

DIPLOMA IN PROJECT MANAGEMENT

**ASSIGNMENT: PROJECT MANAGEMENT MODULE FOUR**

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**QUESTION ONE**

**Explain briefly the types of project organization**

**Types of Project Organizational Structures**

Organization is the key in a business and a project’s organizational structure can make or break a company’s main initiatives. If there’s too much bureaucracy and red tape, it might suffocate innovation. If there’s too much freedom, employees might struggle in confusing roles. These four types of project organization structures have had demonstrated success across a number of major companies. The one you choose for your project depends on your goals.

**Forms of Project Organization: Functional**

There’s a good chance that you’re already deeply acquainted with functional organization, or as it’s commonly called, the bureaucratic organizational structure. This is one of the most popular forms of project organization and is used across Fortune 500 companies and small businesses alike. If you’re running a small business, you probably have already mulled over this dedicated project team structure if you’ve thought about expanding beyond just a handful of employees.

At its heart, a functional organizational structure divides a project or organization into smaller groups that have dedicated, specific tasks. For example: an independently owned string of successful car dealerships might split their workforce into departments like sales, marketing and administration. Each of these departments has a head who reports to the CEO.

Though this is one of the forms of project organization that allows talent to specialize in what they’re truly good at, it also lacks interdepartmental communication. In other words: two departments may have entirely different expectations of the job, which causes disagreements and unexpected slowdowns. It also encourages employees to look at their specific tasks rather than the overall company.

**Forms of Project Organization: Divisional**

This dedicated project team structure is often chosen by larger companies that have a lot of objectives. It allows a company to focus on different roles within their business and gives a lot more self-sufficiency to the different departments. They essentially function like their very own individual businesses.

For example, a construction business might want to split their company into a commercial division, a residential division and a government division. If they have to build a school, that project would be given to the government division. If they are building an apartment complex, it might go to residential. Companies can also opt to split into geographical divisions. For example, that same construction company might branch off into Northeast, Midwest and Southeast divisions. Each division has its own resources and there isn’t much inter-division face time.

Unlike a functional organizational structure, where a marketing team will rely on the sales team to know what to market, divisional structures allow each department to function alone. This is one of the types of project organizational structures where projects are completed with little bureaucracy among departments and objectives remain clear within each department. It is not a loss to have so-called “tunnel-vision” like it would be in a functional structure, but it does make taxes a little bit more complicated – especially if departments are split regionally.

**Forms of Project Organization: Matrix**

This is one of the types of project organizational structures that has the best of both worlds. It’s essentially a hybrid between two forms of project organization: functional and divisional. In this case, a company is split into specialized teams like marketing, sales and administration, but those teams are also split into divisions like – keeping with the construction company example – government, residential and commercial.

Basically, you’ll have workers who primarily focus on the marketing of government contracts and others that focus on the marketing of residential contracts rather than a dedicated, overall marketing team (though members of the marketing team may be on both the government and residential team).

In this structure, employees don’t just have one boss. They have two or more bosses that focus on different objectives. This can make it confusing and hard for employees to define their role, but it can also help peel down the responsibilities of departments. It really just depends on how communicative upper management actually is.

**Forms of Project Organization: Autarchy**

Though tall types of project organization structures are most popular among larger companies, startups and small businesses may opt for a flat structure. This means there is no one way of communication. An employee does not report to the project manager, who reports to the department head, who reports to the CEO. The project manager can take decision-making all the way up to the CEO and the CEO can request things from the project manager if needed.

This structure opens up a lot of communication and dismisses unnecessary levels of bureaucracy that slow projects down, but it can also be kind of confusing if everyone involved doesn’t agree on the structure. In other words: an employee can easily run with an idea and become the project manager of a team that never previously existed, but that doesn’t mean the employees around her will want to take orders. Goodbye red-tape, and hello innovation. Just make sure to always keep the lines of communication open so the dedicated project team structures don’t get complicated when new teams arise. Loveland M.*, (2019 June 07),* [Types-project-organizational-structures](https://bizfluent.com/info-8373584-describe-types-project-organizational-structures.html).

