Chapter 2: Organisational Capability

Notes:

- Internal perception was positive – variability in approach acknowledged
- Business units' PM knowledge separated
- PM consultant frustrated by this
- PM consultant method
  - Reviewed PM collateral
  - Interviewed managers and staff
  - Attended operational and strategic meetings to observe
  - Reviewed promotional literature, project docs, interview records, meeting minutes and anecdotes
- PM consultant findings:
  - Minimal project justification
  - No project classification
  - No positioning of projects in strategic plan
  - Standard operating procedures were the only attempt at PM's best practice
  - Governance protocols present
    - Issues with oversight, independence, accountability, performance management, reactive risk management
  - Project documentation minimal and unstructured
  - Level 1 PM maturity
    - Poor projects deemed successful
    - AD hoc practices
    - Little PD
    - Reactive performance
    - Self interest

1. What factors would have triggered the organisation to engage a project management consultant in the first place?

- Team members not understanding what their responsibilities and roles of the project are – not owning their part
- Deadlines may not have been met
- Continuous changes of the project scope, "scope creep"
- Lack of proper communication between team members
- Lack of understanding of stakeholder needs
- Lack of understanding of the potential pitfalls of the project with little or no mitigation plans
- What is lacking in the organisation can be summed by the "four fundamental pillars of governance that collectively work towards addressing the direction and control in projects"
  - Accountability: the capacity to call people to account for their actions
  - Transparency: visible and open processes
  - Predictability: uniform compliance and enforcement within laws and regulations
  - Participation: stakeholder input and reality checking

2. What recommendations do you think Justin should put forward and how would each one benefit the project and the organisation?
- Put procedures into place where all team members have a detailed paper trail. All versions of every document should be saved and filed appropriately. This will promote accountability among team members while also protecting the company in case of potential lawsuits.
- Encourage training courses for team members. This will reduce the amount of work that is outsourced due to lack of skill among employees. It will therefore lower the cost of projects and give team members a better understanding of the project scope.

3. Is it such a major issue that standard operating procedures are used exclusively in planning and managing projects? Justify your answer.

Reference figure 2.1 in Hartley.

- Standard operating procedures are rigid
- Projects are about change so you need a framework to analyse each project as novel
- Parts of PM are procedural, but the dynamic nature of projects means a broader framework is required
- Need to update PM practice using lessons learnt

4. Justin identified several governance issues impacting the organisations project management practices. How could each of those cited be improved and what would be the direct benefit to the project and organisation?

Oversight –

- Recommendation: need a clear hierarchy of project responsibility and oversight. Need regular, structured performance review
- Benefit: early written record and regular structured review encourages ownership of tasks and a high standard of work

Independence –

- Recommendation: clearly define the project team. Possible to engage an external company to act as ethics authority – can use anonymous ethical hotline or similar
- Benefit: prevents inter-project interference and conflicts of interest

Accountability –

- Recommendation: include definition of accountabilities for deliverables as a step required during concept/planning stage before approval for execution
- Benefit: early, written record of accountability removes any ambiguity

Performance Management –

- Recommendation: define, under accountabilities, each stakeholder's performance criteria. Should be signed off before project execution
- Benefit: gives clarity in goalsetting for stakeholders

Reactive Management –

- Recommendation: track risks using register, assess risks by impact-probability, assign risk responsibilities and regularly update register
- Benefit: minimises chance of unforeseen risk impacts

5. What might the organisation look like when it achieves level 2 project management maturity?

Table 2.6

- Basic documented process
- Focus on large or highly visible projects
- Standard scheduling developed
- Senior management visibility increases
- Organisational commitment grows
- Training focus shifts to competency and capability development
- Focus of managing time, cost, specification, and resource constraints
- Recognition of the application of project management principles and unified approach

Chapter 3: Stakeholder Management

Notes:
- Marty introverted
- Led small team, now leading a big project
- Mix of stakeholders: power, knowledge, interest, roles, egos, agendas, influence
- Ellen recommends determining:
  - Who the stakeholders are
  - Roles
  - Involvement level
  - Information needed
  - Communication strategy
- Marty didn't have all stakeholder information
  - Can get information from past project documentation, position descriptions, interviews, conversations, or meetings

