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1. During your interview process for the position of Program Manager you are asked to explain the relationship between cost, schedule, and performance. What is your answer to the interview panel? **(5 points)**

**Answer:**As a program manager, I consider cost, schedule, and performance to be three crucial, interrelated factors that must be successfully managed to guarantee successful program outcomes. Cost is the term used to describe the financial resources needed to carry out a program, including personnel, supplies, tools, and other costs. The term "schedule" describes the time period, including deadlines and milestones, within which the program must be finished. Performance is the term used to describe the standard of the program's output or deliverables, including how well they follow to technical standards, client demands, and other performance metrics.

Due to their interdependence, changes made to one of these three factors may have an effect on the other two. "Triple Constraint" describes the relationship between these factors. For instance, if the schedule is altered, the price may go up or the quality of the work may suffer. Similar to this, the cost and schedule may be affected if the performance requirements alter. Therefore, it is my duty as a program manager to balance these variables wisely in order to accomplish the program's goals.

1. For your next interview question the interviewer asks you to explain what is meant by influence without authority and how a project manager can use that concept to help their project team. What is your answer to the interviewer? **(5 points)**

**Answer:**The term "Influence without authority" describes the ability to influence others without formal power or control over them. It is an important ability for project managers to have because they frequently have to collaborate with stakeholders, cross-functional teams, and vendors who may not report to them directly.

As a Project manager in order to help the team one has to establish trusted relationships, establish their trustworthiness, and communicate clearly. Active listening, empathy, collaboration, emphasis on encouraging others, setting an example, and supporting and advising their team members are a few strategies a project manager can employ to gain influence without having authority. The Project manger must be able to recognize and comprehend the requirements and motivations of their team members as well as stakeholders too , leading to more successful project outcomes.

1. As a newly hired program manager you have a meeting to meet all your project managers and learn about the current status of their projects. As your discussion continues with one of your PMs, you find out that one of the reasons their project is behind schedule is because the PM claims that the program has been forced to do a lot of work and reporting that isn’t necessary for this type of project. You ask your PM if they attempted to tailor the work and reporting requirements. Your PM simply asks you what tailoring is **(5 points)** and how it could have helped prevent this issue **(5 points)**. What is your response?

**Answer:**To manage a project effectively, it's crucial to select the most suitable project management methodologies, processes, inputs, tools, techniques, outputs, and life cycle phases. This process of selecting and adapting these elements to meet the specific needs of the project is commonly referred to as "tailoring project management to the project."It is essential because every project is unique and may require a different approach to project management.The Standard for Project Management and The PMBOK recommended references for tailoring that identify the portion of the project management body of knowledge that is widely accepted as good practice .By making sure that the project management procedures are effective and efficient and that the project team is not overburdened with work, tailoring can help avoid problems like the one the other project manager is dealing with. Enabling the team to concentrate on the crucial elements of the project, such as producing high-quality results within the project's timeline and budget, can also help to better project outcomes.

If I could have been a PM I could have involved tailoring in the project which helps to review the work and report requirements for the project to determine which ones were necessary for the project's performance and which ones weren't. So this helps to reduce unnecessary work and report and concentrate on the important aspects of the project by customizing the project management processes and procedures to suit the requirements of the project.

Overall, tailoring is a key concept in project management, and it is the responsibility as the program manager to make sure that your PMs are conscious of it and using it appropriately for their projects.

1. During a professional development seminar with your project managers, one of them asks why you keep referring to your boss as the portfolio manager. How do you describe the difference between project, program, and portfolio to your project managers while providing an example that illustrates the relationship between them? **(5 points)**

**Answer:**A project is a temporary endeavor with predetermined goals to produce a special good, service, or outcome. Project managers implement processes to manage and control change because they anticipate it. They also direct the project team to achieve the goals and gradually elaborate high-level information into detailed plans. Project managers keep an eye on the work to ensure the intended result is achieved, and success is determined by the work's quality, timeliness, budget compliance, and customer satisfaction.

A program is a collection of related initiatives that are coordinated for the greater benefit. Program managers oversee detailed planning at the component level and anticipate and handle change while developing overall plans. They serve as a management team for project managers and program employees.The success of a program is determined by how well it fulfills its intended needs and benefits. Program managers are responsible for monitoring progress to ensure that the goals, schedules, budget, and benefits are being met.

