

Lara Noe

Professor Nicholas Bowersox

BUS412: Project Management: NO

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Assignment 3

Short Answer (4 to 5 sentences)

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

Developing a comprehensive project scope analysis can have several benefits. One of the primary benefits is clarity of objectives, i.e., a detailed analysis of the project scope provides a clear picture of the project objectives, including what is and is not required to achieve those objectives.

Another benefit is improved planning. A detailed analysis of the project scope can help develop an effective project plan by identifying the tasks and resources needed to successfully complete the project.

Increased efficiency is another benefit. A detailed analysis of the project scope can help identify unnecessary tasks or tasks that can be simplified, resulting in greater efficiency in completing the project.

A very important benefit is better communication, as a comprehensive analysis of the project scope can help create clear expectations among stakeholders, which allows for better communication and collaboration throughout the project.

In summary, a comprehensive analysis of the project scope can lead to a better understanding of the project requirements, better planning, and a higher success rate for the project.

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

A statement of work is a written, unambiguous and consistent description of products or services that must or should be provided by the project management within the scope of a project. The service description is thus the basis for the agreement between the client and the contractor for the subsequent realization of the project. Furthermore, the service description must be issued precisely, completely, and, above all, transparently, so that even someone who was not present at the time of the contractor understands it. The performance specification contains the technical detailed concept of the corresponding project or of the project management. In the case of internal projects, the terms of reference are provided by the initiator or sponsor of the project, based on the operational needs or requirements of the product or service. If it is an external project, then the customer provides the service description, which in this case is a part of the offer document. In addition, a performance description can also be a part of a request for a proposal, a request for information, or a part of a contract.

A statement of work prepared in project management includes a strategic plan, operational needs, and a description of the project scope and content. As far as the thematic structure of a statement of work is concerned, it is highly dependent on the type of project development.

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

The WBS is used to get a complete overview of the project and thus define the scope of work before the project starts. Unlike a network, the WBS presents a view of the project that is independent of the schedule. In a work breakdown structure, the project is broken down into its individual components. More accurate time and effort estimates can be made for the subtasks, allowing more efficient control of the work and project processes. The completed work breakdown structure represents a project roadmap that provides the framework for planning, controlling, and monitoring the project, thus providing the basis for controlling schedules, costs, and deliverables. Creating a work breakdown structure is the first step in developing a project plan. It defines all the work that must be done to achieve the project objectives.

The six main purposes of a work breakdown structure are, first, to organize and define the scope of the project. The work breakdown structure helps identify all the tasks required to complete a project and organize them into logical groups, and second, assigning responsibilities because the work breakdown structure clarifies who is responsible for each task, making the project easier to manage and holding team members accountable. Another key purpose is to facilitate communication because the work breakdown structure provides a common language and structure for discussing the project and ensures that everyone is on the same page. Furthermore, Planning and scheduling. The work breakdown structure helps create a more precise and detailed project plan by breaking down the work into smaller, more manageable pieces.

In addition, estimating resources is another main purpose of a work breakdown structure because it allows project managers to estimate the resources needed for each task, such as time, money, and personnel.

The last of the six main purposes is monitoring and control. The work breakdown structure provides a framework for monitoring project progress and making necessary adjustments to keep the project on track.

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

Scope reporting is the process of documenting and communicating the scope of a project to relevant stakeholders. It involves providing information on the project's goals, deliverables, timelines, resources, and any changes made to the original project plan. The scope report serves as a communication tool for project managers to inform stakeholders about the project's progress and ensure that everyone is on the same page regarding the project's scope. By providing regular scope reports to stakeholders, project managers can ensure that everyone involved in the project is aware of its progress and any changes made to the original plan. This helps to minimize misunderstandings and ensure that the project stays on track to meet its goals and objectives.

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

When assembling the project team, it is advisable to proceed in a planned and structured manner in every respect. First, you should appoint a person to lead the project. This person

should then influence the composition of the rest of the team. Finally, the project leader works closely with, leads, and motivates the team.

