

Project Management

Miscellaneous Q&As (2)

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Question 15

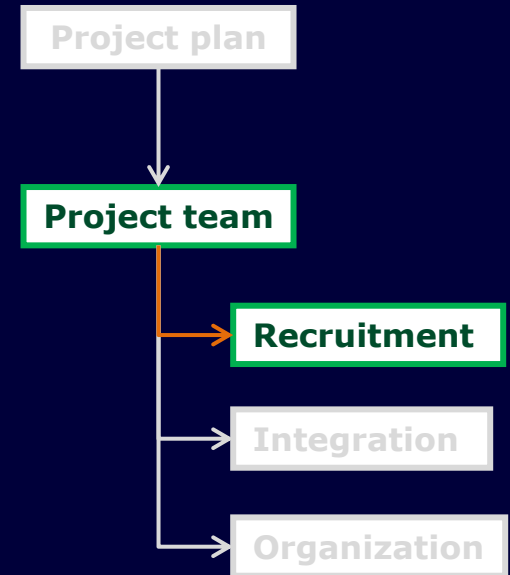
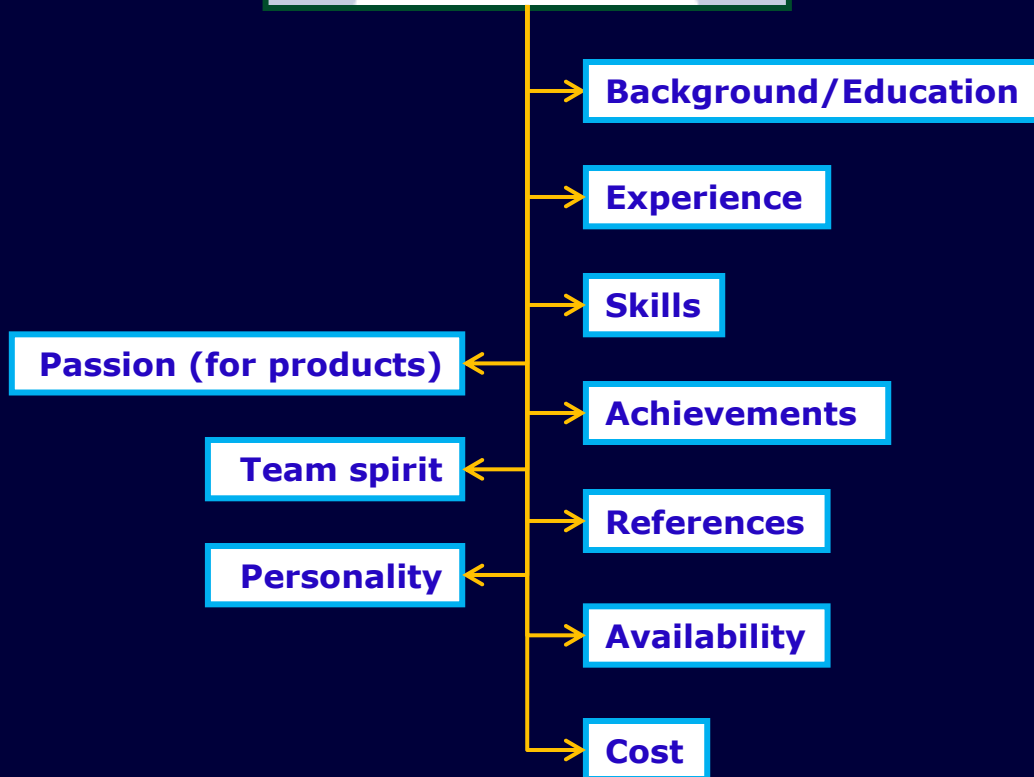
- In a recruitment process, the choice of a person to fill a position in a project team should be based on several selection criteria. Mentally list a few such criteria.

Answer 15

➤ In a recruitment process, the choice of a **person** to fill a position in a project team should be based on several selection criteria.
Mentally list a few such criteria.

