

APM PMQ (BoK 7th Edition) Questions & Answers.

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L.O = Learning Outcome.

L.O : Understand risk and issue management in the context of project.

Question 1 (a) Explain two ways a PM can proactively deal with threats?

- Avoidance: This is the most common and least stressful option. PM aim to prevent threats from materializing by finding ways to avoid them altogether. This involves developing a plan to avoid and mitigate them altogether if possible. This involves working with the project team and other stakeholders and regularly reviewing the plan to ensure that it remains effective.
- Transference: PM transfers all of the risk or threat to a external third party who are better equipped to handle it. The third party may have better knowledge and equipment to handle the situation & thus minimise the threats.

(b) Explain three key benefits of risk management for projects

-Improved Project Planning: Risk management helps identify potential risks that may occur during the project life cycle. This enables PM's to develop to contingency plans and allocate appropriate resources to handle any potential issues. Effective risk management helps project teams to proactively address potential issues and improves their ability to plan and execute the project successfully.

- Better decision making: Risk management helps PM'S make better decisions by providing them with more comprehensive understanding of potential risks and their impact on the project. By identifying potential risks and evaluating their potential impact, project teams can make informed decisions on how to allocate resources and adjust project plans to minimise risks and maximise project success.

- Improved Communication: Risk management involves identifying potential risks and communicating them to project stakeholders. This helps ensure that all project team members are aware of potential risks and their potential impact on the project. This helps to develop a shared understanding of potential risks and impact which improves collaboration and decision-making.

Question 2. L.O part (a) Explain two differences between projects and business as usual?

-Objectives: Projects have specific objectives and outcomes to achieve, while BAU activities aim to maintain the status quo.

-Teams: Project require cross-functional teams with specialized skills to achieve project objectives, while BAU activities are usually performed by a specific team or department.

-Risks: Projects involve higher levels of risk due to their unique and the need to achieve specific objectives within a defined period. In contrast, BAU activities are generally less risky as they involve the maintenance of existing processes.

(b) Describe three situations when programme management is needed

-Large scale projects with Multiple Components:

Effective when dealing with large scale projects that have multiple components. These types of projects are often complex and require coordination across various departments and stakeholders. The different components of a project can be aligned with the overall project goals, which helps ensure that everyone is working towards a common objective.

-Cross functional teams and Collaboration:

Useful in situations where cross-functional teams need to collaborate on a project. When a project requires input and expertise from multiple departments or teams, program management provides a structured approach / framework for effective collaborations & communication.

-Long term complex initiatives:

Useful in situations where the project is complex and involves multiple interdependent initiatives that may span over a longer period. These types of initiatives often require a comprehensive approach to project management to ensure that all aspects of the project are integrated, and that the project is being delivered effectively. Program management provides a structured approach to managing complex and long-term initiatives by breaking them down into smaller, more manageable components. This helps to identify and manage risks, mitigate issues, and track progress across the various components of the initiative.

L.O Question 3 Understand how organisations and projects are structured.

Part (a) Describe two benefits of having an embedded PMO (Project Management Office) - Given four benefits.

- Improved Project Performance: PMO's help ensure that projects are delivered on time, within budget and meet the required quality standards.
- Consistency in Project Delivery: PMO's establish and maintain project management standards, processes, and methodologies across the organisation to ensure consistency in project delivery.
- Increased Visibility and Control: PMO's provide greater visibility into project-related activities, enabling better decision-making, and control over project outcomes.
- Enhanced collaborations and communication: PMO's facilitate collaboration and communication between project teams, stakeholders, and senior management, ensuring everyone is on the same page and working towards the same goals.

(b) Explain three differences between the following types of organisational structure

- Roles: In a matrix structure employees have a concept of dual reporting as they report to the project and functional manager. Whereas in a projectized structure the employees report to their nominated PM. This leads to clear roles and responsibilities.
- Resources: In a matrix resource can be shared across projects whereas in a project resource have already been allocated to that particular project.
- Communications: In a matrix organisation decision making may take longer as this needs to be communicated to both functional and matrix stakeholders. This may slow down the progress of the project. In a projectized organisation, there are stakeholders, but the channels of communication are less and are more flexible. Thus, enhancing the progress of the deliverable goals and objectives.

Q. 4 L.O Understand Project Procurement

(a) Explain two differences between the use of multiple and single suppliers

- Scale economies: A trusting relationship is built over a period. Better buying decisions are made in terms of requirements and specifications. Can place large orders thus resulting in cheaper prices.

