

Activity - 01

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Ans 1) Project :-

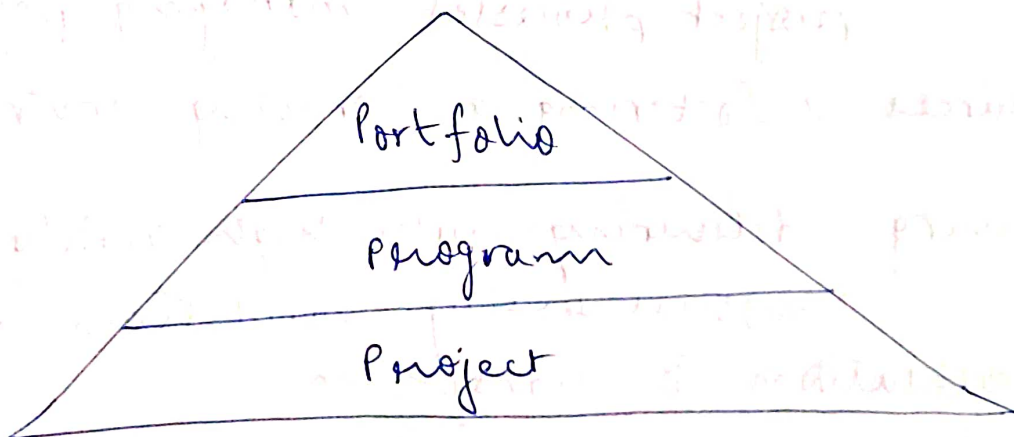
It is a temporary activity with a beginning and end in sight to create a unique, economic product, service or result.

Program :-

It is a group of related projects designed to accomplish a common goal over an extended period of time.

Portfolio :-

It is a collection of programs and operations used to fulfil strategic business objectives of an organization.



Ans 2) Different project performance domains are :-

- ① Stakeholders : any entity that may affect or get affected by activities of a project / program / portfolio.
- ② Team : functions associated with the people who are responsible for the deliverables of the project.
- ③ Development & life cycle : functions associated with the approach of development & life cycle of the project.
- ④ Planning : functions associated with the organization & co-ordination necessary for the project.
- ⑤ Project work : associated with establishing project processes, managing physical resources & fostering a learning environment.
- ⑥ Delivery : delivering with high quality, involves testing, validation, verification & transition.
- ⑦ Measurement : exploration of the monitoring & control of the delivery phase.

⑧ Uncertainty : associated with risk analysis, mitigation & management.

Ans 3) Difference between internal & external stakeholder :-

Internal

Directly affected by the organization

Provide services to the entity

Access to internal private information

Primary stakeholders

Includes owners, employees & investors

External

① Indirectly affected by the organization

② interact with it & may consume services

③ Access to public information only

④ Secondary stakeholders

⑤ Includes suppliers, creditors & customers

Ans 4) Different communication methods :-

Push

- NOT face2face
- No feedback
- One-sided
- Convenient to sender

Pull

- NOT face2face
- Information placed at general database
- Convenient to receiver

Interactive

- face2face
- feedback immediate
- more productive

Ans 5) Difference b/w centralised & distributed management leadership :—

Centralised

Singular responsibility

Single point of failure

Power lies with the top management

Low team morale & participation

Distributed

Multiple people are responsible

(2) More reliable & resilient

(3) Democratic spread of power

(4) High team morale & participation

Ans 6) Servant Leadership includes :—

① Focuses on understanding & addressing the needs of team members.

② Focus on individual development

③ An efficient team leads to an efficient organization.

Servant Leadership behaviour :—

① Obstacle removal :—

- Remove hurdles in the team
- By easing these impediments, team moves faster.

Ans 7)

② Diversion shield :-

- Protect from internal & external diversions.
- shield from non-critical, external demands.

③ Encouragement & development :-

- ① Provides tools & encouragement to keep the team productive.
- Reward team members for good work.

Ans 7) Common aspects of team development :-

① Vision & objective :-

- Communicated throughout the project.
- Referencing the intended outcome when the project team is engaged in decision making.

② Roles & responsibilities :-

- Important for team members to fulfill their roles.
- Identify gaps in knowledge & skills as well as strategies to address those gaps.

③ Project team operations :-

- facilitating team communication, problem solving & the process of coming to consensus.

④ Guidance :-

- Directed to the overall team to keep everyone headed in the right direction.

⑤ Growth :-

- Identifying & mitigating deficiencies
- Identify steps for improvement.

Assignment - 02

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Ans 1) Good team culture can be accomplished by :-

- Transparency : team should be comfortable sharing ideas.
- Integrity : comprised of ethical behaviour & integrity.
- Respect : Respecting the person's skills & thinking.
- Positive discourse : working with others to resolve divergent opinions.
- Courage : recommending new approach to solve a problem.
- celebrating success.

Ans 2) Factors associated with high performance project team : —

- ① Open communication
- ② shared understanding
- ③ shared ownership
- ④ Trust

- ⑤ Collaboration
- ⑥ Adaptability
- ⑦ Resilience
- ⑧ Empowerment
- ⑨ Recognition

Ans 3) Traits and activities used/associated with leadership :-

- ① Establishing & maintaining vision : a clear understanding of the end goal can help guide local decisions toward the desired project outcome.
- ② Critical thinking : includes rational, logical, evidence-based goal oriented thinking to achieve a desired outcome.
- ③ Motivation : can be intrinsic or extrinsic. Finding out the dominant motivator of team members.
- ④ Interpersonal skills : includes emotional intelligence, decision making & conflict resolution.