1. What is the connection between stakeholder management and project success?
- Knowing how the project will impact the stakeholders and how the stakeholder will impact the project, individual expectations and project objectives can be managed throughout the project life cycle
- If you know your stakeholder properly, you can tailor your deliverables to them in a way that keeps them satisfied, is efficient and reduces risk to the project/stakeholders
- Encourages ownership of stakeholder responsibilities
- Promotes appropriate information flow through communication plan
- Ensures stakeholders are informed as required by law or ethics
- Encourages/facilitates collaboration

2. What does Marty think that simply identifying the project stakeholders isn't enough in order to ultimately engage, manage, and control them?
- Marty misunderstood Ellen. Just knowing a name, who they are and what they do isn't enough to base your stakeholder management off. You need to understand the role they play in the project, their level of involvement, understand the information they need and a communication strategy for them.

3. Planning for stakeholder management implies that ad hoc communication will not work. Justify this assertion.
- Ad hoc communication is ineffective as it encourages parties to not prepare, and limits their knowledge if what should be communicated
- More likely to skip meetings, miss calls and ignore emails. When communication is ad hoc it is not structured, takes more time and is last minute
- Important information communication can be delayed by accident which causes project delays
- Can miss important information in communication without pre-defined "information required"
- No proper documentation or paper trail of communication

4. Planning for stakeholder management is a process over time and not a point in time?
Yes

- Stakeholder expectations change
- Stakeholders themselves may change
    o Personnel change, new stakeholder may materialise
- Stakeholder may gain or lose power
- Stakeholder communication method/frequency could change
- Stakeholder information required may change
- Stakeholder becomes discontented – need to then manage disputes which is human resources problem
- Essentially their management strategy needs to be constantly updated to be effective

5. What information could Marty capture in a stakeholder management matrix?
- SH name/contact details/position
- SH responsibilities/role
- Information required
- Communication format
- Communication frequency
- Communication with who
- Power/involvement level

Chapter 4: Scope Management

Notes:
- Organizing Committee for International Conference falling behind in getting event planned
- Missing key information about how they were approaching the planning and management of the conference
- Planning files from last year – past not always a good predictor of the future. The committee had copied the briefing information from last year. Past conferences had not matched the expectations of some stakeholders
- Need a scope document that captured what the conference was about, the board and CEO's expectations and how information would be gathered, validated, managed, and controlled
- Managers hard to get in contact with – need different techniques to gather details
- Need a formal documented change-control process

1. Why was documenting a scope plan an important issue for Ian and the committee in shaping the project's over-arching objective and ultimate success?
- The scope management plan should include information on the project's boundaries and how the scope will be dealt with throughout the project
- A scope management plan will serve as a guide to ensure that:
    o The scope is clearly defined and includes key information to ensure that the conference meets expectations of the board, the CEO, and other stakeholders
    o The scope management plan will ensure that the scope can be managed and controlled proactively. Scope management establishes control mechanisms to address factors that may result in changes during the project lifecycle
    o The scope management plan will ensure a common understanding between everyone, including project team and attendees
    o The scope management plan will capture inclusions and exclusions

2. Why is it important to cite the exclusions in all scoping documentation?

- Project exclusions are those things that are outside the project boundaries. It explicitly states what is not included in the project. It is crucial to limit the scope and stakeholder's expectations and clearly define what the project will actually deliver
- With exclusions the present danger is that these are 'assumed' by the client to be included in the project when in fact they would incur additional funding, time, and require further resourcing decisions to be make. Ultimately, unless you expressly take these off the table, the client believes they are included
- What you fail to explicitly take off the scope table bounded by time, money, and resources at any point in time, you may well end up donating to the client with you own time and money

3. What requirement-gathering techniques could Ian access in the context of his stakeholder availability?

Table 4.1

- Questionnaires/Interviews/Email communication with stakeholders that are unavailable for face-to-face meetings
- Brainstorming workshops with the project team to reconcile differences in thinking about what scope management involves, and what the project scope includes
- Document analysis/review considering past conference document and noting where mistakes were made and how to fix them

4. How could Ian and his committee work throughout the project side by side with their clients and stakeholders to ensure handover wasn't jeopardised?

