Several people working on the Recreation and Wellness Intranet Project are confused about their responsibilities for the testing portion of the project. Recall that the team members include you, a programmer/analyst and aspiring project manager; Patrick, a network specialist; Nancy, a business analyst; and Bonnie, another programmer/analyst. Tony Prince is the project manager, and he has been working closely with managers in other departments to make sure everyone knows what’s going on with the project.

**Tasks**

1. Prepare a responsibility assignment matrix based on the following information: The main tasks for testing include writing a test plan, unit testing, integration testing for each of the main system modules (registration, tracking, and incentives), system testing, and user acceptance testing. In addition to the project team members, a team of user representatives is available to help with testing, and Tony has also hired an outside consulting firm to help as needed. Prepare a RACI chart to help clarify roles and responsibilities for these testing tasks. Document key assumptions you make in preparing the chart.

2. The employees of the outside consulting firm and the user representatives have asked you to create a resource histogram to show how many people you think the project will need for testing, and to show when testing will occur. Assume that the consulting firm has junior and senior testers, and that the user group has workers and managers. You estimate that you’ll need the involvement of both groups in testing over a period of six weeks. Assume that you’ll need one senior tester for all six weeks, two junior testers for the last four weeks, two user-group workers for the first week, four user-group workers for the last three weeks, and two user-group managers for the last two weeks. Create a resource histogram like the one in Figure 9-6 based on this information.  
  
Chart, bar chart

Description automatically generated

One of the issues Tony identified is the ability to work effectively with the user group during testing. According to MBTI classifications, Tony knows that several of his project team members are very introverted and strong thinking types, while several members of the user group are very extroverted and strong feeling types. Write a one-page paper that describes options for resolving this issue, focusing on using a confrontation/problem-solving approach.

Answer:

RAM means Responsibility Assignment Matrix.

RAM charts are used in project management to assign responsibility for each project task to project team members and other project resources.

A = Accountable, R = Responsible, C = Consulted, I = Informed

Ram Chart for Running Case 9-1:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Resources** | **Writing the Test Plan** | **Unit Testing** | **Integration Testing for Each Module** | **User Acceptance Testing** |
| Project Manager – Tony Prince | A | A | A | A |
| Network Specialist – Patrick | C | C | C | C |
| Business Analyst – Nancy | I | I | I | I |
| Programmer / analyst - Bonnie | R | R | R | R |

**RACI Tool: RACI stands for Responsible, Accountable, Consulted, Informed. This clarifies the roles and responsibilities of functional representatives and project managers, who should be held accountable, who should be held accountable, who should be consulted and who should be notified. A lean tool for project management. This makes sense when assigning project tasks to project team members.**

**Let's create her RACI chart for a specific business case as RACI Chart for Running Case 9-1:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Project Team** | **User Reps** | **Outside Firm** | **Project Manager** |
| Writing the Test Plan | R | C | I | A |
| Unit Testing | C | R | I | A |
| Integration Testing for Each Module | R | C | I | A |
| User Acceptance Testing | R | C | I | A |

**Assumptions:**

**1. The project team manages project activities for the project.**

**2. The project manager is responsible for the execution of project tasks.**

**3 User representatives are process owners and should be heard.**

**4. I need to inform an external company about project updates.**

**5. R = Responsible, A = Responsible, C = Needs Consultation, I = Needs Notification**

**2**

**The Recreation and Wellness Intranet Project had some problems. , but there are some problems that cannot solve the obvious problems people face. The team struggles to decide how to communicate presentations and recordings for various projects, and where to store the data generated.**

**Being a good manager means dealing effectively with people and getting real work done. Leading people can be difficult because different personality types require different leadership strategies.**

**This is especially noticeable during meetings. How Tony interacts with his colleagues, clients, boss, and with others distinguishes between useful and unhelpful meetings. Everyone comes to the table with their own personality traits, so how do you effectively support and guide introverts, extroverts, and ambiverts in a meeting environment? I also need a solution for First, Tony will encounter all three of these personality types during his managerial career. Learning to recognize them and manage them effectively will help him get the most out of his position and hers. He is limited or strengthened by those who work above him. Learning how to use personality types to your advantage can be a powerful administrative weapon.**

**There are some basic misconceptions people have about these personality types. In other words, extroverts are loud, gregarious, and aggressive, while introverts are shy, quiet loners. In reality, they put it that way, but that's not what actually happens. Decades of research on introversion and extroversion have shown that the term describes how different people are energized and rewarded. Some people find being in the company of other people exhilarating, while others find it exhausting. This is hereditary, so you can't let it go.**

**The Merriam-Webster Dictionary describes extroversion as "the act, state, or habit of preoccupation with, and deriving satisfaction from, things outside the self." Extroverts crave human interaction and thrive. It socializes energy and stimulates extroverts better by working in groups than by working alone. This type of personality usually doesn't need "me time" or personal space to recover from social interactions like introverts do. Introverts typically feel comfortable in their own company and can quickly become overstimulated by outside input. Extroverts are energized by others, while introverts need alone time to recover from being with others. Introverts may prefer spending time with others in small groups or tight circles rather than large groups. Introverts can be shy, but they are not shy because they are introverts.**

**As the name suggests, the ambivert sits in between, moving smoothly left or right depending on the environment. Depending on the circumstances, it is often misdiagnosed as either type. At work, they often pretend to be extroverts and fit in well. Understanding these personality differences is key to bringing out the best in your team during meetings. All of these types have great strengths and weaknesses in the business environment, and knowing these types and how they work best allows him to use their strengths to his advantage and his weaknesses. It's not just about learning how to treat each personality type individually. To get the most out of his business meetings, Tony must figure out how to treat these people as a group despite their differences.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Resource** | **1** | **2** | **3** | **4** | **5** | **6** |
| **Senior tester** | **1** | **1** | **1** | **1** | **1** | **1** |
| **Junior tester** |  |  | **2** | **2** | **2** | **2** |
| **User-group workers** | **2** |  |  | **4** | **4** | **4** |
| **User-group managers** |  |  |  |  | **2** | **2** |
| **Total** | **3** | **1** | **3** | **7** | **9** | **9** |