

Module 4 Case Study: Resources

Ben Hanson

University of Minnesota Crookston

1. Responsibility Assignment Matrix**RACI chart for the Recreation and Wellness Intranet Project**

	Project Manager	Program Analyst	Program Analyst	Network Specialist	Business Analyst	User Rep.	Consulting Firm
Test Plan	R	A	C	I	A	C	C
Unit Testing	I	A	R A	C	I	I	C
Integration Testing	I	A	R A	C	I	I	C
System Testing	I	R A	A	A	I	I	C
User Acceptance testing	R	C	C	C	C	A	C

Key Assumptions:

1. The roles are to be merged to a single entity known as Project/Testing team

Main testing work tasks:

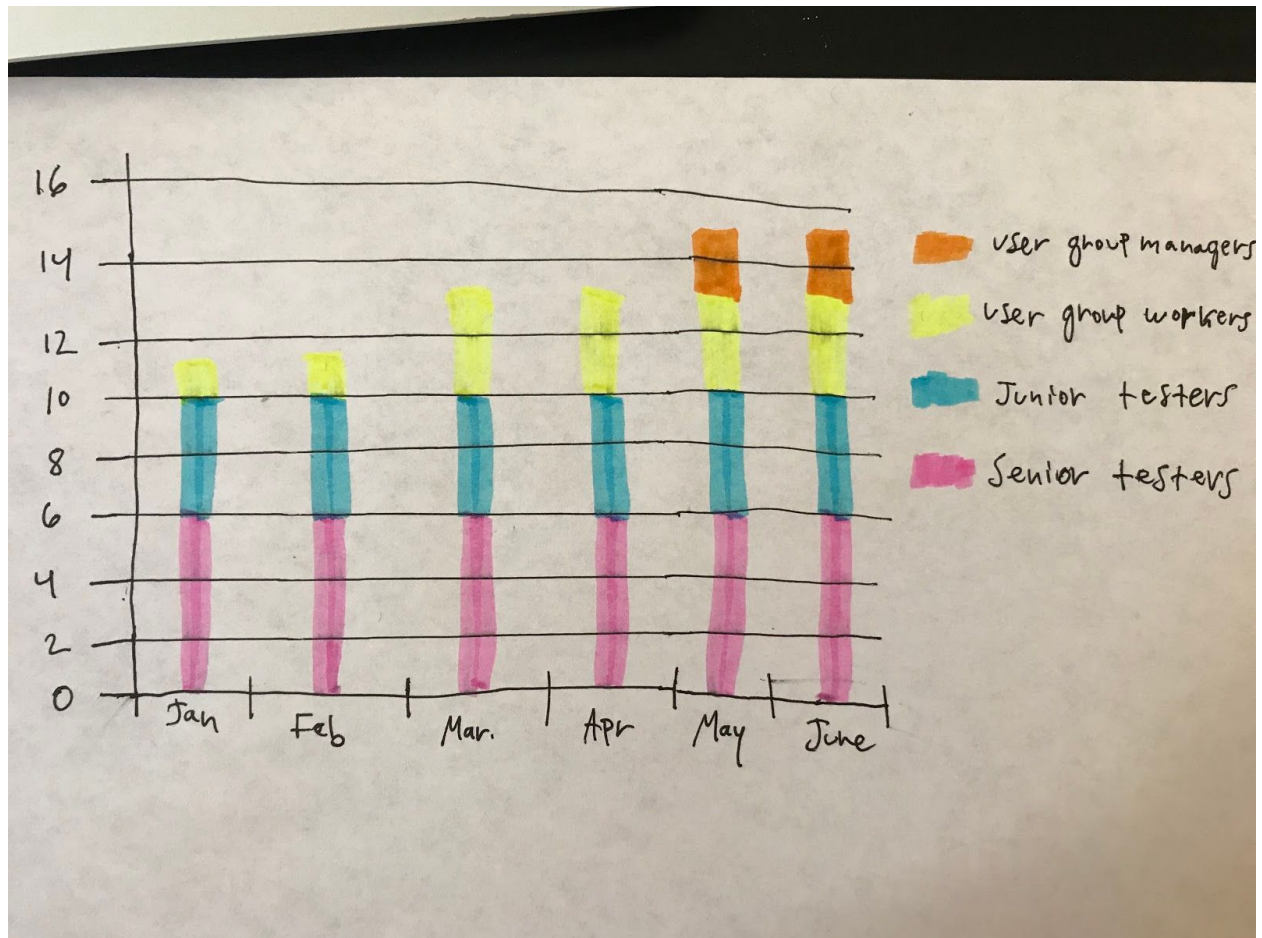
- Test plan
- Unit testing

- Integration testing for each module
- System testing
- User acceptance testing

Key resources:

- Project team
- Project manager
- Program analyst
- Network specialist
- Business analyst
- External consulting
- User representatives

2. Resource Histogram



3. Confrontation/Problem-Solving Approach

In any organization, there are individuals who hold many different sorts of personalities. Some people are very introverted, while others can be very extroverted. Introverted workers are known to be shy and can take a while to “warm up” to a team or group of employees. This can mean these types of workers can be hesitant when it comes to sharing ideas or being assertive. On the other hand, extrovert workers tend to be very talkative and enjoy the spotlight. Team meetings and idea sharing comes very easy to these types of employees. Nonetheless, managers can be faced with many challenges when it comes to dealing with these two types of workers.

One way to resolve the challenges that Tony is likely to face within the project team is the confrontation/problem-solving approach. According to the textbook, “When using the

confrontation mode, project managers face a conflict directly using a problem-solving approach that allows affected parties to work through their disagreements.” (Schwalbe, 2018).

Furthermore, this method is known to be most effective when the task and relationship hold a very high level of importance. Managers such as Tony should realize that conflict that takes place is not bad, but if solved appropriately can be very beneficial for the organization. Also, managers must be patient when it comes to handling the work styles of introverted and extroverted employees. Introverts are very critical thinkers that oftentimes maintain very high levels of observational skills. Managers should provide introverts with more time to take in and observe a new situation. Managers working with extroverts should respect their independence and constantly encourage their levels of enthusiasm. Tony and other managers should also allow for more freedom to explore new ideas in their own way and provide them with physical and verbal gestures. Connecting them with others is another great way to help resolve this issue.

With the confrontation/problem-solving approach, managers should never sanction personalized attacks towards employees. Also, Tony should remember to deploy important active listening activities including paraphrasing and repeating what others have stated.

Although confrontation may appear to be a harmful approach to conflict resolution for project managers, focusing on the goal of achieving a beneficial outcome toward any project can prevent major problems down the road.

References

Schwalbe, K. (2018). *Information Technology Project Management*. [VitalSource Bookshelf].

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