

## Final Assessment

Course Title: Project Management

Course code: Fin - 609

Program: MBA

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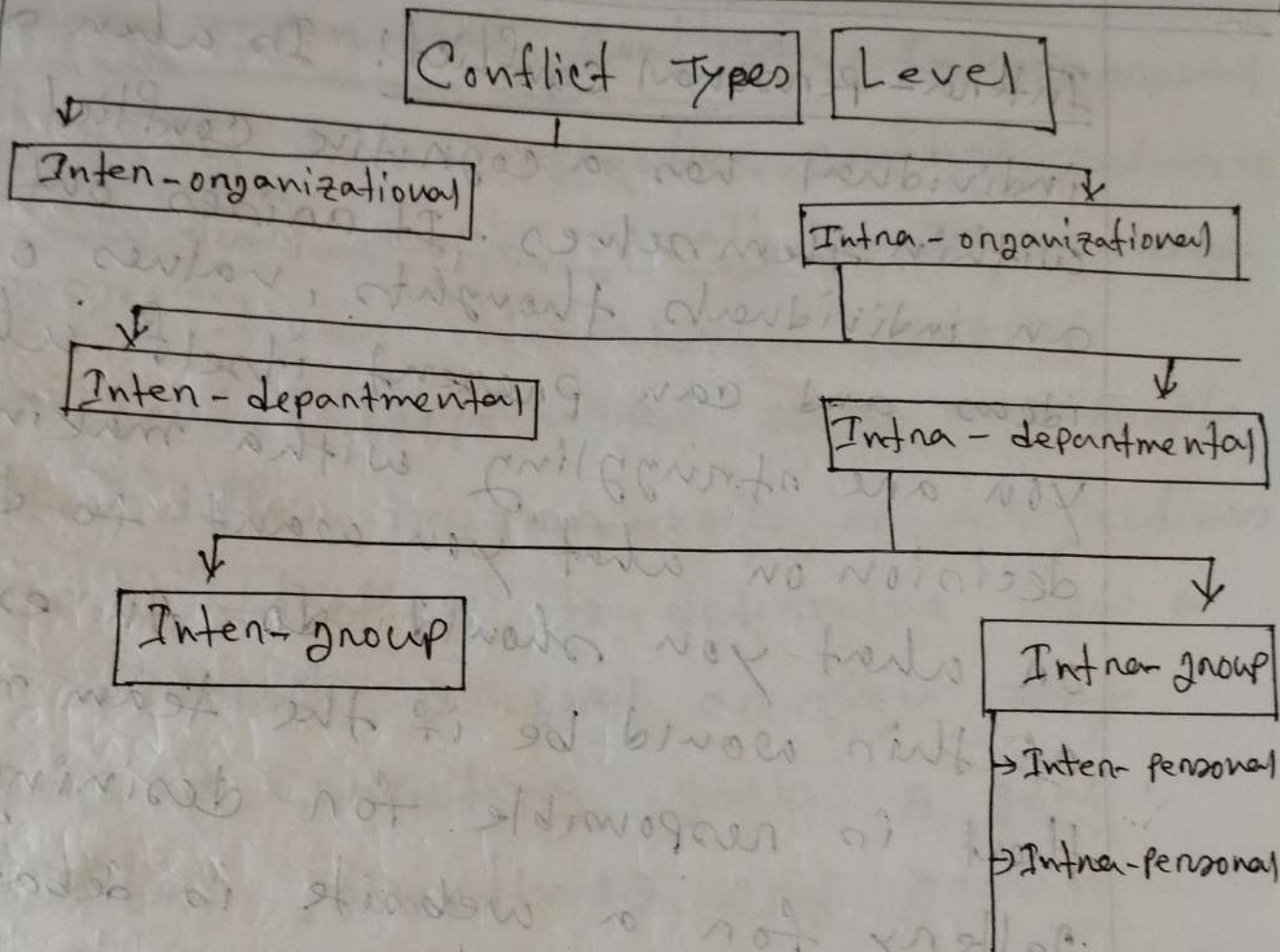
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Ans. to the Q. N. 1

D Ans: Conflict: Conflict is a condition or state of human interaction in which there is disharmony or a perceived difference in interests, needs, or goals. Conflict is a type of competitive behavior between individuals or groups. When two or more persons fight over perceived or real competing aims or limited resources, it's known as conflict.

