

Gestion de Project

- **2 Cours en visio :**
 - **Chapter 6 - Aujourd'hui**
 - **Fin Chapitre 6 / Chapitre 7 – 13 Novembre**
 - **Zoom : quand le meeting se deconnecte, veuillez re cliquer sur le lien**
- **Exams :**
 - Reportés jusqu' à la fin du confinement.
 - 1h pour EXAM1 et 1h pour EXAM2 sont à planifier en Decembre (si possible) autrement backup solution à mettre en place

Summary of 23OCT20

Chapter 4 : Resources Management

- **Motivation** : Several motivational theories are recognized in Project Management :
 - **Abraham Maslow** - *five-stage Hierarchy of Needs* (Physiological / Safety / Belonging / Self-esteem / Self-actualization) → the lower level needs to be satisfied to go to the next level
 - **Douglas McGregor —Theory X and Theory Y**
 - Theory X : Employees are lazy /have to be micro-managed
 - Theory y : Employees are self motivated / Enthousiatic, creative” – Taking initiatives - managed by “delegative style”
 - Ouchi – **Theory Z** : increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction.
- **Frederick Herzberg**—The two-factor theory with **Hygiene factors / Motivators or satisfiers**
 - **Hygiene factors** : salary, status, security, relationship with peers or supervisors, work conditions, company policies... They are required for employee satisfaction but these factors do not motivate employees
 - **Motivators or satisfiers** : These are linked to employee motivation and arise from intrinsic, or dependent, conditions of the job itself. Factors for satisfaction include responsibility, job satisfaction, recognition, achievement, opportunities for growth, and advancement.

Chapter 4 : Resources Management

▪ Conflict management : Thomas-Kilmann Conflict Mode Instrument

Style	Description	Effect
Avoid / Withdraw <i>Stratégie d'évitement / de contournement du problème</i>	Retreating from an actual or potential conflict situation	Postponing the issue to be better prepared or to be resolved by others. → Does not solve the problem
Accommodate / Smooth <i>Stratégie de renoncement (céder devant le conflit)</i>	Emphasizing areas of agreement rather than the areas of difference, conceding one's position to the needs of others to maintain harmony and relationship	Provide only short term solution
Compromise / Reconcile (Bargaining)	Searching for solutions that bring some degree of satisfaction to all parties.	Provide conflict resolution but conflict can be partially resolved
Force / Direct (Dictating) <i>Stratégie du controle</i>	Pushing one's viewpoint at the expenses of others. Offering only Win/loss solutions usually enforced through a power situation to resolve an emergency	Hard feelings may come back in other ways
Collaborate / Problem Solve <i>Stratégie de coopération</i>	Incorporating multiple viewpoints and insights from differing perspectives, required a cooperative attitude and open dialogue that typically leads to consensus and commitment	Provide not only long term solution but also ultimate resolution

Chapter 5 : Cost Management

- Estimate of the costs of the resources (ALL resources, not only human) to build :
 - a **Cost baseline** = original plan + **Contingency reserves** (budget allocated for **identified risks** / part of the budget to address the “**knowns/unknowns**”)

Not inside : the **management reserves** (unknown risks / part of the budget to address the “unknowns/unknowns”)

- two main approaches :
 - **Top-down approach**
 - **Bottom-up approach:**

Chapter 5 : Cost Management

- In addition to the top-down and bottom-up budgeting approaches, there are a number of other techniques that project managers use to create their budgets.
 - **Analogous Estimating**
 - **Expert Judgment:** linked to Analogous Estimating.
 - **Supplier Bid Analysis**
 - **Parametric Estimating**
 - **Three-Point Estimating:**
 - **Most Likely (cM)** : the cost of the activity, based on a realistic effort assessment for the required work and any predicted expenses
 - **Optimistic (cO)** : The activity cost based on analysis of the best scenario for the activity
 - **Pessimistic (cP)** : The activity cost based on analysis of the worst-case scenario of the activity

Two commonly used formulas are :

- ♦ **Triangular Distribution** : $cE = (cO + cM + cP) / 3$
- ♦ **Beta Distribution** (from a traditional PERT analysis) : $cE = (cO + 4cM + cP) / 6$

