Student ID: 100901164

Student Name: Khai Phan Thanh

**PM Methodology Individual Test - Test 1. June 24th 2020 – 100 Marks Weight - 15%**

**Instructions:**

* Each student will have a 24hr window to complete this test to account for time zone differences.
* Please complete your work via MS Word and upload your responses into BlackBoard.
* **Please do your own work as this an *individual assessment*. Any responses that appear to suggest collaboration or sharing of work will be granted a mark of Zero. (0).**
* Please provide short responses to the following questions. Max 300 words per question.
* **Each response must contain the answer and a detailed justification of your statements!**
* **Your score will depend on how well you justify your answers and provide descriptions in *your own words*.**
* **Any references to passages in the prescribed text, online sources or the slide decks MUST be acknowledged.**

**Question 1 – 20 marks**

You are hired by a company as a member of system implementation team. The company decided to go with a series of improvements for the existing system and its application. Each improvement is not of a large scope, but all together they should make significant impact to the quality of service delivered by this company.

Discussions occurred between team members with regards to how this work should be organized. Some people say that this may be treated as *ongoing activity*, when the others are sure that this should be *treated as the project.*

**What is your opinion?**

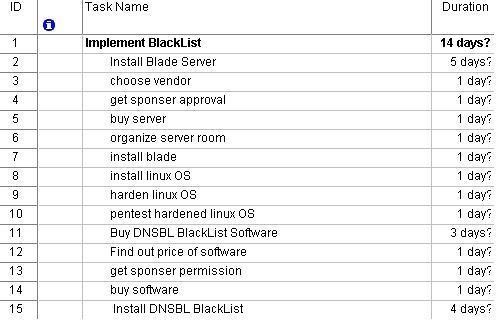
**If you think there should be a project opened give the reasons for doing so.**

**In your response please outline the *key factors* used to differentiate a project from any kind of operational activities. *Justify your answer.***

* I would consider this to be a new project. The reason is that because the existing system and application have been completed, that means the project for building the system and application has been finished. It is hard to consider as an ongoing activity because nothing is left, and the project has been approved and closed. If there were going to be any improvement, it should have been done right at the time the system and application is roll-out.
* However, this project will be slightly different from a normal project, where it is usually tight on time. This maintenance project will require a long time, especially in the execution time, as this is a series of improvements; it will be very hard to have multiple improvement at a time.
* This project will be less “heavy” because the system already exists, the cost will also be lower, and there will be more time to roll this out. As this is considered a series of improvements, it would be better to roll-out every part of the development once it is done. Therefore, there will be a few repeating tasks and activities in the Project Executing.

**Question 2 – 20 marks**

You are assigned as a Project Manager to a small systems development project. To begin you decided to develop the Work Breakdown Structure (WBS) for your project and asked your team members for contributions. They supplied you the list of tasks and activities together with the duration of each task. When you put the list into MS Project you got the picture like this:



**Does this picture represent a WBS? If it does, give *your* reasons why?**

* This is partially a WBS, it has the task with its sub-task activity, with the duration for each of the activity. However, the task activity seems not in the correct order and not divided into different sections (such as Software Preparation, Analyst, Management,…), only grouped into one task as Implement BlackList. It is also missing a starting date and a finish date.

**If it does not, what should be done to make it a WBS? In your own words.**

* Create some task such as Management and bring activity like “get sponsor approval”, “get sponsor permission”, “choose vender”,… underneath it. This will help not just the manager but everyone who is involve in the project can easily see how it is working and which step they are at.
* Add a column with the start date and end date so people who involves can keep up with the work scheduler better

**As a follow up question indicate the key points that differentiate a WBS from a flat list of tasks. In your own words.**

* A WBS is a more organizer form of “flat list of tasks” that is arranged to be in different category and in each category will include the task that is related. The reason of doing so is that, “flat list of tasks” are not always put in order and it might causes some trouble for the entire project if somebody found out there is a task that they should do before doing one of the above.
* Of course, it is always encourage to start with a list of task and then put them into WBS later on to make the project flow in better logical order.
* In WBS, even category is already put in order so if we can transform from a list of task into WBS, no matter how messy it is in each of the category, it is still more efficient to keep track and organize the work, and more of all is to reduce the mistake.

