

Module 3 Assignment

Short Answer (4 to 5 sentences)

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

For a project management it is very important to create a comprehensive analysis of the project scope. This is because once the scope analysis is completed, various components of the project can be worked on in a structured manner. In addition, the analysis provides a basis on which the project management can work and orient itself to the analyzed budget and time frame. This orientation makes it easier for the project management to stick to the specifications and complete the project within the planned framework.

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

A statement of work is a detailed description of the work required to complete the project. An important element for an effective performance description is the information about the main goals of the project. They form the direction in which the project should go and are therefore indispensable. Other elements are, for example, brief and general descriptions of the work to be done or sharing information about financial or schedule constraints. All these different elements are observed and presented in an effective statement of work, as they lead to the fact that the project will most likely be executed more successfully than without this information.

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

The WBS is a method used to define the scope of a project by identifying and summarizing the overall tasks comprehensively and specifically in a synchronous sequence. The first main purpose of the WBS is to show the various project objectives. The second main purpose is that the WBS is the organizational plan for the project. The third main purpose is that it shows a basis for tracking, for example, costs, the schedule, and performance requirements. The fourth main purpose is that it can be used to communicate the status of the project. The fifth main purpose is that the WBS is used to improve overall project communication. The sixth main purpose is that the WBS shows how the project is being controlled.

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

Scope reporting determines what types of information are reported. It also determines who receives copies of that information and how that information is obtained and disseminated. Typically, scope reporting includes things like cost status or schedule status. Although information about technical performance status may also be included.

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

In order to successfully assemble a project team, a project manager must first filter out the skills that the potential employees must have. He then has to find personnel who match these skills. Once he has done this, he must communicate with potential team members, after which he must talk to the supervisor. Once this process is complete, the project manager must make sure to include alternate positions. Once these steps are completed, he can assemble the team.

6. *Define the characteristics that make teams effective.*

For teams to work together successfully and effectively, several characteristics are important. One characteristic is a clear understanding of the mission and goal. Furthermore, productive collaboration is fundamental to the success of a team. Other characteristics such as cohesion, trust, and enthusiasm are also important. Last but not least, result orientation is of course a characteristic that must not be missing in a team.

7. *Describe why project teams often fail.*

There are a few reasons why project teams fail. Often it is because the goals of the project are poorly developed or unclear. Other reasons for project team failure can be insufficiently defined project roles and interdependencies. A lack of motivation in the project team can also cause it to fail. Further reasons why project teams often fail are poor communication, poor leadership, turnovers among project team members and dysfunctional behavior.

8. *Describe the 5 stages of group development.*

The first phase of group development is Forming, in which the team gets to know each other and common rules are adopted. The second phase is Storming, in which conflicts arise due to different behavioral characteristics. The third phase is Norming, in which the working relationship is normalized and relationships are established. The fourth phase is Performing, in which group members work together to accomplish their tasks. The fifth phase is Adjourning, in which the groups disband after the completion of the project or there is a reassignment of team members.

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

The virtual project team brings some possibilities and some disadvantages.

Advantages that arise from the virtual project teams are, for example, that different experts from different regions can work together and the project can be completed better in terms of content. In addition, the virtual project team offers more flexibility for the members, as they can work from home and thus manage their time themselves. However, the disadvantages of the virtual project team are, for example, social isolation and a lack of team spirit due to the absence of a group community and real, personal contact. Furthermore, various technical circumstances can also lead to problems in the collaboration.

10. What are sources of team conflict?

Team conflicts can arise due to miscommunication during the project. If there is not accurate communication, this can lead to tasks not being completed as intended, resulting in problems within the team. Personal needs and desires for the project can also lead to conflict if they are not achieved or accomplished as previously thought. In this context, role conflicts can also be pointed out as a possible reason for team conflicts. Furthermore, different values and views can also lead to internal disputes within the team.

11. How can team conflict be resolved.

An important basis for solving conflicts in the team is open communication and an exchange between the conflict parties. In the exchange, the reason for the conflict must be sought and discussed. Thereupon it is necessary to look for common ways and solutions that contribute to the resolution of the conflict. As long as the conflict parties are open for common approaches and a mutual change, conflicts can be solved through communication and the resulting actions.

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.*

I looked at the website of the Bundesliga soccer team Bayer 04 Leverkusen. On their website, there are many things that are spread about the importance of team and teamwork. One example in which Bayer 04 Leverkusen shows the importance of a team is through the possibility of the exchange of fans with the squad. The fan organization has the opportunity to seek direct contact with the players and the superiors through fan representatives and thus exchange information about things of any form. This ensures that there is a connection between the squad and the fans and that both sides can work well together as a team. Furthermore, Bayer 04 offers fans the opportunity to join internal club communities and groups. This ensures that the team of fans can work together more closely and exchange information. In addition, Bayer 04 puts together teams that work together on social projects. The social projects, which are done by self-established teams, also show how important and significant a joint team is to the club. So one can see from the website that the sports club attaches great importance to the creation and maintenance of teams both on and off the pitch.