COIS-ADMN 3850H - 2018 FA

# QUESTION SET #2

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Evaluated by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: 2018-09-25

# of **CORRECT** answers: \_\_\_\_\_ # of **INCORRECT** answers: \_\_\_\_\_

**Instructions:** Please type your answers clearly and concisely on these pages to the questions that follow and submit them at the beginning of the next class for evaluation.

TO RECEIVE FULL CREDIT INCLUDE YOUR PAGE NUMBER REFERENCE IN THE LEFT MARGIN PMBOK Guide Reading – Chapter 2

## Organizational Influences and Project Life Cycle

1. What is the difference between a "Weak Matrix" organization and a "Projectized" organization?

Page 22

A weak matrix has low project manager authority, low resource availability, a functional manager, who is part time and a part time administrative staff. The projectized organization has high manager authority, high resource availability, a project manager who is full time, and a full time administrative staff.

So weak matrix is a very hands off organization while projectized is fully turned into projects

1. a) What are Organizational Process Assets ?

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Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization.

b) Name the categories into which these assets should be grouped and provide five examples for each group.

Page 27

Processes and procedures, and corporate knowledge base

Completed schedules, workplace safety routines, wbs, risk evaluation data, employee tables

1. a) What is the definition of a Project Stakeholder?

Page 30

Project stakeholders are any party that has an influence on the deliverable of a project.

b) In what ways can stakeholders' involvement in a project differ?

Give three [different] examples.

They could be investors giving money to the project, managers overseeing the process of the project, or even potential threats like hackers once the project is done that need to be taken into consideration.

1. a) How does the text portray "Project Governance"?

Page 34

An oversight function that is aligned with the organization’s governance model and that encompasses the project life cycle.

b) Of what value is Project Governance to an organization?

Provides the project manager and team with structure, processes, decision-making models and tools for managing the project.

1. Name and briefly describe 10 [different] types of project stakeholders.

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1: Sponsor – someone who provides something needed for the project to be made

2: Portfolio manager – someone who is a part of the project team / development

3: Program manager – someone who is also a part of the project team / development

4: Project management office – a group of people who are a part of the project team

5: Customer/user – who the product is being designed for

6: Seller - Someone who will be advertising and distributing your product

7: Functional manager – Someone who is in charge of managing the product once it is finished being developed

8: Operations management – Someone who helps with the deployment and use of the product

9: Hackers / un-seen use cases – Someone who will use the product in an unpredicted way that may be good or bad

10: Financial institutions – Banks run the world, therefore banks run your product

1. In **Figure 2-8** (on page 39) what are the [4] Project Management Outputs?
   1. = Starting the project
   2. = Organizing and preparing
   3. = Carrying out the project work
   4. = Closing the project
2. What are the three key characteristics of the generic life cycle structure depicted in **Figure 2-9** (on page 40) ?
   1. = Cost and staffing are low at start, peak as the work is carried out, drop as the project is ending
   2. = Risk and uncertainty are greatest at the start of the project
   3. = The ability to influence the final characteristics of the project’s product is highest at the start of the project
3. a) What is a Project Phase and how many of them can a project contain ?

Page 41

A project phase is a collection of logically related project activities that culminate in the completion of one or more deliverables.

There can be unlimited phases

b) In what ways are Project Phases employed in a project ?

Page 42

Phases are employed in a linear or overlapping way, where the completion of one phase means that the next phase will begin to take place

1. In what ways do Predictive and Iterative/Incremental Life Cycles differ?

Page 44

In predictive life cycles everything is planned out ahead of time and followed like a strict schedule while in iterative and incremental life cycles steps may be repeated and are flexible / can change after the life cycle is created.

1. What are the key characteristics of an Adaptive Life Cycle ?

Page 46

Are intended to respond to high levels of change and ongoing stakeholder involvement. Iterations are very rapid and are fixed in time and cost.

1. What is the difference between a Product Life Cycle Relationship and a Project Life Cycle Relationship? Give an example.

The product life cycle relationship is the life cycle that a product will undergo once if is complete and released into the wild, while project life cycle relationships are focused on the project’s life cycle.

Ex. Limited edition strawberry mini-wheats living on the shelves of stores is a product life cycle

The development and planning of the creation of the strawberry mini-wheats is the project life cycle

13. What is the difference between Project and Operational work?

Project work is work that is carried out under one project and is focused on the organization and planning of a product, while operational work is work that is carried out after the project life cycle is complete, ex maintenance, selling, advertising, supply chain management.