

Project Management for Scientists 2015

Exercise 9

Due on 26 November 2015 at 13:45

Choose the correct/best answer and explain your choice.

Problem 1

You are working on a large project with project team members from every department in the organization. The project schedule and the costs are under control. Suddenly, an important project team member, Tim, is assigned to a 2-week training course by his department's manager. The project work Tim is responsible for, Task T1, has not been completed yet, and only after Task T1 is done, can Tasks T2 and T3 start. With Task T2 on the critical path, you ask other project team members to put in additional effort, and finally they catch up with the planned schedule without Tim's efforts. However, the project has overrun its cost, and the quality has been affected. How should you handle this situation?

1. Thank the project team members who helped you complete the project on time, and remind them to pay attention to quality in the future.
2. Re-evaluate the project management plan.
3. Since the cost has overrun, you have to ask the project sponsor to make a decision.
4. Send a letter to your department manager, demanding that Tim's department manager should stop re-assigning him during your projects.

Problem 2

You are required to temporarily take over a difficult project, which is now 3 months behind schedule, over budgeted by €1,000,000, with the scientists now continually complaining. However, your boss can still not explain clearly what has caused the situation. Which of the following should concern you most?

1. Is the project information and documentation sufficient?
2. How to speed up the project work and get back on schedule.
3. The reason why the customers are complaining.
4. How to discover as soon as possible the reason the budget is overrun.

Problem 3

You are a project manager on a big project where everything is going smoothly. The project scientist asks you to make a change that is easily done and that will not affect the schedule. What should you do next?

1. Assess the impacts of the triple constraint (scope-schedule-budget).
2. Accommodate the customer and quickly make the change
3. Ask the initiator to approve the change request.
4. Have the change control board review the change request.

Problem 4

The Earned Value Analysis of a project at a given time gives the following numbers: EV: €523,000; PV: €623,000; AC: €643,000. Where does the project stand?

1. The project is behind schedule and above budget.
2. The project is ahead of schedule and above budget.
3. The project is ahead of schedule and below budget.
4. The project is behind schedule and below budget.

Problem 5

Your management applies the 10 percent solution: It has requested that you reduce the budget for the project which you are currently initiating by 10%. What will this probably mean for your project?

1. If the budget is cut by 10%, then the project will have an accompanying degradation of quality by 10%.
2. If the project budget is an honest one, then a reduction in budget must be accompanied by a trade-off in either time or performance.
3. A 10% reduction in budget will be accompanied by a loss of performance much less than the target reduction in cost.
4. Most projects have "padded" estimates, and the budgetary reduction will force out the padding from the project.

Problem 6

The members of your project team have been assigned to your project with general availability levels of 50%.

Yesterday, they reported to you that significant variances occurred during project execution. You have noted that the team members have been spending less than 50% of their time working on your project. Your project schedule is about to become heavily delayed, and deadlines are in jeopardy. What should you do?

1. Talk to your sponsor and try to get more resources assigned on similar conditions as the existing ones.
2. Talk with functional managers. Negotiate clear and written assignments with reliable scheduling priorities.
3. Ignore the difficulties, adjust your schedule and negotiate new deadlines according to the slower progress.
4. Focus on internal charges. Make sure that your project is not getting charged for more than the actual work.

Problem 7

You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project week	Actual costs	Earned value	Planned value
1	€65,000	€61,000	€67,000
2	€85,000	€79,000	€89,000
3	€100,000	€102,000	€110,000
4	€125,000	€124,000	€121,000
5	€135,000	€133,000	€139,000
6	€125,000	€120,000	€131,000

1. The project is ahead of schedule and over budget.
2. The project is ahead of schedule and under budget.
3. The project is behind schedule and over budget.
4. The project is behind schedule and under budget.