- System integration in terms of I.T. Just in time production can be seamlessly integrated between the organisation and the supplier. Less stock is carried or held thus resulting in less funds being tied up.

(b) Explain three reasons why an organisation would use a robust supplier selection process

-Supplier Risk: Organisations can identify and mitigate risks associated with supply chain disruptions, quality issues and compliance. A robust selection process ensures that suppliers have a solid record, adhere to industry standards, and have proper policies in place to mitigate their own risks.

-Quality Assurance: Ensures that suppliers meet the quality standards for the buyer's product or service. This translates a better experience for the end user.

-Total Cost of Ownership: This includes factors like maintenance, warranty, transportation, and inventory costs. By careful selection, organisations can achieve cost savings.

Q.5 L.O Understand Planning for Success

(a) Explain two reasons for re-estimating throughout the project life cycle

- Identify potential problems: The PM can identify risks that may affect progress, budgets,
- and timeline. PM's can identify areas where the project over or underestimating costs, resource's, time and adjust accordingly.
- Progress and changes: PM need to keep informed the stakeholders of project progress and changes. This also includes teams, management who need to be made aware of changes in project changes. This is essential so that project goals and expectations can remain on track.

(b) Explain three of the estimation techniques:

- Parametric:
A statistical method of estimating the cost, duration, or other characteristics of project based on historical data and mathematical formulas. This approach assumes there is a linear relationship between the project variables and uses historical data to establish the parameters of the relationship.

- Analogous:
Also known as the top-down approach, involves using information from similar projects as a basis for estimating the cost, duration, or other characteristics of the current project. This approach assumes that the current project is similar in nature to previous projects and uses the experience gained from those projects to estimate the current project.

- Delphi: Involves identifying a panel of experts, providing them with information about the project and asking them to provide estimates or opinions about the project. The response are collected and summarized and the experts are provided with feedback and the opportunity to review their estimates. This process is repeated until a consensus view is reached.

Question 6 L.O Understand Project Scope Management

Part (a) Explain two breakdown structures used to define project scope

-Product Breakdown Structures (PBS) ; Is a hierarchical diagram that breaks down the project deliverables into smaller, more manageable components. Each component is then broken down further until a clear and concise description of the project deliverables is achieved.

The PBS can help the project team understand the scope of the project by providing a visual representation of the project deliverables. It can also be used to identify the different tasks required to complete each deliverable, the resources needed, and the dependencies between the tasks.

-Work Breakdown structures: This is a hierarchical diagram which helps to define the scope of the project by providing a visual representation of the project activities. It can also be used to identify the different tasks required to complete each deliverable, the resources needed and the dependencies between tasks.

A WBS can help ensure that the project team is focused on the specific activities needed to complete the project. It can also help to identify any potential delays or issues, which can be addressed before they become problems.

(b) Explain the following the following three steps in the change control process:

Evaluate: The proposed change is assessed to determine its impact on the organisation's processes, resources, and stakeholders. The evaluation is typically conducted by a team of experts who have the relevant knowledge and expertise to evaluate the proposed change. The team will review the request document and assess the potential impact of

the change on the organisation. This evaluation includes assessing the feasibility of the change, identifying any potential risks, and evaluating the resources required to implement the change.

Recommendation: This stage involves making a final decision on whether to proceed with the proposed change or not. This decision is based on the findings from the initial and detailed evaluations, as well as feedback from stakeholders. If the decision is made to proceed with the change, the team will provide recommendations on how to implement the change effectively. This may include recommendation on the resources required, the timeline for implementation, and any training or communication that may be necessary.

Update plans: This stage involves preparing for the implementation of the approved change. The change control team will develop a detailed plan, for implementing the change. This plan will outline the specific steps that need to be taken to implement the change, the resources required, and the timeline for implementation. The team will also identify any potential risks or challenges that may arise during the implementation process and develop contingency plans to mitigate these risks.

Question 7 L.O Understand Planning for Success.

(a) Explain how the following two investment appraisal techniques can be used to assess the validity of a project

-Internal Rate of Return (IRR):

It measures the rate of return that an investment is expected to generate over its lifespan, and it is expressed as a percentage. The IRR is the discount rate that makes the net present value (NPV) of a project to zero. The IRR calculation involves estimating the expected cash inflow and outflows of a project and then finding the discount rate that equates the present value of the cash inflows to the present value of the cash outflows. If the IRR is greater than the required rate of return for hurdle rate, the investment is deemed to be profitable and vice versa.

