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BCIS 4800-2182

September 18, 2024

Project Management Overview

- Projects act as steppingstones for a project manager's career because they teach them how to prioritize, delegate, and problem solve. Project managers analyze finances, engineering contracts, planning, manufacturing, procurement, and quality. Practicing these skills helps them move up the chain of command, because they already understand the logistics and analytics involved in helping any project be completed in a timely and efficient manner.
- The categories of skills that should be considered in the selection of a project manager are staffing, budgeting, directing, planning and controlling. Other skills include They acquire adequate resources, motivate personnel, deal with obstacles, and make trade-offs. They should have strong communication skills and should maintain a positive outlook throughout a project.
- The project manager's responsibilities toward the project manager include having a strong leadership attitude. They also need to have a problem orientation, rather than a discipline orientation with their team members. They're responsible for deciding how to get things done, delegating who will do it, and determining what resources are needed to complete a project.
- The major differences between functional managers and project managers include the fact that functional management uses an analytic approach, while the project manager uses a systems approach. A project manager is more skilled at synthesis and the functional manager is good at analysis. An analytic method is inadequate for understanding a complex system like project management. A functional manager is a direct supervisor, whereas a project manager is a facilitator. A project manager uses synthesis to decide what needs to be done, when it must be done, and how it must be done with the allocation of resources.

- The essential characteristics of effective project manager team members are high-quality technical skills, political and general sensitivity, strong problem orientation, strong goal orientation, and high self-esteem.
- The most important selection characteristics of a project manager is having high-quality technical skills, Project managers should be able to solve problems quickly and efficiently.
- The project goals that are the most important during the project life cycle stages are scope, cost, and schedule.
- Project managers must have good technical skills because they are required to solve problems at any given time. Having technical skills helps them successfully analyze a situation and act in a timely manner that helps time, scope, and cost. They know how to use resources to acquire the best outcome.
- The four elements of culture are technology, institutions, languages, and art. Technology includes things such as tools, material things produced and used, and their attitudes towards work. Institutions make up the structure of a society and include family dynamics, organization of religion, economic systems, education system, the government, and voluntary association organization. Language helps different cultures express themselves in a way that is unique to them. Words can carry connotative and denotative meanings, so it's important to understand the languages of various cultures. Arts are aesthetic values and considered a form of communication. They're also a way for cultures to express themselves, and they dictate what different cultures find beautiful and satisfying.
- Some important types of project environments are economic, political, legal, and sociotechnical.
- Culture, microculture, and multiculture differ in various ways. Culture refers to the entire way of life for a group of people. It involves every aspect of living and includes technology, institutions, language, and arts. Microcultures are corporate cultures. They vary in different industries, firms, and nations. They are specialized subgroups of a

culture. Multiculture is a variety of cultures in one group of people where geographical locations and national boundaries don't matter.

- Language plays a crucial role in project management because it helps people express their needs . It's important to have a similar understanding when it comes to planning, utilizing, resources, and successfully completing a project. Language can be a barrier, but it's important for project managers to overcome that so they can effectively communicate with stakeholders.
- Five multicultural factors that require special consideration are the importance of language and culture, politics, indigenous staff, input supply and technology problems, and the need to obey laws and customs.

Project Management: A Distinctive Difference

- Asana tells us the difference between a product manager and a project manager. They're similar, but both carry distinctive responsibilities. A product manager evaluates the what and why of a project and determine if it meets a need. They ensure that all specifications and features will meet the consumer's needs as well as the company's objectives. A project manager focuses on the when and how of a project. They oversee projects, manage, and coordinate to meet their objective.
- A product is a good that satisfies the wants and needs of a particular group. A project is a collection of tasks used to accomplish a particular goal. There are several steps involved. They have outcomes and deliverables that require adaptation to be successful. Both projects and products have life cycles where each step is crucial to its end result. Project management is more about organizing, delegating, and tracking steps along the way. It focuses on team building, collaboration, and using the necessary tools.
- Product managers look at data and analytics, product release and design, development and testing, and prioritizing and meeting objectives. Project managers look at project planning and closure, task assignment, progress mapping, and the project launch. Product managers help release new products and keep production moving smoothly,

while project managers help keep projects on schedule, and track key objectives. Both can be very beneficial to a business. Determining which one you want depends on your needs and values as a company.

