**Question 1)** **Describe at least three reasons rewards fail to motivate. Provide examples when possible.**

**Response:**

People do not favor working for an organization where their hard work goes unappreciated. If it goes long enough, the top performers get frustrated, and leave the organization. There, it is important to develop a culture of appreciation via some kind of rewards or recognition.

But rewards and recognition are somewhat a tricky business to deal with. Despite all the efforts management put in, rewards fail to produce desired results, since people are motivated in different ways. Below are three reasons where reward program fails:

* 1. **Rewards are not appreciated by employee**: One cannot expect the same result rewarding all employees with same $50 gift card reward to show appreciation. People are motivated in different ways. One individual may be thrilled by his challenging project work and the opportunity to learn something new. On the other hand, other is supercharged by gestures of appreciation—public recognition or a simple thank-you card.

Organization spend thousands of dollars as their reward recognition program. Despite of that, most of the employees they are not recognized or rewarded. Employees wanted to feel that their managers appreciate them and are ready to show it, not only in terms of cash rewards, bonus or salary increase, but in other ways such as flexible work schedules, gift cards for pulling off impressive projects, or even just by saying thank you for a job well done.

* 1. **Delay between performance and reward**: Organizations have quarterly or annual reward programs, where all employee’s performance is judged over the period and based on their performance during the said period, they are appreciated. This long delay between the employee’s performance and showing the appreciation does not guarantee the same desired result.

In my previous organization, we have quarterly reward program. One of my colleagues completed an excellent project work at the start of the quarter. By the time he was rewarded for his work the essence of appreciation was gone and he took the reward for granted.

* 1. **Same reward to all kind of jobs**: You cannot except all individuals to do same kind of work. Some individuals are working in client focused areas, some technology area, some administration area. All individuals have different responsibility, expertise. Similarly, you cannot have same reward for all the jobs “One does not fit all “

For instance, one individuals job requires more challenging tasks like client interaction, developing new technology, interaction with multiple stack holders, while others require monitoring the entire production system, late night work, maintenance but performing same mundane task. You cannot compare the two jobs on same grounds of level of innovation, client focus, issues resolved, etc. Both jobs have different level of responsibility and commitment required. Hence, by recognizing both jobs with same reward would be unfair.

**Question 2) What are some key components of effective project leader? What could you do if you wanted others to perceive you as a charismatic leader? What about a collaborative leader? (2 pts)**

**Response:**

Keys components for effective Project Leader:

Project leader works primarily with the people and provide structure to the project. They create a vision, establishes direction, strategies and provide motivation to entire project to achieve the project objective. Some of the key components of effective project leaders are:

1. Motivate team to share common vision to achieve together
2. Effective communication for the shared vision
3. Delegation.
4. Ability to inspire people
5. Excellent decision maker
6. Team builder
7. Innovate new ideas

A charismatic leader is the one who has great personality that inspires and motivates people. They are influential, persuasive and inspiring. They compel people, lure large crowds with their personality traits. People are drawn to them, want to learn from them and trust them.

One can interpret themselves as charismatic leader by developing and embracing few personality traits:

1. Build connections, give team the level of importance and respect they deserve
2. Have strong commitment to your goal
3. In tense situations, ease everyone with light humor, while still remain productive
4. Show high level of confidence
5. Aware of all possible situations and their solutions
6. Be honest, trustworthy and dependable.
7. Be an excellent listener, ask questions
8. Great communication

Collaborative Leader bring all managers, executives to work together. They facilitate interactions between employees and business partners at different levels. They recognize the importance of interpersonal relationships and cross functional collaboration for organization success.

Collaborative leaders have attributes such as:

1. High level of patience
2. Less authoritative
3. Open to share information
4. Encourage constructive conflict
5. Invest in making strong relationship and network everywhere
6. Able to understand issue from different point of view
7. Make sure people are recognized for their hard work
8. Delegate

**Question 3) Do you think management should ever share its decision making with subordinates? Why or why not?**

**Response:**

There is strong relation between how employees are involved in decision making and their overall motivation, morale and job satisfaction. Organizations who show higher level of employee involvement in decision making show higher levels of employee motivation and satisfaction.

I believe management should involve employees in its decision making. There are multiple benefits due to this:

1. Employees feel they are valued part of team. They feel management value them as a significant contributor for project success, which in turn gives employees the motivation to raise their level of effort and commitment.
2. The chances of decision being a success increases, since all members are committed to correcting the parts of decision that are not aligned with organization vision.
3. When employees know they can make a difference, they find it easier to be motivated and satisfied with their job
4. Employees are able to make better day to day decision, since they have more accurate information in the direction of their organization
5. You can cover different angels on the focused topic, since more minds are involved. Different ideas, solutions may be brought to light.
6. By involving employees in decision making, workplace becomes more transparent. Employees trust management who involve them in their decision making. Even if a possible outcome as some negative impact on the employees, management is gathering their thoughts.

**Question 4) What are some ways that employees learn culture? Give 2 specific examples of companies that have exhibited strong culture, what type of category of culture you think they fall under and thoughts on why you think their culture is important to them? (2 pts)**

**Response:**

There are many ways employees learn the culture of the organization. The most significant are stories, rituals, symbols and languages:

**Stories:** Organizational stories contains narrative of significant events, individuals anchoring their past to present. They show how legit their practices are and provides examples of what is important to their organization. For ex: Stories related to their founders, company policies.

**Rituals:** They are repeated sequence of activities which reflect organization values, goals, people. Members of organization who have achieved success are recognized and rewarded on such occasions. For ex: Awards given to employees of company’s opening day.

