**CLASS REVIEW 1 Submission due by 10/01**

1–1 Because of the individuality of people, there always exist differing views of what management is all about. Below are lists of possible perspectives and a selected group of organizational members. For each individual, select the possible Perspectives/ways that this individual might view project management:

**Individuals**

* Upper-level manager
  + A source for future general managers
  + A means of coordinating functional units
  + A better way to motivate people toward an objective
* Project manager
  + A significant market for their services
  + A better way to motivate people toward an objective
  + A means of coordinating functional units
* Functional manager
  + An opportunity for growth and advancement
  + A cause of unwanted change in ongoing procedures
  + A means to an end
* Project team member
  + An opportunity for growth and advancement
  + A significant market for their services
  + A vehicle for introducing creativity
* Scientist and consultant
  + An area of research
  + A vehicle for introducing creativity
  + A significant market for their services

**Perspectives**

1. A threat to established authority
2. A source for future general managers
3. A cause of unwanted change in ongoing procedures
4. A means to an end
5. A significant market for their services
6. A place to build an empire
7. A necessary evil to traditional management
8. An opportunity for growth and advancement
9. A better way to motivate people toward an objective
10. A source of frustration in authority
11. A way of introducing controlled changes
12. An area of research
13. A vehicle for introducing creativity
14. A means of coordinating functional units
15. A means of deep satisfaction
16. A way of life

1–3 What attributes should a project manager have? Can an individual be trained to become a project manager? If a company were changing over to a project management structure, would it be better to promote and train from within or hire from the outside?

A good project manager should have the following skills to succeed at their job:

* Leadership skills: Leading a team or multiple teams is a core component of project management.
* Communication Skills: Coincides with leadership capability, need to be able to communicate effectively to be effective.
* Organizational Skills: Managing projects can be a bit overwhelming, so keeping organized can help stay on top of things.

There are more skills necessary for the job but these three seem to be fundamental. It is also fundamental that if a company is switching to a project management structure that new project managers should be trained on how to manage projects. There should be a formal training program or certification required to become one, as it is important to know how to balance a portfolio of projects.

1–4 What types of projects might be more appropriate for functional management rather than project management, and vice versa?

Routine operations, standardized processes, compliance tasks, etc. are all applicable projects for functional managers rather than project managers. Project managers should oversee unique initiatives, research and development projects, and anything involving cross-functional teams.

1–5 Do you think that there would be a shift in the relative degree of importance of the following terms in a project management environment as opposed to a traditional management environment?

* Time management
* Communications
* Motivation

I think that these tasks are already well-emphasized in traditional management environments in various industries. Personal experience has showed me that especially in the service industry that good time-management, communication skills, and motivational skills are all important in running an efficient operation. For project managers, I think that these skills are also important in the same way.

2–1 Do you think that someone could be a good systems manager but a poor project manager? What about the reverse situation? State any assumptions that you may have to make.

I think that it is entirely possible for someone to be a good systems manager but a poor project manager and vise versa because there is a fundamental difference in the skills required in order to do both jobs. That main difference is that systems managers need a lot more technical experience working with the systems that they are developing and not necessarily the best interpersonal skills, while project managers have more emphasis on the interpersonal and soft skills while not leaning so hard on the technical ability.

2–2 For each of the following projects, state whether we are discussing an open, closed, or extended system:

* A high-technology project - open
* New product R&D - open
* An online computer system for a bank - extended
* Construction of a chemical plant - closed
* Developing an in-house cost accounting reporting system - closed

2–3 What impact could the product life cycle have on the selection of the project organizational structure?

Aligning the product’s life cycle with the project’s organizational structure could lead to a more streamline workflow, faster responsiveness, more efficient work, better effectiveness at attaining project goals, and better optimization of resources for the project.

2–6 Who determines how many life-cycle phases should be part of a project management methodology?

Project managers can determine how many life-cycle phases should be a part of a project management methodology.

2–7 Under what conditions can a project be considered as both a success and a failure at the same time?

There are several conditions for which a project could be considered a success and a failure at the same time. A prominent one is short-term success vs long-term viability. If a project is successful in the short term but does not last for the long-term or vice versa, in many cases it could be difficult to identify if the project is a success or not.