

Name : Devangi Patmara

Roll No : 536

Assignment - I

M	T	W	T	F	S	S
Page No.:						YOUVA
Date:						

Chapter - I.

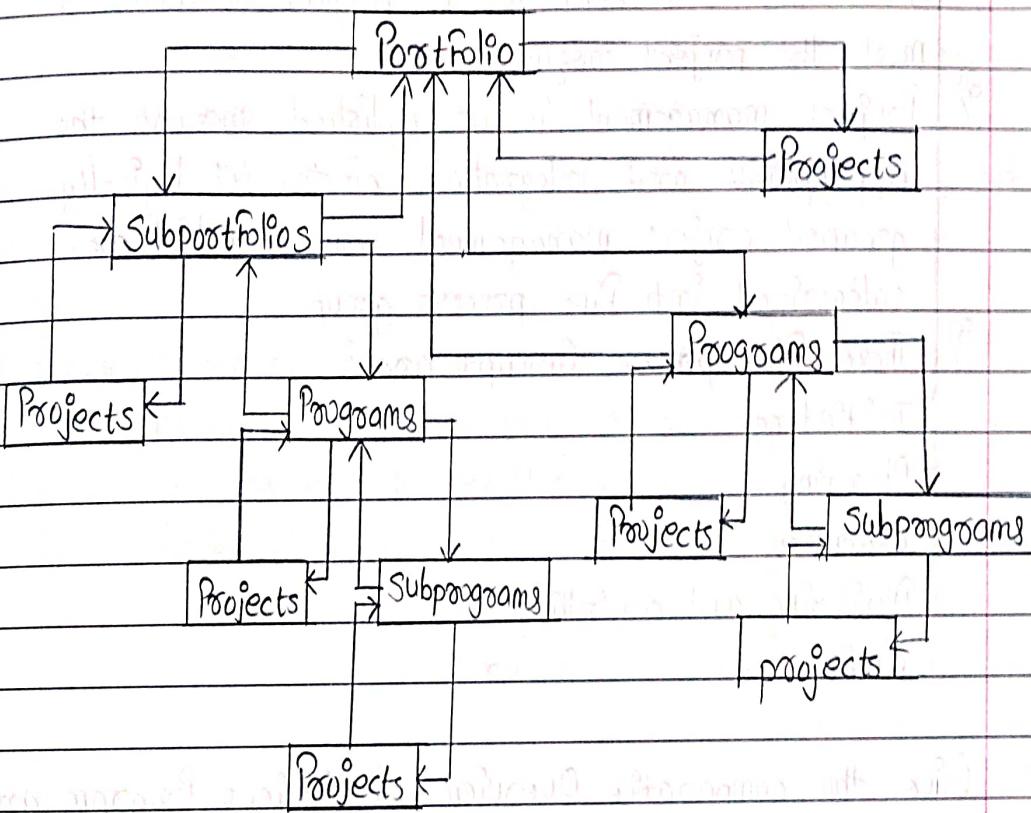
Ques - 1

What is project? Explain

- Ans -
- 1) A project is a temporary endeavor undertaken to create a unique product, service or result.
 - 2) The temporary nature of projects indicates that a project has a definite beginning and end.
 - 3) The end is reached when the project's objectives have been achieved or when the project is terminated because its objective will not or cannot be met, or when the need for the object project no longer exist. A project may also be terminated if the client wishes to terminate project.
 - 4) Temporary does not necessarily mean the duration of the project is short.
 - 5) It refers to project's engagement and its longevity.
 - 6) Temporary does not typically apply to the product, service or result created by the project, most projects are undertaken to create a lasting outcome.
 - 7) The outcome of project may be tangible or intangible.
 - 8) An ongoing ^{work} effort is generally a repetitive process that follows an organization's existing procedures.

Q8.2 With the help of a diagram, explain the interaction between portfolio, program and project management

Ans.



- 1) The relationship among portfolios, programs, and projects is such that a portfolio refers to collection of programs, subportfolios and operations managed as a group to achieve strategic objectives
 - 2) Programs are grouped within a portfolio and are comprised of subprograms, projects or other work that are managed in a coordinated fashion in Support portfolio.
 - 3) Individuals projects that are either within or outside of a program are still considered part of a portfolio
 - 4) Although the projects or programs within the portfolio may not necessarily be independent or directly related, they are linked to the organization's strategic plan by means of the organization's portfolio.