- Instate a good formal and agreed-upon scope control process. The purpose is not to limit the scope, but to ensure that when it changes, everyone is aware, has a common understanding and accepts the changes
- Stakeholder Management – assess influence, understand their expectations, keep stakeholders involved and informed
- Stakeholder Analysis – to define your strategies to improve support

5. What scope creep triggers should Ian watch out for throughout the conference project?

Table 4.5

- Creep is when original scope changes over the lifecycle of the project. Inevitable due to changing expectations of stakeholders
- Imprecise language with a lack of detail in describing the work – open to interpretation, so assumptions made
- Widely inaccurate estimates (time and cost) – stakeholders will pressure you to stick to original estimates
- Failing to get third party review – no insight from external parties
- No pattern, structure, or chronological order – conflicting resource assignments
- Omitting special instructions and/or ignoring them – non-compliance, workplace health and safety issues

- Lack of user involvement – imprecise requirements, delays with rework
- Insufficient planning time – development of an ad hoc schedule, at the mercy of unanticipated changes
- Unavailability of resources – delays in work, cost variations

6. Given that the project (should) produce innovation and continuous improvement over time, why does the scope need to be controlled?

- The scope needs to be controlled so that when the scope evolves, changes are approved, and properly implemented with the necessary project changes
- This way, everyone has the same expectations, and all expectations are met when the project is delivered

7. How can Ian both manage and control the scope changes when they first appear?

- Define, document, and communicate a structured approach to requesting, evaluating, and approving change requests
- Change control protocol – insert a concise change request protocol into the project proposal, project plan and project report documentation
- Pre-warn stakeholders that the scope baseline will probably change at some stage
- Communicate the actions these stakeholders will be required to make
- Develop the change requires template that will be adhered to for all change requests
- Compile a variation register to track all change requests and approvals
- Produce timely technical, time and cost variation reports
- Regularly update all plans with actual data against the plan
- Communicate all proposed changes to the relevant stakeholder for assessment
- Map proposed changed into the project schedule, budget, resource pool, risk register, quality plan and contract for a thorough impact analysis
- Dictate that all scope change requests (and directives) are in writing
- Ensure that all scope changes identify (and are signed by) the stakeholder initiating the change
- Reflect all successful scope changes in a revised project schedule, budget, risk register and other associated documentation

Chapter 5: Time Management

Notes:
- Superintendent for Blackwood Coal believed large capital project was behind in schedule
- Project had poor scheduling, poor work performance and poor management
- All parties had agreed to the practical completion date when the tender was awards – project start/end date were revised and brought forward
- Contractor DWI did not issue schedule updates and did not include a critical path
- Superintendent uneasy about how the work was being delivered and managed
- He assumed as the company's representative, he would be involved in the ongoing monitoring, reporting, adjusting, and controlling of the schedule

- Mike was unsure what his role and involvement was in proactively managing the schedule and didn't want to be seen as helping the contractor

1. How would a schedule management plan have helped Mike's project from day one?

- A schedule management plan is the process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule
- A schedule management plan would ensure that time management considerations are integrated into the project. It would ensure that the project can be controlled as required, so that time constraints are met

2. Does Mike have the right to dictate to DWI the level of decomposition in presenting reports to Blackwood?

- Yes, depending on the design and construction contract. He should have made it cleared in the contract however, rather than assuming he had that right
- As the company's representative he has the right to be involved in the on-going monitoring, reporting, adjusting, and controlling

3. Should Mike adopt the suggestion that critical path and PC be in all Gantt charts and reports, and why?

- Yes, critical path and project completion should be in all Gantt charts and reports in order to set clear goals, objectives and deadlines that need to be met
- A critical path is a sequence of tasks that must be finished before the project can be finished and in some cases a task must be finished before the next dependent one can start
- Critical path will be useful to monito the project completion date, as it will give the maximum amount of time remaining to complete the project. It will also help recognise bottlenecks such that appropriate measures can be put in place
- Critical path analysis should consider project delays so that the effects of changes to the project are reflected in the project schedule. Critical path analysis will also allow attention to be focused on important areas of the project (areas where there can be no compromise in time duration)

Table 5.6 Advantages and disadvantages of critical path analysis

Advantages	Disadvantages
It contains those activities that must be closely managed.	Can be time consuming to calculate manually.
It is the path with no delays possible.	Suggests other non-critical paths can be ignored.
The path requires accurate estimation.	Not an easy concept to convey.
The critical path requires regular performance reporting.	Confusion occurs between critical in the dictionary sense and critical in the scheduling sense.
It is crucial that timely corrective action is taken.	Does not automatically guarantee agreement between estimates and/or management.
It may trigger and direct the necessary contingency actions.	Can place emphasis on particular activities only, not on all project activities.

