**AFRICAN INSTITUTE OF PROJECT MANAGEMENT**

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**Qtn 1: Types of projects organization**

A project organization is a structure that facilitates the coordination and implementation of project activities with an aim of creating an environment that fosters interactions among the team members with a minimum amount of disruptions, overlaps and conflict.

However, the following are the different types of project organization.

**Functionally Based**   
In a functional organization, a project team is generally staff with people from the same department. For instance, project related to finance, the project resources come from the Finance Division. A good thing about the functional based project is that there is usually clear authority, since the project managers tend to be the functional managers.

**Project Based**

It is possible to form functional departments around the project team because of more practicality and the large hundreds or thousands of people assigned over a long period to perform and activities. The advantages in kind of project include clear authority, since the project manager is also the functional manager, there is a clear focus since everyone in the team has only the project for their primary responsibility. However, to some extent it results to duplication of resources, since scarce resources must be use on different projects.   
  
**Matrix Based** Developed in the 1960s to meet the needs of the aerospace industry (Larson and Gobeli 1987). According to him the term matrix organization refers to a type of cross-functional organization that brings “people together from two or more usually separated organizational functional areas to undertake a task on either a temporary basis or on a relatively.  
Matrix organizations allow functional departments to focus on their specific business competencies and allow projects to be staff with specialists from multiple functional organizations.

**Qtn 5: phase available in project portfolio process**

**Categorization**

**Phase 1 Portfolio Setup**

The portfolio management process defines as a collection of work and resources that you are managing as a group in a way that maximizes the total business value. There are also many ways that one can build their portfolio structure because the Setup process helps one determine the structure that makes the most sense for their organization by defining the overall portfolio scope, the benefit categories and hence the Portfolio Components, and the work balance you are trying to achieve.

**Identification.**

**Phase 2 is to identify Needs & Opportunities**

The needs and opportunities from a departmental perspective since that is where the selection and commitment of work most often takes place may be of valve since most of the implementations of portfolio management start directly with trying to identify and prioritize the work of the portfolio, most likely because that is obviously, where you will find the greatest value.

**Evaluation,**

**Phase 3 to Evaluate Options**

The purpose of the Identification Step 2 is to establish the context for decisions on alignment, and to uncover all of the potential work that should be consider for the portfolio in the coming year and beyond. One should also be able to surface all of the potential non-labor items that will be require in the next year. This step has been design to cast as wide a net as possible to account for all of the work that could possibly be in the portfolio.

**Selection.**

**Phase 4 to Select Work.**

Having evaluated all of the necessary work and the credible opportunities and initiatives, the next step is to produce a shorter list of portfolio components from the work done in the previous Steps. The prioritization of this list should be self-evident, but Prioritization is a separate Step in Portfolio Step. At this point, for each of the components brought forward, you should have a Value Proposition document.

Because of this Step, you will end up with a list of categorized, evaluated and selected portfolio components, together with a set of recommendations for subsequent Steps.

**Portfolio Prioritization,**

**Phase5 to Prioritize Work**.

The Prioritization step is where you make the decisions that will ultimately help determine the work that is authorize. Some of the work will be drop off during this process thought it is not the primary purpose. Instead, the primary purpose is to make sure there is enough information available to prioritize all of the work for the portfolio. After the work, all prioritized, the Authorization process allows you to determine the work that will be funded based on available budget and your portfolio Balance Points.

**Portfolio Balancing**

**Phase 6 Balance and Optimize the Portfolio.**

Portfolio balancing is the process of organizing the prioritized components into a component mix that, when implemented, is best align with, and best supports the organization's strategic plan. Portfolio Step makes a major assumption that the required balance points are usually set by the Executive for allocating resources, financial between the competing demands within a portfolio. The demands raise by the various business units such as Operations, Projects, Other Work, and so on. The balance points may be set in terms of actual dollar amounts, but more usually are set in terms of percentages. The latter approach provides more flexibility.

**Authorization**

**Phase 7 Authorize the Work**

The Authorization process is to submit your total funding request for the portfolio. Unless you are defining your portfolio to include the entire company, your request is just one of many requests that are coming in from other organizations and perhaps other portfolios. Once all of the requests for funding have been receive, the company executives make some fundamental decisions on how much they can afford to spend, and they provide that guidance back down to your portfolio. Your Steering Committee then needs to get together again. The purpose is twofold. First, the work requests is reduce back based on priority so that the remaining work fits into the available funding. Second, the portfolio of work is balance to match as closely as possible to your previously defined Balance Points.