-Net Present Value:

It measures the present value of the cash inflows of a project minus the present value of the expected cash outflows. A positive NPV indicates that the investment is profitable, while a negative NPV indicates that the investment is not profitable. The NPV calculation involves discounting the future cash flows of a project back to the present values using a discount rate. The discount rate represents the required rate of return or the cost of capital of the investment.

(b) Explain three of the benefits management activities from the following list:

* Identification

*Definition

*Planning

*Tracking

-Identification: The identification of benefits should be based on a thorough analysis of the business case for the project or program. This involves examining the costs and benefits of the proposed initiative and determining whether the benefits justify the investment. The identification of benefits should also take into account any risks and uncertainties that may affect the delivery of the benefits.

-Definition: Benefits should be based on a detailed understanding of the benefits and their relationship to the project or program objectives. The benefits should be defined in terms of their expected outcomes, such as the level of improvement that is expected in a particular area, and the time frame in which the benefit is expected to be realised. The definition of benefits should also take into account the level of effort to achieve the benefits. This involves identifying the resources required to deliver the benefits, such as the level of investment required, the skills and expertise needed, and the timeframe for delivery.

-Planning: This involves developing a benefits management plan that outlines how the benefits will be achieved, tracked, and realised. The benefits management plan should be developed in alignment with the project or program plan and should be integrated into the overall project management approach. The benefits management plan should include a detailed description of each benefit, and a plan for achieving it. The plan should identify the specific activities that are required to deliver the benefits, as well as the resources needed, the timescales, and the risks and uncertainties associated with the delivery of the benefits.

-Tracking: This stage involves monitoring and measuring the progress of the project or program. This involves using the metrics or indicators that were identified in the benefits management plan. The tracking process should be an ongoing throughout the lifecycle of the project or program. This involves regular reviews of progress against the metrics as well as reviews of the risks and uncertainties associated with the delivery of the benefits.

The tracking process should also involve regular communication with stakeholders to ensure that they are aware of progress and any issues or risks that may impact the

delivery of the benefits. This includes regular reporting to senior management, project teams and business users.

Question 8. L.O Understand Planning for Success

(a) In an iterative life cycle, explain two components of the project management plan that need to be taken into account when arriving at the deployment baseline.

-Human resources: refer to the people involved in the project, including project managers, developers, testers, and other team members. These resources are essential to the success of the project, as they are responsible for planning, designing, building and testing the software product. Human resources are typically the most significant expense in an iterative life cycle schedule, and their allocation and management are critical to the project's success.

-Material resources: Include any physical equipment, tools, or software required to complete the project. Examples include computers, servers, software licence and testing equipment. These resources are necessary to ensure that the software product is developed and tested efficiently and effectively.

(b) **Explain three purposes of the Project Management Plan (PMP)**

-Provides a Clear Scope & Objectives:

The scope outlines what the project will deliver, and the objectives defines what the project aims to achieve. Without a clear understanding of the scope and objectives, the project team may waste time and resources working on task that are not essential or fail to deliver the desired outcomes.

The PMP helps define the scope and objectives by providing a clear understanding of the project's goals and what needs to be accomplished to achieve those goals. It outlines the deliverables and milestones that need to be completed and identifies any constraints or limitations that may impact the project's success. It also provides a framework for managing changes to the project scope and objectives throughout the project's lifecycle.

-Helps to Define Roles & Responsibilities:

A PMP helps to define the roles and responsibilities of each team member involved in the project. By defining the responsibilities of each team member, the plan ensures that everyone knows what is expected of them and what their specific contributions to the project are. It also helps to avoid confusion, duplication of effort and potential conflict by establishing clear lines of authority and accountability. The PMP outlines:

- Roles and responsibilities of the PM
- Project team members
- Stakeholders
- Sponsors
- Other parties involved in the project.

Provides a clear strategic direction of responsibilities and tasks, authorisation of decisions and accountability of their actions.

-Ensures Effective Resource Allocation:

A PMP helps to ensure that the resources needed to complete the project are identified, allocated, and utilized efficiently. Resources may include personnel, equipment, materials, and financial resources. It also outlines the resource requirements for the project including personnel numbers, materials needed, equipment to complete the project. It also outlines the budget for the project and how it will be managed throughout the project's lifecycle.