- Background/Education
- Experience
- Skills
- Achievements
- References
- Availability
- Cost
- Passion (for products)
- Team spirit
- Personality

Reminder: selection criteria (people)



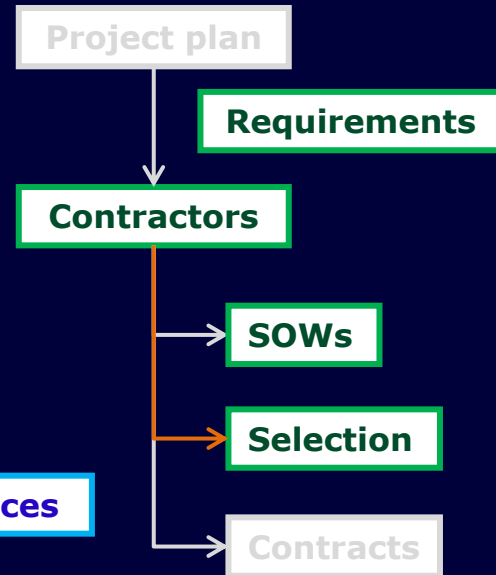
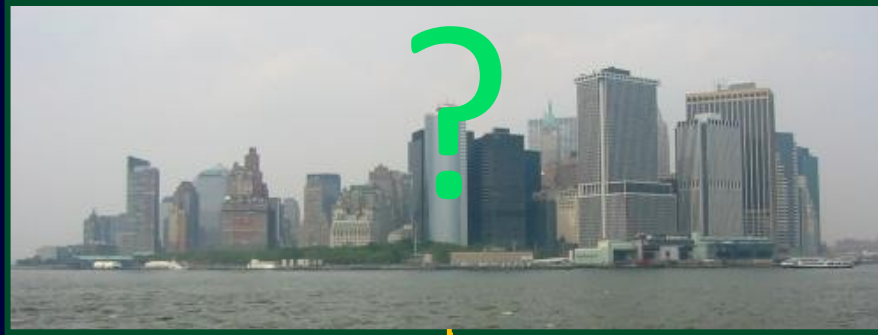
Question 16

- The choice of a company as a contractor for an important part of a project (for example software development) should be based on several selection criteria. Mentally list a few such criteria.

Answer 16

- The choice of a company as a contractor for an important part of a project (for example software development) should be based on several selection criteria. Mentally list a few such criteria.
 - Detailed proposal
 - Achievements
 - References
 - Size
 - Financial health
 - Geographical location
 - Price of work to be done
 - Impression given by staff
 - Atmosphere in offices
 - Degree of confidence
 - Questions asked / not asked

Reminder: selection criteria (companies)



Question 17

- In the case of a website for example, can content creation generally be performed in parallel with the technical development (coding/programming) work?

