

1) What is a Work Package (WP)? Briefly explain the characteristics a WP must possess.

The work package is the critical level for managing a Work Breakdown Structure (WBS). To explain them further, work packages are natural subdivisions of cost accounts and constitute the basic building blocks used by the contractor in planning, controlling, and measuring contract performance. A work package is simply a low-level task or job assignment. It describes the work to be accomplished by a specific performing organization or a group of cost centers and serves as a vehicle for monitoring and reporting progress of work.

Characteristics of Work Package:

In case of large projects, planning will be time phased at the work package level of the Work Breakdown Structure (WBS). The work package has the following characteristics:

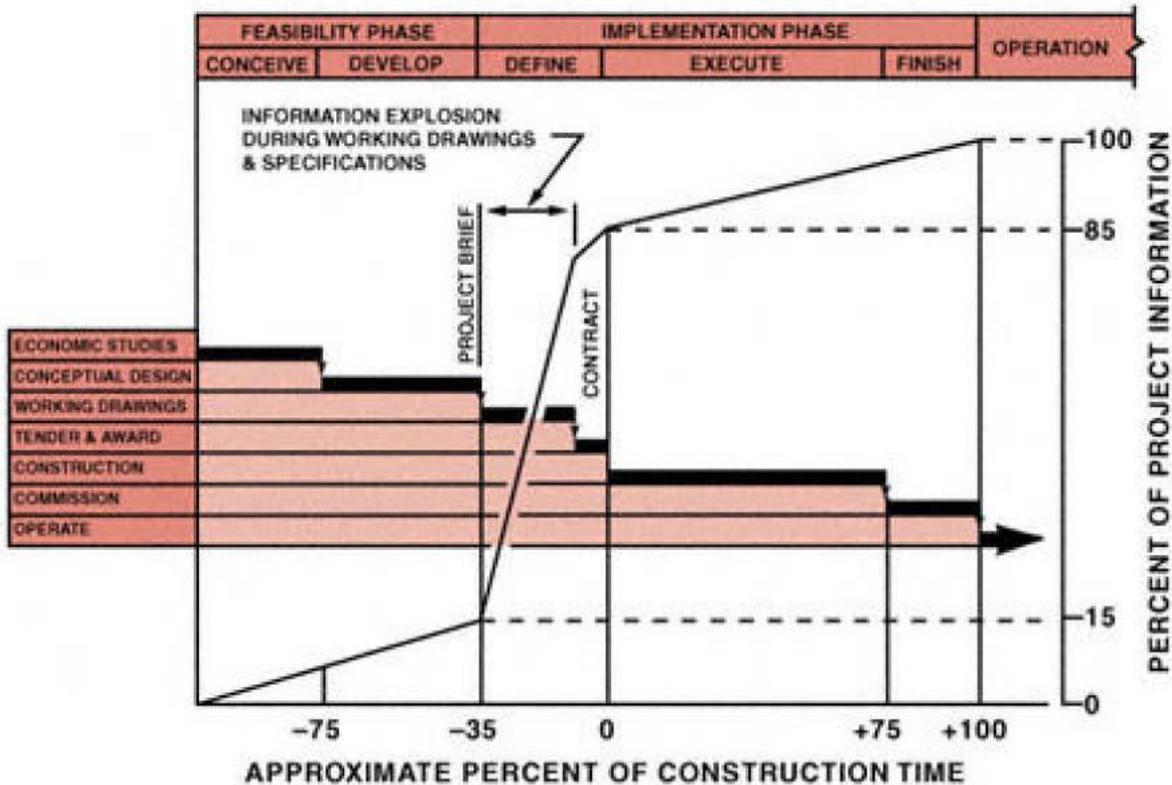
- Represents units of work at the level where the work is performed
- Clearly distinguishes one work package from all others assigned to a single functional group
- Contains clearly defined start and end dates that are representative of physical accomplishment
- Specifies a budget in terms of dollars, man-hours, or other measurable units
- Limits the work to be performed to relatively short periods of time to minimize the work-in process effort

2) The starting date of a 3 months long project was delayed by 1 week due to lack of adequate funding. How can this project be completed by the due date? Explain in detail.

The answer is to fast-track the project. Fast-tracking a project means that activities that are normally done in series are done in parallel. An example of this is when construction begins before detail design is completed.

No matter how well we plan, sometimes something happens that causes havoc on the project. Such is the case when either the customer or management changes the project's constraints. Consider Figure 25.4 "The information explosion" and let us assume that the execution time for the construction of the project

is one year. To prepare the working drawings and specifications down through level 5 of the Work Breakdown Structure (WBS) would require an additional 35 percent of the expected execution time, and if a feasibility study is required, then an additional 40 percent will be added on. In other words, if the execution phase of the project is one year, then the entire project is almost two years.



