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Short Answer (4 to 5 sentences)

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

The project scope basically includes everything about a project, meaning goals, deadlines, boundaries etc. It is of high importance to analyze and set standards beforehand in order to keep the project within given boundaries so that everything can be accomplished on time and within budget. This keeps the project goal driven and on track. Furthermore, it gives leaders a standard to stick to and to keep in mind, which can be used to help people to know exactly what they need to do and to motivate them.

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 that is included in a project. It basically describes the exact work that needs to be done in order to fulfill the project. In order for a statement of work to be effective it needs to include a few different parts, which are an introduction and background, technical description of the project, and timeline and milestones. Going more into detail, these main parts would include the following elements: Background, objectives, scope, tasks/requirements, selection criteria, deliverables/delivery schedule, security, place of performance, and period of performance.

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

The Work Breakdown Structure basically describes a step-by-step approach towards projects in project management. It is a tool that helps to break up projects into smaller pieces or activities that are carried out in a hierarchical manner. The WBS serves six main purposes that are clearly defined. They are: It echoes project objectives, it is the organization chart for the project, it creates the logic for tracking costs, schedule, and performance specifications for each element in the project, it may be used to communicate project status, it may be used to improve overall project communication, and it demonstrates how the project will be controlled.

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

Scope reporting describes the process of periodically reporting certain project parameters to different groups in connection with the project. Information that is reported goes out to different groups, including members of the project team, clients, managers, or external stakeholders. Commonly included information in scope reports is split up into three parts. Cost status includes information on budget performance. Schedule status reports aspects about schedule adherence. Technical performance status gives information on technical challenges and solutions that come up during the course of the project.

Outline the basic steps in assembling a project team.

In order to assemble a project team, a number of steps have to be taken. First, the needed skills need to be identified, after which people who have those skills can be identified. Then, talks with potential team members can take place as well as negotiations with the functional heads. If everything goes well, the next and final step is to take a look at the needed skills again and to see who is doing what as well as setting up rules, methods, expectations etc. However, if the talks and negotiations are not successful yet, renegotiations will have to take place including possible adjustments in different fields of the projects, after which if successful, the assembling of the team can take place.

Define the characteristics that make teams effective.

First off, in order for a team to be successful in a project, it has to have a clear mission. Furthermore, a big characteristic of effective teams is productive interdependence, since people within a team come from different departments they bring different qualities and they complement each other, making each other and in turn the team more effective. Apart from that, cohesiveness and trust play a huge role in effective teams, if these are not given, the team is not likely to be effective. Moreover, enthusiasm plays a central role in creating and maintaining energy that keeps the team motivated and effective. Lastly, the team needs to be result oriented, since at the end of the day the results are what counts.

Describe why project teams often fail.

Just like there are certain aspects that make a team effective, there are also aspects that make teams fail. Uncertainty is a big factor that brings project teams down, which can come from a few different factors, for example unclear goals or poorly defined roles

and responsibilities. These factors can also cause lack of motivation, which is actually another aspect that often makes teams fail, as well as a lack of communication or a lack of leadership. Communication and leadership play central roles in team success and if these are poor, then the team is bound to fail. Other aspects that lead to team failure in projects are team member turnover and dysfunctional behavior.

Describe the 5 stages of group development.

The forming stage describes the team members getting to know each other and the project and basic rules being laid out. In the storming stage, team members are testing those given rupees and boundaries, conflict begins. In the norming stage, members agree on rules etc. and they form closer bonds, committing to the project goals. The performing stage basically describes the group working on and accomplishing their tasks. Finally, the adjourning stage describes the stage after completion of the project, where groups often break up as a consequence of new projects being started or other reasons.

Describe the pros and cons of virtual project teams.

First of all, having virtual teams allows people from different areas of the world to meet while being physically/geographically separated, which is something great. This gives the opportunity to a bigger pool of talented people/people with different backgrounds and different experiences. Furthermore, virtual teams can help companies save money and increase work-life balance for employees, which then might in turn improve their productivity. However, there are also many disadvantages of virtual teams. Since teams are not meeting face-to-face, it is hard to build trust and also communication can at times be a problem. Moreover, there is less control over the team and a higher risk of low team spirit/cohesion.

What are sources of team conflict?

Team conflicts can occur from a number of different sources. One of the main sources for team conflict is competition, specifically competition for scarce resources. Apart from that, violations of team rules play a big factor in team conflict. Also disagreement when it comes to goals or objectives play a part in team conflicts. Overall, there are two main kinds of causes for conflicts, they can either be organizational or interpersonal.

How can team conflict be resolved?

There are different ways of how a team conflict can be resolved and different approaches to doing so might have different consequences as well. The book describes different options, that are mediating the conflict, arbitrating the conflict, controlling the conflict, accepting the conflict, and eliminating the conflict. Mediating the conflict means that the manager is seeking a solution through negotiations, which again can be done through different methods. Arbitrating means that the manager would make a decision, based on the situation at hand, completely leaving out personalities themselves. Sometimes there is not much that can be done if two personalities within a team simply don't match at all, here the conflict could be controlled, by trying to split the two parties as much as possible or the conflict could be accepted.

Long Answer (8 to 10 sentences)

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 chose the website of German soccer club FC St. Pauli. On the team's website it is clear that teamwork is important on different levels and even beyond sports. Something that is promoted on the site are different fan clubs that have their own ways of supporting the team, as a team. This is a great way to show that as a bigger group with more support in the back the overall team performance will be enhanced. Furthermore, aside from the field, the club supports many different organizations in different fields around inclusion and justice. Also here teamwork plays an important role as a bigger group of people can make a bigger impact in supporting projects etc. It is also clear that as a soccer club, this team is on one page and the message that is brought across makes this clear, which shows that the members of the club are involved and "know their part". A famous sentence that this soccer club also largely uses as advertisement is "You'll Never Walk Alone", showing the importance of teamwork to the club both on and off the field.