A portfolio is a collection of projects, programs, and operations that are managed together in order to achieve strategic objectives. Portfolio managers continuously monitor the environment and establish communication and maintenance processes. The success of the portfolio is determined by the combined performance of its components. Portfolio managers may oversee or coordinate portfolio management staff, and they monitor the overall performance and value indicators. The business scope of the portfolio changes in accordance with the strategic goals of the organization.

The development of the online learning platform can be considered a project, with the specific goal of producing a distinctive end result. The project can be given a project manager, who will be in charge of completing the online learning platform within a predetermined timeline and budget. The program manager would be in charge of coordinating numerous related projects, such as the implementation of the online learning platform, to accomplish the program's goals for a bigger program, like a university's digital transformation initiative. The program manager would need to make sure that the projects are in line with the general strategy and objectives of the program, such as expanding educational opportunities and improving student outcomes. The university may be working on a variety of related projects and programs that are included in a broader portfolio. In order to make sure that all initiatives and programs are in line with the university's strategic objectives and are providing the anticipated benefits, the portfolio manager would be in charge of supervising and managing the portfolio. The portfolio manager would also be in charge of keeping an eye on the portfolio's overall performance and making changes as required to make sure that the university's objectives are being met.

1. At your bi-weekly status meeting, when you ask the project manager of your international projects why their project is behind schedule, they reply that they weren’t aware of some of the requirements that were being levied upon the project by corporate headquarters and by US Department of Commerce. How do you describe the project environment and the effect it can have on program and product scope **(5 points)** while providing them with an example of successfully accounting for external and internal factors **(5 points)**?

**Answer:**In simple terms, the project environment describes the various factors that contribute to project success.These factors can be categorized into two broad categories: the internal environment and the external environment. The internal environment relates to factors that are within the organization and can stem from the organization itself, a portfolio, a program, another project, or a combination of these. Such factors may include artifacts, practices, or internal knowledge such as lessons learned and completed artifacts from past projects, The external environment pertains to factors that are beyond the project and often outside the enterprise. These factors can either enhance, limit, or have no impact on project outcomes. They can have an effect at the organizational, portfolio, program, or project level.

The program and product scope may be significantly impacted by the project environment factors.

For example a mobile app development company want to develop an Android app that integrates with Google services like Google Maps, Google Drive, and Google Calendar. The project may be impacted by external factors such as modifications to Google's API policies and updates to the Android operating system. For instance, the project team might need to change the product scope to ensure that it stays competitive if another company releases an identical software product with more sophisticated features. The project team may also need to change the program and product scope to include mobile functionality if customer demand shifts in favor of software products that are more mobile-friendly. It might also be impacted by internal factors such as the company's software development processes, resource availability, and team capabilities. For instance, delays and potential scope changes may occur if the project team lacks the knowledge and experience required to create the software product. Furthermore, poorly specified or optimized project management procedures within the organization may result in inefficient workflows, missed deadlines, and modifications to program and product scope.

The development company may take the following actions to account for the above factors:

1. Ensure that the app complies with all required requirements and limitations by staying up to date with changes in Google's API policies.
2. Keep track of Android operating system updates to make sure the program is still compatible with the most recent version
3. To ensure that the app is created and tested effectively, use a project management system with version control and testing tools.
4. Assign experienced Android developers with experience in creating applications that integrate with Google services to the project.
5. Make sure that the app satisfies the customer needs and requirements, give them frequent updates on the project's progress and involve them in the development process.
6. Create a thorough project plan with timelines, budgets, and milestones for the project's success.

By taking into account these external and internal factors the development company can produce a top-notch Android app that seamlessly integrates with Google services while also staying up to date with the most recent API policies and Android updates.