- The Project Management Institute tells us that both positions require strong leadership skills, problem-solving abilities, effective communication, and team collaboration. Product management focuses on customer satisfaction and the needs of their customers. Since technology changes and customer demands change, product managers have become more useful in many industries. Project managers have always been very useful, but product managers help fill the gap between what consumers want. Project are temporary endeavors and require more careful consideration ad delegation throughout the whole process. Both product management and project management work together to help a business be successful.
- Tawney, R. (2021, October 11). Everyone gets rejected — Here's how to move on. Harvard Business Review. https://hbr.org/2021/08/everyone-gets-rejected-heres-how-to-move-on

Program Manager Vs Project Manager

- A program manager differs from a project manager. A program manager is responsible for a number of related projects. Each project has its own project manager. A project manager typically reports to the program manager. The project managers control when and what the project team will do, and they supervise them to ensure that scope and schedule are always being met.
- There are advantages and disadvantages of the matrix form of the organization. The advantages include the fact that the project is always a point of emphasis, and it has reasonable access to all the technology needed in the functional parts of the business. There is less anxiety about successful completion of the project, the matrix is flexible, and responses to the clients' needs are rapid. Consistency with policies, practices, and procedures of the parent firm are always maintained and the matrix allows a great company-wide balance of resources that help project managers consistently meet

scope and cost targets. Lastly, the matrix covers a wide variety of the extremes on the organizational spectrum. The disadvantages include the fact that when doubt exists about who has authority, the project work suffers. Additionally, moving resources from project to project can create political conflict between project managers and problems associated with shutting down a project are just as prominent as standalone projects. The division of authority within the matrix can be complex and lead to conflict between members of the project team and project manager, Lastly, the matrix may violate the management principle of the unity of command.

- The four basic types of project organization are projectized organization, the matrixed organization, mixed organization, and the functional organization. The projectized organization is characterized by subdivisions of the organization. An advantage is that the project manager has full line authority over the organization. A disadvantage is that projectized teams foster inconsistency when policies and procedures are being carried out. The matrixed organization is a mixture of functional and projectized organizations. An advantage includes the benefit of reasonable access to the necessary technology to carry out the project. A disadvantage includes the fact that the project manager controls administrative decisions which can lead to a division of authority. A mixed organization is an approach that includes both disciplines and projects in its hierarchy. It has advantages and disadvantages that include flexibility and scalability and that too much work can cause an overload of project team members. The functional organizational structure is a part of the functional divisions within a business. An advantage includes the fact that specialists can be grouped to share knowledge and experience. A disadvantage is that the client is not the focus of activity and concern.
- Major guidelines for choosing an organizational form for a project include the priorities of product line, geographic location, production process, type of customer, subsidiary organization, time and lastly, the elements of vertical and horizontal integration.
- The project management office is important because it focuses on improving the project management security and expertise of the organization. It focuses on increasing

the success rate of projects and efficiently deals with multiple projects to ensure the desired outcome is achieved for each one.

