

Assignment 2R Value:

- **15 Points** – Covering class weeks 8-12, and Schwalbe chapters 8-10. You may use all resources available but may not collaborate with other students who have taken, or are taking, IST645 as you develop responses to the assignment questions. There will be no resubmissions for this assignment: All grades earned are final.

Assignment Requirements:

- **Due:** Sunday, Nov 20th by 11:59pm
- **Submission:** Via Individual Assignment Drop Box provided in Blackboard
- **Format:** **Electronic PDF-type Print-image File of standard document** formatted in standard US letter size pages by Adobe Acrobat or Compatible Software. **Submit the PDF file to Blackboard.**
- **File Name:** **IST645F22R2 followed by your last name and first initial.** For example, if your name were John Smith, your file name might be: **IST645F22R2JSmithJ.PDF**
- **Application:** Written responses to the questions posed in the assignment.
- **Tools:** Standard Word-processing software saved in PDF format through Adobe Acrobat or compatible print-image creation software to be submitted on Blackboard

Reflective Essays on Personal Project Management:

Each of us engages in many projects in our lives, but we often do so without thinking of them as projects in the way that you have learned project management concepts in this course. This assignment gives you the opportunity to reflect on various professional and personal activities that you have listed in your resume, and to approach them as a project in the way that you now know what a project is and reflecting on the management of the activity from the perspective you now have learned about project management. Many such activities listed in your resume may not have involved you as a Project Manager in title. However, your resume will show that you were involved in one or more projects at least as a team member. The title is not what is important – rather this assignment involves analyzing the activity according to the concepts of project management, and how project management best practices either were, or were not, implemented in that activity. This critical and reflective analysis will demonstrate how well you can apply the theoretical concepts learned in class to the actual activities that you have already experienced, and explain how, and why, such concepts can help you to learn practical lessons for that activity.

This assignment will involve your reflection on a recent project of your own, listed in your resume, in the context of what you have learned during IST645 class modules 8-12. Topics will include the following:

- A. Monitoring and Measuring Progress
- B. Project Quality Management
- C. Project Resource Management and Teams
- D. Project Communications Management and Meetings
- E. Project Ethics
- F. Situational Leadership
- Finally
- G. A Lesson learned report

STEP 1:

Prepare a copy of your actual current resume to include in the assignment submission as the FIRST page or pages of the assignment document (like a title page). The remaining parts of the assignment essays are to be written as continuation pages, referencing your listed activities and experience from your resume.

STEP 2:

For each of the essay questions below, reference ONE project that is listed on your resume, and write a **MINIMUM OF 250 WORDS** in response to each question that critically analyzes that project according to the question, and references key project management concepts learned in this class that apply to the topic of that essay question. Essays may each reference a separate project, or you may choose to use the same project for two or more of the questions, but the project you reference for each question must be listed on

your resume. The analysis must be your own, referencing your own role in the project, and the roles of others either on your team or among the project stakeholders.

- A. **Monitoring and Measuring Progress:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate project management (PM) terms) to what extent that activity either did or did not demonstrate PM best practice for monitoring and measuring progress as you learned in class, and why you have that perspective. What role did you play in monitoring or measuring progress for that activity? Describe what you have professionally learned from that experience that will make you even more effective as a future project manager in monitoring and measuring progress.
- B. **Project Quality Management:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate project management (PM) terms) to what extent that activity either did or did not demonstrate PM best practice for ensuring a quality deliverable as you learned in class, and justify why you have that perspective. What role did you play in ensuring a quality deliverable would result from that activity? Describe what you have professionally learned from that experience that will make you even more effective in making sure deliverables are of the highest quality in your ongoing role as a future project manager.
- C. **Project Resource Management and Teams:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate project management (PM) terms) to what extent that activity either did or did not demonstrate PM best practice for managing human resources as you learned in class, and justify why you have that perspective. What role did you play in managing human resources, or in being managed, in that activity? Describe what you have professionally learned from that experience that will make you even more effective in managing human resources in your ongoing role as a future project manager.
- D. **Project Communications Management and Meetings:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate project management (PM) terms) to what extent that activity either did or did not demonstrate PM best practice for managing communications with key stakeholders as you learned in class, and justify why you have that perspective. What role did you play in communications with key stakeholders during that activity? Describe what you have professionally learned from that experience that will make you even more effective in managing communications with key stakeholders in your ongoing role as a future project manager.
- E. **Project Ethics:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate project management (PM) terms) to what extent that activity either did or did not demonstrate PM best practice for ethical behavior as you learned in class, and justify why you have that perspective. What role did you play in either promoting ethical behavior, or responding to behavior that you judged was not ethical during that activity? Describe what you have professionally learned from that experience that will make you even more effective in promoting ethical behavior in your ongoing role as a future project manager.
- F. **Situational Leadership:** Critically and thoroughly analyze ONE activity listed in your resume in a way that assesses (using appropriate Situational Leadership terms) to what extent that activity either did or did not demonstrate PM best practice for a leader helping to develop a follower as you learned in the Situational Leadership class, and justify why you have that perspective. What role did you play in that activity (Leader or Follower)? Describe what you have professionally learned from that experience that will make you even more effective in implementing Situational Leadership principles in your ongoing role as a future project manager leading future followers in projects.
- G. Lesson Learned report: That answers the following questions

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- What is the concept of change from your experience with working on this project?
 - What ethical issues were addressed during the implementation? Was there a diversity of ethical perspectives in your group? How did you resolve these perspectives? Did these views change/influence your moral view?
 - How do you think your implementation will help the organization build resilience in their operations

GENERAL GUIDELINES FOR ASSIGNMENT 2R:

1. Critical analysis is the act of taking a given situation and describing each of its components from a certain view, finally coming to a conclusion about how that situation does, or does not, serve as a good example of that view. In this assignment, the given situation will be from your own experience as listed on your resume, and the view you will be taking is the way you would judge that situation as an experienced project manager who implements best practices as you have learned in this class.
2. **Assignments should not contain generic material imported from other consulting companies or other sources** as this is not appropriate for the purpose of critical reflection on your past activities. While you can use help gained from research, your document must reflect only your own work. I am looking for most of the space taken up by responses to the questions to contain your analysis based on what you have learned in class, so do not take a lot of time (or words) in your assignment to describe the situation or to repeat theoretical concepts. Most of the writing in your essays should be in explaining how, and why, project management concepts were or were not implemented and how that knowledge now can help you to learn practical lessons as a future project manager.
3. **Do not submit information in your assignment given to you by other students, or students who took the course previously.** This is a violation of academic integrity!
4. **The quantity of 250 words occupies about 18-20 single-spaced lines of text in standard font size 12.** Certainly you can choose the font size and line spacing as you wish, but this will give you a sense of how much to write as a minimum. Writing more will not necessarily increase your grade – what you write is more important.

There is no single, correct “answer” to this assignment. Rather than make you guess a predetermined solution, I want you to reflect individually on your own past activities that you have personally experienced, and then apply project management concepts in a critical analysis of each chosen activity. The highest scores on this assignment will be for essays that critically and thoroughly analyze the chosen activities listed in your own resume (using appropriate project management (PM) terms), that assess to what extent that activity demonstrated PM best practices, justifying why you feel that way using appropriate PM concepts, and describing what you have professionally learned from that experience that will make you even more effective as a future project manager.