**QUESTION TWO**

**What are the phases available in project portfolio process?**

Portfolio is as collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. Program and project management focus on doing programs and projects the “right” way; and Portfolio management focuses on doing the “right” programs and projects.

**PORTFOLIO MANAGEMENT**

Defined as the centralized management of one or more portfolios to achieve strategic objectives. The programs or projects of the portfolio may not necessarily be interdependent or directly related. Aligns portfolios with organizational strategies by selecting the right programs or projects, prioritizing the work, and providing the needed resources.

**The aim of portfolio management is to:**

1. Guide organizational investment decisions.
2. Select the optimal mix of programs and projects to meet strategic objectives.
3. Provide decision-making transparency.
4. Prioritize team and physical resource allocation.
5. Increase the likelihood of realizing the desired return on investment.
6. Centralize the management of the aggregate risk profile of all components.

Portfolio management also conﬁrms that the portfolio is consistent with and aligned with organizational strategies.

Maximizing the value of the portfolio requires careful examination of the components that comprise the portfolio. Components are prioritized so that those contributing the most to the organization’s strategic objectives have the required ﬁnancial, team, and physical resources.

For example, an infrastructure organization that has the strategic objective of maximizing the return on its investments may put together a portfolio that includes a mix of projects in oil and gas, power, water, roads, rail, and airports. From this mix, the organization may choose to manage related projects as one portfolio. All of the power projects may be grouped together as a power portfolio. Similarly, all of the water projects may be grouped together as a water portfolio. However, when the organization has projects in designing and constructing a power plant and then operates the power plant to generate energy, those related projects can be grouped in one program. Thus, the power program and similar water program become integral components of the portfolio of the infrastructure organization.

1. **PROJECT PHASE:** Collection of logically related project activities that culminates in the completion of one or more deliverables. Using multiple phases may provide better insight to managing the project. It also provides an opportunity to assess the project performance and take necessary corrective or preventive actions in subsequent phases
2. **PHASE GATE:** A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project. (Phase review, stage gate, kill point, and phase entrance or phase exit) Eng. Abouzied M. E., (2019), *PMBOK SUMMARY SIX EDITION.*

**QUESTION THREE**

**Explain the term risk management**

Risk management is the act or practice of dealing with risk. It includes planning for risk, identifying risks, analyzing risks, developing risk response strategies, and monitoring and controlling risks to determine how they have changed. Risk management is not a separate project office activity assigned to a risk management department, but rather is one aspect of sound project management. Risk management should be closely coupled with key project processes, including but not limited to overall project management, systems engineering, configuration management, cost, design/engineering, earned value, manufacturing, quality, schedule, scope, and test. (Project management and systems engineering are typically the two top-level project processes. While risk management can be linked to either of these processes, it is typically associated with project management.) Proper risk management is proactive rather than reactive and positive rather than negative and seeks to increase the probability of project success. As an example, an item in a network (e.g., router) requires that a new technology be developed. The schedule indicates six months for this development, but project engineers think that nine months is much more likely. If the project manager is proactive, he or she might develop a risk response plan to address potential risks right now. If the project manager is reactive (e.g., a “problem solver”), then he or she may do nothing until the problem actually occurs. At that time the project manager must react rapidly to the crisis and may have lost valuable time during which contingencies could have been developed and at least some possible solutions may have been foreclosed. (The resulting cost, technical performance, schedule, and risk design solution space will also have likely contracted considerably versus when the project was initiated.) Hence, proper risk management will attempt to reduce the probability of an event occurring and/or the magnitude of its impact as well as increase the probability of project success. Kerzner H., (2017), *Project management, twelfth edition.*