Effective resources allocation helps to maximize efficiency and minimise waste. Resources are prioritised for the benefit of the project. Wastage is scaled back thus resulting in cost savings so that the project is completed on time and within the set budget.

Establishes communication Protocols and Reporting Procedures

The PMP outlines the communication channels that will be used for various aspects of the project, including regular team meetings, progress updates, and status reports. It also establishes the frequency and format of communication, ensuring that all stakeholders are kept informed of the project's progress.

Effective communication plans and protocols helps to manage stakeholder's expectations, build trust, and promote transparency. They also help to identify and resolve issues early, reducing the risk of project delays and cost overruns. The PMP plan helps to ensure that decisions are made with the best available information.

Question 9. L.O Explain two differences between cost planning/budget allocation in a linear and iterative lifecycle.

-Linear life cycles follow a strict sequence of steps, with each phase building upon the previous one. The project moves forward in a linear fashion, and changes to the project scope or requirements are typically difficult to accommodate once the project has progressed beyond a particular phase. Iterative involve a cyclical process of planning, executing, and evaluating each iteration. Each iteration builds upon the previous one and the project evolves over time in response to stakeholder feedback.

Cost Budget	Linear	Iterative
	Cost planning typically occurs at the beginning of the project, during the definition phase. The project's budget and timeline are estimated based on the project requirements gathered at that time, and any changes to the project scope or requirements are likely to result in cost overruns or delays.	Requires a more flexible approach to cost planning. Cost planning occurs at the beginning of each iteration, based on the requirements and scope of that iteration. As each iteration produces a deliverable or prototype, stakeholders evaluate it, providing feedback that can impact subsequent iterations' requirements and scope. This feedback loop allows the project team to adjust the project's budget and timeline as necessary, responding to changes in the project's scope or requirements.

(b) Describe three ways in which a Gantt chart can be used to display and manage a schedule

- Gantt charts allow you to visualise the timeline of your project and the dependencies between tasks. Colour coding can be used to differentiate between different types of tasks or to highlight critical tasks that require special attention.
- To easily identify potential scheduling conflicts and delays. By visually representing the timeline of your project, you can quickly see where tasks overlap or where there are gaps in the schedule that may need to be addressed.

- Gantt charts also allow you to track progress and adjust the schedule as necessary. You can use the chart to monitor the completion of tasks and adjust the timeline as needed to ensure that you stay on track to meet your project goals.
- Gantt charts are a useful communication tool for sharing project timelines with stakeholders. By creating a visual representation of the project schedule, you can easily share information about the project timeline and progress with others.

Question 10 L.O Understand how Organisations & Projects are structured.

Part (a) Explain two key differences between the roles of the project manager and the project sponsor.

-Responsibilities: The Project Sponsor (Sp) is responsible for the overall success of the project, while the project manager is responsible for managing the day-to-day activities of the project. The sponsor provides high level or helicopter view, while the PM focuses on the project.

-Authority: The project Sp has the authority to approve major decisions and changes to the project, while the PM is responsible for implementing those decisions and changes.

-Focus: The project Sp focuses on the business objectives of the project, while the project manager focuses on the technical aspects of the project.

-Stakeholder management: The project Sp manages the **expectations** of the stakeholders, while the PM manages the **relationships** with stakeholders.

-Accountability: The project Sp is ultimately accountable for the success of the project, while the PM is accountable for the delivery of the project within the established constraints of time, cost, and quality.

-Role in the Project Team: The project Sp is typically not a member of the project team, while the PM is a member of the project team and is responsible leading and managing the team.

Describe responsibilities for each of the following project roles:

-Users: They are the individuals who will directly use the product or service/result. Their feedback on usability, functionality and design is essential to ensure that the product/service/result meets their needs.

-Product Owner:

Responsible for defining and prioritising the product backlog. The product backlog is a list of features, enhancements, and bug fixes that the project team will deliver during the project. Product owner works closely with the project team, stakeholders, and other key roles, such as Scrum Master, to ensure that the project delivers a high-quality product that meets customer needs provides business value. Effective communication, collaboration, and decision-making among the product owner, project team and stakeholders are critical to ensuring project success.

-Project Steering Group or Project Board:

Responsible for setting the project; s strategic direction, providing oversight, and making critical decisions that affect the project's success. They also serve as link between the project team and the organisation's executive leadership, ensuring that the project aligns with the organisation's overall strategic vision. Effective communication, collaboration, and decision-making within the project steering group / board are critical to ensuring project success.