**Symbols:** They communicate organization’s culture by unspoken messages. They show organization’s personality. Give employee the feel of the workplace. For Ex. Open desk culture, luxury automobiles given to senior executives

**Languages:** Use languages as a way to identify members of the culture. By learning this language, members attest to their acceptance of the culture and their willingness to help to preserve it.

Companies with strong culture:

1. **Mercedes-Benz**

**Culture**: Every year must provide a new innovative experience through its highly crafted Automotive experiences

**Category**: Innovation

**Importance of their Culture**: Their culture is important to Mercedes Benz since this allows them to launch new product with high innovation every year which in turn allows them to stay one step ahead to all their competitors with providing their customers with best experience.

1. **Twitter**

**Culture**: Free meals, rooftop meetings, friendly coworkers, yoga classes.

**Category**: Team-oriented

**Importance of their Culture**: Gives employees the level of satisfaction, fulfillment by having to work with team members who are friendly and good at doing their jobs. Each person is motivated by the company’s goal. Twitter created an inspiring company culture thanks to its high mission and values: freedom of expression, shared knowledge, collaboration among employees across the globe, philanthropy, diversity and transparency.

**Question 5) You are the manager of an upscale restaurant. You’ve been receiving complaints from the customers over the past several weeks about a specific server. What would you do to address this specific situation? (Think of theories or topics discussed to support your answer.)**

**Response:**

Confronting such situations may not be encouraging for managers. Having a proper system to deal with it is essential. Such situations should be handled on priority, instead of ignoring it, in order to maintain a consistent productivity and profitability in the business.

In such situation, my first step as a manager would be apologize to all customers who had complained about the server. Then I would actively monitor server’s activities based on server’s performance, attitude and communication. Would also take feedback from other staff. If the results do show that the complaints the customer’s put in for the server are right, then I would try to figure out if something is wrong with the individual. Will compare the past records, how well server’s performance was. If the performance was as per the expectation, then there is some problem the server is going through, it can personal or financial. I would now sit with the server and try to figure the problem. Based on the problem, will try to suggest a solution that would help the individual resolve it. If in case there is some complaint from the server’s side against the restaurant, management, work culture, etc. I would do the needful.

Once the problems are discussed, I would give server some time and will keep on monitoring the performance. If there are still complaints, then:

1. Provide the required basic training again to help server improve which is often called as the performance improvement program.
2. Keep the individual with someone who will act as a mentor.
3. Try to find the weakest area where the server is having problem and requires basic training again.
4. Set time aside for reporting on what was learned and praise individual’s efforts in right direction.
5. Make the expectations clear exactly what standards the employee must abide by and will get this documented.

Even after this, the server’s patterns still continue that are just hurting the customer and the team, then it is time to shoot straight if parting ways might actually be a blessing for the employee, the team and as well as the business.

My ultimate goal would be to ensure that the customers get the best service in the restaurant while keeping the employees satisfied and fulfilled with the job they are doing.

**Question 6) Emotional Intelligence includes all of the following except: (1 pts)**

1. Self-Awareness
2. Intellectual Quotient
3. Empathy
4. Social Skills

**Answer: b)** Intellectual Quotient

**Question 7) All of the following can reduce social loafing except: (1 pts)**

1. Develop a team contract
2. Increase the size of the team
3. Decrease the size of the team
4. Performance reviews

**Answer: b)** Increase the size of the team

**Question 8) When it comes to conflict, the highest performing teams should: (1 pts)**

1. Discourage it
2. Let members vent openly
3. Encourage conflict about attitudes, discourage conflict about behaviors
4. Encourage conflict about tasks, discourage conflict about personalities

**Answer: d)** Encourage conflict about tasks, discourage conflict about personalities

**Question 9) Why is channel richness fundamental to the choice of communication channels? If you had to terminate an employee, what communication channel would you use and why?**

**Response:**

Communication channel is a medium through which a message a send to its intended receiver. The basic channels are oral, written, electronic and multimedia. Within these channels’ communication can and formal and informal. Business communication is held to a higher standard than everyday communication. The consequences of misunderstanding are usually higher. Chances to recognize and correct a mistake are lower.

Channel richness refers to the amount of the information that can be transferred during the communication episode. Face to face communication is very high in richness because they have multiple information cues like words, postures, facial expressions, gestures, etc.; immediate feedback (verbal and nonverbal) and the personal touch of being present. Message sender and receiver can see or hear past simply the words. They can see sender’s non verbal communication or feel the tone of the voice. Hence, they are the data rich channels. Written communication like a tweet are very low in richness. They are among the leaner business communication.

Face to face communication are limited to one-person communication with other few in close proximity, whereas a written communication like an email can go out to thousand receivers at the same time. Hence, it is very important to choose the right communication channel to send the correct message out to correct audience.

**Terminate an employee:**

The decision to terminate an employee can be both emotional and frustrating. If it is not handled properly, it can also result in some expensive litigations. If I had to terminate an employee, I would choose a combination of face to face as well as written communication. Below are the situations where I would choose the proper communication channel:

1. Face to Face Communication:

A clear and short meeting should be setup to cordially tell the employee about the termination. Employers need to explain properly the reason behind the termination and should have concrete reasons for the same. Face to face communication is the best channel to explain the reasoning for the termination.

1. Written Communication:

Carefully draft the documentation that protects the employer in case a terminated employee backfire. Employer should take time to build a paper trail detailing the reasons for the dismissal. This documentation should include any negative performance reviews, complaints from clients or customers and written complaints filed by supervisors.

**Question 10) Which rules of active listening do you think most people break? What suggestions would be given to people who are “bad listeners.”**

**Response:**

Active listening refers to listening that keeps you engaged with your conversation partner in a positive way. It involves more than just listening someone speak. One has to fully concentrate on what is being said, listen with all your senses and pay full attention to the speaker.