- Three ways of dealing with conflict associated with projects include transforming the solution to a win-win situation, dealing with the conflict rather than avoiding it, and using compromise and gentle confrontation.
- There are advantages and disadvantages of housing a project in a functional form. The advantages include the maximum flexibility of the use of staff, individual experts are utilized by many different projects, and it contains the normal path of advancement for individuals. Disadvantages include the fact that the project manager is made accountable for some parts of the project, not others. There are several layers of management within projects and the project may not be in the mainstream of activity and priority because the motivation of the project team members can be weak.
- The systems architect's duties include being in charge of the basic product design and development, responsibility for functional analysis, specifications, cost, documentation, estimates, and drawings.
- The major sources of conflict throughout the life cycle are priorities, procedures, schedules, technical issues, personality, and labor conflict. Conflict is prominent in al stages of the life cycle, such as in the project formation phase, buildup phase, main program phase, and finally, the phaseout stage.
- The major tasks of the project management office are establishing and enforcing good project management practices, assessing and improving project maturity, evaluating the progress of the projects, standardizing processes and procedures, assisting with individual projects, assembling resource databases, training project managers, conducting audits, and following up on project process to ensure scope and schedule are consistently being met.

Risk Analysis

- Will Gadd talks about risk and how to analyze it for the best outcome. He likes to travel the world and is very adventurous. He analyzes situations to see what he did right, what he did wrong, and what he could differently the next time around. I like this approach because it reminds us that if we make the right decisions, we know it's because our mindset in the right place. He reminds us that our attitude and approach need to be in the right place. We have to have the extra incentive to get it right. He tells us to look at the world and our surroundings by analyzing the risk involved with each and every step we take in life. We can't avoid the hazards we face; we simply have to look at them and decide what the best step of action will be.

- Thinking about what will go wrong and deciding what to do when it does, leaves us prepared and helps us build the skills to navigate our environment. Will tells us that the power of negative thinking can be a good thing, because change be positive or negative. It's up to us to embrace it and decide what to do. He reminds us to anticipate change and recognize when we're competent, and when we are not. This will keep us out of bad situations that could lead to potentially harmful outcomes. Also, conquering our fears and leaning into fear to work through it, can give us the ability to be fearless and have fun.
- Harvard tells us that risk analysis can be beneficial in our everyday lives. It's a structured way of thinking that can help us navigate our everyday lives. Look at the risk of an action, seek alternatives, and determine if the benefits outweigh the risks. Risk analysis can be complex, but it's a very crucial part of our decision-making process. The world is complex, and risk is all around us. Every single day, we make trade-offs, or in the world of economics, "opportunity cost" is all around us. It's important to account probability and consequence in all decisions we make in life.
- Harvard tells us that we have two decision-making processes. One is intuitive, prompt, and requires little to no effort. Meanwhile, the second system is analytical, reflective, and cognitive. It's important that we take the time to analyze situations to prevent wasting time and resources. I enjoyed the Ted talk, because it servers as a great reminder to slow down and simply think.

- *Critical risk analysis for our daily lives*. (2023, October 20). Executive and Continuing Education. https://www.hsph.harvard.edu/ecpe/critical-risk-analysis-daily-lives/

Project Conflicts

- The seven types of project conflicts are schedules, priorities, staff and labor, technical factors, administrative procedures, cost estimates and personality conflicts. They are categorized over differing goals, uncertainties about authority, and personalities. The parties at interest are the project team, client, and functional and senior management. The different categories of conflict are goals, authority, and interpersonal. Goals are related to all three parties-at-interest and include schedules and priorities in all three categories, except for senior management, which includes labor cost. Authority involves technical conflicts in all three parties-at-interest, except for administrative, which is related to senior management. Personality is an interpersonal category of conflict and is relevant to the project team and senior management.
- The four fundamental issues for potential conflict during the project formation stage include technical objectives that must be specified to allow detailed planning, commitment of resources, getting management commitment on the priorities of the project, and selecting the project organization's structure.
- The types of conflicts during the project buildup, main program, and phaseout stages are technical skills and schedules. It's important that project managers can resolve conflicts in a timely manner.
- The three main requirements of project negotiation are to allow the conflict to be resolved without irreparable harm to the project's objectives, that they allow and foster honesty at all times, and to seek solutions that satisfy the needs of all parties involved. Conflict resolution in project management is about the bigger picture and requires some compromise. It's important that anyone involved in the project can come to a level of understanding.
- The four points of principled negotiation are to separate the people from the problem, focus on interests, not positions, invent options for mutual gain before trying to reach agreement, and insist on using objective criteria. Separating the problem from the people involves setting aside emotional involvement to find a solution. People perceive things differently and it's important to remain open-minded in order to find the solution