4. What is the value of updating the Gantt chart and re-circulating this to all stakeholders?

- The GANTT chart is easy to read, and is the ideal tool for monitoring progress to date and setting priorities
- Recirculation will ensure all stakeholders are aware of the progress of the project so there will be common understanding between stakeholders and expectations are kept in check. Your clients can visually see each stage of the project and have a better understanding of the project and key milestones
- It is also crucial to compare the projected progress to the real progress and then update the chart accordingly

5. Would assessing progress, status and forecast data have helped Mike 'co-manage' the schedule more properly?

- Yes, unless we know the current status of the project, we can't move forward. Proactively managing the schedule means comparing progress to date with expected progress, and re-allocating resources, or reworking the project schedule as required
- This will ensure that the project does not fall too far behind, and that stakeholders are kept informed, and share a common understanding of project progress and potential risks
- We can identify scheduling bottlenecks while tracking the schedule. This helps us in taking corrective actions for past bottlenecks and preventative actions for future similar bottlenecks
- We can identify past problems and schedule slippages while tracking. By analysing these we can determine the root cause and prevent similar types of problems from happening in the future

Chapter 6: Cost Management

Notes:

- Helen has spreadsheet tracking operational cost, shows original estimates
- Ron thinks Helen's spreadsheet doesn't measure the projects performance over time

- Ron has experience in projects being delayed and going over budget, so he appreciates the importance of also knowing what the money spent brings in terms of project delivery
- The previous info being historical, Ron knew that there was also a need for performance forecasting
- Ron's team has history on relying on historical data
- Little effort made to update cost baseline for each new project
- Most of his team only ever measure on money spent on a project, some have never delivered a project on time
- Ron understood that his team didn't understand the concepts of scope, schedule, and cost and their relationship
- Three points Ron thinks he needs to educate his team on
  - Cost management is more than merely reporting money spent
  - Reporting formats needed to be agreed
  - EV would become the cost control standard for the project

1. Why is Ron convinced that cost management is different from managing operational costs?

Cost management for projects should include a form of performance measurement technique such as "earned value management" so that it is clear what the spent budget has paid for and so that effectiveness of money spent can be measured.

Cost management includes PAGE (209):

- The source of the funds
- Details of the reporting formats, frequencies, and distributions
- Internal organisation finance protocols and the accounting systems
- Identification of percentage variation thresholds triggering action
- Provision for contingency funding (and associated access)
- Approval procedures
- An accepted level of accuracy in determining realistic cost estimates
- Known units of measurement defined for each resource
- The degree of precision required
- A specified performance measurement technique

2. What additional estimating techniques would Ron like explored and why?
Page 212 – 213

- Performance Forecasting
- Progress Reports – who is keeping up and who isn't
- Scope schedules and costs laid out
- Earn Value would become the cost standard for the project - EVM

He would like to use EV so that scope, schedule, and cost are all included in performance measurements. He would also like to determine the project status and provide a basis for forecasting final outcome.

EV is a measure of performance (progress) in terms of scope, schedule, and budget metrics (and their implications). Regarding scope, schedule, and cost, progress and performance are constantly measured (in cost, not in units of time), assessed and controlled against these three independent variables.

3. What are the major weaknesses in simply comparing budget to AC at each reporting date?
- Comparing budget with actual costs is traditional but does not track performance over time (earned value)
- Extra time and money habits become norm so keeps going over budget
- Budget discrepancies due to other reasons – incorrect budget, changing market prices

It is unclear how much work the budget has paid for and is therefore difficult to make needed adjustments to estimates.

4. What is behind Ron wanting to know the SV and CV?
- SV – scheduled variance, indicates whether you are on schedule
- CV – cost variance, indicates whether you are on track with the budget

Together this information gives information on how the project is progressing when compared to the planned schedule, and how the budget is being spent compared to the planned expenditure.

