Chp 1 Project Management 4th ed Review Questions and Answers

1. **What is meant by the term project management?**

   There are any number of acceptable definitions (or workplace interpretations) of project management, including managing change, managing changing expectations over time, managing task and resource decisions, managing uncertainty, complexity and risk, or managing the constant trade-off between scope, time, cost and resource decisions.

2. **How does project managing differ from project leading?**

   For many, management is all about maintaining the status quo, systems, processes and compliance. It is about maintaining and reinforcing direction and performance. Leadership is more about influencing and modifying the behaviours and attitudes. It is about capability, innovation, interpersonal skills, cooperation and the future.

3. **What are the four variables/constraints forming the initial project boundary?**

   Scope – client's expectations (inclusions and exclusions)

   Time – finite schedule allowed for the work

   Cost – approved funding

   Resources – capability required to perform the work

4. **How do methodologies assist in the planning and managing of projects?**

   The 'right' project methodology plays a crucial part in guiding the project's success. Projects can't be allowed to merely meander from start to finish— they need to be planned, directed, executed and managed in line with a workable, agreed and communicated approach. However, simply imposing a methodology not, on its own, ensure project success either. Clearly there needs to be some alignment between what is being delivered, how that will be delivered, and who will be doing the delivery.

5. **What is the intent of following a lifecycle approach to project management?**

   A project lifecycle is both intuitively appealing and easily understood, but it must also deliver some immediate and tangible benefits that demonstrably aid all project planning and management activities.

   Collectively, the intent behind a lifecycle include the following: an overriding narrative of the total project, orders the project's progress through clearly defined stages, provides points of reference against which stakeholders can assess progress, facilitates appropriate levels of governance, enables an overview of the total project to be maintained and in perspective, allows for all project tasks to be correctly identified and partitioned under the appropriate stage of work and fosters the sequential management of the project schedule through all stages.

Chp 2 Strategy, Operations and Change Review Questions

1. **Define strategic management and its relationship to project management**

Strategic management is a process and pattern of decisions and actions to help shape and guide the future performance of the organisation. The notion of an inspiring strategy is fundamental to designing the future for any organisation, as it lays the pathway to the ultimate and desired end point. Integral to this is the prerequisite that the organisation creates and delivers sustainable value for its stakeholders.

Projects, at their heart, should support and demonstrate the strategic direction and dialogue of the organisation through a change-based process.

2. **What are the challenges in trying to balance operational work along with project work?**

   The main challenge is which 'work' is performed first. Operational work will take priority to those resources charged with carrying it out as part of their own going operational roles (and performance appraisals), however if resources are limited (over-allocated, unavailable…) problems and potential conflicts and delays will occur once project work is overlaid on their current responsibilities.

3. **What are examples of possible justification criteria in selecting projects?**

   Any of the following: competitive activity, customer advantage, regulated compliance, operating necessity, enhanced capacity, product mix diversity, cost efficiencies, capital management, investment return, comparative benefit, political importance, organisational impact, interrelated projects and/or profitability growth.

4. **What role does governance play in project management?**

   Historically, governance targets the following: acting independently, appointing auditors, evaluating senior management, approving, scrutinising and monitoring strategies, performance and key decisions, complying with legal and statutory obligations, demonstrating oversight on external communications, actively monitoring risk and seeking professional advice.

   These could be equally extended to a project management scenario, as they are relevant to version control, traceability, document management, validation, and integrated change control processes.

5. **Explain how project organisations can demonstrate maturity, why this is important, and the possible benefits accruing from the maturity model concept**

   Maturity is an evolving concept that can be demonstrated both in degrees and in different ways. Examples include formal project management systems, processes and/or documentation, executive support, benchmarking activities, training programs, benefits capture, PMO established, and lessons learned logs.

   With maturity, comes transparency, consistency, client satisfaction and repeatable processes aimed at ensuring the project objectives are met.

Chp 3 Stakeholder Management Review Questions

1. **Define what is meant by the term 'stakeholder management'.**

   Stakeholder management involves all the decisions and actions in locating and engaging with the people, groups and entities that could interest or be interested by the project, to analyse stakeholder expectations and their interest in the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.