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Project Management

Model #3 Assignment

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February 20, 2023

1. What are the main benefits of developing a comprehensive project scope analysis?

   The project scope analysis cannot be overstated, it provides managers with an overview of those components that are indispensable to a project's success. In fact, according to the text, the benefits of developing a comprehensive project scope analysis is that it helps name all the activities to be performed, the resources consumed, and the end products that result, including quality standards (158). Moreover, this information is beneficial because it helps to lay the groundwork for what the goals of the projects rest on. Finally, a comprehensive project scope analysis is a barometer to help measure where the project intends to go.

2. What is a statement of work (SOW) and what are the main elements in an effective SOW?

   The SOW is a detailed narrative description of the work required for a project (161). In layman terms, an SOW seeks to explain the purpose and overall objective that the project needs towards its initial implementation and subsequent completion. The main purpose of the SOW is "to give the project organization and the project manager specific guidelines on both work requirements and the types of end results sough once the project is complete" (161). This means a SOW establishes the rules of engagement that the manager adheres to successfully complete a project. The main elements in an effective SOW are.

   a. *Introduction and background*
   b. *Technical description of the project*
   c. *Timeline and milestones*

3. What is the Work Breakdown Structure (WBS)? What are its 6 main purposes?

   The Project Management Body of Knowledge defines WBS as "a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create project deliverables" (165). This means that the WBS aims to break down tasks according to their purpose and objectives. For instance, each project requires compartmentalizing what roles team members must fulfill in order to successfully complete the project. This, a WBS is the vehicle that aids in this process by delegating what tasks will be performed by whom. The text states that the WBS serves six main purposes which are:

   a. *It echoes project objectives.*
   b. *It is the organization chart for the project.*
   c. *It creates the logic for tracking costs, schedule, and performance specifications for each element in the project*
   d. *It may be used to communicate project status.*
   e. *It may be used to improve overall project communication.*

> ***f. It demonstrates how the project will be controlled.***

4. Define scope reporting and describe what is commonly included in scope reports.

    The text defines scope reporting as the types of information that will be regularly reported, who will receive copies of this information, and how this information will be acquired and disseminated (176). How many report updates will be conducted, and how frequently these updates are decided by the project team and their clients. These updates are necessary to keep stakeholders abreast of any developments and/or setbacks regarding the project. The information that is commonly included scope reports are cost status, schedule status, and technical performance status. Again, this information is critical in helping to measure how far ahead in scheduling are managers towards the project's completion.

5. Outline the basic steps in assembling a project team.

    The assembling of project teams is an arduous task. A major reason this is the case is due to the idiosyncrasies of each individual team member. We are all unique in our respective ways; therefore, assembling a team based on these differences can be challenging to say the least. There are many factors that contribute to this process. The text highlights what some of those basic steps are.

    > *a. Identify necessary skill sets.*
    > *b. Identify people who have the required skills.*
    > *c. Talk to potential team members and negotiate with functional heads*
    > *d. Build in Fallback positions.*
    > *e. Assemble the team.*

6. Define the characteristics that make teams effective.

    Effective teams share common characteristics. Unlike their ineffective counterparts, teams that are effective are more likely to succeed at their stated objectives. They are less inclines to waver in the face of adversity when it arises. This is due, primarily, to the buy in concept, where team members have all bought into the mission statement of what is required from each of them. The text defines the characteristics that makes teams effective which are outlined below.

    > *a. A clear sense of mission*
    > *b. A productive interdependency*
    > *c. Cohesiveness*
    > *d. Trust*
    > *e. Enthusiasm*
    > *f. Results orientation*

7. Describe why project teams often fail.

Just as effective teams share common characteristics, the same can be said about teams that are ineffective. Whether they are effective or ineffective can always be traced to "why" this is the case. Asking why is critical to helping explain what should be done to continue on the path of success, or what should be done to make some drastic changes to prevent the team from failing. In short, these are some of the reasons why teams fail.

   a. *Poorly developed or unclear goals*
   b. *Poorly defined project team roles and interdependencies*
   c. *Lack of project team motivation*
   d. *Poor communication*
   e. *Poor leadership*
   f. *Turnover among project team members*
   g. *Dysfunctional behavior*

8. Describe the 5 stages of group development.

Group development is consistent with the natural order of things that are experience constant change. Whether change is good or bad, it is inevitable. The same can be said about group development. There are no groups who form that can escape this reality. As groups mature, they will continue to go through various stages of development. When these changes are consistent with the goals of the group, they stand a higher chance of succeeding at their collective endeavors. The text illustrates these various stages of groups development which are outlined below.

   a. *Forming*
   b. *Storming*
   c. *Norming*
   d. *Performing*
   e. *Adjourning*

9. Describe the pros and cons of virtual project teams.

The COVID-19 pandemic changed the way many companies have decided to conduct business. Gone are the day where in-person work is the only way to get things done. Companies have realized that they can continue to effective even if conducting business virtually. Some companies have even shifted their strategy to the virtual space, allowing

for their employees to work from the comforts of wherever they reside. Some have argued that this approach is the wave of the future. For those of us who have has to work in the virtual space, we understand that there are some pros and cons associated with this process. The pros of virtual project teams are that team members do not have to be physically present to contribute their time and energy towards the completion of a project. Another benefit is that the virtual meetings can be recorded affording team members an opportunity of listening to a previous scheduled meeting again. Finally, virtual project team meetings are cost effective. The cons are that they strike at the core of what project management relies heavily upon which is being interpersonal with team members. However, virtual project teams can be impersonal. In addition, being separated from team members can erode the fabric of trust which is essential to the growth process. Finally, technology can be real finnicky. This means they are not always dependable. Sometimes they malfunction due to things such as Wi-Fi issues. This can have a major impact on project effectiveness.

10. What are sources of team conflict?

As previously mentioned, each of us are unique in our own respective rights. What makes us unique are our differences. However, sometimes our differences can cause conflict with others. Conflict can arise for a variety of reasons. For instance, conflict may occur due to cultural differences, or for administrative purposes. The text describes some of the courses of conflict as the following,

     a. ***Organizational causes of conflict***
     b. ***Interpersonal causes of conflict***

11. How can team conflict be resolved?

One of the major challenges surrounding organizations is resolving team conflict. Some organizations experience high turnover because of this. It is not surprising to see this as a widespread problem. We as humans have feelings, and sometimes we let our emotions get the best of us. So, instead of reconciling our differences with those we may be at odds with, we allow them to get in the way of the larger goal which is the project we all agreed to complete together. The text provides some methods for resolving team conflict which I outlined below.

     a. ***Mediate the conflict.***
     b. ***Arbitrate the conflict.***
     c. ***Control the conflict.***
     d. ***Accept the conflict.***
     e. ***Eliminate the conflict.***

Go to the website of a professional sports team. What clues do you get regarding the importance of teams and teamwork from this site? Discuss a few specific examples.

The New York Yankees' website stresses the importance of teamwork and provides some examples to prove it. The first thing that stuck out to me on their website was a quote by player Oswaldo Cabrera who stated, "The position I prefer to play is the position that the manager wants me at that day to help the team win." This statement indicates that the Yankees organization has helped its players buy into the team concept over the individual. As the saying goes, there's no "I" in team. Another example on the website that stresses the importance of teamwork is where former Yankees players, including Jeff Nelson and Jesse Barfield, speak about what it means to put on the pinstripes and old memories. This section is significant in that it displays the experiences of these former Yankees who can speak about how they recall being influenced by an organization whose culture of winning was infectious to them. These examples illustrate what team means for the Yankees organizations.