

Answer the following questions:

1. What is the difference between a project and routine work? 6

A project is a one-off task aimed to accomplish a specific and unique goal (it can either be to investigate a solution for a particular problem, researching a new product or servicing / implementing the results of the previously completed project) it has a specific start and end , the project is a continuous effort between the time, budget, scope, and quality as any compromise made to any of these factors creates excessive risk.

While a routine work is recurring and does not have a specific time of completion, also a routine work is carried out in a stable environment (predictable) which is isolated (not cascading into another function)at the time when it is carried out.

2. Describe different stages of the project life cycle. 8

There are basically five stages

- Initiating
 - Planning
 - Executing
 - Controlling
 - Closing
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- Initiating: the actual objectives of the Project are defined at this stage these objectives could be anything from building a plaza or a bridge to design and/or implement a new control system for an existing function in a office , for the larger projects there is an additional stage of Suitability, Feasibility, and Acceptability (according to Johnson and Scholes) criteria assessment . The Project Terms of reference are also covered at this stage, which essentially defines the various projects milestones the customer , sponsor , the final expected outcome of the project and the various stages of the project itself. Proper communication with all the stake holder is the key here.
 - Planning: as the name suggests it is the stage where a formal project plan is drafted which includes the resources required to finish the project , the job descriptions of various parties involved, the order of the tasks and there time table.
 - Executing: this is where the actual work starts and the success of project largely depends upon this stage the project owner needs to be updated at every stage of project and consulted where needed.
 - Controlling: is like a feedback loop between the executing and the planning phase any unexpected loss (interms of money , time , quality or scope) during execution stage means back to the drawing board i.e. the planning phase. It also acts as a benchmark for the actual execution with the planned

- **Closing :** This means the end of the project. All deliverables can be formally signed off and the team disbanded. At this point, the project itself can be evaluated in terms of its success and likely impact.

After this comes the after sales services/ updates.

3. Outline the key skills every good project manager should possess. 6

Knowledge: the project manager should be well educated in the field of the project management itself. He/She should be comfortable with various project management software packages, like Microsoft project.

Performance: How effectively can a project manager apply his/her knowledge in the actual project like he/she knows how to use the Microsoft project but can he /she construct critical path analysis for this project using Microsoft project

Personal : This encompasses the attitudes, core personality characteristics and leadership qualities of the project manager.

Communication Skills: is one of the most important skills of the project manager as with out good and clear communication there might be a miss communication between different stakeholders of the project which may cause problems in future.

Organizational Skills: keeping the proper record of all the correspondence with the project stakeholders and all the important project related documents for future reference.

Budgeting Skills: the project manager should know how to manage the budget of the project and they should know what are variable which are causing the negative budget variance, but to do that they should be aware of the actual budgeting process it self.

Problem Solving: this is the two fold process. Defining the problem comes first. When defining problems, we often end up just describing the symptoms instead of describing what the actual problem is. After the problem has been defined

Negotiation and Influencing: the project manager should possess a good negotiation and Influencing skills, this skill is especially useful to keep the project within the time , quality , cost and goal constrain

Leading: the project manager should be a good team leader.

Team Building and Human Resources: Team building and human resource management skills will be heavily relied on by project managers, how to communicate the project requirements to with people of various backgrounds and make them all work together to achieve a single objective.