Chapter 5 : Cost Management

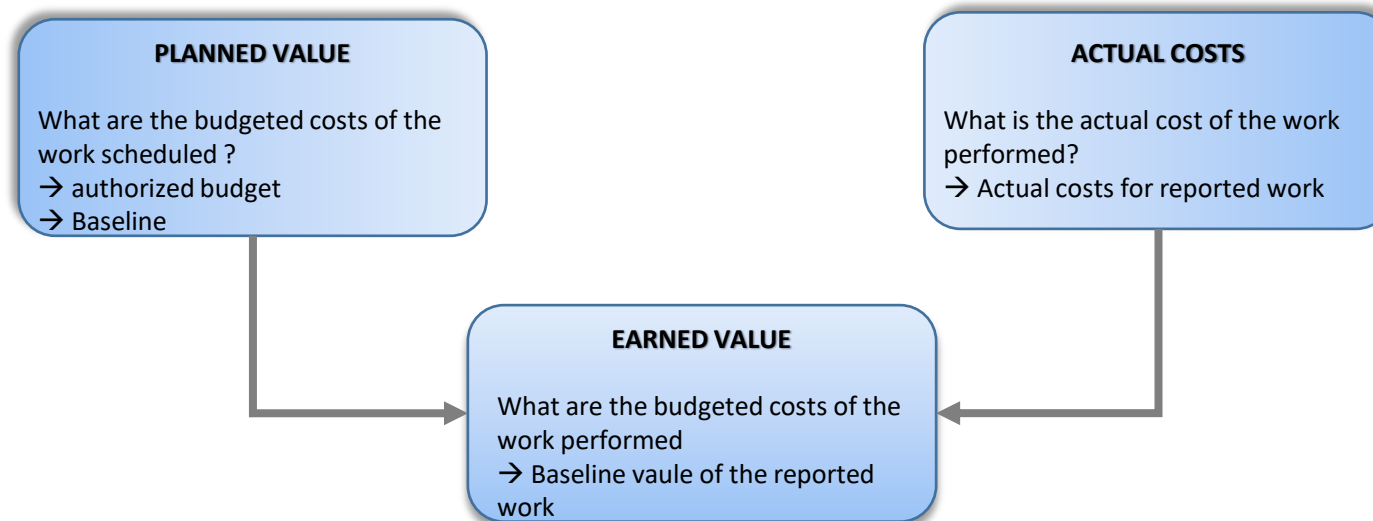
- **2 types of costs :**
 - **Direct costs** → really linked to your project
 - **Indirect costs** → linked to the company (general expenses)
- **Cost baseline = total cost estimated of the project / created in Planning Phase**
 - ➔ Any change required a formal change procedure
 - ➔ Basis of comparison versus actuals.
- Project cost performance are monitored and controlled in the **Execution Phase**
- **Between Planning and execution phase, important increase of the costs → S curve**
- **Cost Control : during Execution Phase**
 - Establish cost performance thresholds
 - Monitor cost performances for variance
 - Take actions if Baseline is not respected but always understand rootcause of deviation

Chapter 5 : Cost Management

- **Earned Value Management**

- Earned Value Management has **three basic elements**:

- **Planned Value (PV)** : Planned Value is the scheduled cost of work planned in a given time. Planned Value is also known as Budgeted Cost of Work Scheduled (BCWS).
 - **Earned Value (EV)** : Earned Value is the amount of money earned from completed work in a given time. Earned Value is also known as Budgeted Cost of Work Performed (BCWP).
 - **Actual Cost (AC)** : Actual Cost is the actual amount of money spent to date. Actual Cost is also known as Actual Cost of Work Performed (ACWP).



Chapter 5 : Cost Management

- Earned Value Management :

	EVM Formula	Good	Bad
Schedule Variance	$SV = EV - PV$	+ Variance(ahead of Schedule)	- Variance (behind schedule)
Cost Variance	$CV = EV - AC$	+ Variance (under budget)	- Variance (over budget)
Schedule Performance Index	$SPI = EV / PV$	>1 (ahead of Schedule)	<1 (behind schedule)
Cost Performance Index	$CPI = EV / AC$	> 1 (under budget)	< 1 (over budget)

EXAM PREPARATION

1 . The lowest level of Maslow's hierarchy of needs is:

a - Safety

b- Physiological needs

c- Belonging

d- Self-esteem

2 - Some managers believe that people do not work willingly and must be watched and managed continuously. They are of type:

a - Theory X

b- Theory Y

c- Theory Z

d- Theory V

3 - For Herzberg, which are the factors that, if missing or inadequate, can cause serious dissatisfaction ?

a - Hygiene factors

b- Satisfiers factors

c- Both Hygiene and Satisfiers factors

d- None of the above (Rien de ce qui précède) as Herzberg didn't do this theory

4 - What conflict resolution technique is a project manager using when he says, "I cannot deal with this issue now!" (Quelle technique de résolution des conflits utilise un chef de projet quand il dit: «Je ne peux pas traiter de cette question maintenant!»)

a - Accommodate / Smooth

b- Avoid / Withdraw

c- Compromise / Reconcile (Bargaining)

d- Collaborate / Problem Solve

MES COMPORTEMENTS ET MES RÉACTIONS FACE À UN CONFLIT	SRATEGIE UTILISEE ?
Je nie qu'il y a un problème. I deny that there is a problem	
J'accorde plus d'importance à mes opinions qu'à celles des autres. I value my opinions more than others.	
Je peux comprendre que l'autre a une vision différente de la mienne. I can understand that the other has a different vision of mine	
J'abandonne mes opinions ou mes idées pour ne pas nuire aux relations I forgot my opinions or my postion to not impact the relationship	
Je fais des compromis pour assurer la productivité. I compromise to ensure productivity.	
Je ne suis jamais à l'origine du conflit, c'est l'affaire des autres. I am never at the origin of the conflict, it is the business of the others	
Je joue perdant/perdant pour que tous gagnent quelque chose. I play loss / loss for everyone to win something.	
Je recherche des solutions pour que tous/toutes soient gagnants. I'm looking for solutions so that everyone wins	

5 - During which life cycle phase is the detailed budget created:

a – Initiating

b – Before the project management life cycle

c – Planning

d – Execution

6 - The method of estimating cost by deciding how much the project will cost and dividing the amount between the work packages is

a - Top-Down Approach

b- Bottom-Up Approach

c- Three-point estimating

d- Analogous estimating

7 - Contingency reserves are used to handle which type of risk?

a - Known unknowns

b- Unknown unknowns

c- Business risks

d- Pure risks

8 - Which of the following is example of indirect costs?

a -Software licences costs required for the project

b- Salaries of full-time project team

c- General administration costs

d- Trainings costs required for the project