

# **Project Planning Problem\***

## **The Situation**

You have been assigned to a newly formed project team of leaders from different departments at your organization which is to take over a project presently being handled by corporate headquarters. Your entire group has been assigned the responsibility and authority first to design a plan for managing the project and then, after the corporate has reviewed and accepted your plan, to carry out the project.

## **The Problem**

Despite the lack of information regarding the project, your group must now design a preliminary plan. On the next page is a list of 20 management activities (A through T) arranged in random order. Your task is to rank order these activities according to the logical sequence you would follow in planning and managing the project. The sequence will be reviewed by headquarters before you are given the go-ahead to begin work on the project.

## **Step 1**

Since you have a few minutes before your group meets for the first time, go over the list of activities on the next page; and, without discussing it with anyone, rank order the activities according to the sequence you think should be followed. Start with “1” as the first activity, and proceed through to “20” the last activity.

## **Step 2**

Now, as a group, agree on the sequence of activities that should be followed.

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\* Adapted from The Project Planning Situation, Human Synergistics, Plymouth, Michigan.

<b>Project Planning Activities</b>	<b>Step 1</b> Individual Ranking	<b>Step 2</b> Team Ranking	<b>Step 3</b> Experts' Ranking	<b>Step 4</b> Difference between Steps 1 & 3	<b>Step 5</b> Difference between steps 2 & 3
A. Find qualified people to fill new positions					
B. Measure progress toward and/or deviation from the project's goals					
C. Identify and analyze the various job tasks to implement the project					
D. Develop strategies (priorities, sequence, timing of major steps)					
E. Develop possible alternative courses of action					
F. Deliver appropriate consequences for individual performance					
G. Assign responsibility accountability, and authority					
H. Set Project objectives (desired results)					
I. Train and develop personnel for new responsibilities					
J. Gather and analyze the facts of the current project situation					
K. Establish qualifications for new positions					
L. Take corrective action on Project (recycle project plans)					
M. Coordinate day to day activities					
N. Determine the allocation of resources, including budget, etc					
O. Measure individual performance against performance objectives					
P. Identify the positive & negative consequences of each course of action					
Q. Develop performance objectives for individuals					
R. Define scope of relationships, responsibilities, and authority of new positions					
S. Decide a basic course of action					
T. Determine when and how overall progress will be measured					