No

Yes

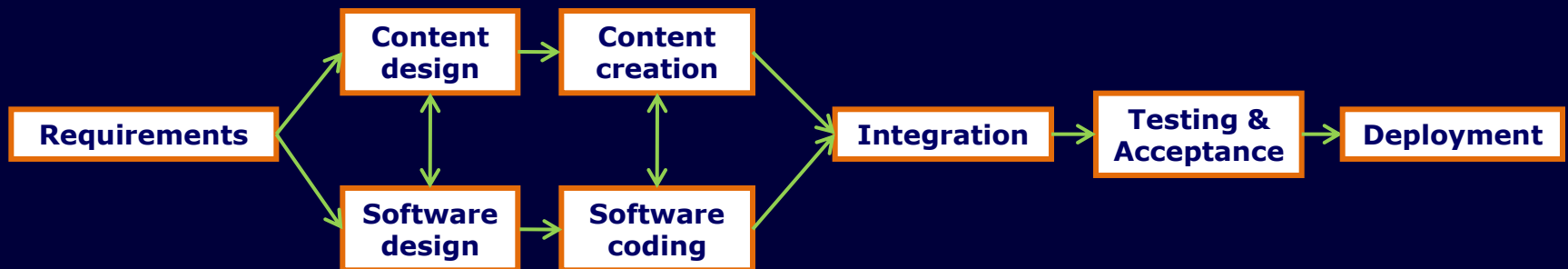
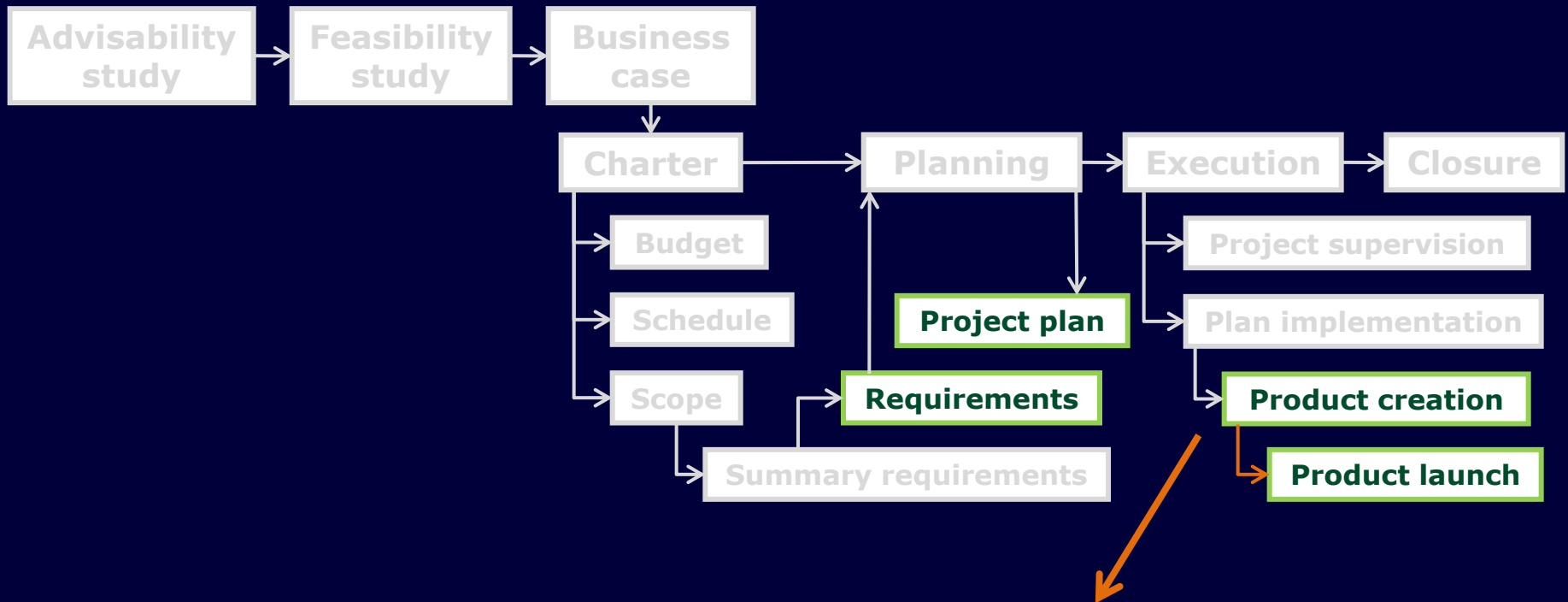
Answer 17

- In the case of a website for example, can content creation generally be performed in parallel with the technical development (coding/programming) work?

No

Yes

Reminder: content creation & SW dvpt



Question 18

➤ Which of the following elements can be considered as part of a product's content that should be created by people with editorial skills?

Algorithms

Display engine

Text of error messages

Help text & illustrations

Search engine

Multimedia assets (pictures, videos, sound...)