Qo 3

Ans -

- Explain the concept of Project management.
- 1) Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.
 - 2) Project management is accomplished through the appropriate and integration of the 47 logically grouped project management process, which are categorized into Five process group.
 - 3) Those Five process Groups are :
 Initiating
 Planning
 Executing
 Monitoring and controlling
 closing

Qo 4

Give the comparative overview of Project, Program and portfolio management.

Ans

	Projects	Programs	Portfolios
Scope	Project have defined objectives. Scope is progressively elaborated through the project life cycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have an organizational scope that changes with the strategic objectives of the organization.
change	Project managers expect change and implement processes to keep change managed and controlled.	Program manager expect change from both inside and outside the program and are prepared to manage it.	Portfolio managers continuously monitor changes in the broader internal and external environment.

Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle	Program managers develop the overall program plan to guide detailed planning at the component level	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio
Management	Project managers manage the project team to meet the project objectives	Program managers manage the program staff and the project managers, they provide vision and overall leadership	Portfolio managers may manage or coordinate portfolio management staff or program and project staff that may have reporting responsibilities into the aggregate portfolio
Success	Success is measured by product and project quality, timeliness, budget compliance and degree of customer satisfaction	Success is measured by degree to which the program satisfies the needs and benefits for which it was undertaken	Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio
Monitoring	Project managers monitor and control the work of producing the products, services or results that the project is undertaken to produce	Program managers monitor the progress components to ensure the overall goals, schedules, budget and benefits	Portfolio managers monitor strategic changes and aggregate resource allocation performance results and risk of the portfolio.

Chapter - 2

Ques Explain the influence of organization on project management

Ans An organization's culture, style and structure influence how its projects are performed. The organization's level of project management maturity and its project management systems can also influence the project. When a project involves external entities such as those that are part of joint venture or partnering agreement, the project will be influenced by more than one organization.

The following sections describe organizational characteristics, factors and assets within an enterprise.

1) Organizational cultures and styles : Organizations are systematic arrangements of entities (persons and/or departments) aimed at accomplishing a purpose, which may involve undertaking projects. An organization's culture and style affect how it conducts projects. Cultures and styles are group phenomena known as cultural norms, which develop over time. Organizational culture is shaped by the common experiences of members of the organization and most organizations have developed unique cultures over time by practice and common usage.

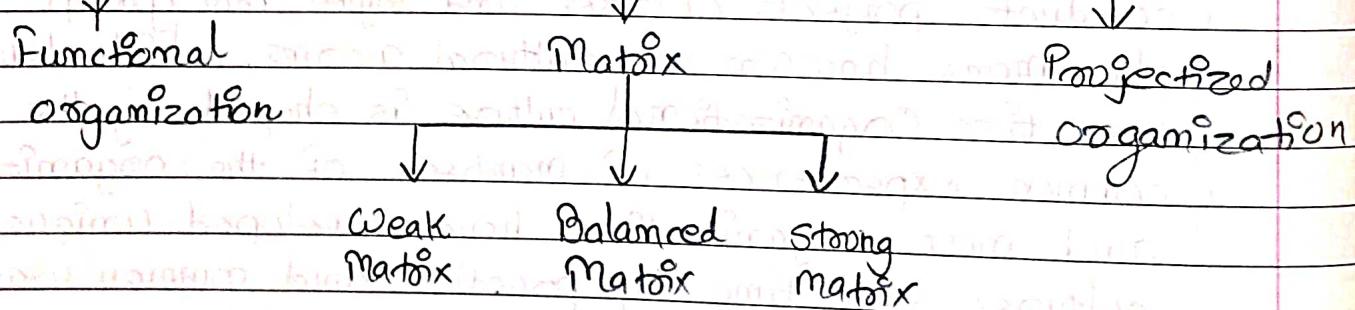
2) Organizational communication : Project management success in an organization is highly dependent on an effective organizational communication style, especially in the face of globalization of the project management profession. Organizational communication capabilities have great influence on how projects are conducted.

Q1) Organizational structures : It is an enterprise environment factor, which can affect the availability of resources and influence how projects are conducted. Organizational structures range from functional to projectized, with a variety of matrix structures in between.