Conflict behavior: Conflict behavior that results from experiencing two incompatible motivational states at the same time. Conflict behavior may be manifested in alternations of approach and retreat or in unrelated behavior.





- 1) Goal Conflict
- 2) Cognitive Conflict
- 3) Affective Conflict
- 4) Behavioral Conflict

Intra-personal conflict: Is when an

individual has a cognitive conflict within themselves. It arises out of an individuals thoughts, values or ideas and can present itself when you are struggling with a making decision on what you want to do

or what you should do. An example of this would be if the team member that is responsible for designing a gallery for a website is debating with themselves whether or not they should code for the gallery to be positioned as a carousel or tiled.

They personally like they know that the client would prefer for it to be tiled.



Inten - personal Conflict: Intenpersonal  
conflict is an affective conflict between  
individual people, usually two or more.  
often times intenpersonal Conflict  
presents itself when there are people  
that differ in personality or perspectives  
comes together to determine how to  
accomplish a goal or they may  
have to competing goals. A goal  
Conflict sometimes can occur  
without a party knowing that there  
was conflict to begin with. An  
example of this occurring would be  
if two people disagree on which  
target audience they should develop  
their client's website for.



## Intra-group conflict: Intragroup

Conflict occurs when people within a organization, group or team have conflict with others members within the group. This conflict is also caused when there are people with a variety of opinions and perspectives that may disagree on how to accomplish a goal or may disagree on which goal should be accomplish first. Having a goal conflict in an intragroup can also occur when there are differences in communication and personalities. An example of this is a group being responsible for building the JavaScript for the website and having disagreements on varying methods of organizing it.

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Inter-group conflict: is when a group or team has conflict with another group within an organization. It is a form of intraorganizational conflict that tends to occur when groups do not have the same goals and involves discord or tension. This could occur if multiple groups within an organization has disagreements on a completion deadline for each part of a website.



1) Goal Conflict: can occur when one person or group desires a different outcome than others do. This is simply a clash over whose goals are going to be pursued.

2) Cognitive Conflict: can result when one person or group holds ideas or opinions that are inconsistent with those of others. Often cognitive conflicts are rooted in differences in attitudes, beliefs, values, and worldviews, and ideas may be tied to deeply held culture, politics and religion.



3) Affective conflict: This is seen in situations where two individuals simply don't get along with each other.

4) Behavioral conflict: exists when one person or group does something that is unacceptable to others. Dressing for work in a way that offends others and using profane language are examples of behavioral conflict.