**QUESTION FOUR**

**How are projects cushioned from risk?**

Risk is a measure of the probability and consequence of not achieving a defined project goal. Most people agree that risk involves the idea of uncertainty. Can the specified aircraft range be achieved? Can the computer be produced within budgeted cost? Can the new product launch date be met? A probability measure can be used for such questions; for example, the probability of not meeting the new product introduction date is 0.15. However, when risk is considered, the consequences (impact) or damage associated with the event occurring must also be included. Goal A, with a probability of occurrence of only 0.05, may present a much more serious (risky) situation than goal B, with a probability of occurrence of 0.20, if the consequences of not meeting goal A are, in this case, more than four times more severe than the inability to meet goal B. Risk is not always easy to evaluate, since the probability of occurrence and the consequence of occurrence are usually not directly measurable parameters and must be estimated by judgment, statistical, or other procedures. Risk has two primary components for a given event:

1. A probability of occurrence of that event
2. Impact (or consequence) of the event occurring (amount at stake).

Kerzner H., (2017), *Project management, twelfth edition.*

**QUESTION FIVE**

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

When it comes to the [**execution phase of your project**](http://www.bestpractices.ca.gov/project_management/executing.shtml)there are several ways of succeeding in terms of developing and completing deliverables. The third phase of the project life cycle is one of the most crucial of the project phases, since it’s the phase where you will construct your deliverables and present them to your customer. This is usually the longest phase of the project life cycle and typically the most demanding.

It is also where project management differs most from other similar areas, such as event planning. Unlike that field, which involves too much uncertainty, the execution phase of project management consists of following a set of preordained steps that will assist your team in the completion of all deliverables. The key thought to keep in mind here is that you will be on track towards a successful completion, as long as your team works effectively and [**adheres to the project plan**](https://www.clarizen.com/how-to-make-a-project-plan-that-works/). If that sounds daunting or intimidating, fear not, here are few suggestions on the best practices for the execution phase of project management.

**The Executing Process Group**

The goal of the Executing Process Group is to evaluate processes, analyses, plans and procedures in order to complete the project in accordance with project specifications as outlined in the master project plan. One of the most important areas to pay attention to here is the quality of all deliverables. Both the project manager and the project team will manage the contractors and all necessary resources to ensure that the project is completed in line with the agreed upon specifications. This involves the consistent [**monitoring of potential risks**](https://www.clarizen.com/tips-for-identifying-project-risks/), schedules, project status, quality assurance and potential requirements associated with the project.

**Quality Assurance & Procurements**

The Quality Assurance Management process involves auditing and monitoring all requirements involved with the project. The goal is to ensure that all standards are met while the project is being executed. Some of the most common occurrences during this process are risk management, an assessment of activities to ensure that they are in line with the overall project goal, and checking in with both sellers and those supplying the [**tools needed to complete the project**](https://www.clarizen.com/work/cloud-based-project-management)**.**

This Procurement process involves narrowing down a specific seller, settling on a contract, and signing an agreement. To do so, one needs to assess whether they want to make or buy, consider the criteria involved in source selection, understand the criteria of their seller, and finalize a statement of work.

**Managing Stakeholders**

This part of the execution phase involves managing the expectations of your stakeholders, including their needs, any issues they may have and answering all questions to ensure their fundamental understanding of the process. The primary components of this process are change requests and the issue log. When managing stakeholders, it’s a good idea to know and understand [**what your stakeholders need to know about your project**](https://www.clarizen.com/what-do-your-stakeholders-need-to-know-about-your-project/)**.** Otherwise, you’re wasting your time and theirs.

**Crucial Areas**

As demonstrated above, the project management execution phase is comprised of several smaller processes. Each of these processes plays its own role in completing the project in accordance with the desired outcome. However, it is important to understand that your overall plans for the project may change depending on a series of variables associated with change requests and issue logs. This speaks to the overall dynamism of the process, as an issue in one particular area can trigger issues in another, and so on. [Goulden](https://www.clarizen.com/author/david-goulden/)  D., (2017 July 24), [Management-execution-phase-best-practices](https://www.clarizen.com/project-management-execution-phase-best-practices).