Some important features of active listening are:

1. Patience
2. Reflecting back what is said through non-verbal feedback
3. Focus
4. Asking questions
5. Non-judgmental or neutral view

I believe focus is the most important rule of active listening. It is very important that you give your full attention to the speaker. We shall show attention by keeping eye contact, ask open questions. Only if one listens to the speaker with focus can ask question. It is very important to focus on the what message the speaker is trying to convey.

Most of the people does not focus on the speaker and are mentally and physically distracted while listening. Many times, people let their thoughts wander rather than concentrating on what is being said, due to which they are not able to understand what the speaker is trying to say or the message behind it.

**Suggestions to bad listeners:**

1. Maintain complete focus
2. Maintain eye contact
3. Hold your judgements
4. Listen with open mind
5. Give full attention
6. Express interest
7. Ask questions to encourage them
8. Show good body gestures
9. Visualize what is being told.

**Question 11) If your boss asked you what your top three “take-aways” from the entire class regarding strategies to be a successful project manager what you would say? (Don’t just list 3 bullet points from the slides... take some time and formulate a response!)**

**Response:**

Project management is very important aspect for any organization because it ensures the severity in architecting projects properly so that they fit well within client’s expectation. It is the application of knowledge, skills, tools, techniques to project activities to meet the requirements. Basically, project management is to plan and manage a project to successfully complete its listed goals and objectives.

A project manager has to have project management skills to ensure the quality and objectives of a project are met on time and within specified budget. A good project manager has an insight on how to manage projects in more efficient and risk-free manner.

Before I attended the project management class, I was not aware of complexity of the projects, involvement of stakeholders, relationship between the team, risk management and control, project closure and many more project management concepts. A successful project manager needs to have the knowledge of these dimensions associated with the project. The class explained multiple ways one should strategize to become a successful project manager. Out of many strategies I believe below are the three most important strategies or takeaways which are very important to become a successful project manager

1. **Communication:**

Communication is the most essential and important aspect a project manager should possess. It is universally known that a good project manager are easy going communicators who do not shy away at the thought of communicating (both easy and difficult) with the team and the clients. Clearly define and communicate your project's vision and objectives to all project members is very crucial trait a project manager should possess. This is important for overall coordination of the project team by making sure everyone is moving in the same direction.

1. **Team building:**

A good project manager should be able to influence and lead people within the organization towards the desired organization goals. Project’s success is highly dependent on effective team building and embracing teamwork. Effective project managers ensure they select and utilize competent teams to ensure projects success. Motivation is one of the crucial factors in ensuring the team remains inspired and motivated towards overall project goals. Team building plays an essential role in improving efficiency during project implementation, which is vital in ensuring that a project achieves the set objectives and goals.

1. **Importance of ethics:**

Being a successful project manager is more than just bringing in the job on time. Ethics plays an important role in establishing a reputation as a reliable and professional project manager. Honesty, responsibility, respect and fairness are the values that drive ethical conduct for the project management profession. Being ethical is more than just good practice. It elevates the profession and raise future standards. It imprints individual’s moral mindset and behavior. Business relations can be improved by promoting fair decision making which in turn reduces the risks associated.

**Question 12) Why bring up the distinction between an ethical dilemma and a moral temptation?**

**Response:**

A moral temptation is not an ethical dilemma. Doing wrong even for a good reason is still wrong. For example: cheating (which is wrong) is still wrong even to get good grades (which is good). It is a dilemma of “right versus wrong”. On the other hand, ethical dilemma is to make a choice from between two conflicting right decisions. For ex. Rescuing an animal by providing with expensive rare medication when the same amount of money could provide vaccinations and basic health care for half a dozen other animals. It is a dilemma of “right versus right”.

Right versus wrong challenges are those with clear, or mostly unambiguous, ethical imperatives which point to a right answer, however difficult or simple that answer may be. In contrast, in the right versus right situations, competing values exist on both sides which are genuine dilemmas precisely because each side is firmly rooted in one of our basic, core values.

The most important distinction between making a moral decision and handling an ethical dilemma is that moral is internal and personal to a person. Moral is made of the habits that the individual personally thinks is right or wrong. Making a moral decision is easy for an individual, as it is either right or wrong. Whereas, in an ethical dilemma there is a choice between two wrong or bad options and a person has to choose one of them. Ethics are taught to a person socially by his interaction with people and situation around him. Ethics is not natural to him and hence when offered with two choices he discriminates between them based on least damage that the decision can make.

Making sound ethical decisions requires systematic methods for identifying the challenges and choosing the courses of action. One can make these decisions right only if they knew the distinction between ethical dilemma and moral temptation.

**Question 13) Ethical dilemma- A new drug that would cure 99% of diabetes cases has been formulated. However, in the other 1% of the population that takes this drug, a risk of death is associated with taking it. How would each of the 3 ethical approaches view this issue--1) Ends-based, 2) Rules-based and 3) Care-based? Would YOU release the drug?**

**Response:** Ethical dilemma is a situation which cannot be avoided but can be managed.

Based on the utilitarian ends-based approach which compels us to make decision considering a choice which leads us to greater good i.e. the drug was formulated to do most good to the greatest number of people. There are 99% present chances that the disease will be cured.

Considering the rules-based approach which denotes an absolute, unconditional requirement that must be obeyed in all circumstances, the drug is created with specific standard which is a universal standard. But the standards say if there is a slight chance of death the formula of the drug should be reconsidered.

Considering the care-based approach it is opted by the person, the one who is affected by the decision in usage of the drug. Putting yourself in the situation, will relive the pain of the disease and it has a positive chance that 99% it will cure the disease.