5. Is EV the panacea for replacing proactive schedule and cost management? If not, why not?
- Panacea – one all, only answer needed
- No, doesn't consider the process of the project management and doesn't come up with processes and decisions needed
- Cannot cost manage proactively, need to investigate the future, and see what is needed, not what has already happened which is what EV covers
- They fall into 2 different domains. EV is just an aspect of cost management not the entire cost management

No. EV relies heavily on historical data to forecast revised completion estimates and budget outlays. Is dependent on how accurate the work package tracking and reporting is. EV does not identify and measure project quality or other qualitative performance issues, so there is no guarantee that clients will ultimately accept projects where either schedule or budgets have moved.

Chapter 7: Quality Management

Notes:
- Marsha and Noel are self-publishing their book "going green"
- Inexperienced with publishing so sent out and expression of interest for specialist to help with the technical side, editing, designing etc.
- They didn't make it clear to the specialist however what their expectations were of this book, their level of knowledge on publishing etc.
- They received a lot of responses from specialist that they couldn't understand
- They defined their objective and set about drafting a project brief detailing what they wanted
- It included what they wanted, and the features the eBook should have
- They knew they needed to set up a system where they could compare the eBook delivery
- They wanted some mechanism to be sure whoever they engaged would live up to their objectives
- Wanted to know how contractor promises would be delivered
- Want a method to monitor and control contractor's quality, while still being open to new ideas

1. In support of Marsha and Noel's refocus on their strategic publishing objectives, what would their quality management plan look like?
- The quality methodology (or approach) to be followed in managing the project
- Relevant standards, rules, and guidelines to be adopted in performing the work
- Review of the product descriptions
- Monitoring and inspection regimes
- Identification of acceptance criteria
- Agreed processes for dealing with authorized changes, incidents, and issues (change control)
- Risk mitigation procedures
- Confirmation of roles and responsibilities
- Existing operational governance procedures
- Scope, schedule, and cost baselines
- External agency regulations
- Relevant working and/or operating conditions that may impact the project
- Opportunity for feedback (meetings and other forums)
- Tools and techniques used in assuring and controlling quality, for example, data flow diagrams, process flowcharts, cause-effect diagrams, storyboards, check sheets, Gantt charts, scatter diagrams, control charts, and other quality tools

2. What steps should Marsha and Noel follow in assuring the contractor's performance and result?

Table 7.1 on pages 244-245 lists methods of assuring quality. Also see 7.2 on pages 249-250.

Follow these steps:

- Negotiate quality measures with contractor to ensure feasibility

- Gain commitment from contractor
- Implement external monitoring and control procedures
- Ensure lessons learnt are implemented in the improvement procedures

3. How do you suggest Marsha and Noel should control the project quality to ensure compliance and acceptance?

They could use any of the tools in Figure 7.1 on pages 251-253.

Remember that control implies measurement. As a direct result of this mix of scheduled (and random) attempts at quality control come:

- Elimination of rework
- Completion of work in progress
- Confirmation of acceptance
- Documented quality improvement
- Completed checklists
- Process adjustments
- Monitor specific task and project results to identify, measure, and eliminate the causes of unsatisfactory performance.
- Examples of quality assurance and control tools: Peer reviews, Physical inspection, Control charts, Scatter diagrams, Checklists, Pareto diagrams, Statistical sampling, Flowcharts, Cause and effect diagrams, Trend analysis…
- Quality control is used through the execution and finalization stages of the project to '…formally demonstrate, with reliable data…that acceptance criteria have been met'
- To eliminate rework, complete work-in-progress, confirmation of acceptance, documented quality improvement, completed checklists, process adjustments

4. What would be some indicators that Marsha and Noel are open to new ideas, proposed changes and other forms of continuous improvement?

Answer depends on how the question is read. The following would be some indicators.

- Regular performance reporting
- Meetings and debriefs
- Decision gates and approval processes
- Walkthrough and peer reviews
- Scenario analysis
- Evaluation reports
- Suggestion boxes
- User feedback

Chapter 8: Human Resource Management

Notes:
- Trevor not ideal Project Manager (qualified carpenter/registered builder)
- PM not about technical mastery anymore, more about delivering project on budget, in time and scope
- Trevor more hands on with his work, likes to take shortcuts (hasn't backfired yet)
- Outside of his technical range, he struggles to engage, influence, direct and manage stakeholders and team members
- New $800 000 refurbishment project that was politically sensitive, commercially crucial and community sensitive
- Trevor given PM role (hesitatively by CEO)
- He struggled to get a team together as everyone was busy
- Managed to put together a team but members did not seem committed
- Trevor didn't realize the challenge of bringing the team together and identifying the assistance they would need
- Trevor didn't take training seriously, things he knows everything
- He has average social skills, struggles to build personal and professional relationships with the team
- Doesn't understand psychometric tools, didn't care about have team play off each other's strengths and weaknesses
- He knew he would have to reward good work, but didn't know how
- CEO realized Trevor as PM was a mistake