Ans. to the Q. N. 2

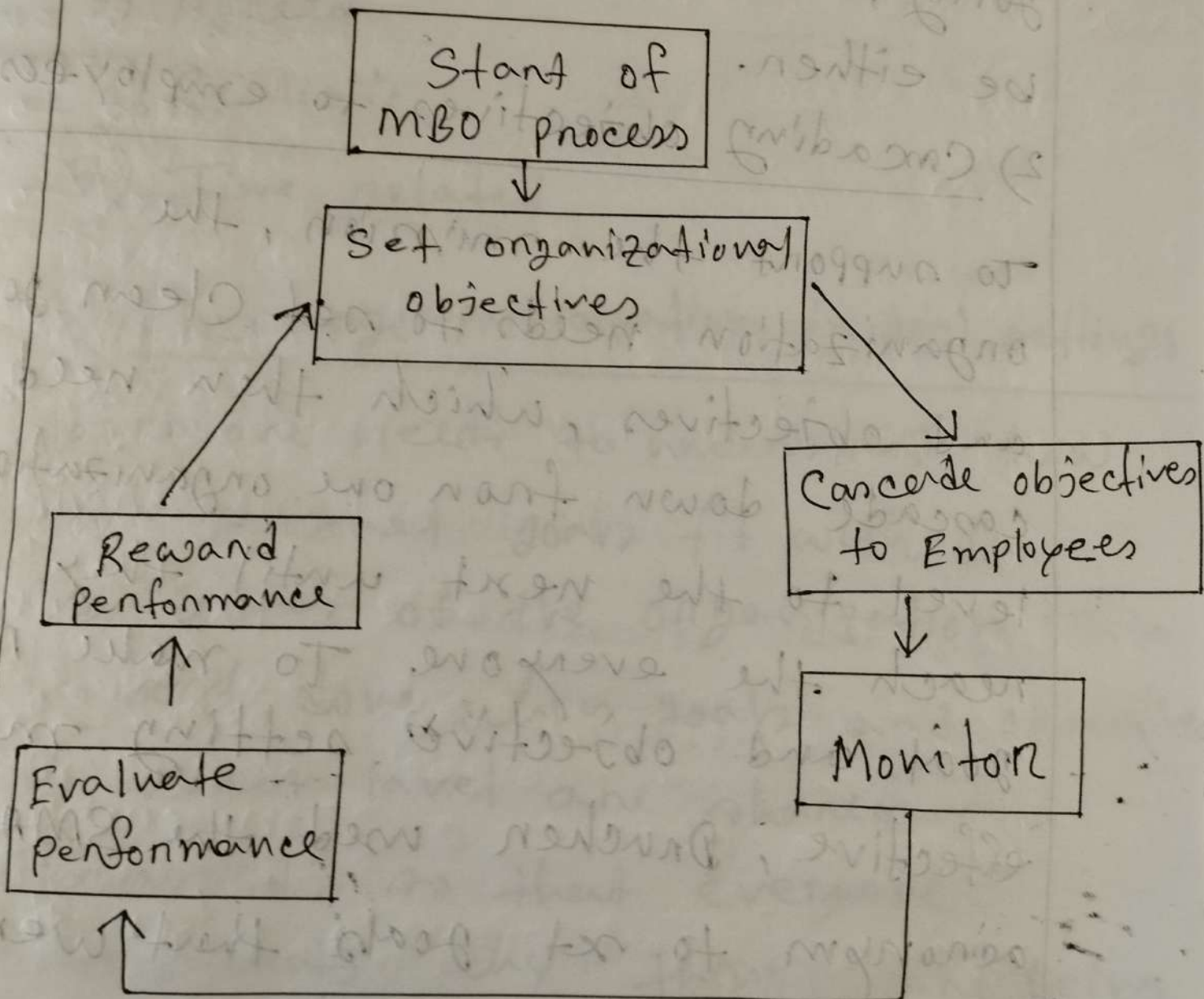
2) Ans: MBO: Management by

objectives (MBO) is a strategic approach to enhance the performance of an organization. It is a process where the goals of the organization are defined and conveyed by the management to the members of the organization with the intention to achieve each objective.

An important step in the MBO approach is the monitoring and evaluation of the performance and progress of each employee against the established objectives: Ideally



(50) if the employees themselves are involved in setting goals and deciding their course of action, they are more likely to fulfill their obligations.



1) Set organizational objectives: MBO starts with clearly defined strategic organizational objectives. If the organization isn't clear where it's going, no one working there will be either.

2) Cascading objectives to employees:

To support the mission, the organization needs to set clear goals and objectives, which then need to cascade down from one organizational level to the next until they reach the everyone. To make MBO goal and objective setting more effective, Drucker used the SMART acronym to set goals that were



attainable and to which people felt accountable. He said that goals and objectives must be:

- 1) Specific
  - 2) Measurable
  - 3) Agreed
  - 4) Realistic
  - 5) Time related
- 3) Encourage participation in goal settings

Everyone needs to understand how their personal goals fit with the objectives of the organization. This is best done when goals and objectives at each level are shared and discussed, so that everyone understands why things are being

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done and then sets their own goals to align with these.

This increases people's ownership of their objectives. Rather than blindly following orders, managers, supervisors, and employees in an MBO system know what needs to be done and thus don't need to be ordered around.

4) Monitor Progress: Because the goals and objectives are SMART, they are measurable. They don't measure themselves though, so you have to create a monitoring system that signals when things



one off track. This monitoring system has to be timely enough so that issues can be dealt with before they threaten goal achievement. With the cascade effect, no goal is set in isolation, so not meeting targets in one area will affect targets everywhere. On the other hand, it is essential that you ensure that the goals are not driving adverse behaviour because they have not been designed correctly. For instance, a call centred goal of finishing all calls within seven minutes might be useful in encouraging the staff of each call briskly.