In my opinion, I will release the drug as the drug has the ability to produce desired results towards the cure of the disease, which will do greater good for most of the disease infected people.

**Question 14) Ethical dilemma- While parking late at night, you slightly scrape the side of a porsche. You are certain nobody saw what happened. The damage is minor and not enough to be covered by insurance. How would each of the 3 ethical approaches view this issue--1) Ends-based, 2) Rules-based and 3) Care-based? Would YOU leave a note? Does your response differ if the car you hit is a rusty, beat-up car?**

**Response:**

**Ends-Based approach:** Considering the ends-based approach of greater good, in this situation is difficult, since only two individuals are involved. One individual’s effort to avoid the trouble of dealing with the insurance and file a report about the accident will negate the feeling of owner’s little frustration of minor scrape which will not be covered by insurance. Hence, I would not leave a note.

**Rules Based approach:** If you scratch someone’s car with your car, that’s an auto accident. Doesn’t matter if there’s a dent, or a ding, or anything else. If there was vehicle-to-vehicle contact and there is visible damage, an accident has legally occurred. Hence, I should leave a note.

**Care-Based approach:** Putting care for the others first and putting myself in the situation, finding out in the morning about the scrape on the car would be very disappointing. Even though the damage is not enough that can be covered by the insurance, the feeling that my car got scraped and the other does not even have the courtesy to leave the note would be very frustrating. Hence, I would the leave a note.

Here I would go with the rules-based approach, which exerts me to follow the universal rule which clearly states irrespective of the damage I should leave a note.

No, my response will not change even if the car is rusty or a beat-up car, since I am basing my response on rules-based approach which adheres me to stick the rule of leaving a note if I scrape a car.

**Question 15) Responsibility Matrix- You and your spouse are going on a camping trip with your two children, Max (8) and Jack (10). You will be the functional manager. Assign major duties to each of your team members so this project can occur.**

**Response:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **WBS Item** | | **Work Item** | **Father** |  | **Mother** | **Max** | **Jack** |
|  | **Camping Trip** | | | | | | |
| **1** | | **Planning** | S |  | P |  |  |
| 1.1 | | Search options for site |  |  |  | S | P |
| 1.2 | | Choose amongst options |  |  |  | P | S |
| 1.3 | | Lists of Items required |  |  | P | S |  |
| 1.4 | | Cash Required | P |  | S |  |  |
| **2** | | **Reservations** | P |  | S |  |  |
| 2.1 | | Book tickets for site |  |  | P | S |  |
| 2.2 | | Book car rental | P |  |  |  | S |
| **3** | | **Purchasing** |  |  | S | P |  |
| 3.1 | | Food |  |  | S | P |  |
| 3.2 | | Clothing |  |  | S | P |  |
| 3.3 | | Camping Utilities | S |  |  | S | P |
| 3.4 | | Medicine | S |  | P |  |  |
| **4** | | **Packaging** |  |  |  | S | P |
| 4.1 | | Camping Gear | S |  |  | S | P |
| 4.2 | | Food & drinks |  |  | S | P | S |
| 4.3 | | Clothing and Medicine |  |  | S | P | S |

**Question 16) Read the attached Zappos case and answer the discussion questions at the end of the case (also below). (5 pts)**

1. **What leadership traits or style does Tony Hsieh demonstrate?**
2. **What aspects of leadership can you criticize, if any?**
3. **Is his leadership approach transferable to other leaders and other organizations or is it person and situation unique?**

**Response a):**

Every leader has their own leadership trait. Some are too engaging & dynamic, some lean on situational leadership and providence. But there are a few who adopt happiness as their moto of their foundation. That is exactly what Tony chose to do. Tony’ leadership mantra was bold in many ways which led Zappos to excel and had an impact outside the company as well.

One of this bold leadership traits involves empowering his employees and instilling confidence, so they may reach their full potential. Money and profits are secondary achievements which according to him flow in any way given your customers are happy with the service.

He is ready to take risks for the betterment of the company and for others. Classic example would be his decision to eliminate company hierarchies introduced greater opportunities for adaptability. By acknowledging everyone’s “individuality” he was able to blend happiness and a change mentality together effectively.

Hsieh is a bold leader, and at the same time, he grips a leadership philosophy based on happiness. He embraces key 3 mantras - First, **work-life** balance which offer happiness and satisfaction. Secondly, choosing a life path that is **personally fulfilling**. Lastly, being able to **contribute to society**. As a bold leader, he has not only pursued these attributes himself but also enabled others to do the same. His leadership traits involve – Creativity, Flexibility and a great thinker.

**Response b)**

Experimenting too much with the original employee-centric culture which some his employees might find ‘too churning’.

His system, i.e., Holacracy doesn’t have hierarchy. They have group of people who would be responsible for the work and not work of a certain set of people (Lead links). This might create a commotion sometimes as to who should be held accountable in case of any discrepancy.

**Response c)**

His successful leadership approach is transferable to other leaders and other organizations. He has some key mantras which could be adopted like freedom of workspace to employees, creating an employee-centric environment and familiarizing with weird ideas to constantly motivate them. However, but adhering to the whole concept of transformational leadership requires the leader to transform as well. For this one aspect, it becomes person specific i.e. if the leader is willing to accept the mish-mash culture

**Question 17) Read the attached Trader Joe’s case and answering the following questions:**

1. **What do you find successful about Trader Joe’s management approach?**
2. **What do you find unique or interesting about Trader Joe’s as a company? (Their strategy, vision, approach, background, hr, etc.) (5 pts)**

**Response a:**

Trader Joe reveals effective planning, and precise management process in all the work they perform. This can be seen through the following ways - The way the employees are dressed, the way the shelves are maintained, the way the inventory is maintained in the store, the way how overstocking and understocking is getting managed and gauged.

