

CERTIFIED PROJECT MANAGER IPMA LEVEL C®

WRITTEN EXAM MINICASES

SAMPLE EXAMINATION WITHOUT ANSWERS

| | | | |
|-----------------------|--|--------------------|--|
| Notes | Please write your name on the title page. Please check the number of pages in the footer to make sure that you have the complete exam paper. | | |
| Resources | You may use all forms of printed documents as well as personal notes. Resources that allow communication beyond the exam hall are prohibited. | | |
| Length of examination | Each minicase takes about the same time to complete. | 120 minutes | |
| Score | Maximum number of points | 81 points | |

| Date | First name | Surname | Points achieved |
|------|------------|---------|-----------------|
| | | | |

OVERVIEW OF THE MINICASES

| Minicase | Contents | Assignment | Points | |
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| 'newMob' SwissMobile AG | Development of a new product line | 1.1 Process to define the goals and requirements | 9 | 27 |
| | | 1.2 Definition of the scope of work | 9 | |
| | | 1.3 Deadline planning and progress review | 9 | |
| FinCo AG | Consolidation of the credit card processing locations | 2.1 Self-management | 9 | 27 |
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| Cantonal-Office | Correlation of Strategic corporate development | 3.1 Evaluating the strategy match | 9 | 27 |
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| | | 3.3 Further development of project management competence | 9 | |
| Total number of points | | | | 81 |

MINICASE 1 - PROJECT 'newMob' OF SWISSMOBILE AG

| | |
|-----------|---|
| Role | You are a project manager at the company SwissMobile AG and work in the field of 'large customers'. You lead the 'newMob' project. In this role you are responsible for the project from the beginning, and are consequently also responsible for its initialisation. |
| Context | SwissMobile AG is one of the leading telecommunications companies in Switzerland. It focuses on mobile communication services, and offers these exclusively in Switzerland. Customer groups are segmented as follows: 'business customers' and 'private customers', whereby within the business customers segment a distinction is made between 'large customers' and 'SMEs' (Small and Medium Enterprises). |
| Situation | Margins are dwindling in the 'key accounts' segment. This margin erosion can be offset only by new acquisitions or the sale of additional subscriptions/SIM cards. The Management Board of SwissMobile AG decides to counter this trend by developing a new product line. The goal of Management – to stop the margin erosion – is clear, but there is no agreement about how to achieve this. The 'newMob' project involves product development, product management, marketing, sales, processes and IT. |

ASSIGNMENT 1.1 - PROCEDURE USED TO DEFINE THE GOALS AND REQUIREMENTS

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|--|
| Introduction | The needs, requirements and expectations of stakeholders diverge strongly. The Management Board envisages a structure with 3 standardised subscriptions (Basic, Standard, Enhanced). It wants to market this as quickly as possible and to boost margins. The product managers want to introduce many of their own cool ideas, but do not know enough about the market requirements. The sales department wants to sell customers an optimally tailored subscription with many options. IT wants to offer as few options as possible, because these complicate the system. |
| Assignment | Establish the processes used to define the goals and requirements for the 'newMob' project. <i>(Competence 4.5.2)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Name 3 procedural steps in the goal-setting process that are particularly important in the initial situation described above, and justify each of your choices in 1-2 sentences. <i>(maximum 3 points, competence indicator 4.5.2.1)</i> b) Which stakeholder group that is of relevance when it comes to identifying needs, expectations and requirements is missing from the above-described introduction? Name this group, and justify your choice in 1-2 sentences. Also list 3 representatives of this stakeholder group who absolutely must be involved. <i>(maximum 3 points, competence indicator 4.5.2.2)</i> c) Propose a specific approach to identify, analyse the needs, expectations and requirements, as well as resolving the divergence. Use keywords to name 6 process steps. <i>(maximum 3 points, competence indicator 4.5.2.2)</i> |

ASSIGNMENT 1.1 - SOLUTION

a) Goal-setting process

| | Procedural step | Justification |
|---|-----------------|---------------|
| 1 | | |
| 2 | | |
| 3 | | |

b) Stakeholder group

| The relevant stakeholder group that must be taken into account | | |
|--|----------------------|----------------|
| | Stakeholder group | Representative |
| 1 | | |
| 2 | | |
| 3 | | |
| | Reason for inclusion | |

c) Analysis of the needs and requirements

| Procedural steps | |
|------------------|--|
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |

ASSIGNMENT 1.2 - DEFINING THE SCOPE OF WORK

| Maximum points possible | 9 points | Points achieved | |
|-------------------------|----------|-----------------|--|
|-------------------------|----------|-----------------|--|

| | |
|--------------|---|
| Introduction | The market in the mobile communications field is subject to continuous and rapid change. Product managers and sales staff always want to keep up with the latest trend, and are keen to get new product components on the market as quickly as possible. Because the new products have a major impact on the processes and IT systems, a project life-cycle of 15 months is to be expected. To meet the demands of product managers, you are keen to choose an agile product approach wherever possible. |
| Assignment | Define the scope of the project work as well as the processes required to control this. Take care to address the specific needs of the stakeholder groups. <i>(Competence 4.5.3)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Determine the most suitable structuring principle for drawing up the project structure plan (Work Breakdown Structure) for the 'newMob' project. Name 3 reasons for your choice, and describe each of these in 1-2 sentences. <i>(maximum 4 points, competence indicator 4.5.3.2)</i> b) 2 topics are provided in the solution table. Describe the essential differences in the description of the work packages for the agile and the classic approach, using 1-2 sentences in each case. <i>(maximum 2 points, competence indicator 4.5.3.3)</i> c) The product manager makes frequent proposals for minor improvements in the order management system for product components that are already in production. It is essential that these changes are implemented. Using key words, describe in 3 steps how you handle these proposals. <i>(maximum 3 points, competence indicator 4.5.3.4)</i> |

ASSIGNMENT 1.2 - SOLUTION

a) Structuring principle for the project structure plan (Work Breakdown Structure)

| Structuring principle for the project structure plan | | |
|--|--------|-------------|
| | | |
| | Reason | Description |
| 1 | | |
| 2 | | |
| 3 | | |

b) Significant differences in the description of the work packages

| | | Description of the difference |
|---|--------------------|-------------------------------|
| 1 | Need for resources | |
| 2 | Duration | |

c) Procedural steps for handling changes

| Procedural step | |
|-----------------|--|
| 1 | |
| 2 | |
| 3 | |

ASSIGNMENT 1.3 - DEADLINE PLANNING AND PROGRESS MONITORING

| Maximum points possible | 9 points | Points achieved | |
|-------------------------|----------|-----------------|--|
|-------------------------|----------|-----------------|--|

| | |
|--------------|--|
| Introduction | You decide to adopt the agile approach for the modification of the IT on-line system 'order management'. This means changes to the product configuration can be activated every 2 weeks. To adapt the IT back-end system 'technical activation of SIM cards' you choose the waterfall model, as 3 releases are implemented annually. Product managers welcome your decision. Your line manager, by contrast, is sceptical about this and wants to apply the waterfall model to all delivery objects. |
| Assignment | Show your line manager why your decisions to choose the selected approaches are correct. Specify the planning and measurement of the project progress. <i>(Competence 4.5.4)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Using one sentence in each case, describe 3 advantages for each of the approaches selected by you. <i>(maximum 3 points, competence indicator 4.5.4.1)</i> b) When preparing the project plan, the agile team makes it clear to you that you are entitled to specify only the backlog and the prioritisation of the work packages/user stories. On the other hand, you need to coordinate the deadlines with the 3 releases of the technical systems. Using 1-2 sentences in each case, describe 3 measures to minimise the risk of deadline conflicts between the two teams. <i>(maximum 3 points, competence indicator 4.5.4.3)</i> c) You use earned value analysis (EVA) to monitor the progress of the project. Use key words to describe the advantages or disadvantages of this approach. Specify whether this is an advantage or disadvantage, and refer to the project 'newMob'. <i>(maximum 3 points, competence indicator 4.5.4.5)</i> |

ASSIGNMENT 1.3 - SOLUTION

a) Advantages of the selected approaches

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

b) Measures to minimise the risk of deadline conflicts

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

c) Advantages and disadvantages of the earned value analysis

Enter a '+' for an advantage and a '-' for a disadvantage.

| | Advantage/disadvantage | Describe the advantage or disadvantage |
|---|------------------------|--|
| 1 | | |
| 2 | | |
| 3 | | |