Question 11. L.O Understand Communication with Project Management

(a) Explain how understanding each of the following can help plan and conduct negotiations (20 marks) (10 marks each)

- ZOPA
- BATNA

ZOPA

*Describes the zone between two parties where their respective minimum targets overlap. Outside the zone, no amount of negotiation should yield an agreement

* A good understanding of ZOPA is essential for a successful negotiation. Both parties must explore each other's interests and values. This should be done early in the negotiation and be adjusted as more information is learned.

* Priorities: Determine what is most important to you and your organisation e.g. know your red line. What are you prepared to lose to gain?

*Evaluate the alternatives: That are available for both parties and identify the range of outcomes that are possible and acceptable to both parties.

*Consider external context: Use the PESTLE or VUCA model that may impact the negotiation and reach a mutual agreement given the constraints.

BATNA

- Options- Identify your walk away position and the best alternative if you have to walk away (your BATNA). Consider your alternatives that are available to you if you cannot reach an agreement with the other party.
- Costs and Benefits – Evaluate the costs and benefits of each alternative, including risks, time and resources required for each option.
- Redline or Bottom line: Establish the acceptable minimum outcome for you in the negotiation.
- Worst case scenario: Prepare for worst case scenario by developing a plan of action in case the negotiation fails to reach an agreement.
- Can help you set realistic goals and objectives, and to develop a negotiation strategy that maximises your leverage in the negotiation.

Question 12. L.O Understand Communication within Project Management

Explain each of the following two methods of resolving conflict

-20 marks (10 each)

- Competing
- Collaborating

Collaborative Approach.

- Requires active listening, empathy, and open communication. It involves exploring the root causes of the conflict and brainstorming/brain writing possible solutions.
- The parties involved need to be willing to share needs, interests, and concerns openly and honestly.
- They must also be willing to consider and incorporate the needs and interests of the other party into the solution.

- Collaborative approach can be time consuming as it requires the parties involved to work together to find a mutually acceptable solution. There should be no personal attacks and essential to keep the discussion on track.
- Can lead to creative solutions provided both parties are willing to work and respect each other. Can also lead to enhancing the soft skills such as empathy, trust, better relationships, and improved decision-making.

Competing

- Conflict resolution style that involves asserting one's own needs and interests at the expense of others. It is an effective approach when quick and decisive actions is needed or when the parties have incompatible goals.
- This approach requires assertiveness, confidence, and a willingness to stand up for one's own needs and interests.
- Involves identifying and advocating for one own's position and not compromising unless it is necessary.
- It is important that the other party is respected and heard. Coercive power must not be used, or there should be no intimidation.
- Suitable for quirk decisions but the downside is one party gets the majority of wants and the other party gets minimal or loses out. Not an ideal situation in a fair and democratic society.

(b) Explain three benefits of a communication plan to a project.

Reduces Risks

- Effective communication reduces project risks. Everyone on the project team understands the project's objectives, timelines, milestones, and deliverables. It also enables team members to identify potential issues/risks before they escalate into more serious problems.
- Establishes a framework for how information is shared, who is responsible for sharing it and when it should be shared.
- This ensures that critical information is communicated to the right people at the right time to prevent any misunderstandings, reduce the likelihood of miscommunications or delays.

- Establishes a culture of transparency & accountability. When team members know what is expected of them, this acts as an enabler in achieving the projects goals.
- Acts as a reference point in case there is any conflicts or disagreements amongst team members.

Efficient Use of Resources

- Helps to ensure efficient use of resources as it enables the PM to utilise the resources and prioritise to meet the projects goals and deliverables.
- Keeps key stakeholders happy by regular updates and reports of the projects progress providing that a certain medium of communication has been agreed with the PM at the outset.
- Helps to prevent unnecessary meetings which at times can drag on. This not only wastes time but is an opportunity cost for what can be achieved in the time allocated by team members.
- Can help to boost team morale as everyone knows what is expected of them.

Enhanced Stakeholder Engagement

- Helps to identify and engage stakeholders early on in the project, enabling project teams to understand their needs, expectations and priorities. By aligning stakeholders needs, the project team can work to align the project and satisfy the stakeholders.
- Enables stakeholders to be informed and kept in the loop. Can establish the correct medium of communication channel. The stakeholders can provide input and track the progress and provide feedback.
- Can prevent conflicts as the stakeholders are being kept informed and engaged throughout the project life cycle and their expectations are being managed on a proactive basis.
- Can free up or provide additional resources if there are any obstacles on the way due to uncertain environmental conditions. Can be thought of as a cash cow in marketing terms, quick and fast cash injection within the organisation.