**QUESTION SIX**

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

In this way, learning about the eight causes of workplace conflict can do more than help you understand it; it can help you mitigate it, too.

**Size Up Goals and Perceptions**

**Conflicting goals**

Can create problems when an employee is asked by two different managers to achieve goals that contradict one another. Similarly, employees can be confused by business goals that don't always apply equally to all clients. Unbeknownst to employees, some clients may be entitled to extra special treatment.

The cure: Clear communication.

**Conflicting perceptions**

Spring from myriad causes, including customer complaints, office politics and the office grapevine. And the perception isn't the bad part; how employees process it is. You can't stop people from talking any more than you can read people's minds. But you can stay alert to changes in your office climate and tapping your most trusted sources for insights.

The cure: Proactive behavior.

**Size Up Policies and Pressures**

**Conflicting policies**

Can create unrest in the workplace when employees are unaware that they've been enacted, or – sometimes worse – don't have a clue as to why policies have been adopted. Even “peaceful protests” of company policies can have reverberating or echoing effects.

The cure: Swift communication and ongoing review of policies and procedures.

**Conflicting pressures,**

Like conflicting goals, can send mixed signals. The level of urgency usually rises with conflicting pressures, which often involve tasks of a more time-sensitive nature.

The cure: Better communication and, perhaps, new deadlines.

**Size Up Resources and Roles**

**Conflict over resources**

Is bound to happen in a small business, where things like equipment, supplies and especially money may be stretched to the limit. Employees should not see favoritism in these conflicts, but they must see a company's priorities.

The cure: Proper planning and communication.

**Conflicting roles,**

 like conflicting perceptions, can trigger hurt feelings, power struggles and retaliatory moves when employees take ownership of a new role on their own or are asked to by a manager. For example, if you regularly ask one employee in particular to fill in for you in your absence, he may be confused by which role – boss, subordinate or both – you want him to assume first.

**The cure:** Clear communication, maybe followed by a clear office memorandum.

**Size Up Styles and Values**

**Conflicting styles**

Can be one of the more annoying in workplace conflicts to resolve, unless people ultimately – and peacefully – “agree to disagree.” You can no more expect a feisty, high-charging marketing manager to change his style than your reserved and soft-spoken accountant to alter his.

**The cure:** Tolerance, patience and the realization that everyone brings different skills and talents to your small business.

**Conflicting values**

 Brew workplace trouble particularly when business values conflict with personal values. You're not always going to be on the same page with your employees personally, but it's imperative that there is no question about your “higher” business values, such as honesty, ethical behavior and professional conduct.

**The cure:** Communication and consistency.

**Communication Matters**

It's probably no surprise that poor communication lies at the root of most workplace conflict. This realization doesn't always make conflict easier to resolve, but opening a dialogue by establishing some common ground ought to get you started. So should staying committed to finding a solution, especially when a fast or easy answer seems intangible.

As you may know from your personal life, a “funny” thing can happen when you successfully resolve a conflict: You tend to anxiety the prospect a lot less, knowing from experience that you've conquered a problem before and you can do it again. This can be an empowering concept – and one that your business will benefit from.Wroblewski, M.T. (2019, March 16). Eight Sources of Conflict. Small Business.

**QUESTION SEVEN**

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

The right mix of planning, monitoring, and controlling can make the difference in completing a project on time, on budget, and with high quality results. These guidelines will help you plan the work and work the plan.

Given the high rate of project failures, you might think that companies would be happy to just have their project finish with some degree of success. That's not the case. Despite the odds, organizations expect projects to be completed faster, cheaper, and better. The only way that these objectives can be met is through the use of effective project management processes and techniques. This list outlines the major phases of managing a project and discusses key steps for each one.