MINICASE 2 – FINCo AG

| | |
|-----------|---|
| Role | You are the project manager at FinCo AG for the project 'Consolidation of Credit Card processing locations'. |
| Context | <p>The company FinCo AG, a subsidiary of SwissCo AG Bank, with headquarters in Switzerland, settles all credit card transactions for SwissCo AG. In this regard, all credit card and debit cards from Visa, MasterCard, Maestro, JCB, Diners Club, Discover and American Express are supported. All common payment and transaction currencies are processed and verified with 3D-Secure (Verified by Visa, MasterCard SecureCode). FinCo AG has three locations in Switzerland, Zurich as head office with around 350 employees, Geneva with 150 employees and Lugano with 80 employees.</p> <p>The locations each have four departments: Transaction Processing, Fraud and Blocking, Customer Service and Sales. Sales focuses mainly on the acquisition of new agents and financial institutions.</p> <p>The credit card business is a bulk business and margins have come under strong pressure in recent years. The management decides to consolidate the three locations within Switzerland by relocating all operations to a single site. The main objective is to secure synergies and significantly reduce transaction costs.</p> |
| Situation | <p>The management is conscious of the scope of the implications of this decision, and wants to begin with a detailed analysis of the business case, which has been prepared by a consultancy firm, with respect to the potential risks and their measures.</p> <p>Thanks to your extensive experience, the management team commissions you to lead this analysis and to prepare a feasibility study. It is agreed that you are to receive four project resources, in each case for a maximum duration of two months.</p> |

ASSIGNMENT 2.1 - SELF-MANAGEMENT

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|--|
| Introduction | You consider the allowed time of two months to prepare the feasibility study to be very ambitious. After a clarification of the assignment with management, you are unfortunately unable to secure an extension of time that would be realistic. |
| Assignment | There is always more to do than the time available permits. Therefore, it is essential to organise and prioritise your activities. You start with the planning for the preparation of the feasibility study. <i>(Competence 4.4.1)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Use keywords to identify three activities, and justify each with 1-2 sentences why these activities are important and urgent. <i>(maximum 3 points, competence indicator 4.4.1.4)</i> b) For the selection of the four agreed project resources, you place great importance on intrinsic motivation. Formulate three questions to identify the intrinsic motivation of the potential project resources during an interview. <i>(maximum 3 points, competence indicator 4.4.1.3)</i> c) You want to prevent misunderstandings that might result from the different values and experience of the project team members. Use keywords to identify three rules that are designed to ensure a feedback culture, and explain the importance of these rules in 2-3 sentences. <i>(maximum 3 points, competence indicator 4.4.1.1)</i> |

ASSIGNMENT 2.1 - SOLUTION

a) Planning personal activities (important and urgent)

| | Activity | Justification importance and urgency |
|---|----------|--------------------------------------|
| 1 | | |
| 2 | | |
| 3 | | |

b) Interview questions (intrinsic motivation)

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

c) Feedback culture rules

| | Feedback culture rules | Justification for importance |
|---|------------------------|------------------------------|
| 1 | | |
| 2 | | |
| 3 | | |

ASSIGNMENT 2.2 - COMMUNICATION

| Maximum points possible | 9 points | Points achieved | |
|-------------------------|----------|-----------------|--|
|-------------------------|----------|-----------------|--|

| | |
|--------------|--|
| Introduction | The project team you have put together is spread between the three cities of Geneva, Lugano and Zurich. This composition demands efficient working practices and forms of communication. You agree with the project team to adopt an agile approach with a daily stand-up (scrum) of 15 minutes. |
| Assignment | You are planning a kick-off with the project team. Prepare yourself for the agenda item 'Communications'. <i>(Competence 4.4.3)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Using keywords, define 3 possible communication types, and justify in each case in 1-2 sentences whether these are suitable or not, based on the local composition of your team. <i>(maximum 3 points, competence indicator 4.4.3.3)</i> b) Use keywords to define the three-part agenda for the daily stand-up. Describe in keywords 3 rules that you as moderator (Scrum Master) must pay attention to. <i>(maximum 3 points, competence indicator 4.4.3.1)</i> c) You define a communication codex in cooperation with the project team. Using keywords, identify 3 positive rules that the project team must observe, and 3 negative rules that should not be broken. <i>(maximum 3 points, competence indicator 4.4.3.2)</i> |

