MGT 422 - Project Management Implementation

Group Project Assignment

In order to complete the team project, begin by working with your group to select a company from an industry and focus on identifying at least two to three issues/problems that a project manager is currently facing. Project managers should be able to recognize some of the issues surrounding the triple constraint. The triple constraint involves cost, quality, and time. Some of the industries that you can choose from include: healthcare, IT, infrastructure, aerospace, defense, outsourcing, migration, construction, and relocation projects. You will develop your paper in three parts which will be due during Modules 3, 5, and 7. Specifics for each of the three parts are listed below. The length of your paper should be a minimum of 10 pages with at least five (5) references. Use the PMBOK® Guide as your primary reference.

As you develop your paper on the two to three project management issues/problems at the company that you have chosen, keep the following in mind:

A new project manager who is assigned to a project during the implementation phase, must conduct due diligence, because they are ultimately accountable and responsible for the project. The project manager can also be held liable for mistakes conducted during the project life cycle. It is of utmost importance that the project manager receives a clear, up-to-date, and accurate snapshot of the project status at the time he or she takes over the project. The project manager must evaluate and analyze all the documentation from their project and sometimes from other projects. They should have one-on-one conversations with key stakeholders during week one. Stakeholders may include the sponsor, the technical leads, the business leads, members of the executive team, and every single member of the team. The specific organizational circumstances and the amount of information exchanged will determine the order and style in which the conversations are conducted—whether technical, organizational, and/or political.

In addition, he/she should also talk with the department/functional managers. The project manager must be ready by the end of week two to present his findings to the executive team and to raise any appropriate flags (RED or YELLOW) and bring it to the attention of the executive team, sponsor, the project team, and other stakeholders.

Detailed items to review for this project are:

- Current budget status, confirm with finance department
- Hours charged to the project by internal staff
- Hours charged to the project by external staff, vendors
- Create a stakeholder communications plan
- Assess current stakeholder attitude towards the project
- The current status of the project's documentation
- Status of change management
- Determine project schedule, timeline, deadlines, toll gates
- Scope of the project
- The scope of the project as envisioned by the stakeholders
- Complete analysis and evaluation before making any commitments
Part 1 - (Due by the end of Module 3) - What is the current status of the project at the time that the project manager is being assigned?

A project manager rarely gets assigned at the Initiation Phase of the project. There are many different scenarios that can be presented. We are going to assume a three-year project in which the project manager gets assigned at the end of year 2. In such a situation, the PM needs to perform due diligence and conduct an analytical evaluation of the project. In order to do that, the PM must ask the following questions: (1) How many times has the timeline changed? Ask why as well? (2) Have any significant milestones been missed? (3) What is the percentage of project completion? (4) Who has all the documentation? (5) What is the goal of the project? (6) Does it fit with the organization’s strategy?

Part 2 - (Due by the end of Module 5) - What is the current status of the budget at the time the project manager is being assigned?

Review the list above. It is of the utmost importance for the PM to communicate to the executive board the status of the budget, because this is the perfect time and may be the only time to request an adjustment to the budget. The worst-case scenario is that the previous PM spent 80% of the budget, but only completed 50% of the work. If the PM blindly accepts the current budget, they will be in a world of hurt when it is discovered that it is impossible to complete 50% of the project with 20% of original budget. The old PM is not around to blame, thus all the blame will fall on the new PM.

Part 3 - (Due by the end of Module 7) - What is the current status of the team’s composition and/or morale at the time the project manager is being assigned?

The new PM can encounter two different scenarios after taking over a project:

- Scenario 1 - A very influential stakeholder is now antagonistic towards the project because he is tired of all the things that transpired before the new PM came on board.

- Scenario 2 - A key SME (Subject Matter Expert) is going on vacation or getting another job the week after the new PM comes on board because they are burned out after two years on the project.

The new PM must evaluate all scenarios that might negatively impact the project.