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Project Management

27. Februar 2023

Project Management
Module 3

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

Developing a comprehensive project scope analysis helps to define project goals, establish boundaries and constraints, identify stakeholders needs, risks, and potential issues, create a realistic timeline and budget, and increase the chances of project success through a shared understanding among team members and stakeholders.

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

A Statement of Work (SOW) is a document that outlines the specific tasks, deliverables, and requirements for a project or service contract. An effective SOW includes a project overview, a scope of work, deliverables, acceptance criteria, assumptions and constraints, resources required, payment terms, and signatures from both parties. These elements provide clarity and understanding for all parties involved, ensuring that the project is completed successfully and to the satisfaction of all stakeholders.

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

In short, the WBS helps project managers plan and manage projects effectively. Its 6 main purposes are to define project scope, organize project work, allocate resources, facilitate planning, monitor progress, and communicate project information to stakeholders.

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

Scope reporting is the process of documenting and communicating information about a project's scope, including changes, progress, and issues. Scope reports typically include a description of the project's goals and objectives, the scope of work, the project schedule, progress updates, and any changes to the project scope. They may also include risk assessments, quality control measures, and stakeholder feedback. In short, scope reporting helps project managers track and communicate the status of a project's scope.

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

Assembling a project team involves defining project requirements, identifying potential team members, assessing qualifications and availability, selecting team members, assigning roles and responsibilities, and establishing team communication and collaboration processes. In short, assembling a project team requires careful planning and coordination to ensure the right people with the necessary skills are working together effectively.

6.Define the characteristics that make teams effective.

Effective teams are characterized by clear goals and objectives, complementary skills and roles, open communication, trust and mutual respect, and supportive leadership. These factors enable teams to work cohesively, effectively and achieve their goals. In short, effective teams have the right people with the right skills, working together with good communication, trust, and support.

7.Describe why project teams often fail.

Project teams often fail due to poor planning, communication breakdowns, lack of skills or expertise, inadequate leadership, and scope creep. These issues can cause delays, budget overruns, low morale, and ultimately project failure. Effective project management involves addressing these issues proactively by creating clear objectives, providing adequate resources, establishing effective communication and collaboration processes, and monitoring project progress regularly. Additionally, strong leadership, clear roles and responsibilities, and effective risk management can help mitigate risks and ensure project success.

8.Describe the 5 stages of group development.

The five stages of group development are:

<u>Forming:</u> Members come together and get to know each other.

<u>Storming:</u> Conflict arises as members establish their roles and work towards goals.

<u>Norming:</u> Members resolve conflicts and establish norms and expectations.

<u>Performing:</u> The group works towards achieving its goals and objectives.

<u>Adjourning:</u> The group completes its tasks and disbands.

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

Pros:

-Geographical barriers are eliminated, allowing for a wider pool of talent to be utilized.

-Reduced costs associated with travel, office space, and other physical resources.

-Enhanced flexibility in work schedules and project timelines, allowing for increased productivity and efficiency.

-Improved work-life balance for team members who can work from anywhere.

-Access to diverse perspectives and experiences, which can lead to better decision-making and problem-solving.

Cons:

-Communication and collaboration can be challenging due to the lack of face-to-face interaction.

-Building trust among team members can be more difficult.

-Time zone differences can make scheduling meetings and coordinating work more difficult.

-Limited opportunities for informal social interaction and team bonding.

Dependence on technology, which can be unreliable or cause technical issues.

10.What are sources of team conflict?

There are several sources of team conflict, which can include:

-Differences in goals or objectives

-Miscommunication or misunderstandings

-Differences in personality, values, or work style

-Conflicting priorities or interests

-Scarce resources, such as time or budget

-Power struggles or competition for leadership roles

-Lack of trust or respect among team members

-External pressures, such as changes in the market or industry.

11.How can team conflict be resolved.

Team conflict can be resolved through effective communication, conflict resolution techniques, clarifying roles and responsibilities, building trust and respect, and seeking external support when necessary. Encouraging open communication, active listening, and understanding different perspectives can help identify the underlying issues. Conflict resolution techniques like negotiation and compromise can find common ground and reach a resolution. Clearly defining roles and responsibilities can minimize misunderstandings, while building trust and respect among team members can foster a more positive work environment. Seeking external support, such as HR or a neutral third party, may be necessary in some cases. By working together and using these strategies, teams can effectively resolve conflicts and improve overall team performance.

12.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.

FC Bayern Munich is one of the biggest clubs in the world and has been playing at a top level for decades and has a big battle with the top clubs in Europe and around the world. Behind such a success there is usually not only good planning or hard work, but much more. Teamwork among the players is a big part, but the composition of the team must also be carefully considered, because just because a player is good doesn't mean that he fits into FCB's game philosophy. There are many critical points that need to be considered. Now, however, we want to take a look at the website of the well-known FC Bayern Munich.

When you open the club's page, you are first confronted with the club colors, because almost the entire page consists of the colors red, white and blue. First you see the latest news and statistics available in the club. The latest data on the latest game, women's football, the 123rd birthday of FCB and also the historical past and events related to FCB. For me this is already a sign of teamwork in the club, because not only the popular men's team is shown, but also all other teams and general news in the club. The individual teams do not differ and each is classified as equally important.

The team is the top priority at FCB and you can see that on the website. There are hardly any contributions from individual players, only from the team. Even in interviews, an individual person is rarely praised, but always several or the whole team are singled out.

Teamwork is the top priority at FCB, because no one can achieve such a great success as FCB alone, there is always a team behind it. The team works together on the pitch, the coaching team keeps a close watch and the managerial team takes care of the needs and strengthens the team and much more. There are not only 11 players on the field, because behind each player there are dozens of people who always support him and enable FCB to move into such a position.