

## SharkWorld Assignment – XinyuYun

### A. Basic PM theory Questions related to Sharkworld

Question 1:

Which of the following characters is NOT a stakeholder?:

- ☐ Mr. Struwer
- ☐ Mrs. Cheng
- ☐ Your assistant
- ☐ Mr. Hua
- ☒ None of the Above

Question 2:

Which of these characters consistently demonstrates leadership when confronted with situations requiring adept emotional intelligence skills? Select all correct answers.

- ☒ Mr. Struwer
- ☐ Mrs. Cheng
- ☐ Your assistant
- ☐ Mr. Hua
- ☒ Mr Wu

Question 3:

In scene 21 of Sharkworld, you are given the work breakdown structure to study. In one of a very small handful of departures from PM theory in Sharkworld, this WBS is deficient in which ways?

- ☐ It lacks a logical taxonomy
- ☐ It lacks any references related to resource
- ☐ It lacks any references related to cost
- ☐ All of the above
- ☒ None. It is a fine example of a working document

Question 4:

The entire premise of Sharkworld is based upon your coming in to replace a project manager who allegedly took ill and as such could not fulfill his role. We see another example of a character allegedly taking ill as well in Mr Hua. As a project manager, when confronted with a situation where it appears an employee on your team is calling in sick excessively and you suspect it is owing to job pressures, you should as a first step:

- Call human resources. This is not your issue.
- Move this issue upstairs. Advise your manager that your efforts are being hampered by staff illness.
- Pull the employee quietly aside and confront them exercising compassion and emotional intelligence.
- Cover for the individual in the short term. The “no move” move is always the best move.
- Wait for a relatively stable phase for the employee, then e-mail them that you are advising management to deduct vacation days.

Question 5:

In scene 28 of Sharkworld when confronted with the necessity for building the schedule, you are given alternatives that allow you to complete the project in a shorter or longer time frame. Your decisions involve resource leveling. From theory, what activities should we look at first when deciding how to level resources in a project?:

- Those on the critical path
- Those not on the critical path
- The shortest lead time items
- The longest lead time items
- R & D items

Question 6:

In scene 38 of Sharkworld, you are put in a position whereby you must negotiate with Mr. Wu to try to find a resolution to the issue of these hammerheads arriving too early for the facility. You did many things correctly, but according to PMBOK theory there were still options in the toolbox to apply to get more concessions out of Mr. Wu. You might have tried some of these, but if not, which of these important strategies might you also have tried to apply?:

- Introduce a red herring
- Talk money last
- Focus on win-win
- Analyze in advance who has most at stake
- Stretch out negotiations

Question 7:

Prior to the outset of the game, we introduced the concept of team development. We discussed the possibility of focusing on star players vs. focusing on other team players in order to bring the project home in the strongest manner. In Sharkworld Mr. Hua is clearly a star, and yet despite our best efforts, he removes himself from the team. What does this example tell you about your team development efforts as a PM?

- Take a balanced approach. Put your efforts where you are likely to succeed. Have contingencies. Know your people.
- Focus on basic training skills and cater mostly to the more minor contributors.
- Even when resources are scarce, continue to make promises to your leaders. These people are just too important.
- Shizzle happens. Don't waste time and money on team development.
- Take more on. Do more for yourself. Rely on others only as a last resort.

Question 8:

In scene 58, you are presented with a very disappointed Mr. Wu. He complains to you of having overwhelming problems in both his personal and professional lives. And when it comes to his professional life, he largely blames you. You have a conflict with Mr Wu. We have a tendency as people to believe professional conflicts are related to the personalities of project managers – it is only human, but the reasons are typically not traced to this. In this case, the root cause is consistent with what the PMBOK indicates is the number one reason for PM's having conflict with their customers. It is:

- Risk Management
- Integration management
- Quality
- Scheduling
- Executing

Question 9:

Risk management in Sharkworld involved making a series of decisions in scene 19 when you wrote a letter to Mr. Struwer that had long reaching implications regarding safety, water permits, and staffing. Some of these decisions showed up in the scoring as far along as scene 63 of the 75 scene experience. If you were undertaking the same type of risk assessment for either Western or your real employer, how might you have improved the decision making process?:

- Made it a quantitative and qualitative decision in each case
- Put the most conservative contingency in place for the risk that is most concerning
- Checked with Al Gore's people to determine if there is any flexibility in schedules
- Determined what the local building code had to say about scaffolding instead of trusting your instinct.
- All of the above.

