

Product Development Management

IAR061

2018-08-21, 14.00 – 18.00

Maximum 2 pages per question – 10 total

Please write your student code on each page

The exam result will be published in LADOK no later than September 7. Reviewing of the exam takes place at the Division of Innovation and R&D management on Tuesday September 11 at 12.00. Only obvious errors, such as errors in the summing of the result will be corrected later. When the student chooses to bring the exam home all possibilities for correction of the result ends.

Questions will be answered by phone throughout the exam
by Lars Trygg

Phone: 772 1207

Master in Product Development
Chalmers University of Technology

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1. Technology sourcing and Dominant Design

- a) Describe - not list - 5 different ways to source needed technology. Which of these is the most commonly used by companies (5p)
- b) What is a “Dominant Design” and when/how does it emerge? (5p)

2. Project portfolio management and R&D dilemmas

- a) What are the goals with Project portfolio management and describe one method and/or tool that can you use in order to achieve these goals respectively (5p)
- b) Managing R&D is really much about management of dilemmas. Describe three typical managerial dilemmas or “trade-offs” that commonly needs to be handled by R&D managers. (5p)

3. Cross-functional integration

- a) Traditional functionally organized structures have a tendency to develop barriers to the necessary cooperation and integration between the functions. Discuss the underlying reasons to the existence of these barriers? (5p)
- b) Describe commonly used integration mechanisms that organizations use in order to overcome these functional barriers? (5p)

4. Technology strategy and the time to market

- a) What is the objective of a technology strategy and which areas does it usually address? (5p)
- b) Discuss five reasons why it can be beneficial to bring competitive products to the market more rapidly than competitors. (5p)

5. Lean product development and Product platform management

- a) In Lean product development, the notion of waste can be expressed in terms of “knowledge waste” which can be divided into three categories. Explain the rationale behind the expression “knowledge waste” and give three examples of a knowledge waste; one from each category. (5p)
- b) Discussions about platforms are often related to the re-use of physical components. But a platform can be many other things also. Describe three other views (except for components) of what a platform is, and the benefits to gain from each of these three views. (5p)

Good luck / Lars