ASSIGNMENT 2.2 - SOLUTION

a) Communication types

| | Communication type | Suitability |
|---|--------------------|-------------|
| 1 | | |
| 2 | | |
| 3 | | |

b) Agenda and rules for the stand-up

| Agenda | |
|--------|--|
| 1 | |
| 2 | |
| 3 | |

| Rules | |
|-------|--|
| 1 | |
| 2 | |
| 3 | |

c) Communication codex (positive/negative)

| | Communication codex – positive | Communication codex – negative |
|---|--------------------------------|--------------------------------|
| 1 | | |
| 2 | | |
| 3 | | |

ASSIGNMENT 2.3 - RESULTS ORIENTATION

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|--|
| Introduction | The two-month deadline imposed by the management for the preparation of the feasibility study, imposes considerable time pressures on the project team. You undertake, however, to ensure a healthy, safe and productive working environment for the project team. As soon as these preconditions have been fulfilled, you focus on securing and acceptance of the results. You are also commissioned by the management to announce the project within FinCo AG. |
| Assignment | Make the necessary preparations to announce the project within FinCo AG, as well as to ensure the productive working environment and the acceptance of the results. <i>(Competence 4.4.10)</i> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Which 3 measures do you take at the beginning and the in the course of the project to make the project known within FinCo AG. Describe the approach and the recipients of each measure. <i>(maximum 3 points, competence indicator 4.4.10.4)</i> b) Stress is generated by three factors (physical, social and psychological stress factors). Identify three social stress factors that could undermine your project team and its results. Define, in each case in 1-2 sentences, which measures you take to avoid this. <i>(maximum 3 points, competence indicator 4.4.10.3)</i> c) After four weeks, you realise that results have been produced with great efficiency, but that they only partially meet expectations. Describe in 1-2 sentences three typical possible causes of this discrepancy. <i>(maximum 3 points, competence indicator 4.4.10.5)</i> |

ASSIGNMENT 2.3 - SOLUTION

a) Measure and approach with recipients

| | Measure | Approach and recipients |
|---|---------|-------------------------|
| 1 | | |
| 2 | | |
| 3 | | |

b) Social stress factors and countermeasures

| | Social stress factors | Countermeasures |
|---|-----------------------|-----------------|
| 1 | | |
| 2 | | |
| 3 | | |

c) Causes for discrepancy between result and expectation

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

MINICASE 3 - CANTONAL-OFFICE

| | |
|-----------|---|
| Role | You are a project manager in a major Cantonal-Office ¹ . |
| Context | <p>Due to a reorganisation that resulted in almost all senior managers being changed, the Cantonal-Office initially failed to restore its original performance. It was important for the relatively new senior management team - within the context of the overall guidelines - to revise and update the long-term policy framework of the Cantonal-Office (Cantonal-Office strategy), in order to achieve the mission while taking account the vision. In the meantime, the senior management has formulated and approved the revised Cantonal-Office strategy. While the vision and the strategy provide the basis for coordinating the portfolio, they are not currently monitored within this.</p> <p>Knowledge and experience of project management (PM) - up to and including the senior management team - are very poorly developed in the Cantonal-Office. Neither standard PM instruments, nor defined PM processes or portfolio management exist. The management has not yet given priority to a standard PM concept. It is aware, however, that all projects in the Cantonal-Office need to match the strategy and that the targeted project results need to make a positive contribution to this.</p> |
| Situation | In your capacity as an experienced project manager, you are increasingly disturbed by the previous lack of project orientation in the Cantonal-Office. For this reason you are pleased that the management has now commissioned you to assess whether the goals and benefits of the current projects for which you are responsible match the mission, vision and revised strategy. |

¹ A Cantonal-Office (kantonaes Amt) is the governing body of a Swiss Canton and contains the various departments responsible for Finance, Security, Health, Education etc. In this document, it is referred to as the Cantonal-Office.

