

Moshe Canty
Professor Bowersox
Project Management
Module #2 Assignment
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Short Answer (4 to 5 sentences)

1. There are many project screening models. One is the checklist model. Briefly explain it. Is it a quantitative or qualitative approach?

According to the text, a checklist model is “a list of criteria that pertain to our choice of projects, and then applying them to different possible projects” (84). Thus, a checklist model is a criterion which measures the performance of a project. It also is a simple device for recording opinions and encouraging discussions. Checklists can be used for a variety of reasons such as in a consensus group-setting, a method for initiating conversation, stimulating discussion and the exchange of opinions, and highlighting the groups priorities. Checklist models are qualitative approach.

2. There are many project screening models. One is the simplified scoring model. Briefly explain it. Is it a quantitative or qualitative approach?

A simplified scoring model ranks the criterion according to its relative importance (85). A simplified scoring model provides a more precise screening process to help identify and emphasize certain criteria over others. Scoring models try to impose some structure on the decision-making process while simultaneously combining multiple criteria. However, scoring models have limitations that are not always accurate. Scoring models are a qualitative approach.

3. There are many project screening models. One is the Analytical Hierarchy Process. Briefly explain it. Is it a quantitative or qualitative approach?

The Analytical Hierarchy Process helps was developed by Dr. Thomas Saaty to address many of the technical and managerial problems frequently associated with decision-making through scoring-models (88). AHP provides a way to select and justify projects according to their consistency with business objectives. AHP also produces a more coherent and unified vision of organizational strategy. The hierarchical account of criteria and splitting weights resolves the problem of double counting in scoring models. The AHP is a quantitative approach.

4. There are many project screening models. One is the Profile Model. Briefly explain it. Is it a quantitative or qualitative approach?

Profile models allow managers to plot/risk options for various alternatives and then select the project that maximizes return while staying within a certain range of minimum acceptable risk (91). The profile model offers another way of evaluating, screening, and comparing projects. One advantage of the profile model is that it offers another method by which to compare project alternatives. Profile models give us a method of eliminating alternatives that either carry too much risk or promise too little return. The Profile model is a quantitative approach.

5. Financial models are all predicated on the TVM principle, or time value of money. What does this mean?

TVM, or the time value of money suggests that money earned today is worth more than money we expect to earn in the future (93). We expect future money to be worth less for two reasons: (1) the impact of inflation, and (2) the inability to invest the money. Inflation causes prices to rise and hence erodes consumers' spending power. Money that we cannot invest is money that earns no interest.

6. Define the following financial terms (1 sentence for each is fine): payback period, net present value method, required rate of return, internal rate of return.

The **payback period** is the estimated amount of time that will be necessary to recoup the investment in a project. The **net present value** projects the change in the firm's value if a project is undertaken. The **required rate of return** makes assumptions about future interest rates, and inflation for the net 10-years. The **internal rate of return** is an alternative method for evaluating the expected outlays and income associated with a new project investment opportunity.

7. Define the difference between a leader and a manager.

A manager is an individual who has received a title within the organization that permits them to plan, organize, direct, and control the behavior within their department or area of oversight. Whereas leadership is less about administration and more about interpersonal relationships. Leaders embrace change; managers support the status quo. Leaders aim for effectiveness; managers aim for efficiency. Leader's command respect: managers demand respect (123).

8. How does a project manager lead? Give two examples.

A project manager leads by motivating their team to fulfill certain tasks. For instance, a project manager may be required to help train a team member to a project site. This training may come in the form of helping them become acquainted with the specifics of a project. Another example a project manager may lead is by getting ahead of potential problems before they arise. For instance, some problems are foreseeable while others are not. Thus, a manager seeks to remedy these matters to prevent them from causing more harm down the line.

9. The text gives 4 characteristics of the new project leadership. Describe two of them.

The new leader keeps reminding people of what's important.

The text describes instances when project challenges will arise, and how the leader must keep their eyes fixed on the ultimate prize which is completing the project. This reminder is important because team members are humans who become distracted. Distractions lead to poor decisions which in turn can create more problems for the leader. Therefore, reminding people of what's important keeps everyone focused on the task at hand.

The new leader and the led are intimate allies.

This point cannot be overstated. The role of the leader and their team are symbiotic in nature. They cannot exist without the other. In fact, they are in dire need of one another. Therefore, each of them is intimate allies with one another. When the leader recognizes their role in this relationship, the likelihood for team success becomes more a reality than not.

Long Answer (8 to 10 sentences)

1. Go to the website for both Boeing Corporation (www.boeing.com) and Rolls-Royce (www.rolls-royce.com). Based on the information you may find - general review of the company, posted missions, strategic goals, etc. - what types of projects would you expect them to pursue?

According to Boeing Corporation's website, the company is organized into three business units: commercial Airplanes, Defense, Space & Security; and Boeing Global Services. The website also goes on to say that Boeing has a long tradition of aerospace in leadership and innovation. Based on this information, I would say that Boeing's projected plans include them investing in more technologically advanced airlines; designing and building military platforms and defense systems; and innovating technological systems for an array of customers.

Rolls-Royce is a world-renowned brand who is commonly known for its fleet of luxury high end vehicles. However, what many people do not know is that the company has products and services Civil Aerospace, Defense, Power Systems, and Electrical. According to Rolls-Royce's website, the company develops and delivers complex power and propulsion solutions for safety-critical applications in the air, at sea and on land. Therefore, I expect the company to invest in large commercial and business aviation engines; as well as innovative ideas such as electrical planes that are clean, sustainable, safe, and silent.

2. We often say that two characteristics of a good leader are high degrees of self-efficacy and emotional intelligence. Do some sleuthing on the internet and describe both terms.

Emotional intelligence is defined as the ability to understand and manage your own emotions, as well as recognize and influence the emotions of those around you. The term was first coined in 1990 by researchers John Mayer and Peter Salovey but was later popularized by psychologist Daniel Goleman <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>. Possessing high leadership self-efficacy impacts both your own leadership performance, and the performance of the group that you are leading <https://careerforesight.co/blog-feed/what-is-self-efficacy-and-how-does-it-relate-to-leadership>. Thus, a true leader understands the need to check their own emotions, while equally monitoring the emotions of their team so that those emotions are properly channeled into the work. Essentially, by engaging in these practices, the leader is using both their emotional intelligence and being self-efficacious as well. Self-efficacy demands the leader having an understanding and awareness regarding their thoughts, emotions, and feelings. Together, these terms help to provide direction and purpose to the leaders ultimate mission.