Metadata

Text of core content (articles, etc.)

Text of tooltips

Text of user-interface components
(ie text of menus & menu items, dialog boxes & buttons...)

Answer 18

➤ Which of the following elements can be considered as part of a product's content that should be created by people with editorial skills?

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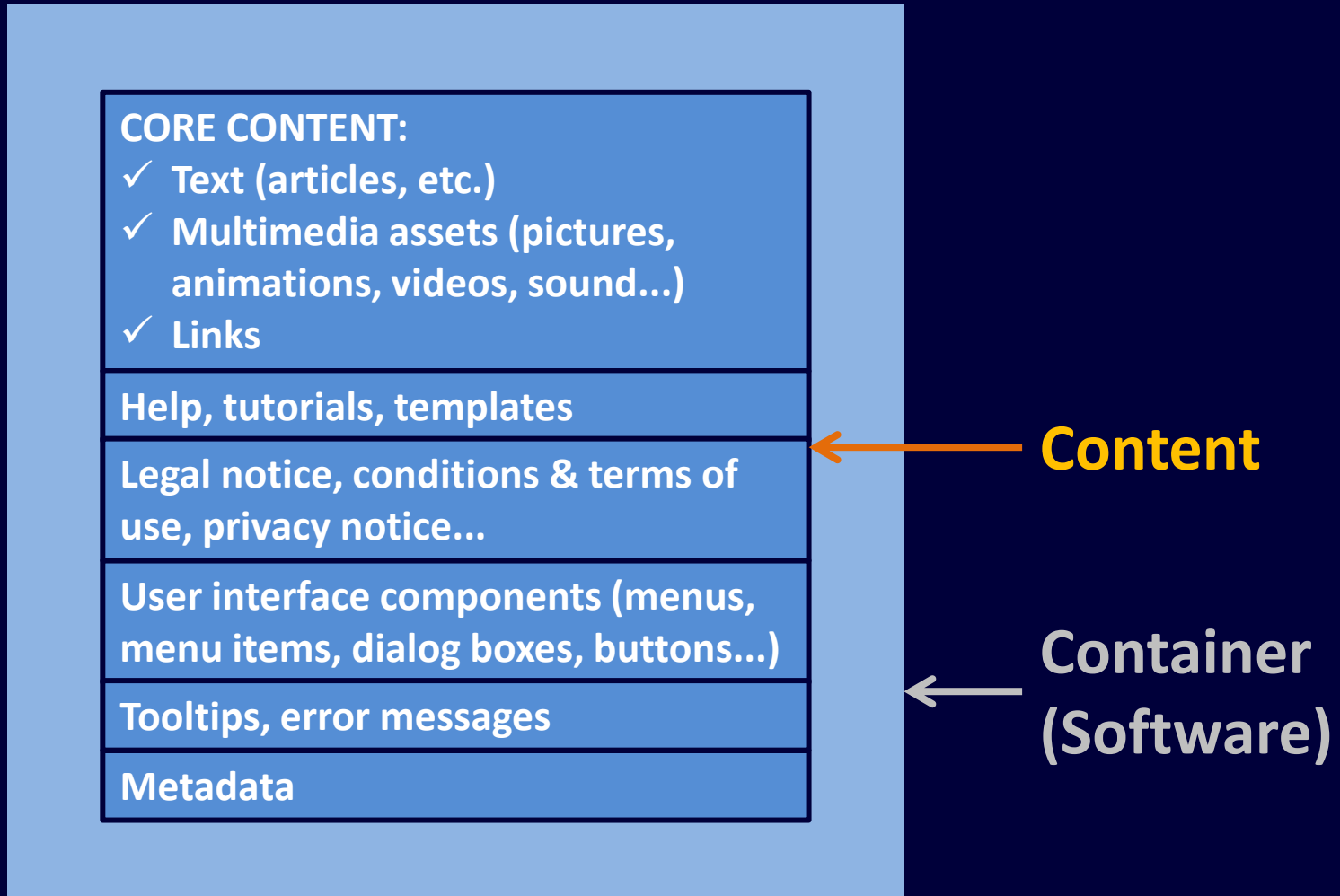
Metadata

Text of core content (articles, etc.)

