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Project Management

Module 6 Assignment

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1. Describe Agile Project Management (Agile PM). How does it differ from other approaches?

The text describes Agile Project Management (Agile PM) as a non-traditional, less structured approach to planning and managing projects that assists organizations who value flexibility in their project development practices with the ability to react quickly to opportunities and the need for mid-stream changes (388). An Agile PM takes into consideration customer requirements that are constantly evolving. An Agile PM differs from traditional project management because the latter does not always factor in the “the reality of many modern projects.” Whereas an Agile PM takes into consideration “the importance of these evolving customer needs and allows for an incremental, iterative planning process—one that stays connected to clients across the project life cycle.” This indicates that Agile PM’s have evolved with time whereas other approaches are using outdated methods that are proving to become obsolete or even to some extent, ineffective.

2. Define the Theory of Constraints (TOC).

According to the text, Goldratt first mentioned the Theory of Constraints (TOC) in his book *The Goal*. TOC contends that “majority of poor effects within business operations stem from a very small number of causes.” TOC argues that a large percentage of problems confronting businesses are a result of “a few core problems” (398). Thus, TOC’s methodology seeks to identify the system constraint, exploit it, subordinate everything to the system constraint, elevate the system constraint, determine if a new constraint has been uncovered, then repeat the process. Primarily, the goal of TOC is to focus on what the key system constraint is and find the root cause of the problem.

3. The text defines seven critiques of Critical Chain Project Management (CCPM). Describe any two of these that you want.

CCPM helps to monitor essential resources and the prioritization of tasks related to projects. This methodology has proven to be an effective tool to help organizations complete projects in an efficient manner. However, CCPM does not come without its critics. Two of the seven critiques I would like to describe is that CCPM is a new methodology. This can have serious consequences when a project team is utilizing a process that is not battle tested. Another critique about CCPM is that Goldratt’s evaluation of duration estimation is too negative and critical. This indicates that Goldratt’s may be exaggerated.

4. Describe two constraints that can affect a project, making scheduling and planning more difficult.

Two constraints that can affect a project, making scheduling and planning more difficult are resource constraints and physical constraints. Resource constraints occur when project managers lack the available and necessary resources to help them meet the

demands and completion of a project. Physical constraints are those things which hinder a project from being completed due to factors beyond the control of the project manager. These factors include, but are not limited to disasters like tornadoes, hurricanes, and the like.

5. Define resource loading.

The text defines resource loading as “the amount of individual resources that a schedule requires during specific time periods” (425). Sometimes, certain tasks need to be “loaded” onto the schedule to help anticipate when they will be completed. In layman terms, resource loading aims, primarily to explain exactly what resources will be allocated towards specific tasks and who will be responsible for fulfilling them. It is a very effective tool at identifying how organizations dispensing resources.

6. Define resource leveling. What are the two objectives of it?

Resource leveling is the process that addresses the complex challenges of project constraints. The text states that resource leveling is also known as resource smoothing which has two objectives:

- a) To determine the resource requirements so that they will be available at the right time.
- b) To allow each activity to be scheduled with the smoothest possible transaction.

7. Multiproject environments should incorporate trying to minimize three key parameters. Briefly describe these.

They are as follows:

- a) Minimize total development time for all projects.
 1. The goal is to minimize the time each task is expected to allocate towards each endeavor. Many times, it is realized that more time is wasted that can be used in areas that need it the most.
- b) Minimize resource utilization across all projects.
 1. The same can be said regarding resources. Sometimes resources are being misused and mismanaged to the extent that it derails the initial planning process.
- c) Minimize total lateness across all projects.
 1. Projects often extend beyond their days for several reasons. Thus, the goal is to minimize this at all costs to allow for projects to be completed in a timely fashion.