Their training process seems very exhaustive and emphasizes on the importance of each responsibility in the management process, planning, organizing, leading, and controlling.

**Response b:**

Strategies around Cost Monopoly and Focus on Gourmet food are very uniquely presented. he company is known for offering products at low cost. Various customers are attracted to Trader Joe’s because of this. This is simply cost leadership. However, there is a portion of customers, who prefer Trader Joe’s because of the gourmet and healthy food offered by the company. The company has identified the reputation of keeping customers on priority. The value-added products and services offered by the company, keeps the customers happy and pleased.

**Question 19) BE THE PROJECT MANAGER: Choose ONE of the following scenarios and complete all of the major components of project management.**

**Option 1) Your family of 4 will be going to San Diego in September 2019. You have a budget of $7000 and 7 days for the vacation. It is crucial you get back before Monday, September 19th since you have a big presentation at work and your kids can not miss any more school. Your kids have specifically indicated that they want to go to the San Diego Zoo and Sea World in addition to any other fun spots. Be the Project Manager and plan the vacation! Be sure to include the major components of project management discussed in class. For example, SOW, WBS, Project Team, Risk Control, Contingency Planning, Project Control, Project Closure, etc.**

**Response:**

**Project objective:**

A family of 4 wanted to travel to San Diego for 7 days’ vacation in September 2019 with a budget of $7000 returning not late than 19th September with specific requirements to visit San Diego Zoo and Sea world in addition to any other fun events.

**Statement of Work:**

**1. Introduction:**

A family of 4 wants to travel to San Diego on September' 2019. The budget is $7000 and schedule is of 7 days. They have to be back before Monday, September 19th, 2019 to fulfill certain constraints at office and school. The family specifically wants to visit San Diego Zoo and Sea World in addition to any other fun events

**2. Scope:**

**2.1 Project phases –**

Gather all the requirements

Design the entire trip

Execution of the trip

Closure

Activities associated to each phase –

|  |  |  |
| --- | --- | --- |
| **Phases** | **Activities** | **Milestone** |
| Gather Trip Requirements | Gather detailed requirements related to the following:  1. Places of visit  2. Budget in hand  3. Date of travel  4. Preference of stay / transport  5. Medical conditions  6. Weather conditions  7. Timing of visit for the picnic spots  8. Baggage considerations | 6 weeks prior to the trip  Flight tickets to be booked |
| Design the trip | Design the complete trip based on the requirements gathered:  1.Finalize the stay considering budget, proximity to the tourist spots, hotel stay conditions and family member preferences  2. Build day level itenary plan to cover all the planned destinations  3. Account for contingencies and buffer for external dependencies like traffic, weather etc. | Hotel booked, tourist spot tickets booked Bookings  Trip itenary details  4 weeks prior to the trip |
| Risk Management and Quality control | Mitigation plan for the design considerations to avoid any major impact on the plan | Risk Assessment Matrix & Mitigation plan |
| Execution | Implementation of the trip itenary per plan | Fly to San Diego |
| Closure | Execution of all steps per the trip itenary planned | Fly back from San Diego |

**2.2 Assumptions:**

Final Destination – San Diego

Budget - $7,000

# of members – 4

Travel date of return – 19th Sep 2019

Must visit – San diego Zoo and Sea World

**2.3 Out of scope:**

No other places of visit other than San Diego

No addition of members

# of days fixed to 7

**3. Timeline**

Gather Requirements – 5 days

Design travel – 5 days

Risk Assessment – 2 days

Execution – 7 days

Closure – 1 day

**4. Acceptance Criteria**

The acceptance of all deliverables as outlined in the Scope Activities will be done by the teenagers of the family. A consensus of more than 50% would be required in case of a tie breaker

**Work Breakdown Structure:**

|  |  |  |
| --- | --- | --- |
| **WBS#** | **Description** | **Responsibility** |
| **Vacation to San Diego** | | |
| 1 | Planning | Mother |
| 1.1 | Finalize Travel Dates | Father |
| 1.1.1 | Look for options to visit | Kids |
| 1.1.2 | Request Time off | Father |
| 2 | Reservations | Father |
| 2.1 | Flights | Father |
| 2.1.1 | Search flights | Father |
| 2.1.2 | Compare costs | Father |
| 2.1.3 | Bookings | Father |
| 2.2 | Reserve Car Rentals | Father |
| 2.3 | Lodging | Mother |
| 2.3.1 | Search Hotel options | Mother |
| 2.3.2 | Check Availability | Mother |
| 2.3.3 | Compare costs | Mother |
| 2.3.4 | Bookings | Mother |
| 2.4 | Activities | Father |
| 2.4.1 | Buy San Diego Zoo tickets | Father |
| 2.4.2 | Buy Sea world tickets | Father |
| 2.4.3 | Buy any other activities tickets | Father |
| 3 | Final Preparation | Mother |
| 3.1 | Purchasing | Mother |
| 3.1.1 | Medical | Father |
| 3.1.2 | Utilities | Father |
| 3.2 | Carry required documents | Father |
| 3.3 | Packaging | Mother |
| 3.3.1 | Clothes | Mother |
| 3.3.2 | Medicine | Mother |
| 3.3.3 | Utlities | Mother |
| 3.3.4 | Documents | Mother |
| 3.3.5 | Accessories | Mother |

**Project Team:**

|  |  |  |
| --- | --- | --- |
| **Level** | **Role** | **Responsibility** |
| 1 | Project Manager | Father |
| - | Stakeholders | Kids |
| 1.1 | Planning Team | Mother,kids |
| 1.2 | Booking Team | Father, Mother |
| 1.3 | Purchasing Team | Father,kids |
| 1.4 | Packaging Team | Mother,kids |