Text of tooltips

Text of user-interface components
(ie text of menus & menu items, dialog boxes & buttons...)

Reminder: elements of content



+ Documentation, text & illustrations on package, etc.

Question 19

- Should a project manager rely exclusively on software developers to thoroughly test the code they have written?

No

Yes

Answer 19

- Should a project manager rely exclusively on software developers to thoroughly test the code they have written?

No



Yes



Reminder: internal/external testing

The diagram consists of three nested ovals on the left and a separate box on the right. The innermost oval is green and contains the text 'Project owner'. The middle oval is light green and contains the text 'Developer'. The outermost oval is dark green. To the right of these ovals is a white box with an orange border containing the text 'Testing service provider'.

Developer

**Project
owner**

**Testing
service
provider**

Question 20

- As a project manager, you should make sure that project meetings are effective and do not consume an excessive amount of time. Mentally list 4 principles you should apply for that purpose.

Answer 20

➤ As a project manager, you should make sure that project meetings are effective and do not consume an excessive amount of time. Mentally list 4 principles you should apply for that purpose.

- ✓ Careful preparation
- ✓ Setting an agenda
- ✓ Setting a schedule
- ✓ Keeping discussions within scope

Question 21

- Project meetings generally produce “action items”, ie actions that need to be undertaken, for example in order to solve a problem that has been identified. What are the 3 key attributes that should be specified for any action item (apart from its description)?

Answer 21

➤ Project meetings generally produce “action items”, ie actions that need to be undertaken, for example in order to solve a problem that has been identified. What are the 3 key attributes that should be specified for any action item (apart from its description)?

- ✓ The level of priority of the action item
- ✓ The deadline for completion of the action item
- ✓ The name of the person responsible for the execution of the action item

Question 22

➤ **“Management By Walking Around”** provides a project manager with **an opportunity to...**

gather information

feel the “atmosphere” in the project team

ask questions

answer questions

motivate team members

by-pass subproject managers to give instructions

correct the editors’ spelling

give team members a break by interrupting their work

detect difficulties

show developers how they should write code

Answer 22

➤ **“Management By Walking Around”** provides a project manager with an opportunity to...

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Question 23

- List some key performance indicators (“ KPIs”) that a “project dashboard” should include.