**Activation**

**Phase 8 Plan and Execute the Work.**

Activation takes various forms. First, when the Steering Committee originally authorizes the work for the coming year, the portfolio managers need to plan for how the work will be staff and when the work will start. Some of the portfolio work, like support and operations, should already have a staff in place that will continue to perform those functions. The staff may need to be grown, but the basic staff should already be in place. The project work, however, will need to be schedule during the year based on priorities, deadlines and staff availability.

**Portfolio Reporting & Review,**

**Phase 9 Report on Portfolio Status**,

Portfolio reporting and review deals largely with three main components:

Measure the results. Within a portfolio, there are a larger number of stakeholders to deal with than when just managing a single project. The status of the work in a portfolio needs to be gathered and distribute frequently amongst all interested parties.

Integrate changes. Managing a portfolio is a fluid process. Often work might not go as planned for one reason or another. The ability to “roll with the punches” is necessary for a portfolio manager, and being able to integrate changes seamlessly is a large part of that.

Review and reforecast the work. As seen in the two previous components, a portfolio manager must be constantly reviewing and making the necessary changes to the portfolio work

Strategic Change.

**Improvement,**

**Phase 10 Improve the Portfolio.**

Improving the portfolio may just mean that you want to juggle the work around a bit. Alternatively, it may be you can see ways to improve the portfolio management processes. Generally, these are relatively minor moves that you can make with little difficulty and little fan fair. Much more likely is that there is need to redirect the goals of your portfolio because of a strategic change ordain by executive management and consequent need for "improvement’?

**Qtn 3: term risk management**

Risk management refers to the process designed to reduce or eliminate the risk of certain kinds of events happening or having an impact on the business - process for identifying, assessing and prioritizing risks. On the other Risk Management is the process of identifying, analyzing and responding to risk factors throughout the life of a project and in the best interests of its objectives. (Stanleigh, 2013

**Qtn4: How are projects cushioned from risk?**

For a project to be cushioned there is need to identify risk though most risks are much more difficult to mitigate, particularly high-impact, low-probability risks. Therefore, risk mitigation and management need to be long-term efforts by project manager or directors throughout the project. The following are the ways on how the projects can be cushion from any risk.

**Responding to the Level of Uncertainty**

If a project is determined to have a low level of uncertainty, then the optimal policy is to proceed expediently in order to increase the present value of the project by completing it as soon as possible and thereby obtaining its benefits sooner. Nevertheless, when a project has some uncertainty, a full-speed-ahead approach may not be optimal. In such projects, scope changes and iterative recycling of the design are the norm, not the exception.

Failure to recognize and anticipate changes, uncertainty, and iteration in preparing schedules and budgets can lead to unfortunate results. The techniques and skills that are appropriate to conventional projects often give poor results when applied to projects with great potential forBottom of Form changes and high sensitivity to correct decisions. For these projects, a flexible decision-making approach may be more successful.

**Dealing With High-Impact, Low-Probability Risks**

High-impact, low-probability events in general cannot be cover by contingencies. In these cases, the computation of the expected loss for an event as the product of the loss if the event occurs times the probability of the event is largely meaningless. As an extreme example, suppose a certain project is expected to cost $1,000,000 if a certain event does not occur and $50,000,000 if it does. One would certainly not assign a contingency of $49,000,000 to a $1,000,000 project. If the probability of the event is estimated as 0.02, the expected loss due to the risk event is $1,000,000. One would not assign this number as a contingency either, because the estimated cost with contingency would rise 100 percent to $2,000,000. If the event occurs, the contingency of $1,000,000 will be completely inadequate to cover it, with a shortfall of $49,000,000. If the event never occurs, the additional $1,000,000 is likely to be spend anyway, so that the net effect is simply to double the cost of the project.

**Risk Transfer and Contracting**

The owner should able to allocate risks to the parties best able to manage them properly Bottom of Form for example, to assign risks when there is no quantitative measurement of them. Risk allocation without quantitative risk assessment can lead to attempts by all project participants to shift the responsibility for risks to others, instead of searching for an optimal allocation based on mutually recognized risks. Another example is where a Contractor agree to take risks only in exchange for adequate rewards to determine a fair and equitable price that the owner should pay a contractor to bear the risks associated with specific uncertainties, it is necessary to quantify the risks early enough.

