FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

Assignment 1

Small & Medium Enterprise Projects
BEP712S
Feedback Tutorial Letter for Small & Medium Enterprises: Projects (BEP712S)

Mr M L Nelegen

Assignment 1, Semester 2 of 2019

Question 1

Solution

1.1 Section A: Multiple Choice Questions

(3 x 20 = 60 Marks)

Choose the correct answer by writing the correct letter in your answer sheet. For example 1. (d)

Choose the correct answer

1. E
2. D
3. C
4. B
5. E
6. C
7. D
8. A
9. B
10. B
11. E
12. C
13. E
14. E
15. C
16. B
17. A
18. A
19. C
20. D

Section B

Essay-Type Questions

(40 Marks)

Question 2
2.1 Development Stages of Project Management (10 Marks)

1) Forming
This is the stage where the team members first meet each other. Under the leadership of the project manager they will be assigned their roles and duties.

2) Storming
Certain team members may feel that they have not been given enough authority or responsibility, while others may feel they will be over stretched. There will be some jockeying for position and this will throw up problems which require all the skills of the project manager to resolve.

3) Norming
By now the team members have settled down and begin to carry out the duties assigned to them. The project manager may still have to make some adjustments to the degree of responsibility given to some members and arrange any necessary support if required.

4) Performing
The team is now operating as a fully integrated group. Each member is able to perform to the best of his/her abilities for the benefit of the project.

5) Mourning
Although not part of the Tuckman analysis, there is a mourning stage when the project comes to an end and the team is disbanded. There will be sadness as well as apprehension of what will follow. Close personal relationships built up over the period of the project will now have to come to an end.

2.2 Advantages of working as a project team (10 Marks)

The advantages of working as a team are:

1) The many different skills of the various team members can be channelled to meeting the project’s performance criteria.

2) The collective experience of the team members can generate meaningful discussion which assists in resolving problems.
3) New ideas are more easily generated and speedily discussed, tested and implemented

4) The close relationship between members increases the spirit of co-operation and engenders the motivation to succeed.

5) Team members can support and assist each other

6) The short lines of communication enable misunderstandings to be reduced and enable decisions to be speedily implemented.

7) If properly led by the project manager, project team members will feel proud to be a part of successful organisation and will show this by hard work, loyalty and dedication.

2.3 Broad knowledge areas of an organization and put them in context with regards to the strategic objectives of the organization. (10 Marks)

Strategic management – where the organisation wants to be
Process Management – what needs to improve or be implemented to deliver the strategic objectives

Project Management – how projects should be delivered to meet the strategic objectives

Performance Management – how people will be managed to achieve the strategic objectives

Issues Management – how to recognise and address performance gaps to ensure strategic objectives are obtained

Five marks for each correct example given

2.4 Discuss the various elements or factors that can be used to categorize stakeholders and give examples of stakeholders in each of the categories. (10 Marks)

the project advocate or champion (promotes the idea)

the project sponsor (for funding)

the project manager (for the execution)

customer or client (the user)

the performing organization (the team)

Other categories of stakeholders can be identified such as internal and external clients, team members & families, suppliers, contractors, Government etc.

The elements or factors that can be used for categorization include influence, importance, interest, power and commitment.

TOTAL MARKS FOR ASSIGNMENT 01: 100 Marks

END OF ASSIGNMENT 01