1. At the conclusion of your status meeting, you determine that you have several tasks that are behind schedule but that finding some employees to work some overtime will allow you to catch up. Your project manager says that they will just tell whomever they need to work the necessary overtime. You ask your project manager to detail the employees who are needed and what forms of authority he might have and use to convince those employees to work the needed overtime. Their reply is a blank stare. How do you explain how the forms of authority differ from person to person **(5 points)** and why it is important to understand both the forms of authority he possesses AND the forms of authority they do not? **(5 points)**

**Answer:**Depending on a person's position, role, or area of expertise, they may have different levels of authority, which is the power to direct or make decisions. There are different forms of authority, some are positional, referent, reward, expert, and personal authority. Expert authority comes from a person's knowledge, skill, or expertise in a particular field. Positional authority, which comes from a person's official position within the company. Personal authority comes might be due to attraction or charm have for a person, whereas reward authority comes from the ability to offer rewards, such as promotions or pay rises. Referent authority comes from the respect or admiration that people have for an individual.

Project managers may not always be the direct supervisor of individuals on their project team. If they lack the authority to hire or fire team members or to conduct performance reviews, they cannot solely rely on their personal authority as a boss to influence their work. Therefore, it is crucial for project managers to understand the different forms of authority they have, beyond their position within the organizational hierarchy, in order to effectively influence and motivate their team members to achieve project goals.Additionally, knowing what types of authority each employee possesses or lacks can help the project manager make informed decisions regarding task delegation and resource management. For instance, the project manager may need to find alternate methods to complete the tasks that were delayed if an employee lacks the authority to work overtime or is unwilling to do so. Conflicts and resistance to project goals can result from failing to take into account the different forms of authority held by team members. Understanding both the types of authority the project manager has and the types of authority the employees have is crucial because having this information makes it easier to convince people to put in additional hours. If the project manager, for instance, has positional authority over the workers, he or she can order them to put in extra time; however, if the manager only has expert authority, he or she must convince the workers that the extra time is essential for the project's success. Additionally, by being aware of the workers' levels of authority, the project manager is better able to adapt his persuasion techniques. The project manager can make an appeal to a worker's feeling of teamwork or desire to support their coworkers if they have referent authority.

1. As a result of several weeks of employees working many overtime hours, it becomes obvious to you and your project managers that you are not going to be able to catch up to where you should be in the schedule and that you are going to have to ask your customer for an extension to the delivery schedule. One of your project managers says they will call up the customer to ask for more time and that it should not be a problem. How do you explain to your project managers what the correct things that must be present get a legally binding contractual modification extending your delivery time? **(5 points)**

**Answer:**There are several crucial steps that must be done in order to acquire a legally binding contractual modification extending your delivery time:

1. Carefully review the original contract: Before asking any changes to the delivery schedule, make sure that any requested changes do not conflict with the terms of the original contract.

2. Compose a written request: All requests for changes to the delivery timetable must be submitted in writing. This will serve as a precise record of the desired modifications and aid in preventing misunderstandings.

3. Justify your position: Whenever you ask for a delivery timetable extension, be sure to include a thorough justification. This ought to include an explanation of the causes of the delay, how it has affected the project, and any actions taken to mitigate it.

4. Obtain agreement from all parties: All parties engaged in the project, including the customer, must agree to the modification. To find a workable answer, negotiations may be necessary.

5. Sign a written modification agreement that expressly outlines the modifications to the delivery schedule and any other relevant conditions after all parties have consented to the modification.

It is crucial to follow these procedures to guarantee that any changes to the delivery schedule are binding legally and that all parties are safeguarded. You can prevent potential future misunderstandings or legal conflicts by doing this.

1. While reviewing your monthly staffing reports, you notice that your software and human factors engineering headcounts are below what estimates require to be successful. When you ask your project manager why the functional departments have not re-allocated any resources to the critical portion of your project, your PM says they have been trying to hire resources, but it is taking longer than anticipated. You follow up with a question as to why your project manager has been trying to hire resources instead of the functional managers. Your project manager just gives you a blank stare and then admits they do not know much about how the functional organizations support multiple projects or programs. What is your reply to them as to how a matrixed organization supports programs through marshalling of resources and low-density specialties while providing an example of both situations to your project manager? **(5 points)**

**Answer:**In a matrixed organization, resources are shared across numerous projects or programs. By allocating resources where they are most required, this promotes greater flexibility and efficiency. The project manager can contact other functional departments to locate the required expertise in cases where a particular functional department lacks the necessary resources.

For instance, the project manager in a software development project might need to consult with a human factors engineer to make sure the user interface is friendly and meets the requirements of the end users. The project manager can speak with other departments, such as the user experience (UX) or user interface (UI) design teams, if the human factors engineering department is already overburdened. to locate the required knowledge.

