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**BT353**

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Midterm

Dr. Dool

1. The project manager meets with the project team to review lessons learned from previous projects. Why is this important and what actions should follow?

This is important for the sake of efficiency. Many projects fail, for various reasons. The only way to properly analyze why and how past projects failed, did not yield acceptable results or how they could be done more efficiently is to revisit the executions of past projects and analyze their detail. The project manager and team should discuss costs and operations in both monetary and temporal value. They should identify risks taken in past operations and weigh in on if the risk was worth taking during this project. All the information gathered can be used to learn what not to do or what to do better during future projects.

1. Being recently assigned as a project manager, you noticed during the project execution

meetings that conflicts have surfaced in the team on both technical and interpersonal

levels. What is an appropriate way of handling these conflicts?

To appropriately handle these conflicts, a project manager must assess the situation. In the best world, the manager would be able to construct a compromise between the two parties to appease everyone. There are events where this may not happen, or the Project Manager agrees with a particular side. The PM could then use his leadership ability to make a decision and end the debate, but this may cause other conflicts of disagreement. In the worst case, a PM can always contact a project sponsor or higher up to resolve the conflict. The best choice is obviously a compromise.

1. How should change management be planned for and managed including “scope creep” in the project management process?

Change management should be against all unplanned changes and defend the project from them. The success in a project is based upon its careful planning. Unplanned changes could have catastrophic consequences down the line. Of course, these changes cannot be prevented all the time, so change management must be able to take action if an unplanned change is necessary. Once a change is proposed, management should be looking in the project scope to see if the change can be done and what possible side effects or consequences it could produce. The change should only be allowed if it will not cause the project to fail.

1. Why should a project manager NOT begin a project without an approved project charter? What are the key components in an effective Charter and why are they important?

A project manager should never begin a project without an approved project charter because the project charter names the project manager, defines his abilities and resources and lays out the planning information for the scope of the project. It is critical to ensuring a properly organized and successful project. It also lays out the business value in the project. The key components are the planning of the scope, organizational assets, conflicts, the project manager, the business value and plans and techniques. These are important because they lay out the structure and present the value of the project. This can be shown to the team and clients to show the success value of the project.

1. You have been selected by the firm’s CEO to lead a critical project team. This project has significant risk and visibility. You have been given some latitude to staff the project team. What will be your strategy and approach? What organizational factors will you consider? What individual factors will you consider? How will you select team members?

In order to properly staff a project team, the manager will need follow a strategy where they take into consideration the needs of the project and its members, the resources available to them for the project at hand and be able to keep tabs on candidates. The project manager will have to make sure he staffs the bets people for the job. Organizationally, the project manager must take into account the resources available to them when properly staffing and managing a project team. You cannot staff a team without knowing what you have to offer them. Many things fall into the resource category such as pay, laptops/devices, software, equipment, supplies and anything else the team may need to be successful. These things must be squared away and organized before the team is staffed. It can be revisited if there needs to be updates or changes but must be initially completed. Individually, the project manager must be aware of who they are hiring or staffing to the team. They must be able to ensure that the person is best fit for the role. Properly staffing the team on an individual basis will lead to success. Placing just anyone on the team can easily lead to failure. The project manager must take into the account the skillset and individual characteristics of the candidates for the project team. Important things to consider will be what skills can each person bring to the team and how well will they fit together and with any other parties that they may encounter, work with, or converse with. The team members will be selected with all of these factors taken into consideration. The staff members on the team are crucial to the success of the project and must be carefully selected. It is a huge responsibility of the project manager and one of the most important ones that they will have to make. Following this strategy for careful selection will guide a project manager in the right direction for selection.

1. Rewarding a team member for a job well done or promoting an outstanding employee is easy. Counseling a poor performing employee, addressing a sensitive issue with a peer or trying to find a solution amongst two conflicting project team members is not. The reality is no matter how uncomfortable these conversations can be, we all can relate to being found in them as leaders. The outcome of the difficult conversation all depends on how you handle the discussion. How would you approach this type of conversation? What are some the steps you will follow to ensure a constructive outcome?

Project Managers must be able to both reward staff members and approach many unfavorable situations. If I was a project manager, I would focus the difficult conversation on the peer or peers involved. If there was a poor performing employee, I would want to know what the reasoning why. Just because someone underperforms does not particularly mean that they are bad at their job, there could be something that they do not understand, there could be an issue at home, or with another peer. As a project manager, I would consult the underperforming employee and ask why they feel as if they aren’t performing properly. After listening to their response or reasoning I would make my decision on the outcome. Most likely, I would give tips or pointers on how to improve and if its personal, to advise that its best to keep personally life and work life separate. Should It be serious, and the project allows for it, time off is an option. I would want to fire someone only if the problem was a repeated pattern or if it was obvious that the affected employee was simply making excuses. If the problem was with or because of another peer, I personally believe this to be an easier problem to handle. In this situation, I would talk to each individual one on one to hear what might be causing this problem. It could be a professional disagreement or a personal issue. Should the issue be a dispute on a professional issue such as some decision in the project, I could simply intervene with a supervisory decision. If there was a personal issue then there would have to be a mediated talk between the two, supervised by me to work out the differences because people must learn to work together despite personal issues. If the personal issues are severe, the issue could be escalated above me or to Human Resources. There are many ways to approach all kinds of tough issues but they all start with communication.