Ans 4) Cadence : Refers to the rhythm of activities conducted throughout the project.

Types of cadence :-

- ① Single delivery : a single delivery date at the end of the project.
- ② Multiple deliveries : various components delivered on various dates.
- ③ Periodic deliveries : multiple deliveries on a fixed delivery schedule.
- ④ Continuous delivery : the practice of delivering feature increments immediately to customers, often delivered in batches.

Ans 5) Development approach

Predictive

- Referred to as the waterfall approach.
- Scope, schedule, risk & reward are pre defined.

Ex

Static machine deliverable projects

Hybrid

- combination of predictive & adaptive approach
- Used when project is uncertain or risk is undefined

Ex

2 deliverables, one built using adaptive & other using predictive

Adaptive

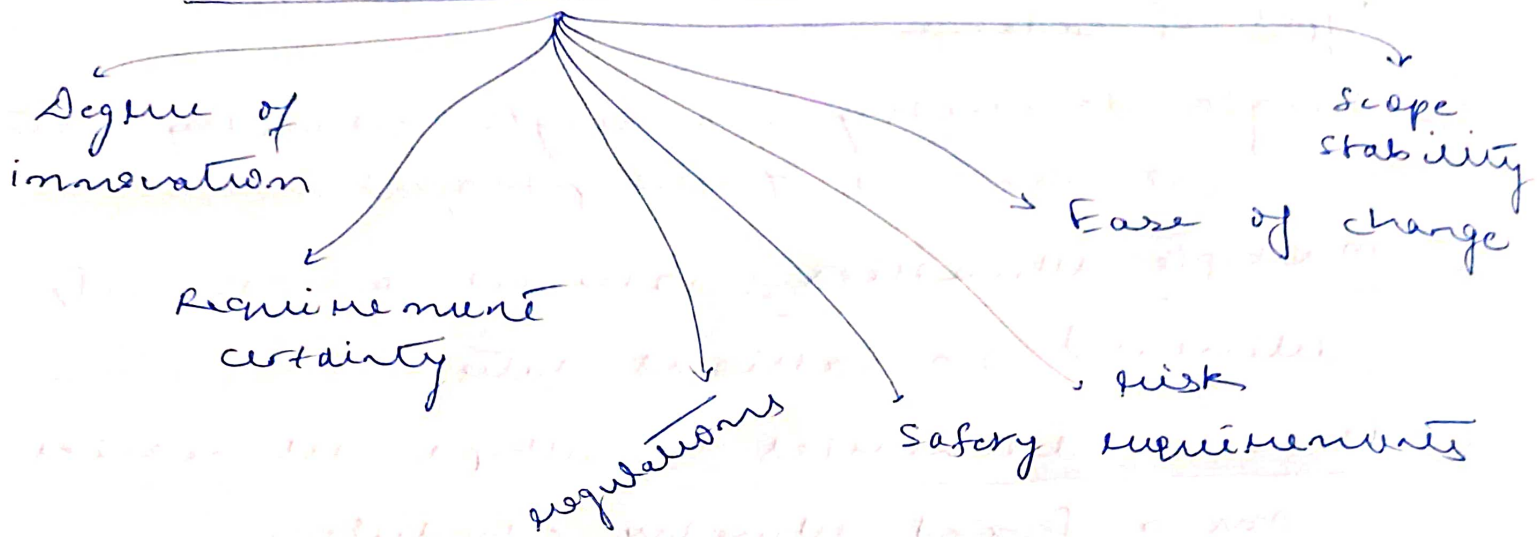
- Used when uncertainty is high.
- Incremental & iterative approach

Ex

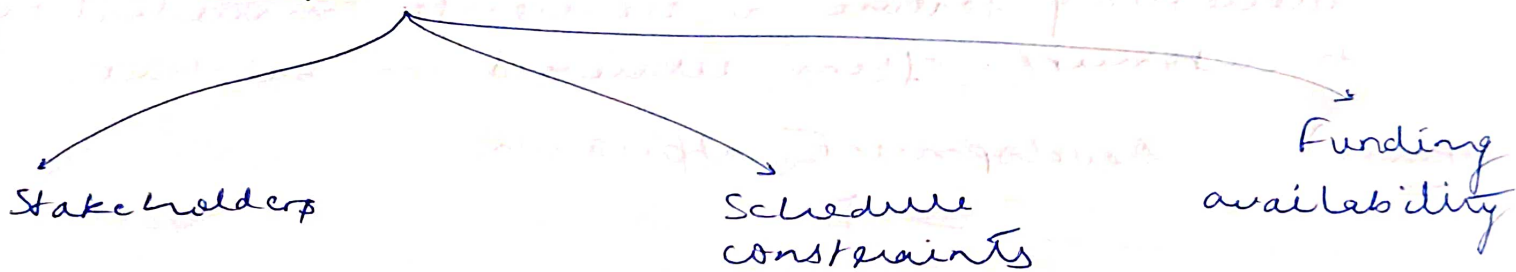
projects that evolve with scale

Ans 6) Factors affecting selection of a development approach :-

① Product, service or result :



② Project :



③ Organization :