3) Being a project manager, you have to compete in the market with rival firms. To be competitive and to win the market, which aspects you should focus the most? Discuss in detail.

Quality is by no means a new concept in modern business. In October 1887, William Cooper Procter, grandson of the founder of Procter and Gamble, told his employees, "The first job we have is to him out quality merchandise that consumers will buy and keep on buying. If we produce it efficiently and economically, we will earn a profit, in which you will share." Procter's statement addresses three issues that are critical to managers of manufacturing and service organizations: productivity, cost, and quality. Productivity (the measure of efficiency defined as

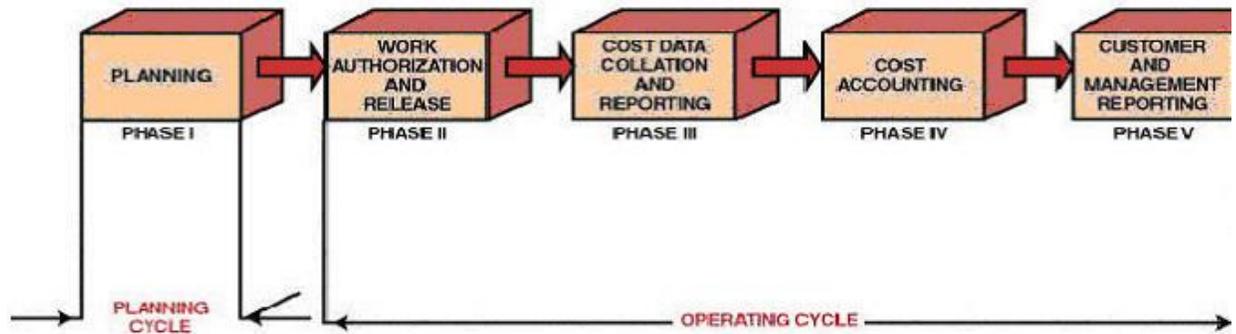
the amount of output achieved per unit of input), the cost of operations, and the quality of the goods and services that create customer satisfaction all contribute to profitability. Of these three determinants of profitability, the most significant factor in determining the long-run success or failure of any organization is quality. High quality goods and services can provide an organization with a competitive edge. High quality reduces costs due to returns, rework, and scrap. It increases productivity, profits, and other measures of success. Most importantly, high quality generates satisfied customers,

4) The XYZ Company is carrying out a project to produce a software program that teaches basic math skills to the children. Mr. Ali is the project manager of this company and is performing cost estimates for this project; but does not have much data yet. In your point of view, which technique should he use to perform this task?

5)- You have been appointed as project manager of highly sensitive project in your company as this will either make or break the company, the project is highly visible & sponsored directly by the board of directors one of your team member is developing management cost & control system (MCCS) for this project, he is quite new & do not know much about MCCS being a senior project manager guide him about the different phases of MCCS. Lesson # 40 (complete)

Management Cost and Control System (MCCS):

Cost control is actually a subsystem of the *Management Cost and Control System (MCCS)* rather than a complete system per se. This is shown in Figure 40.1, where the Management Cost and Control System (MCCS) is represented as a two cycle process: a planning cycle and an operating cycle. The operating cycle is what is commonly referred to as the cost control system. Failure of a cost control system to accurately describe the true status of a project does not necessarily imply that the cost control system is at fault. Any cost control system is only as good as the original plan against which performance will be measured. It is more common for the plan to be at fault than the control system.



6) A company has major focus on “Quality” and is starting a new housing society. Keeping in view the company’s requirement which quality approach would you implement in this project and why?

Integrating Perspectives on Quality:

Although product quality should be important to all individuals throughout the value chain, how quality is viewed may depend on one's position in the value chain, that is, whether one is the designer, manufacturer or service provider, distributor, or customer. The customer is the driving force for the production of goods and services, and customers generally view quality from either the transcendent or the productbased perspective. The goods and services produced should meet customers' needs; indeed, business organizations’ existences depend upon meeting customer needs. It is the rule of the marketing function to determine these needs. A product that meets customer needs can rightly be described as a quality product. Hence, the user-based definition of quality is meaningful to people who work in marketing.

The manufacturer must translate customer requirements into detailed product and process specifications. Making this translation is the role of research and development, product design, and engineering. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics, and safety features. Process specifications indicate the types of equipment, tools, and facilities to be used in production. Product designers must balance performance and cost to meet marketing objectives; thus, the value-based definition of quality is most useful at this stage.

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7) What is work package? briefly explain its characteristics.

8) numeric question find slack time, critical path and project duration.

9) about risk Lesson # 44 pg #352