### 5) Evaluate and Reward Performance:

MBO is designed to improve performance at all levels of the organization. To ensure this happens, you need to put a comprehensive evaluation system in place. As goals have been defined in a specific, measurable and time-based way, the evaluation aspect of MBO is relatively straightforward. Employees are evaluated on their performance with respect to goal achievement. All that is left to do is tie goal achievement to reward, and perhaps provide the appropriate feedback.



Ans. to the Q. N. 3

3) Ans: Monitoring and Controlling:

Monitoring and control provide project managers with real-time status reporting that informs decisions and maintains communication among stakeholders. Project managers use monitoring data to determine if work is on task, on budget and delivered on time.

Project monitoring and control helps you measure project performance. Use the process to look at the project plan, review project status, identify potential problems, and implement

changes when necessary. This phase coincides with the execution phase of the project lifecycle. you can use this phase to keep a project on schedule and within budget while also managing risk and avoiding scope creep. At the end of the monitoring and control phase, the customer accepts the completed project deliverables. Project monitoring and control are essential to completing a project on time, on budget and within scope. Monitoring and control processes identify deviations from the project plan. Project monitoring and control ensure that performance is seamless, efficient and on track.



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Project scheduling more important than production.

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A comprehensive process of designing a project schedule that outlines the project phases, tasks under each stage, and dependencies is known as project scheduling. It also considers skills and the number of resources required for each task, their order of occurrence, milestones, interdependencies and timeline. It involves analyzing the resource availability and implementing the scheduling technique to ascertain timely delivery while maintaining the resource health index.

many project managers successfully generate the right schedule, yet most of them find it challenging to manage the resources intelligently.

It can cause delays and discrepancies in the deliverables as their talent pool is responsible for executing these tasks. Thus, they must master each aspect of project scheduling.

# I am very much agree to scheduling more important in projects than in production. and why scheduling is important explain below:



Compare two scenarios - one, where your project details are all over the place and second, where you maintain a centralized data repository of your project plan. which one do you think will lead to proper project execution.

This is what a project schedule does. It brings together all the project-related information in one place that opens doors for seamless communication between the project managers and stakeholders. project scheduling also enables task prioritization. The initial steps of project scheduling comprise

forming a work breakdown structure and dividing the project into simpler tasks. Once the tasks are enlisted, the project manager can implement the appropriate technique to evaluate the criticality of the tasks and arrange them in order of precedence. In addition, the detailed description of each task and skilled demand against them makes it easy for managers to procure the right resources for the right job. Not just that, with real-time information of the project's progress, they can gauge the resource performance and take remedial



measures in case of any inconsistencies. The internal team conflicts are minimized when the entire team, stakeholders, and managers are on the same page. Resources are aware of the task dependencies and work diligently to ensure that the overall delivery is not affected. When managers opt for sophisticated scheduling software, they get real-time updates on every project metric, which promotes proactive planning, monitoring and coherent risk management.

Ans. to the Q. No. 4

4) Ans: Cost management: is the

process of estimating, allocating and controlling project costs. The cost management process allows a business to predict future expenses to reduce the chances of budget overrun.

Projected costs are calculated during the planning phase of a project and must be approved before work begins.

As the project plan is executed, expenses are documented and tracked, so things stay within the cost management plan.

Once the project is completed, predicted costs and actual costs are compared, providing benchmarks for future cost management plans and project budgets.