The know-how and capacities of the individual project members have a significant influence on the course of the project. Management and the project team should therefore consider in advance which capacities will be freed up for the project in addition to day-to-day business. If possible, do not allow other large projects to run alongside during this time. For a project to be successful, everyone involved must work well together - that goes without saying. To put together a good project team, you should first know what makes a good team. If the composition of the team is underestimated, this often leads to conflicts and problems, which continue throughout the implementation phase. A bad mood in the team is pre-programmed, the project success is endangered, and the real start can be delayed. The costs continue to rise. However, if you put together a project team right from the start that works conscientiously, has the necessary skills, works well with the ERP provider, and strengthens the acceptance of the employees for the project will most likely make the implementation a success.

6. Define the characteristics that make teams effective.

Effective teams are characterized by a strong sense of shared purpose and collaboration, where each member contributes their unique skills and strengths to the team's success. They have clear goals and objectives that are communicated to each team member, and everyone is accountable for their individual contributions to the team. Strong communication among team members fosters a culture of trust and respect, where each person is comfortable sharing their ideas and opinions. This, in turn, helps to promote effective decision-making, where team members work together to evaluate options and make decisions that are in the best interests of the team as a whole. Effective teams also have clear roles and responsibilities, with each member knowing what is expected of them, and are able to adapt to changes and challenges as they arise. Overall, these characteristics enable effective teams to work together towards a common goal, achieve success, and continually improve their performance.

7. Describe why project teams often fail.

Failure is the inability to achieve set goals due to disruptive factors. Regardless of whether the project is large or small, whether it involves internal processes or external customer requirements - projects usually fail in the end for similar reasons. One common problem is unclear goal setting. Goals should always be formulated specifically, be measurable and achievable, appear attractive, and have a clear timeframe. You can read a lot about time management. Especially in projects, concrete task packages, fixed deadlines, correct priorities, and the appropriate monitoring of this time planning are essential success factors. I would also mention the lack of communication as a major reason why projects can fail. A regular exchange among the team members as well as the passing on of relevant information are necessary in order to carry out a project successfully. Just like poor communication, a lack of communication, empathy or social skills can cause conflicts to arise. These are only a few of many factors why project teams often fail.

8. Describe the 5 stages of group development.

Forming, storming, norming, performing are four phases that each group goes through in its individual development into a high performing team. It does not matter whether a team is newly formed or only individual protagonists are added or replaced in the group. The phase model helps the group understand why these disputes and discussions arise.

In the first phase (forming) there are still many, unresolved issues. In many places, it is not even known that there are procedures and people responsible for certain issues. The task of the group in the first step is to sort itself out, to understand challenges and goals. Conflicts are not yet openly expressed by members. Individuals do not know how the group will handle concerns and opposing opinions. This requires initial leaders who have the courage to address obvious issues despite uncertainty.

In the second phase (storming), frustration and anger often arise. Some team members will actively address these, and others will react passively, introverted and withdrawn. It often happens that group members blame each other, and much is said behind the backs of others. With all the discussions and conflicts, the team gets to know each other in the third phase (norming). On this basis, the members develop tactics to be efficient in their interaction. They find common ground and use the strengths of the individuals for the success of the group. This phase shows whether the group can master crises and emerge strengthened from them. From the fourth phase onwards (performing), the focus is no longer on how the group works together, but on how it achieves its goals better and faster. Each team member has now found his or her role and position in the group. In addition, the group has established rituals with which it can counteract problems early and, in a solution-oriented manner. A common team culture is created, and this close bond makes a team successful and ensures that it can achieve its goals.

In some cases, there is the 5th phase (Termination). The group is in the process of disbanding because the goal has been achieved, conditions dictate this, or irreconcilable conflicts have arisen. The leadership supports reflection and evaluation of the process. While some are glad that it is over, others are sad to see the group go.

