Chapter 3 is available in mid.

Chapter 4 Organizing and staffing the project office and team (162-213), Chapter 5 management function (214-295), Chapter 6 Time management and stress (296-) should be in finals.

Chapter 4 from page 162 to 213.

Question no.1:

Explain what project management includes? What are the questions before staffing function begins? What are the fundamental project requirements?

Answer:

Project management is not a one-person operation; it requires a group of individuals dedicated to the achievement of a specific goal. Project management includes:

1. A project manager.
2. An assistant project manager.
3. A project (home) office.
4. A project team.

Before the staffing function begin, five basic questions are usually considered:

1. What are the requirements for an individual to become a successful project manager?
2. Who should be a member of the project team?
3. Who should be a member of the project office?
4. What problems can occur during recruiting activities?
5. What can happen downstream to cause the loss of key team members?

Project management is successful only if the project manager and his team are totally dedicated to the successful completion of the project. This requires each team member of the project team and office to have a good understanding of the fundamental project requirements, which include:

1. Customer liaison.
2. Project direction.
3. Project planning.
4. Project control.
5. Project evaluation.
6. Project reporting.

Question no.2:

What are the skill requirements for program manager?

Answer:

A key factor to good program performance is the program manager's ability to integrate personnel from many disciplines into an effective work team. To get results, the program manager must relate to (1) the people to be managed, (2) The task to be done, (3) the tools available, (4) the organizational structure, and (5) the organizational environment, including customer community.

Effective program management is directly related to proficiency in these ten skills:

1. Team building
   Assigning tasks to individual etc.
2. Leadership
   Lead the team until project is finished.
3. Conflict resolution
   Conflict is fundamental to complex task management. Program manager should have sixth sense to detect the upcoming problem and understanding to resolve that problem.
4. Technical expertise
   Program manager rarely has all the technical, administrative, and marketing expertise needed to direct the program single-handedly. It is essential, however, for the program manager to understand the technology, the markets, and the environment of the business.
5. Planning
   Planning requires information processing, communication, resources negotiations, securing commitments, incremental and modular planning, assuring measurable milestones and facilitating top management involvement.
6. Organization
   Organizational skills are important when project is start and assigning tasks to individual people in the organization.
7. Entrepreneurship
   Program manager needs a general management skill, to check that organizational is under loss or profit etc, this skills build with experience.
8. Administration
   Administrative skills are essential. Program manager should have understanding of planning, staffing, budgeting, scheduling, and other control techniques.
9. Management support

Without management support, any project in the world will not survive. That's why, it is program manager duty to take management support with his/her project from the organization.

10. Resource allocation

    Program manager should give a "statement of work" to management of any organization, how much cost is required to complete this project successfully? Etc. This include budget or resource allocation.

Chapter 05 management functions 214-295

Question 03:

What is controlling and directing?

Answer:

Controlling:

Controlling is a three-step process which include:

1. Measuring: determining through formal and informal reports the degree to which progress toward objectives is being made.
2. Evaluating: determining cause of and possible ways to act on significant deviations from planned performance.
3. Correcting: correction required when project is not completing on time.

Directing:

Directing is the implementing and carrying out approved plans, such steps as:

1. Staffing: seeing that a qualified person is selected for each position.
2. Training: teaching individuals and groups how to fulfill their duties and responsibilities.
3. Supervising.
4. Delegating.
5. Motivating.
6. Counseling.
7. Coordinating.

Question 04:

What is authority, responsibility and accountability?

1. Authority:
   Authority is the right of an individual to make the necessary decisions required to achieve his objectives or responsibilities.
2. Responsibility:
   Responsibility is the assignment for completion of a specific event or activity.
3. Accountability:

Accountability is the acceptance of success or failure.

Chapter 06 time management and stress 296-

Question 05:

Explain time management and stress?

Managing projects within time, cost, and performance is easier said than done. The project management composed of several meetings, reporting writing, conflict resolution, continuous planning and replanning, communications with the customer, and crisis management.

Disciplined time management is one of the keys to effective project management.

Time robbers:

There are numerous time robbers in the project management environment, these include:

1. Incomplete work
2. Lack of a job description
3. Lack of technical knowledge
4. Lack of authorization to make decisions
5. No communication between sales and engineering
6. Day-to-day administration
7. Work overload
8. Lack of adequate responsibility
9. Poorly educated customer, etc.

Effective time management:

1. Delegate.
2. Follow the schedule.
3. Decide fast.
4. Decide who should attend.
5. Learn to say no.
6. Do the tough part first, etc.
   These above mentioned points will project manager to complete the effectively.