**PLANNING**

**1: Plan the work by utilizing a project definition document**

There is a tendency for IT infrastructure projects to shortchange the planning process, with an emphasis on jumping right in and beginning the work. This is a mistake. The time spent properly planning the project will result in reduced cost and duration and increased quality over the life of the project. The project definition is the primary deliverable from the planning process and describes all aspects of the project at a high level. Once approved by the customer and relevant stakeholders, it becomes the basis for the work to be performed. For example, in planning an Exchange migration, the project definition should include the following:

* **Project overview:**Why is the Exchange migration taking place? What are the business drivers? What are the business benefits?
* **Objectives:**What will be accomplished by the migration? What do you hope to achieve?
* **Scope:**What features of Exchange will be implemented? Which departments will be converted? What is specifically out of scope?
* **Assumptions and risks:**What events are you taking for granted (assumptions), and what events are you concerned about? Will the right hardware and infrastructure be in place? Do you have enough storage and network capacity?
* **Approach:**How will the migration project unfold and proceed?
* **Organization:**Show the significant roles on the project. Identifying the project manager is easy, but who is the sponsor? It might be the CIO for a project like this. Who is on the project team? Are any of the stakeholders represented?
* **Signature page:**Ask the sponsor and key stakeholders to approve this document, signifying that they agree on what is planned.
* **Initial effort, cost, and duration estimates:**These should start as best-guess estimates and then be revised, if necessary, when the work plan is completed.

**PROJECT WORK PLAN**

**2: Create a planning horizon**

After the project definition has been prepared, the work plan can be created. The work plan provides the step-by-step instructions for constructing project deliverables and managing the project. You should use a prior work plan from a similar project as a model, if one exists. If not, build one the old-fashioned way by utilizing a work-breakdown structure and network diagram.

Create a detailed work plan, including assigning resources and estimating the work as far out as you feel comfortable. This is your planning horizon. Past the planning horizon, lay out the project at a higher level, reflecting the increased level of uncertainty. The planning horizon will move forward as the project progresses. High-level activities that were initially vague need to be defined in more detail as their timeframe gets closer.

**PROJECT MANAGEMENT PROCEDURES**

**3: Define project management procedures up front**

The project management procedures outline the resources that will be used to manage the project. This will include sections on how the team will manage issues, scope change, risk, quality, communication, and so on. It is important to be able to manage the project rigorously and proactively and to ensure that the project team and all stakeholders have a common understanding of how the project will be managed. If common procedures have already been established for your organization, utilize them on your project.

**4: Manage the work plan and monitor the schedule and budget**

Once the project has been planned sufficiently, execution of the work can begin. In theory, since you already have agreement on your project definition and since your work plan and project management procedures are in place, the only challenge is to execute your plans and processes correctly. Of course, no project ever proceeds entirely as it was estimated and planned. The challenge is having the consistency and discipline needed to apply your project management skills correctly and proactively.

* Review the work plan on a regular basis to determine how you are progressing in terms of schedule and budget. If your project is small, this may need to be weekly. For larger projects, the frequency might be every two weeks.
* Identify activities that have been completed during the previous time period and update the work plan to show they are finished. Determine whether there are any other activities that should be completed but have not been. After the work plan has been updated, determine whether the project will be completed within the original effort, cost, and duration. If not, determine the critical path and look for ways to accelerate these activities to get you back on track.
* Monitor the budget. Look at the amount of money your project has actually consumed and determine whether your actual spending is more than originally estimated based on the work that has been completed. If so, be proactive. Either work with the team to determine how the remaining work will be completed to hit your original budget or else raise a risk that you may exceed your allocated budget.