**Risk Buffering**

Risk buffering is the establishment of some reserve or buffer that can absorb the effects of many risks without jeopardizing the project. A contingency is one example of a buffer; a large contingency reduces the risk of the project running out of money before the project is complete. Buffering can also include the allocation of additional time, labor, machines, or other resources used by the project among others.

Risk buffering Schedule allow contractors to adjust their workforce and resource allocations within projects and across multiple projects hence, the project is cushion from risk.

**Risk Avoidance**

Risk avoidance is the elimination or avoidance of some risk, or class of risks, by changing the parameters of the project. Risk avoidance is an area in which quantitative even if approximate risk assessments are needed. For example, the project designers may have chosen solution A over alternative B because the cost of A is estimated to be less than the cost of B on a deterministic, single-point basis. However, quantitative risk analysis might show that A is much riskier than the alternative approach B. The function of quantitative risk assessment is to determine if the predicted reduction in risk by changing from alternative A to alternative B is worth the cost differential.

**Risk Control**

Risk control refers to assuming a risk but taking steps to reduce, mitigate, or otherwise manage its impact or likelihood. Risk control can take the form of installing data gathering or early warning systems that provide information to assess more accurately the impact, likelihood, or timing of a risk. If warning of a risk is dedected early enough to take action against it, then information gathering may be preferable to more tangible and possibly more expensive actions.

Risk control as risk avoidance is not necessarily inexpensive. If the project is about developing a new product and competition presents a risk, then one solution might be to accelerate the project, even at some

**Organizational Flexibility**

By *deferring, some decisions* until more data are obtain in order to make better decisions based on better information. Good decisions later may be preferable to bad decisions sooner, particularly if these decisions constrain future options.in some circumstances, deliberately deferring decisions may be good management practice, but it is essential that the project be schedule such that deferred decisions reduce rather than increase the risks of delays.

**Qtn 5: Why is it important to plan for risk in execution of any project?**

It allow you to identify your project’s strengths, weaknesses, opportunities and threats. By planning for unexpected events, you can be ready to respond if they arise.

To ensure your project’s success, define there is need know how to identify and mitigate potential risks avoid problems when you need to do. Successful project managers recognize that risk management is important, because achieving a project’s goals depends on planning, preparation, results and evaluation that contribute to achieving strategic goals. A risk management process is essential to have in project implementation in an organization as

**Identify the Risk.** This step involves finding and listing all potential risks that could occur and have an impact on your project. In this step, both the project and team members should be involved. ‘‘Two heads are better than one method’’ and in a way more people can identify more risks.

**Analyze the risk**. After identifying all the risks, the likelihood and consequence of each risk can be determined. This step allows you to develop an understanding of the risk and prepare for its potential effect on your project’s goals.

**Evaluate and Rank the Risk**. The magnitude of the risk will be is evaluated and it is ranked in a list relevant to its likelihood and consequence. Physically, this can be done by putting together a risk management chart. Decisions will be made about whether the risk is acceptable or whether it needs specific treatment.

**Treat the Risk.** This is done in the case that risk needs treatment. After the assessment of the highest ranked threats, a risk plan is set out to treat or modify them and to achieve acceptable risk levels.

**Monitor and Review the risk.** This step is quite important in the risk management process. The risk is, continuously monitor and the preventative measures reviewed in order to establish effectiveness or ineffectiveness for the future.

**Qtn6: What can be a source of conflicts in a team and how can the same be solved**

Team Conflict is an interpersonal problem that occurs between two or more members of a team, and affects results of teamwork, so the team does not perform at optimum levels. Team conflicts are caused by the situation when the balance between perceptions, goals, or/and values of the team is upset, therefore people can no more work together and no shared goals can be achieved in the team environment.

Poorly defined roles among the team member can create some conflict among the team though a good leader goes beyond the job description—but it is helpful when your team members have a clear understanding of their place within the organization, and of the roles held by their peers.

To solve a manager should explain each to member with his or her real positions to identify and articulate the matter properly. So give positions and tasks to each member of the team a duty will help clarify the problem in a much better and smoother manner.