Question 13. L.O Understand Project Lifecycles.

(a) Outline four ways in which outputs of knowledge management inform decision-making

Collection and Storage

- Data collection should be systematic, consistent, and timely to ensure that the information is up-to-date and accurate. In addition, data quality must be monitored regularly to identify and address any issues or errors that may arise.
- Collecting and storage of data whether in tangible form or intangible (such as cloud storage) is important as it lays the foundation for all other activities in the information management process.
- It is important that cyber criminals do not take advantage of any flaws in the internal servers. Data needs to be encrypted, strong password protected, and access is minimal. There needs to be robust policy and guidelines on data security and those using laptop when working from home or on travel. In other words, strong firewall and up to date software security, such as Norton, McAfee.
- Without accurate and reliable data, it is impossible to make informed decisions or take appropriate actions. The central or embedded PMP may entrust someone to be assigned to this task.

Curation

- Effective curation of information is essential for ensuring that the data and information are relevant, useful, and meaningful.
- Information may be organised using classification systems or taxonomy such as descriptive tags such as keywords. This makes it easier to find information to help users find it and make use of it.
- Data cleaning involves identifying and correcting errors, inconsistencies, or inaccuracies in the data. Techniques include standardisation, normalisation, and validation. This helps to ensure that data is accurate, reliable, and useful for decision-making.
- Data integration often involves combining data from multiple sources to create a unified view of the information. This requires the use of clear processes, tools, and technologies. This can be challenging as data from various sources may be stored in different formats or have different levels of quality.

Dissemination

- Effective dissemination ensures that the right information is delivered to the right people at the right time and in the correct format. It helps to ensure that the information is accessible, understandable, and usable by those who need it.

- It can take many forms such as presentations, emails, or newsletters. Format depends on the intended audience and the purpose of communication.
- Advances in technology has made it possible to convey and share information on different platforms and channels. For example, social media, video conferencing, Zoom or MS Teams. Although there is a risk that these channels can be hacked.

Secure Destruction

- Secure destruction can take many forms, depending on the nature of the information. For paper it could be shredding and using a third party to destroy hard disks and obtaining proof of destruction.
- Secure destruction is important to preserve trade secrets, financial information and personal data. This helps to reduce identity fraud which is rife amongst cyber criminals who deal on the dark web.
- Clear policies need to be in place and implemented, audited on a regular basis preferably by an outside person or agency. If flaws are identified this needs to be acted upon quickly by the PM & the Sponsor informed.
- Employees and new starters need clear training during the induction phase. The intranet may be an ideal Platform for refresher and updates on policies and guidelines. Any data breaches needs to be escalated to the PM and acted upon to ensure that the deliverables are not affected.

Part (b) Explain three key differences between Linear and Iterative Life Cycles. (provided more than three differences.....)

Approach to Project management

- Linear life cycles follow a strict sequence of steps with each phase building upon the previous one. The project moves in a linear fashion and the project scope is difficult to change once resources are fully committed and implemented during a particular phase.
- Iterative life cycles involve a cyclical process of planning, executing and evaluating each iteration. Each iteration builds upon the previous one and the project evolves over time in response to stakeholder feedback.

Cost planning

- In a linear life cycle, cost planning typically occurs at the beginning of the project, during the definition phase. The project's budget and timeline are estimated

based on the project's requirements gathered at that time. And any changes to the project scope or requirements is likely to result in cost overruns or delays.

- Iterative life cycles require a more flexible approach to cost planning. Cost planning occurs at the beginning of each iteration, based on the requirements and scope of that iteration.
- Project management tools and techniques such as EVM and CPA help track project progress and identify potential cost overruns or delays. This is helpful for the PM in conveying this information to the Sponsor and key stakeholders.

Stakeholder involvement

- In a linear life cycle, stakeholders typically provide input during the definition phase and are less involved in the deployment phase. In contrast iterative life cycles, involve frequent stakeholder involvement as each iteration is evaluated and feedback is given.
- Effective communication and collaboration between project teams and stakeholders are essential to maintain expectations and ensuring project success.