that best benefits the project and stakeholders involved. Focusing on interests allows us to set aside positional compromises that don't benefit the project. In other words, recognizing that your title doesn't help the bigger picture and helps us set aside our ego so we can think clearly to determine the best outcome. Investing options for mutually gain means that we need to set aside our idea of the idealistic solution. The goal is to have a win-win situation. Insisting on using objective criteria requires us to reevaluate the standards of the project, such as market value, expert opinion, law, and company policy. Doing this helps us provide a clear understanding of the why and how of our solution. It's important that we can justify the reasoning behind our resolution. It has to make sense and point to the bigger picture for all involved.

- The objective of negotiation is to come to a clear understanding that benefits the desired outcome of the project. There must be honesty, minimal damage, and compromise to find the right solution when negotiating.
- The four categories of conflict are parties-at-interest, goals, authority, and interpersonal.
- Principled negotiation is a process of negotiation where the goal is to come to a win-win result. It's the most promising approach that benefits everyone involved including the objective of the entire project.

Making a Difference

- Ron Finley tells us how he started a revolutionary change in his community. South Central in Los Angeles is considered a place with a lot of gang violence and unhealthy food on every corner. Members of the community suffer from the lack of availability when it comes to food that is good for you and doesn't cause other health problems. Ron tells us that obesity and diabetes are very prominent in South Central due to the options of food within that community. He wanted to find a way to help his people in many ways. LA Green Grounds was founded after a petition was started on change.org. The city wanted to fine Ron and cite him for starting the original garden. The issue raised attention by LA Times. Shedding light on the situation helped him achieve the goal he set out to accomplish.

- Ron tells us that he wanted to change the composition of the community by changing the composition of the soil. He said that gardening is very therapeutic and “defiant,” especially in urban areas. He wanted to make a positive change that would help people spiritually, emotionally, and physically. Focusing on things other than gang violence helps open up opportunities for positive experiences such as helping the community be sustainable. Relying on volunteers and free labor helped the garden grow. Green Grounds ended up building 20+ gardens and contributed to the success of the project.
- Gardening is a wonderful opportunity to help your local community, teach and have a sustainable life. It provided opportunities for healthy eating and mindful wellness. It created healthy options, and it also creates joy, pride, and honor in growing your own food.

- New Mexico State University tells us that community gardening has become a popular way of sustaining healthy eating, especially in lower-income areas. It serves as a terrific way to also help members in a community interact with their neighbors. The goal is the benefit a group or cause and emphasize education. The first step in starting a community garden is to form a committee, find a coordinator, and choose a location for the garden. I think that starting a local community garden would benefit the people in my community. Finding volunteers would be done through organic marketing and word-of-mouth. It’s important to find a dedicated team that will carry out the project from beginning to end. It’s also important that we maintain the garden. Emphasizing the benefits of a local community garden is guaranteed to gain the interest and attention of local community members. What Ron started was very admirable and worthwhile.
- *Starting a community vegetable garden | New Mexico State University - BE BOLD. shape the future.* (n.d.). https://pubs.nmsu.edu/_h/H246/index.html

