

reasons for the divergence of opinion from one technique to the next? What are the strengths and weaknesses of each screening method?

2. Choose the project that you think, based on the two analyses, Nova Western should select. Defend your choice.

3. What does this case suggest to you about the use of project selection methods in organizations? How would you resolve the contradictions found in this example?

1. Phyllis has called you into her office to help her make sense of the contradictions in the two project evaluations. How would you explain the

Questions

and the financial screening favored the higher projected NPV of Project Janus. Phyllis, who was due to present her recommendation to the full top management team in the afternoon, was still not sure which project to recommend. The evaluations seemed to present more questions than answers.

Internet Exercises

3.1 Go to the Web sites for the following organizations:

- a. Merck & Company Pharmaceuticals: <http://www.merck.com/about/>
 - b. Boeing Corporation: <http://www.boeing.com/boeing/companyoffices/aboutus/index.page>
 - c. Rolls-Royce, Plc: www.rolls-royce.com
 - d. ExxonMobil, Inc.: www.exxonmobil.com/Corporate/about.aspx
- Based on your review of the companies' posted mission and strategic goals, what types of projects would you

expect them to pursue? If you worked for one of these firms and sought to maintain strategic alignment with their project portfolio, what project options would you suggest?

3.2 Access the Web site www-01.ibm.com/software/awd-tools/portfolio/. What is IBM's philosophy regarding project portfolio management as demonstrated by this software product? What do they mean by stating that their goal is to help clients overcome the influence of the loudest voice in the room and use objective information to support decision making?

Notes

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