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

Advantages:

- Flexibility: Companies can form, restructure or even dissolve virtual teams at comparatively short notice if required. The same employees can also be assigned to different teams in parallel as needed or combined with external consultants in teams. Depending on the task at hand, decentralized teams can vary greatly in size, and the intensity and duration of collaboration can also be flexibly controlled.
- Access to knowledge and resources: If there are no geographical restrictions, a company potentially has access to significantly more and qualitatively better human resources. If an expert on a particular topic is only available in another country, he or she can still become part of a team.
- Global presence: For companies that are or want to become active in different markets, virtual teams offer a good opportunity to access expertise across completely different markets.
- Increased effectiveness and productivity: If work in a global team is distributed across different continents and time zones, it is possible to work on a project within a company 24 hours a day.
- Cost savings: Since virtual teams usually meet online, travel costs are eliminated. In addition, office costs are also saved in many cases when team members work from home.

Disadvantages:

- Virtual teams communicate primarily via various electronic communication media such as e-mail, chat, and telephone. All of these media have a certain filtering function due to their technical characteristics, and non-verbal information in particular is lost or can only be perceived to a limited extent. This increases the risk of misunderstandings, which also

increases in international teams when some of the team members may not have a perfect command of the working language. In addition, spatially distributed teams generally have fewer opportunities for spontaneous, informal communication.

- Problems and conflicts occur less visibly, and once identified, conflicts are also more difficult to resolve at a distance.

- Teams distributed across the globe are often also intercultural teams. However, it is important that there is agreement on the jointly pursued goals or that this is actively achieved, and that homogeneity is thus achieved in this area so that the team is pulling in the same direction in terms of content.

10. What are sources of team conflict?

Team members may have different personality types, which can lead to conflicts in communication, decision-making, and working styles. In addition, misunderstandings and misinterpretations can occur when team members do not clearly communicate their expectations, goals, and ideas. Moreover, team members may have different goals and priorities, which can lead to conflicts over how to allocate time, resources, and effort. Personal issues such as stress, illness, or family problems can affect team members' ability to work together, leading to conflicts. And a lot more. It is important for team members to be aware of these potential sources of conflict and work to address them proactively to promote a healthy and productive team dynamic.

11. How can team conflict be resolved.

Before attempting to resolve a conflict, it is important to understand the root cause of the problem. Each party should have the opportunity to express their concerns and views. Actively listening to understand each other's point of view is critical to resolving conflict. Encouraging team members, and trying to understand the other person's perspective is an important point. Once both parties have stated their views you should find common ground. You should look for areas where everyone can agree. Once the team has created a list of potential solutions, the best one that meets everyone's needs should be selected. Once the team agrees on a solution, determine who will do what by when and how progress will be monitored. It is important to always remember that conflict within a team is a normal part of working together. However, when addressed in a timely and constructive manner, teams can turn conflict into opportunities for growth, collaboration and positive change.

Long Answer (8 to 10 sentences)

1. 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.

fcbayern.com:

On the website of the soccer team FC Bayern Munich from Germany, there are very many references to the importance of teams and teamwork. For one thing, the various women's and youth teams are shown very clearly right at the beginning. There it is directly clear that the importance of youth soccer is a very big one for the club. The youngsters who have made it into the youth teams of the big teams, such as Bayern Munich, actually have a good chance of playing for the men one day. Furthermore, it is mentioned that for this club, a team consists of a number of people (not just the players) who work together to achieve a common purpose or goal. In addition, the team behind the team is always introduced. It is also made clear that not

only the soccer players, but also all the other members of the team are responsible for the success of the club.

What I found very interesting was an article about the team manager, Kathleen Krüger, whose job it is to create perfect working conditions for everyone in the team. She says that she is also just a small part of the whole and that she has to do the best she can for the team every day and that's exactly what all her colleagues do. And to me, that describes teamwork very well. Teamwork means, simply put, that several people work on common tasks. In doing so, they bring their different skills and strengths to the table. Although they all fill specific roles or take on other subtasks, they are all responsible for success together (in this case, the success of FC Bayern Munich).