Q2) What is organizational structure? Explain the major types of organizational structures.

Ans: Organizational structure is an enterprise environmental factor which can affect the availability of resources and influence how projects are conducted. Organizational structures range from functional to projectized, with a variety of matrix structures in between.

Types of organizational structures



1) Functional organization : The classic functional organization, is a hierarchy where each employee has one clear superior. Staff members are grouped by specialty such as production, marketing, engineering and accounting at the top level. Specialties may be further subdivided into focused functional units such as mechanical and electrical engineering.

Each department in a functional organization will do its project work independently of each departments.

- 2) Matrix organization : Matrix organizations reflect a blend of functional and projectized characteristics. Matrix organizations can be classified as weak, balanced or strong depending on the relative level of power and influence managers between functional and project managers.
 - 1) Weak matrix : Weak matrix organizations maintain many of the characteristics of a functional organization and the role of project manager is more of a coordinator/expeditor. A project expediter works as staff assistance and communication coordinator. Project coordinators have powers to make some decisions, have some authority and report to a higher-level manager.
 - 2) Strong matrix : Strong matrix organizations have many of the characteristics of the projectized organization and have full-time project managers with considerable authority and full-time project administrative.
 - 3) Balanced matrix : Balanced matrix organization recognizes the need for a project manager, it does not provide the project manager with the full authority over the project and project funding.

Ques Explain the different roles included in project Team.

Ans The project team includes the project manager and the group of individuals who act together in performing the work of the project to achieve its objectives.

Project teams include role such as

- 1) Project management staff : The members of the team who perform project management activities such as scheduling, budgeting, reporting and control, communication, risk management and administrative. This role may be performed or supported by a project management office.
- 2) Project staff : The members of the team who carry out the work of creating the project deliverables.
- 3) Supporting experts : supporting experts perform activities required to develop or execute the project management plan. These can include such roles as contracting, financial management, logistic, legal safety, engineering, test or quality control.
- 4) Users or customer representatives : Members of the organization who will accept the deliverables or products of the project may be assigned to act as representatives or to ensure proper coordination, advise on requirements or validate the acceptability of the project's result.
- 5) Sellers : sellers, also called as vendors, suppliers or contractors are external companies that enter into a contractual agreement to provide components or service necessary for the project.
- 6) Business partner members : Members of business partners' organization may be assigned as members of the project team to ensure proper coordination.
- 7) Business partners : They are also external companies, but they have a special relationship with the enterprise, sometimes attained through a certification process.

Chapter - 3

Q01 Explain the process of project management with its two major categories.

- Ans 1) Project management is the application of knowledge skills, tools and technique to project activities to meet the project management requirements.
- 2) This application of knowledge requires the effective management of the project management processes.
- 3) A process is a set of interrelated actions and activities performed to create a pre-specified product, service or result.
- 4) Each process is characterized by its inputs, the tools and techniques that can be applied and the resulting outputs.

Two Major categories

- 1) Project management processes : These processes ensure the effective flow of the project throughout its life cycle. These processes encompass the tools and techniques involved in applying the skills and capabilities described in the knowledge areas.
- 2) Product-oriented processes : These processes specify and create the project's product. Product oriented processes are typically defined by the project life cycle and vary by application area as well as the phase of the product life cycle. The scope of the project cannot be defined without some basic understanding of how to create the specified product.

Name : Devangi Parmar
Roll No : 526

M	T	W	T	F	S	S
Page No.:	YOUVA					
Date:						

Q02

Explain briefly the categories of project management process groups.

Ans -

Project management processes are grouped into five categories known as project management process Groups.

- 1) Initiating process group : Those processes performed to define a new phase of an existing project by obtaining authorization to start the project or phase.
- 2) Planning process group : Those processes required to establish the scope of the project, refine objectives and define the course of action required to attain the objectives that the project was undertaken to achieve.
- 3) Executing process group : Those processes performed to complete the work defined in the project management plan to satisfy the project specification.
- 4) Monitoring and controlling : Those processes required to track, review and regulate the progress and performance of the project, identify any areas in which changes to the plan are required and initiate the corresponding changes.
- 5) closing process group : Those processes performed to finalize all activities across all process group to formally close the project or phase.