**Risk Control and contingency plan:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Risk** | **Impact** | **Likelihood of occurrence (L, M, H)** | **Degree of  Impact (L, M, H)** | **Action on  Trigger** | **Responsibility** | **Response/Contingency Plan** |
| Someone gets sick | Need to cancel the entire plan | L | H | Someone started to show  symptoms of sickness | Mother | 1) Consult a doctor  2) Take required medication |
| Leaves got cancelled | Need to cancel the entire plan | M | H | Boss disapproves the  leaves | Father | 1) Request for leaves well in advance 2) Look for alternate dates |
| Flight Tickets Unavailable | 1) Vacation get delayed 2) More budget needed to buy costlier tickets | M | M | Flight tickets within  budget is not available | Father | 1) book Tickets well in advance  2) Look for alternate means of travel |
| Hotel Overbooked | 1) Compromised hotel stays 2) More budget needed to book costlier hotels | M | M | Desired Hotel is not  available | Father | 1) Book hotels well in advance 2) Look for alternate hotels 3) Look for hotels near the destination |
| Flight Miss | 1) Vacation will be delayed 2) Extra costing needed to different travel arrangements | L | M | 1) Traffic  2) Weather 3) Unplanned emergency | Mother | 1) Check for traffic before few hours  before scheduled flight time 2) Check weather conditions |
| Baggage Loss | 1) Utilities and clothes will not be available 2) Extra budget needed to buy new clothes | L | L | 1) Baggage did not arrive on conveyor belt | Father | 1) Buy new clothes 2) Distribute clothes equally  amongst all the baggage |

**Project Control process:**

**Financial control:**

Check if the flight tickets are as per allocated budget

Check if the hotel reservations are as per allocated budget

Check if activity tickets are as per allocated budget

Check if purchasing is as per allocated budget

**Scope Control:**

Make sure San Diego Zoo tickets are brought

Make sure sea world tickets are brought

Make sure fun activities tickets are brought

**Schedule Control:**

Follow the schedule as planned to make sure all the activities are covered

Make sure the vacation ends before 19th September

**Change control:**

Any changes to scope or budget should be approved

Any Changes needed to get the project back on schedule and within budget

**Project Closure:**

Make all the payments for the bookings and reservations

Appreciate support to family members for the planning

Evaluate the budget and schedule performance on the basis of allocated versus actual.

Document all the learnings which you find during reservations like discounts, favorable sites, airlines.

Archive all the learning and research done for flight, hotel and activity reservations

**Question 20) Toronto Sun & Caribana CASE (20 pts)—**

1. **Why do you think Presso promoted Morrison to take over the project?**

**Response:**

As already stated, project was originally assigned to Morrison’s colleague, who failed to make any real progress. This itself created a need to replace someone given there was already a loss of time.

Samantha Morrison comes with a very rich education and experience background in events co-ordination, marketing and public relations. Ryerson University is renowned for its’ ranking owing to its’ expert Faculty of Arts, Communication & Design. She had prepared herself through courses on public relations, performance, business, media writing, television, theory and broadcasting which can come handy in the event management world.

She started off with some exposure on managing promotional assignments and event coordination for 2 big giants - Inventa and Bensimon Byrne-Dynamo Living Media. With this exposure, Morrison had a flavor of the street team coordination for any event management although not for too long of an extensive period. This experience existed in conjunction with her academics and extended a little beyond graduation.

Within 6 months of her graduation she was offered the position in Toronto Sun to work in the promotions department given the potential she had from her past varied skill sets.

As already stated, Caribana Festival assignment was originally allotted to Morrison’s colleague, who failed to make any real progress. This itself created a need to replace someone given there was already a loss of time.

Morrison was given this opportunity to showcase her talent and prove her position by managing such a high visibility project.

**2) What was the scope of the project?**

**Response:**

1. Plan the interim milestones until the execution day and get an agreement from Presso on the same
2. The overall execution milestones would include the following
   1. Deployment and design of a float parade (float pieces, truck and float design)
   2. Draft and micro manage volunteers
   3. Finding Entertainment factor in 57 days besides the giveaways materials (t-shirts, necklaces, volunteer kit, snacks, sunscreen, water bottles, whistles, and candies)
   4. Plan for advertising banners and decorators for the company float
   5. Managing the parade day tasks on 2nd August

**3) What were some constraints Morrison faced in the project?**

**Response:**

**Time:** Before Morrison, the project was managed by her colleague and then was delegated to her which led to loss of time. Morrison had only 40 days to complete the project, before August 2, 2008. Very short time to obtain the waiver form approvals

**Budget:** Relatively low budget of only $400 in cash allocated to make the float, besides offers of contra advertisements

**Key stakeholder’s availability constraint:** There are series of milestones and multiple deliverables. The ability to realize these deliverables and milestones is solely dependent on stakeholders’ availability and cooperation.