Technical Proposals

- The four parts of a technical proposal are performance, quality, reliability, and compliance with required specifications. It uses the general method of solving critical problems efficiently.
- Managers judge selection models by the level of risk. They use project selection to evaluate and implement the objectives of the parent organization. The goal is to increase profitability, pick successful investments, and improve their position in the market. Souder's model uses realism, capability, flexibility, ease of use, cost, and easy computerization. Managers should use Souder's model to judge selection models.
- The competitive necessity model is based on a desire to maintain a company's position in their competitive position in that market. The operating necessity model's primary question is: "Is the system worth saving at the estimated cost of the project. Investment is an operating necessity project that takes precedence over a competitive necessity project. Both types of bypass important numerical analysis used for projects that are not as urgent or important to the survival of a business.
- A sacred cow is suggested by a powerful official in the organization. It starts with undeveloped ideas. It requires an investment from the firm's resources. It's the project manager's job to investigate what the senior executive has suggested. This model is maintained until it is successful, or deemed as a failure, then terminated.
- Q-sort process for project selection is where projects are divided into three groups, such as good, fair, and poor. If a group has more than eight members, they are subdivided into fair-plus and fair-minus. If there are eight or fewer members, projects within each category are put in order from best to worst. It's used to investigate the subjectivity of opposing viewpoints. The viewpoints are put into categories such as strongly agree, agree, neutral, disagree, and strongly disagree.
- Limitations of project selection models include the fact that models do not make decisions, people do, and that we can only predict so much . Reality is complicated and sometimes we come across unexpected outcomes. Expected profitability may vary,

technological opportunities may be limited, and developmental risk may be higher than expected.

- The real options selection approach is based on financial markets and refer to opportunity cost. It opens new technology opportunities, new customers, and improves a firm's competitive standpoint. It's important to consider the real options that may pass you by if you don't take advantage of the opportunities given to you. Profitability models are used to evaluate the payback period, discounted cash flow, internal rate of return, and profitability index. A lot of math goes behind the profitability model, because they wanted a better return on investment that would improve results and almost guarantee success if all factors are considered. The goal is to minimize the risks associated with money over time. The real options selection approach is more about taking advantage of opportunities before they pass, and profitability models are complex and may take more time to make a decision. One focuses more on profit and the other focuses on experimentation since the market changes frequently.
- The discounted cash flow method answers some of the criticisms of the payback period and average rate of return methods. The discounted cash flow method determines the net present value of all cash flows by discounting them by the required rate of return. It focuses on the initial fixed investment and having a set of expected cash flows helps us determine the rate of return.
- Some advantages of profitability models include the consideration of risk, analysis of variables, and a consistent cash flow. They're easy to understand and accounting data is readily available. They help a firm decide whether the initial investment is worthwhile. Disadvantages include the lack of consideration of non-monetary factors, some models ignore the timing of cash flows, they are more biased for the short-run benefit.
- The desired result of applying the project portfolio process is to maintain a portfolio of projects and keep a proper balance among portfolios. It can help identify processes that may benefit from other processes, it helps you prioritize, and delegate in a way that focuses on time and resources that lead to the desired outcome. The goal is to identify

the needs of the organization's goals and strategies. It's used to eliminate risk and ineffective costs.

- The discovery-driven panning approach reverses the expensive and risky traditional approach of using technology to discover the benefits. The idea is to learn valuable information about the project that will lead to its success. It's important to determine if costs and benefits are accurate. It's used continuously in different stages of the project to ensure accuracy and beneficial changes.
- The eight-step project portfolio process is used to evaluate the strategic direction in which the project is going. Step one is to establish a project council. Step two is to identify project categories and criteria, while step three is to collect data. Step four is assessing resource availability and step five is reducing the project and criteria set to ensure time and resources are being allocated properly and efficiently. Step six is to prioritize the projects within categories. It's important to consider benefits first and resources second to calculate maximized returns. Step seven is to select projects to be funded and held in reserve. This goal here is to commit to fewer projects with sufficient funding to allow timely completion of the project. Step eight is implementing the process.
- Project management maturity is utilizing resources to improve success through competency. It measures in terms of five successive levels of maturity. The five levels are initial, repeatable, defined, managed systems, and optimizing systems.
- Most firms fall short on the maturity scale. About 75% are no greater than level two and smaller percentages are on level three or above.