ASSIGNMENT 3.1 - EVALUATION OF THE STRATEGY MATCH

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|--|
| Introduction | It is a concern of the senior management to enable the benefits of all projects to be highlighted – within the context of the revised official strategy. It is necessary to ascertain which projects make the biggest direct or indirect contribution towards achieving the strategy. By consequently evaluating all projects, the basis for prioritising the projects in the Cantonal-Office is to be established (tactical implementation). The senior management of the Cantonal-Office then wants to decide whether, when and furnished with what resources which projects are to be executed. |
| Assignment | Show how you would specifically proceed to assess whether your current ongoing projects in the Cantonal-Office remain necessary in terms of vision, mission and the amended strategy. (<i>Competence 4.3.1</i>) |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) Formulate a specific, concrete question for 3 of the 5 classic project evaluation dimensions (strategy contribution, benefits, risk of non-implementation, urgency as well as internal/external resources) that is of relevance when it comes to evaluating your current ongoing projects in the described Cantonal-Office. You may select the 3 dimensions yourself. (<i>maximum 3 points, competence indicator 4.3.1.1</i>) b) In keywords, suggest 4 concrete options that you as project manager have for influencing the strategy after having discovered opportunities both for individual projects or for the whole Cantonal-Office with regard to the revised strategic guidelines. (<i>maximum 3 points, competence indicator 4.3.1.2</i>) c) Using 1-2 sentences, formulate 3 preconditions that you should be able to individually demonstrate for each of your projects, in order to enable you to justify their continuation under the new vision, mission and amended strategy. (<i>maximum 3 points, competence indicator 4.3.1.3</i>) |

ASSIGNMENT 3.1 - SOLUTION

a) Dimensions of the project evaluation

| | Project evaluation in accordance with | Relevant questions |
|---|---------------------------------------|--------------------|
| 1 | Strategy contribution | |
| 2 | Benefits | |
| 3 | Risk of non-implementation | |
| 4 | Urgency | |
| 5 | Resources (internal/external) | |

b) Possibilities for influencing the strategy

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

c) Preconditions for continuing the projects with the revised strategy

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

ASSIGNMENT 3.2 - SITUATION ANALYSIS, KEY FACTORS AND PLANNING THE REPORTING

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|---|
| Introduction | <p>You and all 12 other project managers in the Cantonal-Office, who work at different locations, plan, monitor and control the projects in their own particular ways. The approximately 350 project staff repeatedly have to adapt to different project processes. No defined project management processes exist to date. The understanding of roles differs greatly. The resources are rarely secured both quantitatively or qualitatively and the planning is often imprecise. Many projects are cancelled before they have been completed. Resistance often comes from the end users of the project results.</p> <p>In your capacity as an experienced project manager, you want to contribute to increasing the project orientation in the Cantonal-Office and therefore submit a proposal for a respective project to be started. You are convinced that the project makes good sense, because an initial project 'Increasing project orientation in the Cantonal-Office' and a follow-up project 'Introduction of a portfolio management system in the Cantonal-Office' can certainly make a significant contribution towards increasing the performance capacity of the Cantonal-Office.</p> |
| Assignment | <p>Draw up a situation analysis, setting out the arguments you want to use to persuade the management in a first step towards the introduction of the project 'Increasing project orientation in the Cantonal-Office', identifying the key factors and key performance indicators for the follow-up project 'Introduction of the portfolio management system in the Cantonal-Office', and then plan the reporting as the basis for efficient decision-making.</p> <p><i>(Competence 4.3.2)</i></p> |
| Description | <p>Approach this assignment as follows:</p> <ul style="list-style-type: none"> a) For each of the 4 target categories defined in the solution table, identify 2 strengths/opportunities of the target status: 'Cantonal-Office with high project orientation thanks to the introduction and implementation of a project management system' with the already identified weaknesses / risks of the current status <i>(maximum 4 points, competence indicator 4.3.2.1)</i> b) For the follow-up project 'Introduction of a project portfolio management system in the Cantonal-Office', 5 critical success factors have been identified. In respect of each of these 5 critical success factors, identify one key performance indicator (KPI) that makes the success of the project visible. <i>(maximum 2.5 points, competence indicator 4.3.2.3)</i> c) Use a one-month timeline to show the reporting requirements of all of the projects of the Cantonal-Office. Your solution should identify at least 4 milestones together with the associated deadlines. As soon as the project portfolio management system has been introduced, the flow of information from the projects should support an efficient decision-making process. <i>(maximum 2.5 points, competence indicator 4.3.2.5)</i> |