Another instance would be in the creation of video games, where a project manager might require specialist knowledge of artificial intelligence (AI) coding to produce lifelike non-player characters. (NPCs). However, if the AI programming team is already working on other projects, the project manager can reach out to other departments, such as the gameplay or mechanics design teams, to find the required expertise.

In order to successfully manage resources and low-density specialties across numerous projects or programs, a matrixed organization can do this.

1. While explaining how matrix organizations support program/projects to your project manager, it becomes obvious they know nothing about them and who is responsible for various activities. How do you explain to your PM the differences between the responsibilities of the project manager from that of the functional manager in the execution of a project **(5 points)** and provide an example which illustrates these differences? **(5 points)**

**Answer:**Here are five key points you can emphasize when outlining to your PM the distinctions between a project manager's and a functional manager's duties during the implementation of a project:

1. Project managers are in charge of overseeing the project's resources, budget, schedule, and scope. They are in charge of making sure the job is completed on schedule, within budget, and to the satisfaction of all parties involved.

2. Functional managers, on the other hand, are in charge of overseeing a specific division or role within the company. They are responsible for ensuring that the team members have the abilities, resources, and tools required to complete their duties successfully.

3. Functional managers are more concerned with the day-to-day activities of their department while project managers are more concerned with achieving the project goals.

4. Functional managers have the power to make decisions pertaining to their area, whereas project managers have the power to make decisions pertaining to the project.

5. Project managers are responsible for the project whereas functional mangers are responsible for the department

Consider the scenario that you are engaged in software development. The project manager is in charge of establishing the project's objective, planning its timeline, allocating resources, and controlling its budget. The functional manager, on the other hand, is in charge of leading the development team, making sure that everyone on the team has the knowledge and resources needed to create software, and overseeing the day-to-day activities of the development department. The functional manager is more concerned with ensuring that the development team is operating successfully and efficiently than the project manager, who is focused on delivering the software on schedule, within budget, and to the satisfaction of stakeholders.

1. Your fellow project manager tells you they are about to start a new project but are unsure about the phases. Explain to them the phases of the project management lifecycle **(5 points)** and the purpose of each phase **(5 points)**.

**Answer:**The project management process has five distinct stages, each with its own purpose and associated activities. These stages are as follows:

1. Initiation - This phase is responsible for defining and approving the project or a particular phase of it. Its aim is to collect preliminary project information and establish a clear understanding of the project's objectives, scope, assumptions, and constraints. To achieve this, activities such as developing a project charter, conducting an alternative analysis, and preparing a preliminary scope statement may be undertaken.
2. Planning - The purpose of this phase is to create a comprehensive project management plan that guides the project team during the execution phase. It involves creating a detailed project plan, including requirements, cost, WBS, schedule, dependencies, resources required, risks, opportunities, assumptions, and constraints. Stakeholder analysis, project team formation, creating a project management plan, and solicitation and procurement are all activities that may be undertaken during this phase.
3. Execution - This phase involves performing the work required to achieve the project objectives. Its goal is to integrate people and resources, execute the work according to the project management plan, and monitor progress. Activities may include performing the work as per the plan, monitoring progress, and gathering historical and background documentation.
4. Monitoring and Controlling - This phase involves monitoring progress, identifying variances from the plan, and taking corrective action as required. The purpose is to ensure that the project is on track to meet its objectives and to manage changes to the project scope, schedule, or budget. This phase may include performing integrated change management/control, scope management & control, schedule management & control, cost management & control, risk management & control, stakeholder management, and contract administration.
5. Closing - A project's formal completion and wrapping up occur during the closing phase. Its main objectives are to compile the lessons learned, complete the project deliverables' approval, and close down the project information repository. The tasks involved in this phase may comprise documenting lessons learned, creating a dashboard and presentation for the closeout, and shutting down the project information repository are possible duties in this period.