Q. 14 L.O Understand Project Scope Management

Part (a) Explain how two of the following steps in a requirements management process help to establish the scope of the project (20 marks, 10 marks each)

Gathering Requirements

- It involves identifying and understanding the needs and goals of stakeholders who will be impacted by the project.
- Some common technique includes interviews, focus groups and observation.
- Once requirements have been gathered, they should be documented and organised in a clear and concise manner. This can be done using a requirements document, which includes information such as the requirements priority, description, acceptance criteria and any associated risks.
- By effectively gathering and documenting requirements, project teams can ensure that they have a clear understanding of the project's scope and are able to deliver a product/service/result that meets the needs of the stakeholders.

Analysing Requirements

- Analysing requirements involves identifying any inconsistencies, conflicts, or gaps in requirements and addressing them to ensure that all requirements are aligned with project goals.
- One common technique for analysing requirements is to conduct a traceability matrix. This matrix tracks each requirement through the project lifecycle, enabling project teams to easily identify inconsistencies and ensure that all requirements have been met and addressed.
- Once requirements have been analysed, it is important to prioritise them to ensure that the most important requirements are addressed first. Prioritization can be based on a variety of factors, including stakeholder needs, project goals and risk.
- It is also important to define functional and non-functional requirements. The former describe what the product/service should do, whereas the latter describes non-functional requirements, describe how the product/service should perform. Examples include performance, reliability, and security.

(b) Explain each of the following activities in configuration management process (30 marks, 10 marks each)

-Planning

-status accounting

- Verification audit

Planning

- The first step in planning for configuration management is to define the scope of the project. This involves identifying the products, services, or systems that need to be delivered as part of the project and defining the boundaries.
- Next step is to define the tools and procedures required to manage them. This involves defining the processes for managing changes to the configuration items. Establishing the roles and responsibilities of the project team members, and identifying the tools and resources required to support the configuration management processes.
- During the definition phase the project team should also develop a configuration management plan that outlines the processes and procedures to be followed throughout the project life cycle. This plan should show details for configuration plan changes and how it will be managed. How the status of the items will be tracked, verified, and audited.

Status Accounting

- This involves documenting the status of the configuration items, including any changes that have been made to them and communicating this information to the appropriate stakeholders.
- The process involves recording the status of each configuration item, including its current version number, its status, and any other relevant information. This information is typically stored in a centralised configuration management database which can be accessed by all members of the project team.
- The process also involves tracking changes made to the configuration items. This includes documenting the date and time of the change, the person who made the change and any other relevant information. This information is used to track the progress of the project and to ensure that all stakeholders are informed of any changes made to the project.
- It also enables the project team to monitor the progress of the project and to identify any potential risks or issues early on.

Verification Audit

- Is the process reviewing the configuration items to ensure that they meet the project requirements and that they are consistent with the project plans and specifications.
- The verification audit process is typically carried out at predefined stages of the project, such as at the end of each phase or the completion of the project.
- The audit ensures that the configured items have been developed and tested and are consistent with the plans and specifications.
- Verifying that any changes made to the configuration items have been authorised, documented, and implemented in a controlled manner. This involves reviewing the documentation of the change, the testing of the change and the approval of the change.

Question 15. L.O (a) Describe two characteristics of an effective team

- Clear goals and objectives: Goals are SMART meaning specific, measurable, attainable, relevant and time bound. Each team member understands the team's purpose and how their individual contributions support the team's overall objectives.
- Continuous Learning: Committed to continuous learning and improvement. They reflect on their success and failures, identify areas for improvement where all team members feel valued and respected.

(b) Using a recognised model, explain how three aspects of Leadership impact on team performance

- Personality clashes: The Myers – Briggs Type Indicator (MBTI) is a personality assessment tool that can be used by the PM to identify individual behaviour and preferences. The MBTI assesses personality based on four behaviours, dichotomies or taxonomies. These are Extroversion v Introversion, Sensing v Intuition, thinking v Feeling and Judging v Perceiving. This helps to identify personality preferences helping the PM understand project members better and delegate tasks based on individual preferences.
- Personality traits: The model can help the team members identify better and understand each other. For example, individual with a preference for extraversion tend to be outgoing whilst introverts are more reserved and reflective. This can help team members communicate more effectively and avoid misunderstanding.
- Training and Development: The model can be used to identify areas where team members may need additional training, support, or development. For example, an individual who comes across harsh may need training in sensitivity



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