1. ## What behaviors do you think Trevor has to change and model to be an effective project manager?
- Leaders require a range of personal traits including energy, integrity, empathy, intelligence, and honesty. These could develop on these personal traits, for example:
    - Stop taking shortcuts
    - Listen and learn when you can
    - Work on social skills
- Leaders have two major ways to influence the behaviour of individuals. One is for the leader to focus on the task (getting the job done), while the other is for the leader to focus on the people and support their efforts
    - Needs to work on understanding his team and how to develop/support them
- Leaders should respond to situations and/or contingent factors and variables and adopt an appropriate leadership style. These factors could include the surrounding culture, the urgency, the experience, and maturity of the team, and the nature of the task itself.

2. ## Could an HRM plan have helped Trevor to manage, if not mitigate, the human resource issues he knew the project faced? If so, how?

Table 8.4

Yes, the management of human resources doesn't happen without a plan that captures fundamental information about the people involved in the project, and their roles, responsibilities, skill set, reporting relationships, and developmental needs. Once Trevor has this information, the project team can be confirmed, along with their location, availability, experience, attitude, knowledge, skills, and costs that drove their acquisition by the project.

3. What steps could Trevor have taken to develop his human resources (over time) into a highly conforming and performing team?

Following the required actions of the five stages of team development. Page 275.

- Forming
- Storming
- Norming
- Performing (the focus of this question)
    - Appraise performance and results against the project plan
    - Recognise and reward success
    - Sustain the close relationships within the team
    - Encourage initiative and innovation
    - Practise delegation where appropriate
    - Ascertain whether the team's efficiency and effectiveness can be improved

Page 271.

- Clear, communicated, and recognised long-term goals
- Clear, communicated, and accepted objectives
- Unqualified opportunities for success
- A tolerance for calculated risk
- Mutual appreciation of members' individual and broad skills
- Define, communicated, and accepted roles
- Explicit, discussed, and endorsed procedures
- Open, honest, and continuous communication
- Supported leadership
- A commitment to delegation and accountability
- Ongoing access to constructive feedback and support
- Appropriate, tailored, and timely rewards
- Opportunities for regular performance reviews

4. How could Trevor accommodate the different personalities on his team to enable them to maximize the team's effectiveness?

Trevor can use the Myer Briggs Type Indicator (MBTI) page 280 as it offers insight into how each person's individual preferences can be used to help the team to work more productively to accomplish common goals, will also explain the misunderstanding and miscommunication between people. It will help identify

team members strengths/weaknesses/gifts and how each member can contribute to team functioning and their individual ability to maximize team effectiveness.

5. How could Trevor identify the learning and development needs of his team to ensure they each had the prerequisite skills and knowledge to perform their project work?

WBS to identify all task in a project. This way the skills and knowledge needed can be identified. Sit down and go through all the task with the team, do the team members have the skills? If not, what training and development is needed to bring them up to speed.

6. What performance-management techniques would you recommend that Trevor adopt in measuring his team's performance?

Page 293. The performance review should be agreed upon by KPI which are results orientated.

- Structured interviews – formal interviews with team members responding to the questions asked
- Critical incident – a record of both positive and negative important (critical) incidents during the review period
- Peer review – team members review each other's performance against key criteria
- 360-degree feedback – multi-rater anonymous feedback from people working with the team member

Chapter 9: Communication Management

Notes:
- Margot (quality management auditor) handed the correspondence register for client and training company, knew it would test her skills
- Large amounts of emails/letters that didn't summarize meetings key points, decisions, and actions required
- Monthly reports didn't show 'way forward', number of variations claims not compliant with contract
- Training manager (Anthony), Vet Pro (training provider) (Suzanne)
- Margot called in 6 months into the 24-month project after issues arose between Suzanne and Anthony on their interpretation of the project requirements
- Margot found in the registers that enough effort wasn't made on attempting to resolve the issue
- Problems included:
  o No agenda for meeting
  o Meetings were useless, just talk-fest format
  o Key stakeholders not going to meetings
  o All meetings needed PowerPoint for presentation medium

