

CIMG Programme Pathway 4 Professional Advanced Diploma in Marketing

Managing Marketing Projects (PADM 403)

JUNE 2023

DURATION: 3 HOURS

The examination comprises of two parts:

Part A - a compulsory case study, worth 40 marks

Part B - answer any three questions, worth 60 marks in total

PART A- COMPULSORY

CASE: AIRLINE TRAVEL FARES INCREASED

I was the project manager to set up a volume production factory in Ghana for our U.S.-based corporation. My engineers continually traveled back and forth from the United States to Ghana to train and help the Ghanaian engineers during the start-up period. During the initial months of the project, airline fares were very reasonable and I allowed my engineers to travel business class to Ghana during their long 18-hour flight. My travel budget was about \$200,000 per year. My travel budget allowed me to send about 40 engineers per year to Ghana. We had an in-house travel agent who took care of our travel needs. All of a sudden due to uncontrollable world events, Airlines started to add surcharges on airfares. I started to overrun my travel budget. I had a long meeting with my team. After several strong objections, I made them agree to fly in economy class. They were free to upgrade to business class with their own miles. It was not easy for my team members to buy into flying economy class for 18 hours. We agreed to fly during weekdays and to avoid holiday times such as Thanksgiving, Christmas, New Year, and spring breaks. One engineer suggested that our company's travel agent should secure a set of airline open tickets from airline promotions and sales events. We would use these open tickets when needed. I took on the assignment of negotiating the open ticket suggestion with our company's travel agent. Another suggestion was to station some of my team's engineers in Ghana for a longer period of time instead of shuttling them back and forth every two or three weeks. Another suggestion was to increase and to emphasize videoconferencing meetings with our counterparts in Ghana. I tried to implement all these suggestions. Most of these suggestions did not apply during emergency assignments. During an emergency situation, my engineers or me hopped on a plane immediately and flew to Ghana. These were the budget breaking trips. The airline fares for these emergency trips were doubled or tripled. We had several of these emergency trips every year. When I started the Ghanaian project, fuel costs were about 10% of the airline operating costs. In two years, fuel costs edged up to about 35% of the airline operating costs. Air travel cost increases was reflected not only in ticket fares, but also in luggage fees, extra leg room fees, and so on. I went several times to my upper management to ask for an increase in my travel budget.

With all the cautionary steps we took, I was still over my travel budget at the end of the project. When I presented my final cost performance report to my upper management, my cost performance index for the travel budget was well below one. My team and I did okay in our project's cost and schedule performances, except the travel cost dilemma. In the end, my upper management was very sympathetic about my travel budget cost overrun.

- a. What are **five** common events that can cause a project's budget to be overrun?

[15 marks]

- b. How does team discussion help in solving nagging project issues? Can you provide an example?

[10 marks]

- c. Discuss the business case and the project schedule

[15 marks]

PART B – Answer THREE (3) Questions Only

Question 2

Your organization have won a contract to develop a social media communication for an advertising project. As the project team lead you have been tasked to determine the information needs of the project stakeholders.

Required

Undertake a communication requirement analysis to inform your organization about the type or format of information that will be required to communicate with the stakeholders. **[20 marks]**

Question 3

As a project manager of a newly established digital technology marketing firm, you been tasked to manage a project that seeks to build a database for your firm to ensure effective stakeholder engagement and participation. Your organization wants you to use appropriate market research techniques or tools to gather the data.

Required

Discuss the **five (5)** data gathering techniques or tools that the firm want the project manager to use [20 marks]

Question 4

As a project manager in a market research organization, you been tasked to manage an advertising project for your organization to determine the factors that influence the selection of project.

Required

1. Discuss the five quantitative factors listed below that are used for project selection, which tend to focus on cost:

- a. Benefit-Cost Ratio (BCR)
- b. Present Value (PV)
- c. Payback Period (PP)
- d. Net Present Value (NPV)
- e. Risk Response Strategy

[20 marks]

Question 5

As a project team lead from the quality department of a services delivery organization overseeing a project that you manage has required information about the tailoring of the project management processes done by your team to run a campaign about new AI-enabled services introduced in the industry. The stakeholder also wants information about the rationale for selecting the processes you engaged, their implementation level details and how they will be used to manage interdependencies.

Required

- a. Discuss the standard project management document from which the information being sought can be found. **[5 marks]**
- b. Prepare the appropriate project management document that the project stakeholder is requesting providing the detailed information being sought. **[15 marks]**

Question 6

Your organization has been contracted to manage the marketing of the Green Ghana project to ensure sustainable environment for all businesses. The current administration has requested from you the project manager to present it with a report on how you will market the project. In a report to the current administration, provide information on the following:

- a. Discuss briefly the project Lifecycle **[10 marks]**
- b. Critically evaluate the business case and the project schedule. **[10 marks]**