Project lifecycle are as follow:-

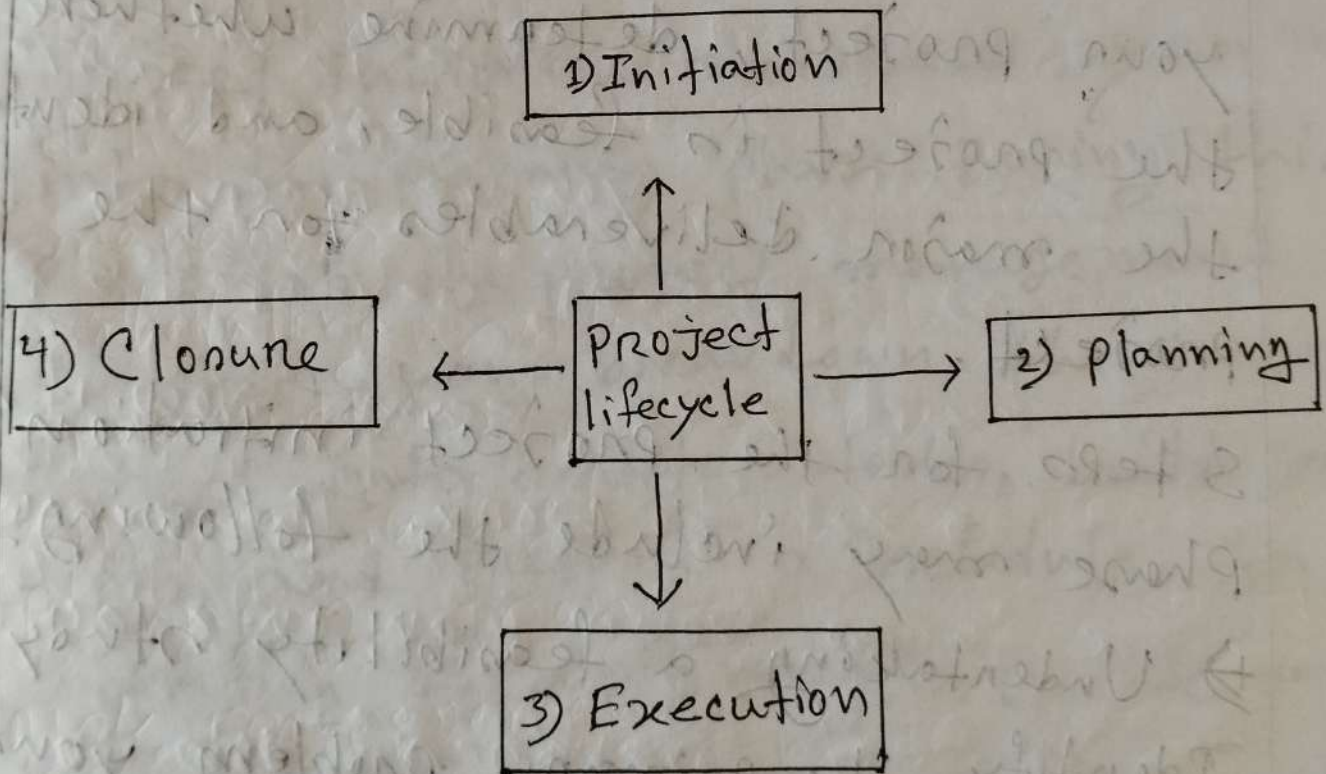
The project management life cycle is usually broken down into four phases -

1) Initiation

2) Planning

3) Execution

4) Closure



1) Initiation: First you need to identify a business need, problem, or opportunity and brainstorm ways that your team can meet this need, solve this problem, or seize this opportunity. During this step, you figure out an objective for your project, determine whether the project is feasible, and identify the major deliverables for the project.

Steps for the project initiation phase may include the following:-

- Undertaking a feasibility study: Identify the primary problem your project will solve and whether your project will deliver a solution to that problem.



→ Identifying scope: Define the depth and breadth of the project.

→ Identifying deliverables: Define the product or service to provide.

2) Planning: Once the project is approved to move forward based on your business case, statement of work, or project initiation document, you move into the planning phase. During this phase of the project management life cycle, you breakdown the larger project into smaller tasks, build your team, and prepare a schedule for the completion of assignments, Create smaller goals within the larger project, making sure each is achievable within the time frame.



→ Creating a project plan: - Identify the project timeline, including the phases of the project, the tasks to be performed and possible constraints.

→ Creating workflow diagrams: Visualize your processes using swimlanes to make sure team members clearly understand their role in a project.

3. Execution: you've received business approval, developed a plan, and built your team. Now it's time to get to work. The execution phase turns your plan into action. The project manager's job in this phase of the project management life cycle is to keep on track.



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Organize team members, manage timelines and make sure the work is done according to the original plan.

→ Creating tasks and organizing workflows:

Assign granular aspects of the projects to the appropriate team members, making sure team members are not overworked.

→ Briefing team members on task:

Explain tasks to team members, providing necessary guidance on how they should be completed and organizing process-related training if necessary.

→ Ensure that team members are meeting their time and quality goals for tasks.

4) Closure: Once your team has

Completed work on a project, you enter the closure phase. In the closure phase, you provide final deliverables, release project resources, and determine the success of the project. Just because the major project work is over, that doesn't mean the project manager's job is done - there are still

important things to do, including evaluating what did and did not work with the project.