

Module 2 Assignment

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?

The checklist model works by developing a list of criteria that are relevant to project selection. This checklist is then applied to different projects and evaluated. Based on the evaluated criteria and other circumstances, such as the potential return on investment or the riskiness of the new venture, a project can be selected. The checklist model is a quantitative approach.

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

In the simplified scoring model, the various criteria are ranked according to their emotional significance. The criteria are given different point values. The importance weights can now be multiplied by the point values and a score is obtained for each criterion. Now one can add up the scores of each criterion and one gets the total score of each project. Now it can be recognized which project corresponds most to the respective meanings and one can be decided for a project. This model is 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 is a four-step process that helps to solve administrative and technical problems in order to have an effective project selection. The first process consists of identifying criteria and opportunities that are relevant to the rest of the process. In the following step, comparisons are made. In the third step, the weighting of each criterion must be calculated and then in the fourth step, the best option is identified by combining the evaluations. The analytical hierarchy process makes it possible to combine the quantitative and the qualitative approach.

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

The profile model is used to show risk/return options for different projects. It compares different projects according to which one offers the highest return in the range of a certain risk. The figure in the book (Page 113, Figure 3.4) shows us the risks of the different projects on the Y-axis and the return of the projects on the X-axis. So by putting the different projects on the graph, risk and return can be identified and managers can make a reasoned decision for or against a project. The profile model shows a quantitative approach.

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

The TVM principle states that a sum of money today is more valuable than the same sum in the future. One justification for this assumption is inflation, which reduces the value of money from time to time. Things like direct investment or the concept of interest or zine interest are of great importance in this principle, since money can only grow through investment and thus does not lose value due to time. Thus, the assumption of the TVM principle is based on the fact that money grows due to investments and late investments are lost opportunities.

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 period of time during which a company is tied to investments, since the capital investment has not yet been returned. The net present value method is a form of profitability calculation used to determine whether investments and business models are lucrative today and in the future. The required rate of return is a model that is used to show what return an investor is willing to accept for the risk of his investment. The internal rate of return can be described as a model in which the net present value of the cash flows is made equal to zero. This is due to the interest rate used.

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

A leader is a person who has influence on employees and tries to influence them to achieve certain goals. A manager, on the other hand, is responsible for organizing, directing and coordinating the company. So while the leader focuses on the interaction with the employees, a manager is more concerned with processes in the company. In summary, I can say that a leader is a person who interacts socially, communicatively and psychologically with the employees directly, while a manager takes care of the structure and order in the company.

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

For a project manager it is very important to lead his team well. An example of how a project manager leads is presented in the text as "Motivating and Building Teams". As a project manager, it is very important to build a team that meets the demands of the project. In addition, the team must be motivated to put their full energy into the project. If a project manager succeeds in building a good motivated team, he will gain confidence and will be able to lead the team in a goal-oriented way. Another example of how a project manager can lead a project is described in the text as, "Having a Vision and Fighting Fires". A project manager must have a clear goal in mind where he wants to go and steer his team in this direction.

Furthermore, he must quickly and purposefully solve situations and problems that were not planned into the course of the project. This characteristic is very important for a project manager, through which he furthermore justifies his position and gains the trust of the employees.

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

The first characteristic of the new project leadership, which I will discuss, is described in the text as "The new leader creates and maintains trust". For a new project leadership, the trust of the employees is very important, because it ensures that productive cooperation can take place. If the employees lack trust in the project leadership, this leads to turbulence and isolation in the team, since the project leadership is not relied upon. The second characteristic of a new project leader was described in the text as, "The new leader understands and practices the power of appreciation...". Especially as a new project leader, it is tremendously important to value the employees and build on their qualities. As a project leader, it is important to recognize the possibilities and qualities of the employees and to use them as a result. This strengthens the employees, thus their self-confidence, provides confidence in the leadership and leads in the end to the fact that the project can be led successfully and the goal can be reached.

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?

Boeing Corporation is a company that deals with aerospace technology and manufactures products in these segments. As I can see from the website, Boeing wants to innovate in the future. Therefore, they have already created an operational concept for unmanned passenger flights with highly automated electric aircraft in urban airspace, which they want to turn into reality in the future. Furthermore, Boeing currently has a major project underway that aims to replace passenger aircraft with technologically advanced aircraft in the long term. In summary, I can say that in the future, Boeing will approach technologically based projects that will improve various components of the current aircraft sector. Rolls-Royce is an aircraft engine manufacturing company. Rolls-Royce also has many innovative ideas and demands for the future, which they want to meet. Especially in the sector of sustainability Rolls-Royce wants to act more sustainably in the future. For example, I can see from the website that they want to reduce the carbon dioxide emissions of their operations and activities to zero by 2030. Based on this and other goals, I can say in general that Rolls-Royce will pursue technology-based sustainable projects in the future. If Rolls-Royce manages to develop more sustainable aircraft engines, this will also have a positive impact on Boeing and its projects.

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.

Self-efficacy describes a person's conviction and confidence that he or she can handle difficult and new challenges profitably. This self-efficacy behavior ensures that challenges are taken on directly, which is of great importance for a manager. If a leader did not have a high level of self-efficacy, it would lead to insecurity and postponement of problems throughout the organization. Things like personal experiences of success or support ensure that self-efficacy increases. Emotional intelligence is another attribute that is very important for leaders. Emotional intelligence describes the ability to recognize one's own feelings as well as the feelings of others and to be able to influence them in a sustainable way. In addition, an emotionally intelligent leader can use the feelings of his employees or even his own to the advantage and benefit from this mutual profit. For a person in the leadership of a company, both the characteristic of self-efficacy and the characteristic of emotional intelligence are very important, as these attributes provide the company with stability, security and good cooperation. They are therefore fundamental to the success of a company.