Question 10:

Earned value analysis is really only implied in Sharkworld via executing changes and taking risks that have known cost and time implications. Therefore while it is difficult to make calculations regarding the project outcome in hard numbers, we can suggest that if you did have Dr. Xianing arrested, made reasonable contingencies for risk, and carefully planned the Gantt chart changes for the early shark delivery, chances are the project you ran probably would have come in near budget and timing requirements. Positive cost and time outcomes in earned value analysis are reflected by:

- Negative cpi and negative spi
- Negative cpi and positive spi
- Negative spi and positive cpi
- Positive cpi and positive spi
- A cpi of 1 and an spi of 1

Question 11:

Integrated change management would have been required when the additional shark holding tank was agreed upon to be built. What types of documents are NOT necessary for a PM to see in writing before proceeding with change notices?

- Either 1) a new or updated purchase order or change directive from the customer or 2) written approval from the budgeted internal client
- Quotations from suppliers
- A record of agreed upon timing from either the internal or external customer
- A breakdown of your costs
- None of the above

Question 12:

During Sharkworld you hopefully avoided scope creep by effectively managing the conversation with Mrs. Cheng regarding further archaeological measures and by effectively negotiating with Mr. Wu for him to provide costs for the temporary aquarium. The PMBOK tells us that there is a best practice for avoiding scope creep. These Sharkworld scope creep possibilities presented themselves. Sometimes they don't. Sometimes you have to go looking for them and then mitigate quickly. That process is called scope verification. According to PM theory, when should you as a PM practice scope verification?:

- Before the charter is signed.
- After the charter is signed.
- After each project phase
- With each controlling measure
- At each enterprise environmental factor

Question 13:

Sharkworld is an international multi-cultural project experience. Which of the following statements regarding multi-cultural projects is NOT accurate?:

- Moving forward, more projects will necessitate having PMs with multiple language skills.
- Co-located teams are NOT as effective as remotely located teams.
- The local culture may have more influence on the outcome of the project than the project manager's style.
- Different cultures have different traditions for negotiation and conflict tolerance.
- Project managers must be open minded to be successful.

Question 14:

Project Management Leadership is about setting clear expectations. During your first conversation with Mr Hua, you had the opportunity to show that you were a stronger leader than your predecessor. You did this by setting expectations. When a project manager is in a situation where most of the project team does not report to him/her as in Sharkworld, what becomes an even more important skill set than leadership for setting the tone and communicating the vision on a project?:

- Dictating and bullying
- Influencing and sound decision making
- Following
- Public speaking and credit taking
- Managerial liaison and record keeper

Question 15:

Sharkworld did not have to be crashed if you negotiated effectively with Mr. Wu to get money for the temporary holding tank. Project crashing means?:

- All is lost. Dust off the resume.
- A little reckless risk taking
- The project is way ahead of schedule, so it is time to sleep a bit before the closure phase.
- You are running into some roadblocks
- You have to take time out of the critical path. The inherent direct costs associated will hit the project. There may be offsetting indirect costs that might help to soften the blow.

Question 16:

Mr. Struwer was all about time management. If you deliver your projects late consistently at your place of business, which of the following problems becomes a concern for your management team:?

- ☐ Fewer projects are executed
- ☐ Decreased annual revenues are achieved
- ☐ Inability to properly forecast revenue
- ☐ Lack of confidence and support from financiers and industry
- ☒ All of the above

Question 17:

At the Sharkworld closeout party you might have learned that the next project was in Brazil and that you needed to mobilize for it. Let's say you did not have Dr. Xianing arrested, or some of your other risks were realized. Well, you are late and you did not get invited to manage the new construction in Brazil. If that happened to you in Sharkworld and as a consequence Spector Install will not be working on the project, then we can assume that Spector Install has a particular type of cost associated with not working in Brazil. It is referred to as?:

- ☐ The cost of doing business
- ☐ The lost cost
- ☐ An opportunity cost
- ☒ A sunk cost
- ☐ A Brazilian Gazillion



Question 18:

It is standard practice in large companies that employees are trained to conduct themselves ethically in all their business dealings. Near the end of Sharkworld, evidence is presented that clearly indicates Dr Xianing is sabotaging the installation. However, dismissal of Dr. Xianing will result in financial losses for the project that could potentially jeopardize the success of the installation on Spector Install's bottom line. Project Managers presented with such circumstances are best served to?:

- ☒ Raise the issue to management
- ☐ Contact the legal department
- ☐ Contact the authorities
- ☐ Confront the subversive individual
- ☐ Keep it quiet and protect the bottom line

Question 19:

At the meeting at Zhong Investments with Mr. Wu where you argued for more costs associated with the building of the extra holding tank, a "deal" was made between you and Mr. Wu. There was an offer of services, an acceptance of this scope of change, and an amount for materials and labor was agreed upon. You and Mr. Wu are both bound by the laws of the project contract which we would assume are Chinese. Assume American laws were in place, rather than Chinese for a moment. Both you and Mr. Wu are of sound mind and have the legal capacity to enter into a contract let's assume. But nothing was written down at the end of the meeting. And now, after the tank was built, Mr Wu is refusing to pay. Even though it was never written down, did you and Mr. Wu actually enter into a binding contract for the holding tank and must he now pay up?:

- ☒ Maybe. As long as there is no clause in the original contract that says the supplier must execute all changes.
- ☐ No way. Not in writing. No contract.
- ☐ You cannot have an American contract on Chinese soil and vice versa. No contract.
- ☐ There is no contract but you can lien the job.