**5: Look for warning signs**

Look for signs that the project may be in trouble. These could include the following:

* A small variance in schedule or budget starts to get bigger, especially early in the project. There is a tendency to think you can make it up, but this is a warning. If the tendencies are not corrected quickly, the impact will be unrecoverable.
* You discover that activities you think have already been completed are still being worked on. For example, users whom you think have been migrated to a new platform are still not.
* You need to rely on unscheduled overtime to hit the deadlines, especially early in the project.
* Team morale starts to decline.
* Deliverable quality or service quality starts to deteriorate. For instance, users start to complain that their converted e-mail folders are not working correctly.
* Quality-control steps, testing activities, and project management time starts to be cut back from the original schedule. A big project, such as an Exchange migration, can affect everyone in your organization. Don't cut back on the activities that ensure the work is done correctly.

If these situations occur, raise visibility through risk management, and put together a plan to proactively ensure that the project stays on track. If you cannot successfully manage through the problems, raise an issue.

**MANAGING SCOPE**

**6: Ensure that the sponsor approves scope-change requests**

After the basics of managing the schedule, managing scope is the most important activity required to control a project. Many project failures are not caused by problems with estimating or team skill sets but by the project team working on major and minor deliverables that were not part of the original project definition or business requirements. Even if you have good scope-management procedures in place, there are still two major areas of scope-change management that must be understood to be successful: understanding who the customer is and scope creep.

In general, the project sponsor is the person funding the project. For infrastructure projects like an Exchange migration, the sponsor might be the CIO or CFO. Although there is usually just one sponsor, a big project can have many stakeholders, or people who are impacted by the project. Requests for scope changes will most often come from stakeholders — many of whom may be managers in their own right. One manager might want chat services for his or her area. Another might want an exception to the size limits you have placed on mailboxes. It doesn't matter how important a change is to a stakeholder, they can't make scope-change decisions, and they can't give your team the approval to make the change. In proper scope-change management, the sponsor (or a designate) must give the approval, since they are the only ones who can add funding to cover the changes and know if the project impact is acceptable.

**7: Guard against scope creep**

Most project managers know to invoke scope-change management procedures if they are asked to add a major new function or a major new deliverable to their project. However, sometimes the project manager doesn't recognize the small scope changes that get added over time. Scope creep is a term used to define a series of small scope changes that are made to the project without scope-change management procedures being used. With scope creep, a series of small changes — none of which appear to affect the project individually — can accumulate and have a significant overall impact on the project. Many projects fail because of scope creep, and the project manager needs to be diligent in guarding against it.

**MANAGING RISK**

**8: Identify risks up front**

When the planning work is occurring, the project team should identify all known risks. For each risk, they should also determine the probability that the risk event will occur and the potential impact on the project. Those events identified as high-risk should have specific plans put into place to mitigate them so they do not, in fact, occur. Medium risks should be evaluated to see whether they need to be proactively managed. (Low-level risks may be identified as assumptions. That is, there is potential risk involved, but you are "assuming" that the positive outcome is much more probable.) Some risks are inherent in a complex project that affects every person in the company. Other risks may include not having the right level of expertise, unfamiliarity with the technology, and problems integrating smoothly with existing products or equipment.

**9: Continue to assess potential risks throughout the project**

Once the project begins, periodically perform an updated risk assessment to determine whether other risks have surfaced that need to be managed.

**10: Resolve issues as quickly as possible**

Issues are big problems. For instance, in an Exchange migration, the Exchange servers you ordered aren't ready and configured on time. Or perhaps the Windows forest isn't set up correctly and needs to be redesigned. The project manager should manage open issues diligently to ensure that they are being resolved. If there is no urgency to resolve the issue or if the issue has been active for some time, it may not really be an issue. It may be a potential problem (risk), or it may be an action item that needs to be resolved at some later point. Real issues, by their nature, must be resolved with a sense of urgency.   [Mochal](https://www.techrepublic.com/search/?a=tom+mochal) T. (2009 July 23), [10 Things](https://www.techrepublic.com/blog/10-things/), in [Project Management](https://www.techrepublic.com/topic/project-management/).

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