ASSIGNMENT 3.2 - SOLUTION

a) Situation analysis as argument to convince the management

| | | Weaknesses/risks of the current status | Strengths/opportunities of the target status |
|---|------------------------|--|---|
| 1 | Performance objectives | <ul style="list-style-type: none"> ▪ No PM document templates (instruments, checklists), meaning that different tools (organisational tools and resources) are being used ▪ No guidelines for project documentation | |
| 2 | Personnel objectives | <ul style="list-style-type: none"> ▪ Competence disputes due to inadequately regulated tasks, competences and responsibilities (roles). ▪ No secured resources because resources have not been firmly allocated to the project. ▪ Inaccurate planning of work assignments: Neither schedule, spatial, quantitative nor qualitative planning is available. ▪ Mutual deputising difficult to realise | |
| 3 | Procedural objectives | <ul style="list-style-type: none"> ▪ No standard project procedures ▪ No standard planning, monitoring and control ▪ Low acceptance of the project results amongst users (notified too late, no involvement, ...) | |

| | | Weaknesses/risks of the current status | Strengths/opportunities of the target status |
|---|----------------|--|---|
| 4 | Economic goals | <ul style="list-style-type: none"> ▪ Insufficiently consistent prioritising of the resources ▪ Many cancelled projects, as well as project failures ▪ Inadequate return on investment | |

b) critical success factors (CSF) and their key performance indicators (KPI)

| | CSF | KPI |
|---|--|-----|
| 1 | Management/Leadership Senior management of the Cantonal-Office, but also department managers | |
| 2 | Processes | |
| 3 | Resources | |
| 4 | Completeness | |
| 5 | Information about newly-introduced project portfolio management in the Cantonal-Office | |

c) reporting structure

ASSIGNMENT 3.3 - FURTHER DEVELOPMENT OF THE PROJECT MANAGEMENT COMPETENCE

| | | | |
|-------------------------|-----------------|-----------------|--|
| Maximum points possible | 9 points | Points achieved | |
|-------------------------|-----------------|-----------------|--|

| | |
|--------------|---|
| Introduction | <p>It is a matter of concern to the senior management team that the project management competence continues to be developed even after the project 'Increasing project orientation in the Cantonal-Office' has been completed, making this an integral part of the strategy of continually improving project orientation in the Cantonal-Office. Management is convinced that by continuously developing its project management competence the Cantonal-Office will improve its ability to successfully select and execute projects, thereby increasing its effectiveness, efficiency and sustainability.</p> <p>You know that the most important factor for project success is whether the project generates a benefit or value for stakeholders. While the size of the Magic Triangle (time, quality and costs) is important when it comes to assessing success, this is not the only decisive factor. With his leadership style a manager represents his values. The way in which he deals with his staff as well as the use of resources express his values and attitudes. Sustainability entails not just ecology, but also social and economic issues.</p> <p>It is important to you that the concept of sustainability can be integrated into the values and business culture of the Cantonal-Office as a whole. You therefore absolutely want to apply your knowledge for further development of the Cantonal-Office.</p> |
| Assignment | Develop criteria for the further development of project management competence in the Cantonal-Office. (<i>Competence 4.3.3</i>) |
| Description | <p>Approach this assignment as follows:</p> <p>a) How do you assess the effectiveness of the use of best practices from other projects when drawing up the project results of the project 'Increasing project orientation in the Cantonal-Office'? Using 1-2 sentences in each case, formulate 3 arguments supporting the systematic recording and utilisation of best practices? (<i>maximum 3 points, competence indicator 4.3.3.5</i>)</p> <p>b) You want the project management itself to become part of the sustained development of the Cantonal-Office. Using 2 sentences in each case, describe 3 measures to promote project management. (<i>maximum 3 points, competence indicator 4.3.3.4</i>)</p> <p>c) In 1 sentence, formulate 3 criteria that enable senior management to check at regular intervals whether the project management competence of the Cantonal-Office is being continuously developed (learning project management), or whether this is stagnating. (<i>maximum 3 points, competence indicator 4.3.3.6</i>)</p> |

ASSIGNMENT 3.3 - SOLUTION

a) Arguments for the effectiveness of the use of best practices from other projects

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

b) Measures to promote the sustainability of the project management

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

c) Identifying features for the development of the project management competence

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |