did Alex do right and what did he do wrong?   Please **briefly** explain.
B. What could Alex do next to maintain a good relationship with his team members? Please **briefly** explain.

2. Base on the chapter 12 outsourcing management:

   A. What the principled negotiation approaches could be recommended for negotiating agreements on projects? Please briefly explain
   B. How can a project manager influence the customer (user) expectations as well as their perceptions? Why the management of customer relations is important to project success? Please **briefly** explain.

3. Given the project network and baseline information below, complete the form to develop a status report for the project at the end of period 4 and the end of period 8. From the data you have collected and computed for periods 4 and 8, what information are you prepared to tell the customer about the status of the project at the end of period 8?

LEGEND

ES	ID	EF
SL		SL
LS	DUR	LF

Node A:

0	A	4
1		1
1	4	5

Node C:

4	C	8
2		2
6	4	10

Node B:

0	B	5
0		0
0	5	5

Node D:

5	D	10
0		0
5	5	10

Node E:

5	E	8
2		2
7	3	10

Node F:

10	F	12
0		0
10	2	12

ID	Budget ($000)	0	1	2	3	4	5	6	7	8	9	10	11	12
A	40	10	10	10	10									
B	32	8	4	8	4	8								
C	48					12	12	12	12					
D	18						6	2	2	2	6			
E	28						8	8	12					
F	40												20	20
Total	206	18	14	18	14	20	26	22	26	2	6		20	20
Cumulative		18	32	50	64	84	110	132	158	160	166		186	206

Status Report: Ending Period 4						
Task	% Complete	EV	AC	PV	CV	SV
A	100%		35			
B	100%		24			
Cumulative Totals			59			

Status Report: Ending Period 8						
Task	% Complete	EV	AC	PV	CV	SV
A	100%		35			
B	100%		24			
C	100%		32			
D	33%		20			
E	100%		20			
Cumulative Totals			131			

4. Please analyze the case below and answer the questions by the Agile Project Management perspective.

Your project team has finished gathering the requirements and developing the solution design. Your team is broken into two main groups: The first group consists of the project manager, business analysts, and management and is located in the United States. The second group consists of the development and QA teams and they are located in India.

The WBS was developed based on estimates from the teams in India. The development team agreed to provide daily updates to you about progress against the WBS to make sure that the project's milestones are going to be met.

However, by the time the development team got close to the first milestone, it became obvious that they were behind even though their daily updates indicated that they are on track. In addition, the team adopted a different design approach than the one agreed upon at the beginning of the project.

The lack of meaningful updates from the development team along with a different design track has jeopardized the whole project by rendering the whole plan obsolete. Your team is now at risk of not delivering the project.

A. Based upon the above information, what would you recommend to do for successfully project delivery?   Please **briefly** explain.
B. Would the adoption of "agile project management" rather than the "traditional project management" be appropriate in this case?   Please **briefly** explain.