- o Outside meeting, reports didn't include what was learnt of what was applied in the workplace as a result of the training
- o Illusion that a lot of paperwork implied productive performance
- o Focus on negative feedback and ignoring the positive
- o …
- Margot's job was not to advise on communication, but she felt she needed to encourage both parties to a communication expert to help resolve issues

1. Why is it crucial to keep open all channels of project reporting between Anthony and Suzanne at all times?
- To allow a common understanding of requirements/scope
- To allow efforts to be aligned for day-to-day tasks
- To facilitate earlier issue identification when things go wrong

2. What components of a communications management plan would be useful in this situation and what obstacles would it resolve between the two parties?

Component of Communication	What would it resolve?
What info?	Remove unnecessary information transfer and allow efficient communication
When is info needed?	This will allow earlier problem identification before conflicts arise
Format?	This allows a more engaging form of communication which can be tailored to specific stakeholders
Who will receive?	This allows effective stakeholder management

3. How would creating a meeting agenda template, an effective meeting protocol and a meeting minute template address the concerns identified by Margot?
Page 310.

- A suitable meeting minutes template outlines the agenda, key points raised, decisions made, and actions required in and organized and concise document.
- Meeting minutes also ensures that those who did not attend the meeting know what occurred and what needs to be prepared for the next meeting.
- Don't know what's been covered and what hasn't because they haven't kept track of discussed topics and raised ideas which leads to repetition of topics and information.
- Creating an agenda and protocol dictates a plan to resolve issues and not leave it to somebody else to take responsibility, also ensures that all members are on the same page and understands what is occurring during that period.

Technique	How it would address concerns
Meeting agenda template	Facilitate concise and on message meetings with little time wasting
Effective meeting format	Ensure an effective meeting which is directed toward the stakeholders
Facilitate proper recording of minutes	Ensure proper recording of meeting minutes which can be communicated to all stakeholders, both present and absent at the meeting

4. For this training project, what communication documents (and/or tools) would you recommend and why?

Communication document	Why
Issue register	Allow identification and resolution of issues
Correspondence register	Track ad hoc communication which appear to be common in this case
Meeting minutes	Allow information to flow in efficient way to correct stakeholders
Change requests	Allow control of scope to avoid drift

5. What would an appropriate performance reporting template look like for this project and how would it focus attention on the critical learning outcomes from the qualification?

Page 325 details progress report – what to include:

- Project, task, and milestone progression
- Budget and cash flow consumed by the progress
- Conformance with specification
- Changes to scope
- Approvals received
- Resource assignments

It will focus attention on the critical learning outcomes by aligning the progress report details with the learning specifications, scope, and milestones.

6. How would you advise Anthony and Suzanne to work together to control how they communicate with each other?

Plan communication:

- Format
- Frequency
- Content
- Who needs to be informed?

Develop and agree upon scope earlier in the piece to avoid clashes in this area.

Chapter 10: Risk Management

Notes:

- Moving to new software platform
- Difficulties due to illegal software currently installed and little consultation
- George is new PM but can't find project management plan or risk management plan
    - Only an indication of high-level risks and no management planning
- Main issue was in culture – not wanting to change
- Positive risks could be identified as well as negative ones
- George wrote risk management plan and sent to ball stakeholders
- George also formed a risk management team and forced people to attend
- Important part of RMP was 'on the ground' process over all phases of project lifecycle
- Regular risk meetings, document templates, and risk ownership were planned
- George also planned risk education to ensure proactive management

1. How will a risk-management plan change the endemic culture in both the business and the project?

- Encourage proactive management of risk instead of firefighting
- Ensure ongoing management of risks instead of only identifying them during the concept stage of projects
- Promote a more quantified analysis of risks in order to assess risk management (and business) priorities
- Promote analysis of BOTH risk impact and probability
- Encourage planning of risk management techniques (reject, accept, mitigate, share, transfer, exploit, and enhance)
- Promoting a culture of accountability in the organisation

2. What are 'real' examples of both negative and positive risks in George's project?

Positive risks:

- Project under budget or under time
- Deployment of new software will reduce number of instances illegal software being used, decreasing company's liability to be sued
- Cause a positive culture change in the company toward better risk management
- Streamlining of processes in the business

