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Excellent
EXAM!

MATIÈRE International Project Management

Session 1.

1. a) A project is a set of activities with starting and ending, undertaken by person or company, to realize or finish or delivery a product. service with define time schedule, budget, resources. ✓
- b) A program is a set of projects carried out by company or associations to realize a purpose. ✓
2. Project Management is an ^{application} ~~set~~ of knowledge, ^{skills} tools to the project activities in order to control - pilot the projects. ✓
3. Business orientation: Engineering, marketing ✓
Decision making architecture: Democratic, dictatorial, cabinet ✓
4. Hard: law; logistics ✓
Soft: culture, environment, languages ✓
5. cost, time, resource, scope ✓
6. integration management ✓
procurement management
risk management
communication management
human resource ..
Time ..
cost ..
scope ..
quality ..
7. stakeholder is a group of people who have proper interest in the projects and may have influence on the project. ✓

8. War. Pressure. Independent Decision Maker. Negotiation ✓

9. Plan; launch, execution; Control; Assess
PDCA ✓

10: Specific; Measurable; Attainable; ~~Realistic~~ Realistic & Reliable; Time constrained ✓

11. Because IT projects usually are managed without clear indicators or dashboard, without discipline to follow, so it is hard to find if it is wrongly run or if it is already deviating from where it should be. And ~~without~~ without indicators and ^{project} management plan, it is hard to stop. ✓

12. Business. Technology. Marketing ✓

13. Weak Matrix: A team has only one full-time manager and other team members are part-time and attend the team meeting irregularly. They are just employed for consulting and feel less commitment to the team. _{part of management.}

Strong Matrix: A team separates its business purpose and management apart and all the team members are full-time and committed to their work. A team has good management plan, good budget, clear scope and purpose; experienced manager, cfo and stable resource, good WBS.

14. financial: pay back period; NPV; IRR; budget control. ✓

non-financial criteria: if we have enough time and skilled staffs to complete the project.

15. Fixed cost: A deliverable is a fixed price and all the cost-over should be paid by contractor.
Time & materials: All the cost ~~is~~ is based on the current situation of time, staffs, materials consumption and the pay-backs should be based on a fixed percentage on the investment.

I prefer the formal one because it will be designed and analyzed in a proper and considerable way, putting all conditions, risks into account, so it should be more robust.

16. plan risk management : execution risk management

analyse the probability and severity of risks.

make migrate plan for risks

17. why redundant figures on cost estimate:

e.g. The cost of ERP programme is \$27,010,000.21

18. IRR is a rate that will make NPV equal zero.

19. multi-national: implement the same functions in multi-nations.

international: implement the same framework in international ways

20. RFP. It ~~is~~ ^{belongs to} procurement management in order to get better quality and reduce cost.

It is a procedure that a company or associated launches a bidding for a service valuable asset or products and needs suppliers to propose the business proposals.

Session 2.

1. Do we have enough budget?

Do we have enough time?

Do we have enough ~~&~~ skilled employees?

Based on the constraints of a project: cost, time, resource, scope.

2. A) different time zone \Rightarrow hard to communicate instantly
different languages \Rightarrow ~~budget doesn't say kill the project~~ hard to communicate
~~B)~~ different culture \Rightarrow offensive behaviors may kill a team

C) ~~B)~~ set up standards of documents for better understanding
team rebuilding courses
set submission deadline based on time zone
~~B)~~ training program for communication

B) recruit more skilled people, regular check on employee's satisfaction.

3. lack of discipline rules; lack of change ^{management} plan; the expectation without respect of current budget and situation; ~~too much~~ ^{too much} take pride in projects.

4?

- 5. project team members: newsletter, telephone, e-mails
- project supplier: newsletter, telephone, emails
- company executives: meetings, documents, reports, emails.
- company managers & employees: meetings, documents, reports, emails.

7. culture difference; languages difference; stereotyping; salaries based on ^{economic} difference from countries; teamwork skills of employees are different; technical skills are insufficient.

8. Advertising; CRM; Hardware and software maintenance; salaries; training programs for employees. (HR and procurement management as well as quality management).

Advertising CRM should be the most difficult to manage.

9. Communication Management

Quality Management.

As the ~~project~~ system will be used in 8 countries, the language and culture issues will be significant. Also, the customers are based on different culture background, so it needs specific market study to make the better CRM.

10. It will make the project easier because it is better for a multi-country company to use a cloud-based ERP system to manage in a uniform data form, uniform database without other transaction and it is also easier for other subsidiary to query the data with each other and share documents. Also, manager can easily monitor the project situation and generate reports with ~~the~~ all the data retrievable on the cloud. Maybe it is hard to design, but it is easy to use.

Section 3.

1. pay back period: 5 years. $(2018) 20000 + 15000 + 25000 + 20000 + 10000 = 100000$ ✓

2.
$$NPV = \sum_{t=0}^n \frac{R}{(1+i)^t} = \frac{20000}{1+0.05} + \frac{15000}{(1+0.05)^2} + \frac{25000}{(1+0.05)^3} + \frac{20000}{(1+0.05)^4} + \frac{15000}{(1+0.05)^5} + \frac{5000}{(1+0.05)^6}$$

$$< \frac{105000}{1.05} < 100,000$$

Estimate? ✓

3. We should not undertake the project because NPV below zero based on 5% interest. The IRR should be smaller than 5%.