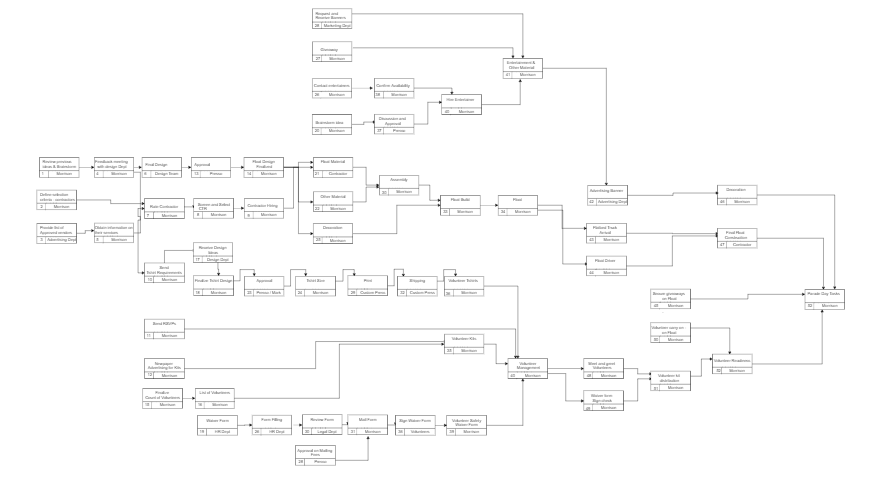
|  |
| --- |
| **Stakeholders** |
| Larissa Presso |
| Samantha Morrison |
| Promotions and public relations department - FMC |
| Volunteers |
| Driver |
| HR |
| City Hall Clerk |
| Real Estate Brokers |
| Design Department |

1. **Create a WBS**

|  |  |  |  |
| --- | --- | --- | --- |
| **WBS#** | **Description** | **Responsibility** | **Network Diagram numbers** |
| **Toronto Sun & Caribana Festival** | | | |
| 1 | Float | Morrison | 34 |
| 1.1 | Float Design | Morrison | 14 |
| 1.1.1 | Review previous ideas and Brainstorm | Morrison | 1 |
| 1.1.2 | Feedback meeting with design department | Morrison | 4 |
| 1.1.3 | final design | Toronto Design team | 6 |
| 1.1.4 | approval | Presso | 13 |
| 1.2 | Contractor Hiring | Morrison | 9 |
| 1.2.1 | Define selection criteria | Morrison | 2 |
| 1.2.2 | Provide list of approved vendors | Advertising Department | 3 |
| 1.2.3 | obtain Information on their services | Morrison | 5 |
| 1.2.4 | Rate contractors | Morrison | 7 |
| 1.2.5 | Screen and select CTR | Morrison | 8 |
| 1.3 | Float build | Contractor | 33 |
| 1.3.1 | Decoration | Morrison | 25 |
| 1.3.2 | Assembly | Contractor | 30 |
| 1.3.2.1 | Float Material | Contractor | 21 |
| 1.4 | Other Materials | Morrison | 22 |
| 2 | Volunteer management | Morrison | 40 |
| 2.1 | Volunteer T-shirts | Design Department | 36 |
| 2.1.1 | Finalize T-shirt Design | Morrison | 18 |
| 2.1.1.1 | Requirements | Morrison | 10 |
| 2.1.1.2 | Receive design ideas | Design Department | 17 |
| 2.1.1.3 | Approval | Presso / Mark Print | 23 |
| 2.1.2 | Tshirt size | Morrison | 24 |
| 2.1.3 | Print | Custom press | 29 |
| 2.1.4 | Shipping | Custom press | 32 |
| 2.3 | Send RSVPs | Morrison | 11 |
| 2.4 | Volunteer kits | Morrison | 35 |
| 2.4.1 | Count of volunteers | Morrison | 15 |
| 2.4.2 | Newspaper advertising | Morrison | 12 |
| 2.5 | Volunteer safety waiver forms | HR Department | 39 |
| 2.5.1 | Waiver Form | HR Department | 19 |
| 2.5.2 | Form filling | HR Department | 26 |
| 2.5.2.1 | List of volunteers | Morrison | 16 |
| 2.5.3 | Review form | Legal Department | 30 |
| 2.5.4 | Sign Waiver form | Volunteer | 36 |
| 2.5.4.1 | Mail Form | Morrison | 31 |
| 2.5.4.1.2 | Approval on Mailing Fees | Presso | 28 |
| 3 | Entertainment and Other Material | Morrison | 41 |
| 3.1 | Hire entertainment | Morrison | 40 |
| 3.1.1 | Brainstorm idea | Morrison | 20 |
| 3.1.2 | Contact Entertainers | Morrison | 26 |
| 3.1.3 | Discussion and Approval | Presso | 37 |
| 3.1.4 | Confirm availability | Morrison | 38 |
| 3.2 | Giveaways | Morrison | 27 |
| 3.3 | Request / Receive Banners | Marketing Department | 28 |
| 4 | Parade Day Task | Morrison | 53 |
| 4.1 | Final float construction | Contractor | 47 |
| 4.1.1 | Flatbed truck Arrival | Morrison | 43 |
| 4.1.2 | Float Driver | Morrison | 44 |
| 4.2 | Decoration | Morrison | 46 |
| 4.2.1 | Advertising Banners | Advertising Department | 42 |
| 4.3 | Volunteer Readiness | Morrison | 52 |
| 4.3.1 | Meet and Greet | Morrison | 38 |
| 4.3.2 | Waiver form sign check | Morrison | 49 |
| 4.3.3 | Volunteer kit distribution | Morrison | 52 |
| 4.3.4 | Volunteer carryon on float | Morrison | 50 |
| 4.4 | Secure Giveaways on float | Morrison | 45 |

**5) Network Diagram**





**Note: If the image is not legible please double click on the internet explorer attachment for zoomed version. Work package sequencing needed for network diagram is mentioned in WBS under the column network diagram numbers.**

1. **Evaluate how you think Morrison did as a PM. What did she do well? Is there anything she should have done differently?**

**Response:**

Samantha Morrison is a visionary leader who is capable in planning. Besides, she is an organized and goal-oriented leader who is keen on transactional discourse of the project. Moreover, she is an effective team player who managed to delegate duties to different parties in the project conceptualization. She was able to articulate the dependencies, highlight the waiting period and best understood the utilization of that period for other tasks which need not have dependency.

