NOM POUPA

Prénom Adrien

Promo M1 2018

Date 6/4/17

POUPA Adrien
M1 - 2016

18,5

1/2

Excellent EXAM !

MATIÈRE International Project Management

Section One

1. A project is a set of activities done by an individual or an organization, with a beginning and an ending, following time and scope constraints.

On the other hand, a program is a set of related projects achieved more efficiently than if they were managed alone.

2. Project Management is the application of tools, methods and skills to follow project's requirements and achieve project's goals.

3. Design, Marketing Law Δ,

4.

5. Law and logistics

6. Different languags, different cultures

7. Scope

8. Resource

9. Cost

10. Time

11. Human Resource management: handle a team as human beings

12. Quality Management: ensure quality is meeting the level desired.

13. Communication management: make sure communication is smooth between teams.

14. Time management: meet deadlines on time

15. Scope management: do not go out of scope

16. A project stakeholder is a person involved in a project or a person impacted by the project
eg: project manager, end-user

17. War
Social / Economical Pressure
3rd part intervention (neutral person)

18. Initiating

19. Doing the project

20. Closing

21. Lack of indicators, scope changing (frequent), lack of communication.

22. Good and precise indicators, clear scope, good communication among team members, enough skilled team members.

23. A "Weak Matrix" organization is made of external consultants ~~with~~ who have little interest on the project.

On the other hand, a "Strong Matrix" organization is made of full-time employees who have high interest in seeing project success.

24. Financial: Design, Marketing

Non financial: Engineering, Technology change

25: RFP = Request for proposal.

It is a request for Bids to accomplish Something.

It is related to the procurement management.

26. Fixed Costs: all costs are estimated and defined at the signature of the project. All extra-costs will be for the contractor.

Time & Materials: costs are exactly what is spent on the project (persons-month, materials)

27. A Risk Containgency Plan can be setup

The Risk Management person/department can also be used.

28. Saying that 37.58 person month is needed to do something is an example of false precision.

37 will be enough to say.

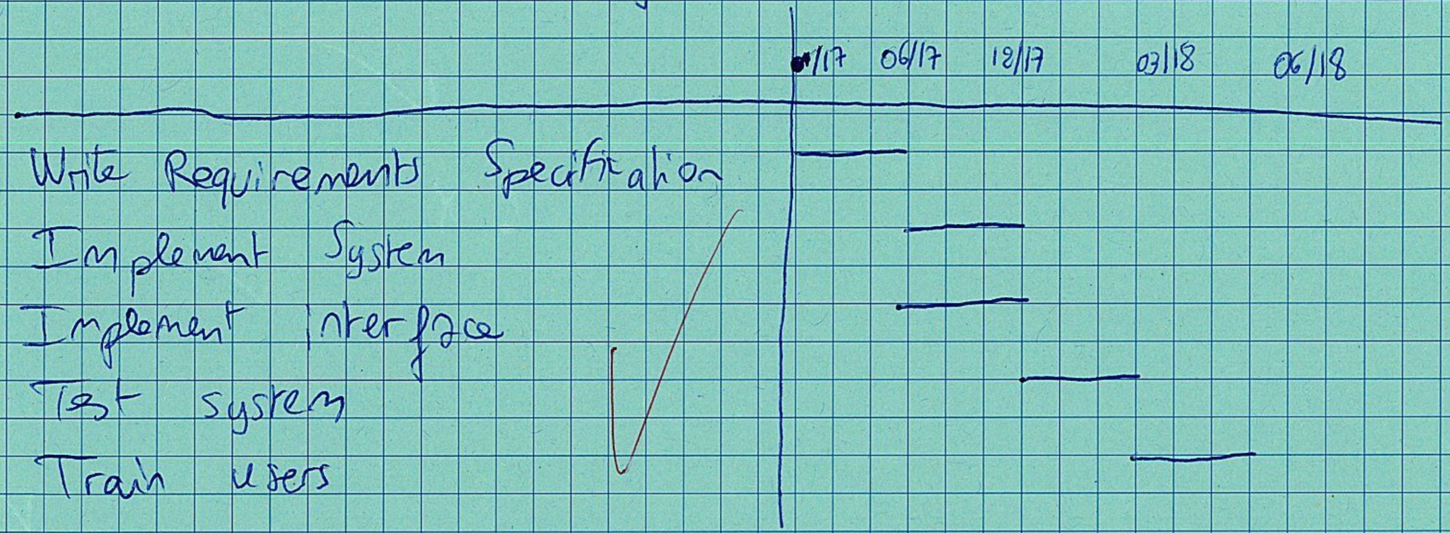
29. IRR (Interenge Rate Return), NPV and pay back time

30. NPV (Net Present Value) is the best method because it takes inflation into account.

Section Two

1. Do we have enough time?
Do we have enough skilled workers?
Do we have enough money?

2.



3. Law risk: law will be different in each country
Logistics risks: every new country adds a logistics challe
Culture risks: different languages, different time zones, different cultures.

4. This will make the project easiers since it is definitely a global project and these projects should be implemented globally, as the cloud allows it.
& Cons ?

5. Project team members: newsletter, physical meetings

Suppliers: newsletter, virtual meetings

Operating Unit company: newsletter, virtual meetings

Swiss HQ managers & employes: newsletter, physical meetings, reports

Swiss HQ CEO: newsletter, physical meetings, personal reports

Every stakeholder should have a newsletter on the project

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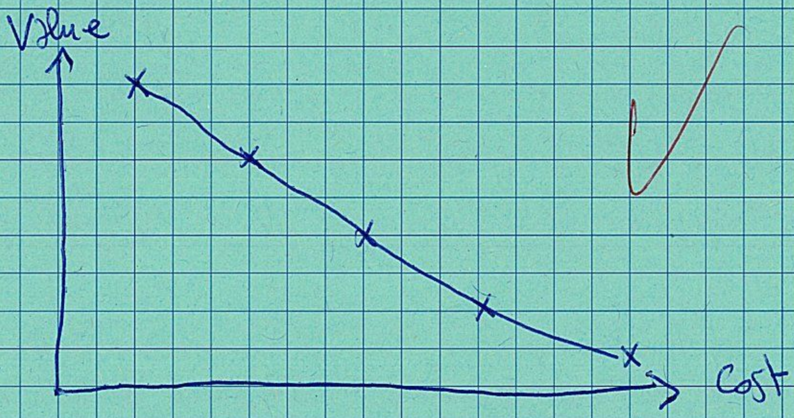
Physical meetings are better but for stakeholders in different countries, it costs less to organize virtual meetings.
The Swiss staff should receive reports and the CEO personal reports not to waste his time.

Section 3

1.



If value is high and cost is low, it has a high priority.
If value is low and cost is high, it has a low priority.

2. Payback period: 4 years.
In 2017, the project is paid back

3. $NPV = -100\,000 + \frac{10\,000}{1,10} + \frac{30\,000}{(1,10)^2} + \frac{40\,000}{(1,10)^3} + \frac{20\,000}{(1,10)^4} + \frac{20\,000}{(1,10)^5} + \frac{2000}{(1,10)^6}$

$NPV \simeq -10000$

4. If $NPV < 0$ (which seems to be the case here) we should not undertake the project since it has a low ~~revenue~~ return on invest