Question 20:

It was implicit in Sharkworld, but when you are a new project manager brought in part way through a project what is the first document the PMBOK recommends you seek out and have amended?:

- ☐ The Scope statement
- ☐ The Charter
- ☒ The Risk Register
- ☐ The Lessons Learned
- ☐ The Change Register

## B. Comprehensive and Reflective Questions

### Question 1

Answer: Yes, I did prepare some Chinese culture knowledge before meeting Mrs Cheng and it really helped for getting trust from Mrs Chen to gain the government permit, as well as

retaining more scores. I used to prepare some topics which related to my customers and colleagues in the work place, for example ask some question about red wine to French customer, according to which customer will have a better first impression and become easy to get along with for further cooperation.

#### Question 2

Answer: the strategy I use most to handle conflict is to confront and consider how to solve the problem, by which I believe my score was reflected. Like the scope change proposal for adding a temporary tank to Mr Wu, I chose to raise up this issue and propose solution to convince Mr Wu. In real life, how to use the strategy depends on the real situation, confront and always trying to solve problem makes you and colleagues think positively instead of finding the excuses firstly. Sometimes I have to choose compromise or force due to the timeline or management pressure.

#### Question 3

Answer: Mr. Struwer is on my side in this project in which I try to make him feel confidence to my work and always take his advices and experiences. Building a trust between you and your boss will make yourself a powerful resource behind your back. Meanwhile always remember keep reporting your progress to him to make sure the project is on track.

#### Question 4

Answer: in order to meet the deadline my strategy is adjust the resources involved to shorten the duration for tasks in critical path. In my experience requiring overtime work for team members is the most applied strategy in project. Meanwhile making team-building dinner with customer and colleagues is always useful to release the pressure.

#### Question 5

Answer: to the scaffolding problem I choose to share this risk with Mr Struwer and in order to minimize this risk all the scaffolding have to be replaced, because the safety risk is always at higher priority, in case someone gets hurt due to the unsafe scaffolding, the whole project and company reputation will severely affected which is not worthy. I would like to share the risk to customer to make sure the stakeholders realize the key issues and trust my proposal and solutions, especially the risk is not caused from my side, I will transfer the risk to the

response side, and help customer solve the problem from their standpoint.

#### Question 6

Answer: Apparently Dr. Xianing is the toughest character that is difficult to cooperate and interferes the project scope and process. Nearly every project has that kind of tough stakeholder, especially whose career does not really depend on this project's success or has conflict with the decision maker of this project. If this kind of people has to be involved in the project, try to minimize his influence like keep his work in the scope with sign off paper and keep acknowledge the key person if there is any inappropriate behavior from the tough one.

#### Question 7

Answer: Firstly you need learn Dr Xianing's personality and show respect to his career and profession, and then try not to get him involved in the work out of his scope, which may easily cause risk. In my previous experience I met a colleague from law and compliance audit department suddenly get involve in the project at the test phase, who required additional modifications in that phase, that will affect the go-live timeline, the global project team rejected based on the company's policy and let him get involved from the beginning of next version's project and sign off confirmation will be needed for his required modification.

#### Question 8

Answer: Firstly I showed my understanding and same feeling with Mr Wu to earn his trust, and then I have to point out Dr. Xianing is the key person related to the project sponsor, we need find a way to win-win without firing him. Sometimes the project has to deal with these factors, like in China you cannot violate the political policy in your product, or you have to let customer's nephew be as an intern in your project team, according to which you have to prepare the budget for handling these situations to make sure the project will not be influenced very much.

#### Question 9

Answer: in the game when Mr. Hua had complaint I chose meeting him asap and show my concerning and understanding to release his emotional pressure, and

then help him realize the positive aspect on project' success and his achievement, finally I would like to prepare a party for his team to appreciate their work. In a project team, PM is supposed to be a role model to motivate your team. In my previous experiences, team-building activities like every one or two month is to keep the team motivating.

#### Question 10

Answer: per to my understanding, in China the project are always kept in a flexible status in case there are additional change since at the beginning not everything is fully considered sometime, on the contrary the project managed by German team tends to keep a strict schedule and follow the standard development methodology like keep tracking in JIRA. In Chinese culture manager are willing to solve the conflict through building personal relations and trust with customers. Western, like Canada's policy, is always respect the varieties and keeps transparent to different group. As an international graduate, I have to learn how to deal with the culture conflict with respect and correct strategy, especially in Canada.