

Overview of Project Management

Total Marks: 30

1. Multiple Choice Questions: (10)

- i. What are the five project management process groups, in order?
 - a. Initiation, Executing, Planning, Controlling, and Closing
 - b. Initiation, Controlling, Planning, Executing, and Closing
 - c. Initiation, Planning, Controlling, Executing, and Closing
 - d. Initiation, Planning, Executing, Controlling, and Closing
- ii. A project is considered successful when:
 - a. The product of the project has been manufactured.
 - b. The project's sponsor announces the completion of the project.
 - c. The product of the project is turned over to the operations area to handle the ongoing aspects of the project.
 - d. The project meets or exceeds the expectations of the stakeholders.
- iii. You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the project's start date. Resources are not readily available, as they are currently assigned to other projects. Jack, an expert crane operator, is needed for this project two months from today.
Which of the following skills will you use to get Jack assigned to your project?
 - a. Negotiation and influencing skills
 - b. Communication and organizational skills
 - c. Communication skills
 - d. Problem-solving skills
- iv. The amount of authority a project manager possesses can be related to:
 - a. The project manager's communication skills
 - b. The organizational structure
 - c. The amount of authority the manager of the project manager possesses
 - d. The project manager's influencing skills

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- v. Your company manufactures small kitchen appliances. They are introducing a new product line of appliances in designer colours with distinctive features for kitchens in small spaces. These new products will be offered indefinitely beginning with the release of the spring catalog. Which of the following is true?
- a. This is a project because this new product line has never been manufactured and sold by this company before
 - b. This is an ongoing operation because the company is in the business of manufacturing kitchen appliances. Introducing designer colors and features is simply a new twist on an existing process.
 - c. This is an ongoing operation because the new product line will be sold indefinitely. It's not temporary.
 - d. This is not a project or an ongoing operation. This is a new product introduction not affecting ongoing operations.

2. Shorts Questions: (10)

- i. What is the difference between a project and routine work?
- ii. Briefly outline the tasks that a project manager performs during the course of his project.
- iii. Describe different stages of the project life cycle.
- iv. Outline the key skills every good project manager should possess.
- v. It is said that there are five process groups and nine knowledge areas in project management. Name all the process groups and knowledge areas.

Activity (10)

Use this activity to define the key activities of a project within your organisation -

- i. Select a project that you have been involved in or affected by during the past year.
- ii. Identify what the different stages were and approximately how long each stage lasted.
- iii. Note the key activities of each stage.

Project title:

Stage

Length of time involved

Key activities

2. Shorts Questions:

- i. What is the difference between a project and routine work?

A Project is an activity which often introduces a change and is a series of activities which is aimed to achieve a specific output. Factors like time, cost and quality are taken into consideration when planning to execute the planned activities to achieve the desired output.

Example:

Making a change in the way your staff books holiday to a new system is a project.

Routine work on the other hand is/are a series of activity(ies) carried out on a daily basis without having a specific output. It is also the tasks which are carried out on a recurring basis rather than being a one off activity.

Example:

Merchandising a new line on the shop floor is a day to day task.

- ii. Briefly outline the tasks that a project manager performs during the course of his project.

Planning, Organising, Managing, Supervising, Financial Control, HR, Communicating with the Stakeholders are a few of the tasks that are performed by a Project Manager

- iii. Describe different stages of the project life cycle.

Initiation Process

Planning Process

Executing Process

Controlling Process

Closing Process

- iv. Outline the key skills every good project manager should possess.

Skills vital for a good project manager are as under:

Personal Behaviour

Communication skills

Organisational skills

Budgeting skills

Problem solver

Effective Negotiating and influencing skills

Leading and Managing

Good team building and Human resources

- v. It is said that there are five process groups and nine knowledge areas in project management. Name all the process groups and knowledge areas.

The 5 Process Groups are

1. Initiation
2. Planning
3. Executing
4. Controlling & Monitoring
5. Closing

9 Knowledge areas are:

1. Integration
2. Scope
3. Time
4. Cost
5. Quality
6. Human Resources
7. Communication
8. Risk
9. Procurement

Apart from managing these areas, Stakeholder management is also very important in Project Management.

Activity

- i. Select a project that you have been involved in or affected by during the past year.

The premise behind this project was to change the way our teams used to book holidays. Initially these requests used to hand written on a prescribed form and were authorised by the managers.

Upon the completion of this project, all holiday requests would be booked through an online system using a PC which could be accessed from home aswell as the work place.

Title:

New Holiday Request System

ii. Identify what the different stages were and approximately how long each stage lasted.

- Planning the training required for all the managers for them to be able to understand the new system and train their team members - **1 week**
- Delivering the necessary training to the managers - **1 month**
- Planning the training for all the team members to be trained on the new system. - **1 week**
- Deliver the training to the team members - **1 month**
- 1 month 'cool off' period (still accept the paper requests due to training slots being missed / lack of understanding / lack of confidence using the system) for the team members - **1 month**

- iii. Note the key activities of each stage.

Planning the training for the managers:

The training was planned for all the managers to attend in small groups on different dates and times to limit the impact on the shopfloor. Comms were sent out and based upon the accepted responses the dates were plotted on the calendar.

Delivering the training to the managers:

The training sessions were carried on the specific dates and upon the completion of the sessions a review was carried out to ensure all the managers were trained.

Planning the training for rest of the team members:

Similar approach was taken and training was plotted in small groups on different dates and times to limit the impact on the sales floor. The availability of the managers responsible for training their line reports was also taken into consideration.

Deliver the training to the staff:

Groups of the team members were trained based upon the training plan.

Cool off Period:

A cool off period of 1 month was agreed due to factors like, unavailability of some staff members, Teething issues with the systems and for managers to be able to spend more time with individuals who required further assistance, for the staff members to start booking their holidays on the system. After this period no paper based holiday requests were entertained.