However, the only element missing here I would say is back up plan or risk management at every phase. Morrison’s plan was detailed and did account for all the details but in case of any failure, there was no sight of a backup plan which should have been included.

Secondly, with so less time and too many activities to be managed in parallel, having an assistant would have been of great help in being on top of things. Samantha should have reached out to Presso for additional assistance for better handling.

**Question 21) What are at least 2 organizational culture issues facing managers today and what can managers do to address and/or overcome them?**

**Response:**

Life is all about change. Everyday a new technology is getting launch, customer needs are evolving, employee’s skills are not valued as they were few years back. Managers face a lot of trouble to cope with these everchanging worlds. Below are two examples which I think are the most serious cultural issues managers face.

1. **Attrition or employee turnover:**

**Issue:**

Nowadays employees spend very less time with there jobs. More jobs are getting available in the market and organizations are willing to pay whatever it takes for high a performing individual to buy. It’s not always about figures, its also about the team spirit, the culture, recognition, etc. factors involved with employee turnover. Each time an employee leave, there ideas, company knowledge, expertise goes with them. Also, replacing them is a costly affair.

**How to overcome:**

In order to overcome this issue, managers need to understand what an employee wants. Its not always about the money or promotions. Individuals these days wants to keep themselves updated with the fast-growing technology, ever changing world. They want to keep their skills at par, knowledge base updated. Managers need to train to retain. Organizations where employees are encouraged to grow their skills are likely to spend their career with the organization. Hence, managers need to offer meaningful development opportunities that helps employees to grow their skills and knowledge base with appropriate compensation.

1. **Communication:**

**Issue:**

Communication is one of the major cultural factors which most of the managers face. Communication is only flowing in one direction i.e. from top to bottom. Employees are ordered to deliver what they are told with specific guidelines. There ideas are not welcomed. Managers do not talk to there employees whenever they run into them.

**How to overcome:**

Effective communication is essential to maintain a positive work culture in the organization.

Transparency in communication at all levels is must for better understanding of work and better bonding among the individuals. Managers should be asking for opinions from their employees, involve them in their decision making. Employees must have the liberty to share their ideas and concepts. Let the communication flow in up and across stream, instead of just making it flow in downward direction. Have memos, across the board email blasts to communicate with there employees. This will make employees feel more involved and included in the purpose of the organization.

**Question 22) You and your boss don’t seem to be connecting well. Your communication is not very good, he always seems busy and you don’t know exactly what he wants from you. It is appropriate to manage him? If so, what would you do?**

**Response:**

Employees do not like to be micromanaged. But it is very important for employees to get a quality one on one, focused feedback and mentoring from their boss. Employees should always have a clear understanding of their job and what is expected out of them. Effective communication between an employee and the manager plays a very important role here. Lack of attention, feeling of being ignored by your superior, leave an employee frustrated, can limit the growth of an employee and they will not be moving forward, improving and developing their skills.

Managers have busy schedule, they might be jumping between meeting, working on some big project or constantly travelling. Not every manager has time to sit with an employee and explain how they want a job to be done every time they assign you one. Hence, it is important for an employee to find ways in which they get the required attention, coaching from there managers. Below are few routes one can take to manage a busy boss:

1. **Preferred communication:**

Manager might be too busy to sit with you face to face and have the conversation. But that does not mean that is the only way of communication they prefer. Email him or send him the text message with the doubts or concerns you are having with a short and concise note. Managers might be having time to respond quickly to a short email or text.

1. **Schedule one on one meeting:**

Regular one on one meeting with managers are a great way to interact with your superiors. Weekly or biweekly meetings are good schedule, and this gives you good opportunities to ask questions, set expectations, priorities and get all the clarification you need. Employee have to take the lead here, set the agenda and stick to it. Use every minute in these meeting precisely.

**Question 23)**

**a). What problems can you see in the way project managers were assigned in the past? b). Will the new approach taken in 2007 put the company on a path to excellence in project management? c) What skill set would be ideal for the future project managers at Apache Metals? d) What overall cultural issues must be considered in striving for excellence in project management? e) What assumptions must be made?**

**Response a:**

Project managers could be assigned as many as 10 Purchase Orders at a time. Employees not trained for management roles would be taking incorrect decisions under extreme pressure due to multiple assignment, thus not giving appropriate outcome

'Basically, anyone can be assigned as a project leader'. This statement proves that no prior training had been imparted and people were not qualified enough to handle entire projects.

*'Project managers are assigned to each purchase order only after the sales department has a signed contract'.* This means project manager had no prior information on what the order is, what are the requirements conveyed to the sales department, and what promises the sales department has made to the clients

*'Each production line is custom designed according to application, industry, and customer requirements'*. This requires a project manager who is technically trained and sound to adapt to such needs. Clearly, trainees would not have this breadth of exposure required.

**Response b:**

The approach taken in 2007 was to hire a senior management team that would drive the organization to excellence in project management. The approach is right, but the achievement would depend upon proper execution. If people with right skill sets are hired and then assigned projects at the right time with matching the right skills and capabilities, the situation would surely improve.

**Response c:**

Skill sets as mentioned earlier, should be defined on 3 grounds - technical, managerial and Team management

**Response d:**

Few of the following cultural considerations:

Ensure there is information transparency and right involvement of members between the Sales department and project managers

Leads should be well involved in all the key decisions of the project. Correct involvement and assignment of project managers who are well equipped to handle the situations.

**Response e:**

Cost overruns averaged 20–25% per production line as mentioned in the statement which means even now the production is facing technical issues. A time period of 3 years should give some beneficial results giving some time to recoup from the existing over burns.