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BUS412: Project Management

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Module 3 Assignment

Short Answer (4 to 5 sentences)

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

The project scope includes everything related to a project - both the content and the result. The task in it is to manage and plan a project through from development to execution. Through the research, at the beginning of the project, each party knows what they have to do, what costs should be expected, and what tasks the project will entail. Thus, the goal of scope management is to achieve maximum efficiency through the creation and execution of plans or systems, leaving the least amount possible to chance.

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

The Statement of Work (SOW) details the work required for a project. SOWs list information about the main objectives of the project, a brief and general description of the work to be performed, the expected project results, and any financial or schedule constraints. In addition, this statement is a fundamental part of the concept development process. Elements in an effective SOW include the introduction and background, the technical description of the project, and the schedule and milestones.

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

The work breakdown structure (WBS) is one of the most important planning mechanisms, which divides the project into its sub-steps in order to determine the critical relationships between the activities. Without the WBS, it is not possible to develop an accurate schedule and determine the relationship between the various activities. Thus, it is the hierarchical breakdown, so to speak, of the entire scope of work.

The six purposes of the WBS are that it reflects the project goals, it is used as an organizational chart for the project, it creates the logic for tracking cost, schedule, and performance specification for each element in the project, it is used as a communication of the project status, it is used to improve overall project communication, and it shows how the project is being managed.

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

Scope reporting determines the types of information to be reported regularly, who should receive copies of that information, and how that information should be obtained and disseminated. Many forms of project reports can be tracked and broken down, but these are usually the most common parameters:

- Cost status, to be up to date with budgeting,
- S-curves, to have a comparison between cost and schedule,
- Earned Value, for reporting purposes
- Variance or exception reports, documenting variances in time, performance, or cost against planned measures,
- Schedule status, for keeping on schedule, and
- Technical performance status to receive updates on technical challenges and solutions.

However, for this to work as it does, solid communication between all parties involved in the project is essential.

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

First of all, it is important to consider the tasks and responsibilities of the project and to determine what specific skills and knowledge are required. Once one has listed the various skill sets it is important to find a personnel who can provide those skills. Therefore, you look for team members who can ensure the required expertise and that the skills of each member complement those of the others. Now, to make the project a success, this team must become a cohesive team. You look for team members who are compatible and can work together effectively. To do this, you encourage open communication and create an environment where everyone feels valued and respected. Following this, it is important to clearly define the roles and responsibilities of each team member so that everyone knows what is expected of them. Once each team member has their role, then the project goals are again laid out to the team members so they know how their work will impact the project. Finally, the team needs a leader to provide direction, guidance, and support. The leader should be able to motivate the team and manage conflict and be available for feedback and support as needed. Last but not least, clearly set timelines and milestones for the project so everyone knows what needs to be done and when. This helps keep the project on track and ensures that deadlines are met.

6. Define the characteristics that make teams effective.

In order to form a successful team, common and fundamental characteristics are elementary. These characteristics consist firstly of a clear sense of mission, which is also the key factor for project success. Secondly, interdependence is the level of joint activity between team members that is required to complete a project. In addition, cohesion at its most basic level is responsible for the desire of all members to form a team. Accordingly, trust among each other is also important, but it has a different meaning for each person. Furthermore, enthusiasm is key to creating the energy and spirit to drive effective project work. Finally, the result orientation of the team is responsible for each team member of the project team having the desire and goal to achieve the goal.

7. Describe why project teams often fail.

The reason why many project teams often do not reach their full potential is that there are many challenges in building high-performing project teams. The main reasons include poorly developed or unclear goals, poorly defined project team roles and dependencies, lack of project team motivation, poor communication or leadership, turnover among team members, and dysfunctional behavior. These are all reasons why project teams often do not work to their full potential. The preparation and planning of the team, as well as the project itself, is therefore of utmost importance, otherwise, the company will throw money and time out of the window.

8. Describe the 5 stages of group development.

The five stages of group development are Forming, Storming, Norming, Performing, and Adjourning. Forming is the process in which members get to know each other and then establish the ground rules for the project as well as for the team. Storming is where the conflict begins in the group as team members begin to resist authority and show hidden agendas and biases. The third stage is Norming as members agree to develop work procedures and work together to build closer relationships and commit to the project development process. This is followed by the Performing stage, where all group members work together to complete their tasks. The final stage is Adjourning, where groups disband either upon completion of the project, or through a significant reassignment of team members.

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

There are several advantages as well as disadvantages with virtual project teams. Advantages include the fact that virtual project teams offer a lot of flexibility and convenience, as team members can work from anywhere. Secondly, you are not limited to location which allows for a wider range of potential employees and also saves money on office supplies and equipment.

Disadvantages can include communication difficulties due to differences in time zones, languages, and cultures, which in turn can be a disadvantage due to a lack of social interaction and team cohesion. Another disadvantage can be that misunderstandings and conflicts can occur because it is more difficult to monitor and control the team members, which can then lead to possible delays and lower productivity.

10. What are sources of team conflict?

There are various causes of conflict in project teams. According to the book, the most common causes are competition for scarce resources, violations of group or organizational norms, disagreements about goals or the means to achieve them, personal slights and threats to job security, long-held prejudices, and so on. These conflicts are often caused arising from project management situations themselves which means that the very characteristics of projects that make them unique are some important triggers for the outbreak of conflict between project participants.

11. How can team conflict be resolved.

There are several ways for the project manager to resolve the conflicts in the group. However, before engaging, the project manager must consider several aspects. Accordingly, he should go through a number of questions and not disregard them so that he can approach the conflict properly. There are five ways for the project managers to resolve the conflict. These five ways are, mediate, arbitrate, control, accept, or eliminate the conflict.

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.

When visiting the FC Barcelona website, several references point to the importance of teams and teamwork for the club. On the website, there is a prominent section dedicated to the club's first team, including profiles of the players, the team, and the coaching staff. This highlights the team as a cohesive unit rather than just a collection of individual players. In addition, the website includes news and updates on the team's recent games, highlighting the importance of teamwork on the field for success. The website also includes a section dedicated to the team's training and preparation, highlighting the importance of teamwork in training and education. The website also includes a section dedicated to the club's sponsors, including several partners who work with the team to support its success. This highlights the importance of collaboration and working with others to achieve common goals.