Negative risks:

- Project over time or over budget
- High turnover due to change in software and culture
- Software deployed will not achieve strategic goals due to minimal consultation with workers
- Co-workers will not accept new risk management culture as it has been forced on them
- Sensitive information not correctly managed

- Lack of stakeholder engagement and/or acceptance of new software platform

3. How would you scale and prioritise these risks to enable a targeted response?

Page 343. Ensure all risks have been identified using tools such as:

- o Risk registers
- o SWOT analysis
- o Interviews
- o Feasibility studies
- o SMEs
- Assess each risk on probability and impact (quantified using the probability-impact matrix)
- Prioritise risks to be addressed based on their position in the matrix
- Ensure risks are reduced to tolerable level using risk management techniques

4. What existing controls and 'new' treatment strategies could George expect to see in the risk register?

- All of the active risk treatment strategies used for positive risks (since it is implied that positive risks are not currently being identified)
  - o Exploit, enhance, share
- Transferring negative risks to a third party
- Effective, early **mitigation** of low impact risks
- Assigning accountability to promote ownership of risk management in the organisation

5. Why is the notion of shared responsibility for risk so important to George?

- For each risk, the most appropriate stakeholder should be responsible for risk and corresponding treatment strategies
  - o Could be based on technical skills, seniority, or financial delegation
- Assigning a small number of risks to each worker promotes chance that all risks will be managed correctly
- Promotes development of risk management culture in organisation
- Shared responsibility ensures that capable resources are assigned to action and monitor response strategy

6. Should George feel completely at ease once risk treatment has been assigned?

No.

- Risk management is a continuous process, not a once off activity
- Risk management includes assessing the success of risk mitigation actions
- Risks will evolve over the project so need to be re-assessed regularly
- Risk treatments will sometimes be unsuccessful or not implemented at all

- New risks will appear over the course of the project and old risks will become unimportant
- Need to ensure project assumptions and performance data are accurate and current
- Need to document lessons learned

Chapter 11: Procurement Management

Notes:
- Sharon acting contract manager
- Doesn't understand the commercial investment byproduct, but knows the technical as was team leader for the in-house contract administrator for years
- Tender in final presentation before release, Sharon is responsible for it
- In past, tenders had gone out with wrong attachments, addendums not issued, clauses copied and pasted from wrong places
- Sharon doesn't want short term, narrow focus like her predecessor

1. How would developing a procurement management plan address some of the historical issues faced by Sharon?

A procurement management plan would detail exactly how the project will acquire what it needs, the documents created, the processes managed and how the contracts will be administered and closed out. The inclusions from pages 366 and 367 help achieve this. If these guidelines are followed, the historical issues would be addressed.

2. What are the risks involved in getting potential suppliers to provide the specifications?

A specification of standards refers to the exact statement of the particular needs to be satisfied, or essential characteristics that a contracting body requires (in a good, material, method, process, service system, or work) and which a contractor must deliver. The buyer knows their needs best, the supplier might not know what the buyer's actual needs are, therefore it would not be advisable for them to write the specification. By having a single specification sent to all suppliers, different tenders can be more easily compared and assessed for suitability.

3. What would be appropriate selection criteria (and weighting) for this tender evaluation?

See table 11.2 on age 371 for examples of supplier selection criteria. The table below summarises some possible answers:

Technical	Management	Financial	Operation
Requirement understanding: This is key since there appear to be issues with specifications	Performance reporting: This is important since to date performance reporting has been non-existent	Progress claims: These are currently missing from the official documentation	Prior experience: This could be useful to ensure Sharon finds the right person for the right job

4. What recommendation would you give Sharon as the 'correct' contract pricing model to accept?

It depends on the supplier, and your relationship with them. When unsure it might be best to use a fixed price model to minimise unexpected cost. It appears that time has been taken to draft a detailed scope of work, favouring the fixed price model. This also allows for adequate comparison between suppliers.

5. Is Sharon being unrealistic (or even paranoid) in wanting to tighten up the contractual performance clauses with a bespoke contract?

No. The initial draft of tender she received did not clearly state any of the contractor's requirements in terms of performance, check-ups, or contractor breach. Therefore, Sharon's company was not receiving the required level of legal protection necessary. Furthermore, detailed, and complete documents are required for proper procurement management, and this is within the scope of Sharon's job.