Answer 23

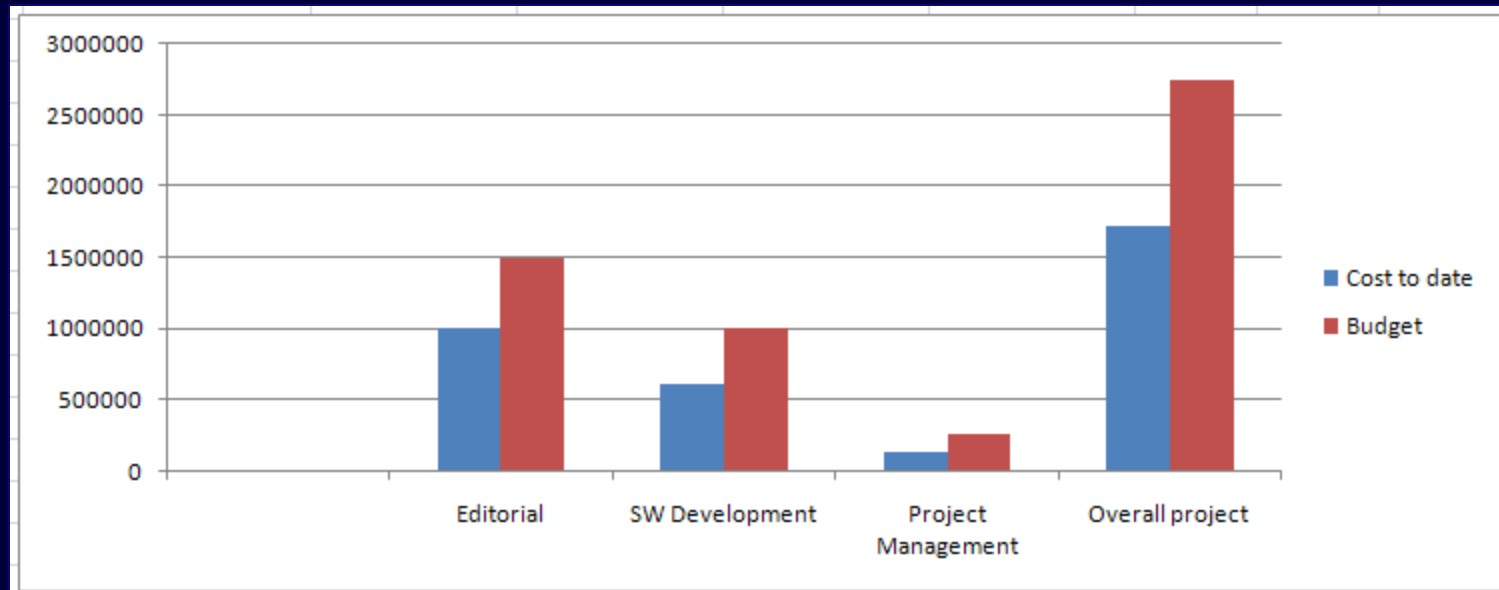
- List some key performance indicators (“ KPIs”) that a “project dashboard” should include.
 - ✓ The degree of completion of work packages and tasks
 - ✓ The status of deliverables with respect to target milestones
 - ✓ The status of the project with respect to its baseline schedule
 - ✓ The evolution of cost with respect to the budget
 - ✓ The assessment of risks

Example: performance indicators (1)

Activities	Schedule	Progress	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Editorial 1	Baseline schedule		■	■	■			
	Current status	60% complete	■	■	■			
	Revised schedule	extended by 2 weeks	■	■	■	■		
Editorial 2	Baseline schedule				■	■		
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks			■	■	■	
SW design	Baseline schedule		■					
	Current status	complete	■					
	Revised schedule	unchanged	■					
SW development	Baseline schedule		■	■	■	■		
	Current status	33% complete	■	■				
	Revised schedule	unchanged	■	■	■	■		
Alpha testing and bug fixing (w/ content sample)	Baseline schedule			■				
	Current status	due to start						
	Revised schedule	unchanged		■				
Integration of full content	Baseline schedule					■		
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks					■	
Beta & RC testing and bug fixing	Baseline schedule						■	■
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks					■	■
Acceptance & deployment	Baseline schedule							■
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks						■
			Current date					

Example: performance indicators (2)

Work packages	Cost to date	Budget	Cost to date % Budget	% complete	Risk of cost overrun		
					Low	Medium	High
Editorial	1 000 000	1 500 000	67%	50%			High
SW Development	600 000	1 000 000	60%	55%		Medium	
Project Management	125 000	250 000	50%	45%	Low		
Overall project	1 725 000	2 750 000	63%	50%		Medium	



Question 24

➤ Which of the following items does a project manager generally need to provide in order for Marketing & Sales ("M&S") to do a good job of promoting and selling a product?

A product demonstration scenario

A description of the product's functions and features

The product's technical design specifications

The product's source code

A "Questions & Answers" document about the product

Answer 24

➤ Which of the following items does a project manager generally need to provide in order for Marketing & Sales ("M&S") to do a good job of promoting and selling a product?

A product demonstration scenario



A description of the product's functions and features



The product's technical design specifications



The source code of the product's software



A "Questions & Answers" document about the product