A lack of goals. You all working toward the same end, or are there different goals in everyone’s mind? Without clear, singular goals, it is difficult to work together in a unified manner and hence this can cause some conflicts among the team members.

Involve all team members in achieving company goals, be transparent with the company mission and goals, so all team members feel that they are a valuable part of obtaining those objectives. Employees who feel that management values them are more likely to instill trust in those managers and this can reduce conflict easily.

A lack of feedback. Do you give your team members the gift of your feedback? Without some form of feedback, team members may feel unsure of their standing in the organization and can create some conflict among the group.

A bad company culture. Does your company run on collaboration, or does your management style pit employees against one another? A little competition is all right, but a cutthroat environment does not lend itself well to teamwork.

To resolve this a manger should establish a positive corporate culture that encourages creativity and risk ‘taking on the part of the team, to show the team that we trust their ideas and experience and this will not lead to conflict among team.

Conflict often arises when team members focus on personal (emotional) issues rather than work (substantive) issues. For example Susan is attending night school to get his degree, but she comes to work late and spends time doing research instead of focusing on the job. The other team members have to pick up her slack. They can confront Susan and demand his full participation, they can ignore her while tensions continue to grow, or they can complain to the manager. All the options will lower team performance.

To resolve a conflict the manager should clearly be able to supervise his team and explain to them clearly that Susan has enrolled for studies and have the administration has given her time off to do her research work. Then also should be able to specify the time that she is to undertake to do her private work so that the tension will not arise from her collequeas.

Competition over resources, such as information, money, supplies or access to technology, can also cause conflict. Maria is supposed to have use of the laboratory in the afternoons, but Jason regularly overstays his allotted time, and Maria’s work suffers. Maria might try to “get even” by denying Jason something, he needs, such as information, or by complaining to other team members.

As a manager, to handle conflict you should be able to draw a time for the usage of the resources’ like the computer especially when it comes to internet use. Not only that within the different units of the organization resources should be allocated base on the volume and the number of staffing to reduces issues of conflict among the team.

Communication breakdowns cause conflict—and misunderstandings are exacerbated in virtual teams and teams with cross-cultural members. The project manager should be precise in his expectations from all team members and be easily accessible. When members work independently, it is critical that they understand how their contributions affect the big picture in order to stay motivated. Carl could not understand why Latisha was angry with him when he was late with his reports—he didn’t report to her. He did not realize that she needed his data to complete her assignments. She eventually quit, and the team lost a good worker.

It should be solved through open communication where the team members talk about the issue openly. In order to communicate well, one must be a good listener. Listen to what others say and then respond accordingly, but in accordance with the discussion and resolution. Communication will help every member to participate and will be relieved as by communicating many ideas arrive and the issues are solved automatically.

Team morale can be low because of external work conditions such as rumors of downsizing or fears that the competition is beating them to market. A manager needs to understand what external conditions are influencing team performance.

Be able to solve and encourage them team members by appreciating and thanking them for the active role towards contributing to organization success and let them know from your that external challenges are part of what we will experience as a team. In case of any reduction in number of staffing, communicate with all of them early so that conflict and rumors may not arise among the team as one may hear it from other person. Make decisions for the company based on the overall benefit for all the team, not & just my own personal gain. Show the team that you care about their future as well as the growth and success of the company

Personality differences. All of your team members are unique individuals, which can lead to tension; as a leader, your job is to understand these personality types and to facilitate understanding.

Resolving it requires input of time from those involved to work through the difficulties, and find a way to solve the problem that is agreeable to all. This may be hard work, especially if the positions have already become entrenched, but it is also likely to be the best possible starting point early in a conflict situation.

**Qtn7**: **Give some ideas citing relevant examples for successful and better project teams**

Projects are temporary undertakings of a limited nature, with defined beginning and ends. Similarly, project teams usually come together for a definite period to carry out specialized tasks then disband upon task completion or project closure.

Teams are generally cross-functional, and members that have varied experience, expertise, and knowledge that must be effectively deploy.

Theories of human resource management position team building and development as being vital to project success. Ongoing efforts in these areas are essential components of the individual project life cycle and affect the organization’s overall project performance as well. Nevertheless, the following are some aspects of the successful better project team.