The specific outputs of each phase may vary depending on the project and project management methodology being used. However, some typical outputs may include a project charter, a preliminary scope statement, and a SOW or contract from the initiation phase. From the planning phase, outputs might include a stakeholder analysis, a project management plan, a WBS, and a schedule. Outputs from the execution phase might include product and project deliverables and artifacts. Outputs from the monitoring and controlling phase might include PMP updates, change requests, and risk plans. Outputs from the closing phase might include a closeout dashboard and presentation, lessons learned documentation, and a closed-out project information repository.

By following a structured approach to project management that covers all five phases of the project management lifecycle, project managers can minimize risks and increase the likelihood of achieving project objectives within the constraints of time, cost, and quality

1. While ‘managing by walking around’ with one of your project managers, you strike up a discussion with a software engineer who is coding a portion of your program. At one point in the conversation the software engineer mentions that the work she is doing is not part of the WBS or any work package, but that the change is so small and should only take about 8 hours that she figured she would make the change on her own. How would you explain to her how to and the reason to make that change part of the approved baseline? **(5 points)** What example would you provide to illustrate this point? **(5 points)**

**Answer:**In any project approved baseline is a crucial aspect, so it's very much essential to make sure that the WBS package and approved baseline contain all project work. The software engineer should be aware of the significance of making any changes to the approved baseline whenever possible, as this enables managers to monitor project performance and schedule, identify potential crises and issues, and pinpoint areas that need to be changed. The lack of a baseline plan or timetable for a project can result in scope creep, budget overruns, poor scheduling, and even project failure. Determining the project baseline schedule between the planning process and the start of the project period is therefore essential.

Consider a scenario in which a contractor, who is constructing a new office building, chooses to alter the lobby's layout without first consulting the client or the project manager. If these modifications are not noted and incorporated into the baseline that has been authorized, budgeting, scheduling, and coordination with other trades may become problematic in the future. For instance, the change might necessitate more labor or materials than had been planned in the original plan which leads to increased project costs and delays in completion. Additionally, due to the changes made, other trades operating in the lobby area might need to modify their work, which could lead to confusion and possible conflicts.

1. While having lunch with one of your fellow program managers, they tell you that in the next couple of weeks they are going into final negotiations with a new customer. They also tell you that they plan to ask for a 30% profit on a cost-plus contract. When you tell them that seems excessive for a cost-plus award fee contract, they ask you why? How do you describe the relationship between risk and reward with respect to contracting to your peer? **(5 points)** Provide two (2) examples which illustrate this relationship. **(5 points)**

**Answer:**The cost-plus award contract entails higher risk for the buyer and lower risk for the seller since the buyer is responsible for paying both the award fee and the costs incurred. If the seller incurs extra expenses during the production process, it will result in higher costs for the buyer.

The relationship between risk and reward is a key factor in deciding a contract's profit margin in the world of contracts. In general, the contractor should receive a higher reward to make up for the increased risk involved in a job. This is due to the fact that increased risk frequently results in problems like delays, cost overruns, and other complications.

Consider a scenario in which a company asks an online content creator to produce a number of videos advertising their latest offering. The content creator may evaluate the project's level of risk based on various factors, such as the time and effort needed to create the videos, the intensity of market competition, and the potential effects on their image should the product not be well received. Based on this evaluation, the content creator might ask for a higher project fee to account for the increased danger.

In the instance of game development, a company may be approached by a publisher to produce a new game for a popular franchise. The business may evaluate the project's degree of risk, taking into account factors like how complex the game mechanics are, how much graphics and sound design is necessary, and the potential effects on the brand if the project goes wrong. The business may evaluate the project's level of risk, taking into account factors like how complex the game mechanics are, how much graphics and sound design is necessary, and the potential effects on the brand if the game is not well received. The business may agree to a higher fee or a higher profit margin to make up for the increased risk based on this evaluation.

1. What is the meaning of ‘quantity does not equal quality’? **(5 points)**

**Answer:**The expression "quantity does not equal quality" implies that having more of something does not necessarily result in a superior outcome. A restaurant that serves a large quantity of food but the quality is not up to the mark. Customers might not enjoy the food even though they received a large portion. On the other hand, a restaurant that serves small portions of high-quality food can be more successful because customers appreciate the taste and overall dining experience. This highlights the idea that it's crucial to prioritize quality over quantity when it comes to producing goods, providing services, or delivering outputs. It's preferable to have a smaller amount of high-quality work, rather than focusing solely on the quantity produced.