**Question 3 – 20 marks**

Some senior project managers told you that it is very important to identify a *project sponsor* and *project stakeholders* at the very beginning of a project.

**Do you agree with them? If yes, why it is so important? Justify your answer. (Explain why). If no…if you do not agree please state why you do not agree.**

* Yes, it is very important because project sponsor is the one who will fund the project to execute, without them, there is no budget or money use for the project. Project sponsor is the one who funding the money, and they are also the one decide if the project is good to roll-out for them or need some more modification.
* Project stakeholders are people who related to the project, such as software developer (if it is a software), front-end user to test and experience the program, marketing department who help to roll-out the product, legal department for documentation related, accounting department to manage the budget, head manager and project manager to ensure everything is still on task.

**Please explain…in your own words, how a sponsor and project stakeholders can contribute to the success of a project. (Please do not just copy and paste text from the prescribed text or any other online source). Any quotations from online sources have to be acknowledged.**

* Project sponser will determine how much they will spend or allow for the project. From that budget, a baseline will be created for the project, that helps to drive the project. The money putting in, the faster and/or more features there will be.
* Project stakeholder are people relevant to the project, and some of them might not have a huge contribution to the project, but for every part of them that build up the entire project. For example, legal department helps to write documention for the project, it might not sound important but assume there is some holes or illegal information contained in the documentation that nobody realize (since there is no legal department), there might be some trouble later on

**Question 4 – 20 marks**

Another project manager told you that you have to start a project with writing a Project Charter but it appears that your company does not have a Project Charter template. Thus, you have to work on your own to provide the document.

**Describe the purpose and content of a Project Charter in detail. (In your own words) Please *justify* the sections and subsections you would include.**

* The Project Charter include a project title, the person who is responsible to manage the project, an expected start and end dates (with accounted leads, lags, milestone (if possible) and float), a budget required to do the project and the objectives for this project (why is this required, benefits or justification), Role and Responsibility matrix of each stakeholder related in the project, any potential risk could happen during the project execution, summary of how the project is going to initiate (with any possible constraints), and the last one is the acknowledge area for head of the project stakeholder to sign-off.
* Project Charter is a brief document contains all the important information that stakeholders might need and it must be acknowledge by the key project stakeholder before it can begin, such as signature to confirm.

**Question 5 – 20 marks**

***Explain why* (justify) it is important for a project manager to utilize integrated change control. Describe, what you as a Project Manager will be doing in order to ensure that change control is in place for your project.**

Please do not just copy and paste text from the prescribed text/the slide decks or online sources. Any references to print our online sources MUST be acknowledged.

* As a project manager, I have to foresee any future event where things could go differently. It can be vary from small impact (delay for a few days) to huge impact (required a process change), or in this we might consider it is a risk. If there is an utilize change require, I will have to consider about the budget and time in the first place, second is to determine if the change would impact on the rest of the plan or not, evaluate the new change for any future possible error or unforeseen accident because once the change is made, it is very hard to make another change on top of that.
* Once the change option have been decided, implemented, and revised, I will have to issue a Change Management Process to all stakeholder in the project, include the new plan, what have been change, why is the change necessary and why is it better than the old one, guidelines how to follow the new change with the new plan and roles (if applicable) and have it approve by the head of the project stakeholder.
* In order to avoid any change or touch to the WBS once it is made, allow any important activity some extra days or even process with the three-point estimated on critital activity. This will give project manager some extra time to plan the new change with minimal affect to the deadline and stop the task on time before the next activity can begin.
* There are lots of reason occur to a change control, from human error to technical issue, or even bigger, project manager lack of experience.