**Having Trust and Commitment**

Working in a team context necessitates high degrees of interdependence because team members rely on each other for task completion. Such interdependence calls for trust among team members, and it is the individual propensity to trust along with the perceived trustworthiness of team members that engenders cooperative behavior.

Trust is also crucial to effective knowledge sharing and a key organizational resource, effective knowledge sharing is critical to an organization’s success. Because knowledge sharing is a social phenomenon that takes place through interactions occurring within interpersonal relationships, the way people feel about each other is a key determinant in the promotion and efficiency of knowledge sharing. Among the relational factors that influence the behavior of individuals in organizations, trust and commitment are two of the most prominent for a strong project team.

An example of this is the coco Cola Company that has multi- sectorial units and companies almost all over the world and it is through this same trust and commitments that they are able to achieve their project goal and win the hearts of many consumers or customers.

**Good Team Condition**

Team condition is a product of team development and the leadership style of team leaders. An effective team is a team in good condition, will be able to draw on the knowledge, skills, and abilities of members to produce outputs superior to what any individual could have not accomplish alone.

This type of team is marked by the presence of clear, cooperative goals that every member is committed to, honest and effective communication both task-related and in the realm of ideas and feelings, balanced distribution of participation and leadership responsibilities, appropriate and efficient procedures for decision-making, productive approaches for managing controversy, and adequate problem-solving procedures. Such optimized teams are often the product of transformational leaders who are able to consider and influence the individual while maintaining and communicating a clear vision of what needs to be achieve on the group level.

Communication

Accomplishing tasks via teamwork is another success that requires extensive, efficient, and effective communication. Project team members must have strong communication skills and the willingness to be active participants in multi-channel communication networks.

Additionally, project work calls for communicating a variety of information beyond verbal messages, team members must be supported with networked project management tools sharing of a wide variety of information. Project team or leaders must model and facilitate effective communication, and the most effective leaders promote the use of both official and non-official communication channels. Willingness to Share Expertise

Strong t teamwork involves being open about processes, demonstrating efficient ways to do things, and being receptive to the fact that the individual only succeeds when the team succeeds. This collective approach to co-working strengthens all players hence leading to successful work

**Complement One Another**

In a team environment, the project team have capitalize on their strengths and “fill in the gaps” where the team needs it the most. For example, writing project, one person may be better at creating concepts while another has a keen eye for proofreading final documents. When everyone on the team uses their best skills and takes up slack where others may be wanting, the collective strength of the team as a whole is stronger and successful.

**Be open to Suggestion**

Project teammates recognize that someone else may have a better idea, approach or process, and be open to taking a suggestion. That does not mean that one person should push an agenda on the rest of the group, but that everyone is amenable to examining a situation and coming up with best practices that fit the ultimate needs of the group project.

**Rise and Fall Together**

There is never the possibility of part of the team winning a competition – you win or lose together. Recognizing this cohesive relationship creates a sense of togetherness and camaraderie that can get a project across to the finish line. The success of project dependent on all participate of all team members to push on what at needs to be done hence resulting into.

**Warby Parker**

Warby Parker has been making and selling prescription glasses online since 2010. It designs its own glasses, and sells directly to customers, cutting out the intermediary and keeping prices low.

Company culture at Warby Parker instigates “culture crushes,” and one reason for that level of success is a team dedicated to culture. That team means that a positive culture is on the forefront, setting up fun lunches, events and programs. The company makes sure that there is always an upcoming event so the entire team has something to look forward to, and it uses methods to make sure the entire team works well together by insisting everyone helps keep break areas clean or sending random employees out to lunch together.

**Square Space**

This successful startup is regularly voted as one of the best places to work in New York City. Its company culture is one that is “flat, open and creative.” A flat organization is one where there is no (or very few) levels of management in between staff and executives. This approach is more common among startups, and can be tricky to maintain as a company grows larger, generally requiring groups to form.

Square Space also offers robust benefits and perks, including 100 percent coverage of health insurance premiums, flexible vacations, attractive office space, catered meals, stocked kitchens, monthly celebrations, relaxation spaces and periodic guest lecturers. Solid benefits such as these help a culture, but are not the sole instigator of successful culture. Down-to-earth leaders and direct access to management have a great deal of impact.

Employees feel their voices can be heard when they are not muffled under layers of management. This level of freedom and empowerment creates confident employees and improves morale.

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