ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION (OIC)
Department of Computer Science and Engineering (CSE)

SEMESTER FINAL EXAMINATION

DURATION: 3 HOURS

SUMMER SEMESTER, 2021-2022

FULL MARKS: 150

CSE 4873: IT Project Management

Programmable calculators are not allowed. Do not write anything on the question paper.
Answer **all 6 (six)** questions. Figures in the right margin indicate full marks of questions whereas corresponding CO and PO are written within parentheses.

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1. a) Imagine a scenario where you are the manager of a new team of customer service representatives at a large retail company. The team is made up of employees with varying levels of experience, from those who are new to the job to those who have been with the company for several years. Your goal is to help each team member succeed and improve their performance.

   Using Hersey and Blanchard's Situational Leadership model, identify the leadership style you would use for each of the following team members in the given scenarios:

   i. John is a new employee who has never worked in customer service before. He is eager to learn and wants to do a good job, but he lacks the skills and experience needed to handle complex customer issues.

   ii. Emily is a senior customer service representative who has been with the company for over five years. She is highly skilled and experienced, and she enjoys taking on new challenges and responsibilities.

   iii. David has been with the company for a year and is an inefficient customer service representative. He could not learn that much and is not as motivated as the others.

   iv. Tom has been with the company for several years and is one of the top-performing customer service representatives on the team. He is highly skilled and takes pride in his work, but sometimes he can be resistant to change.

   12
   (CO4)
   (PO2)

   b) What is the main difference between charismatic and transformational leadership? What source of power do these leaders possess that other leaders do not? State some downsides of charismatic leadership.

   13
   (CO1)
   (PO1)

2. a) *Artisan Gems* is a small business that produces and sells handmade jewelry. They have been in business for five years and have achieved moderate success in their local market. However, with increased competition from online retailers, they are struggling to maintain their market share and profitability. As the CEO of *Artisan Gems*, you need to develop a strategy to help the company grow and stay competitive.

   i. What type of corporate strategy would you adopt? Justify your answer.

   ii. Using the five stages of the strategic management process, describe a strategy for *Artisan Gems* that will help them achieve their goals and succeed in the marketplace.

   6 + 9
   (CO4)
   (PO2)

   b) Why does planning often fails to guarantee improved performance in the organization? Briefly mention some disadvantages of formal planning.

   5 + 5
   (CO1)
   (PO1)

3. a) Imagine you are the manager of a manufacturing plant that produces electronic devices. Your team is responsible for ensuring that the products meet the quality standards and are delivered to customers on time. However, you notice that the production process is facing delays, and the quality of the products is not meeting the expected standards.

   Using the three-step process of control, describe how you can identify the problem and take necessary action to correct it.

   10
   (CO4)
   (PO2)

b) Why is "what we measure" is more critical to the control process than "how we measure"? Which control strategy would you choose to manage your personal life if you had the choice between feedforward, concurrent, and feedback controls?

c) What is the relationship between liquidity and leverage? How are these ratios calculated in a company?

(CO)
(PO)

4. a) A startup tech company is experiencing rapid growth and is transitioning from a small, in-formal team to a larger, more structured organization. The company wants to maintain its flexible, innovative culture while also ensuring that it can effectively manage its growing workforce.

    i. What kind of structure should the startup try to achieve?

    ii. Develop a strategy for the startup tech company to use the six foundational elements of organizational design to maintain its organic, innovative culture while scaling its oper-ations.

3+12
(CO3)
(PO2)

b) Describe how both the functional and matrix structures might create conflict within an or-ganization.

5 + 5
(CO1)
(PO1)

5. a) A small coffee shop in a tourist destination wants to expand its business to other locations in a different country. The coffee shop has a loyal customer base and has received positive reviews for its coffee and pastries.

Consider the following details about the coffee shop:

- The shop has limited financial resources and wants to avoid large upfront costs.
- It wants to maintain control over its operations, brand identity, and customer experi-ence.
- It does not have the expertise to manage multiple locations and wants to benefit from the expertise of others.

Identify the type of business operation (importing, exporting, licensing, franchising, strate-gic alliance) that will be the most appropriate for the coffee shop.

12
(CO3)
(PO2)

b) 'Individualism vs. Collectivism' and 'Power distance' are two of the five dimensions of Hof-stede's framework for varying national culture. Analyze these dimensions in the context of Bangladesh.

7 + 6
(CO2)
(PO1)

6. a) Which project life cycle is better suited to a rapidly changing and unpredictable corporate environment: iterative or incremental? Explain your choice.

10
(CO1)
(PO1)

b) Imagine you are the project manager for a new tea garden that your company is developing. The goal of the project is to increase the annual tea production by 30% and reduce the cost of production by 10% within the first year of operation.

Discuss the key pivotal points that you will need to record when developing the benefits management plan for this tea garden project.

15
(CO3)
(PO1)