













# **1** Project Overview Worksheets

Chapter 1 consists of 12 exercises: 3 Roundtables, 1 Class, 7 Team, 1 Simulation

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### **1.1.1 Project Examples Worksheet**

- **Why do individuals, groups, companies, and governments perform projects?**

- **Project examples around the home**

- **Project examples in your personal life**

- **Project examples at work**



### **1.1.2 Executive Involvement in Projects**

■ How closely should an executive monitor a project?

■ What has been your experience with executives on your projects?

■ Does an executive need project management training?



1.1.3 Project Roles Crossword Puzzle Worksheet

The crossword puzzle grid consists of white squares for letters and black squares for empty space. The grid is 15 columns wide and 15 rows high. The numbered starting points are:

- 1: Row 3, Column 1 (Across)
- 2: Row 5, Column 1 (Across)
- 3: Row 2, Column 3 (Down)
- 4: Row 2, Column 4 (Down)
- 5: Row 1, Column 5 (Down)
- 6: Row 3, Column 5 (Across)
- 7: Row 3, Column 7 (Across)
- 8: Row 2, Column 8 (Down)
- 9: Row 3, Column 9 (Down)
- 10: Row 4, Column 1 (Across)
- 11: Row 5, Column 1 (Across)
- 12: Row 4, Column 3 (Across)
- 13: Row 6, Column 3 (Across)
- 14: Row 7, Column 3 (Across)
- 15: Row 4, Column 7 (Across)



### **1.1.4 Project Management Benefits Worksheet**

■ **Team 1 - Project Management Benefits to Project Participants.**

■ **Team 2 - Project Management Benefits to the Project**

■ **Team 3 - Project Management Benefits to Participating Companies**



### 1.2.1 Process Groups and Knowledge Areas Worksheets

#### **Process Groups and Knowledge Areas Worksheet**

Project Activity	Knowledge Area	Process Group
Perform Quality Checks		
Define Scope		
Check Actual to Baseline costs		
Identify Threats		
Create Project Website		
Sequence Activities		
Create Charter		
Lessons Learned Mtg.		
Identify Stakeholders		
Assemble Project Team		
Project Update Session		
Authorize Final Payment		



### 1.3.1 Project Initiation Factors Worksheet

- **Team 1 - Market Demand, Social Need, & Environmental Considerations**

- **Team 2 - Business Need, Legal Requirements, & Economic Changes**

- **Team 3 - Technology Advance, Customer Request, and Material Issues**



### **1.3.2 Strategic Project Worksheet**

■ **Team 1 - GMI Strategic Criteria and Justification**

■ **Team 2 - HTMI Strategic Criteria and Justification**

■ **Team 3 - BCI Strategic Criteria and Justification**

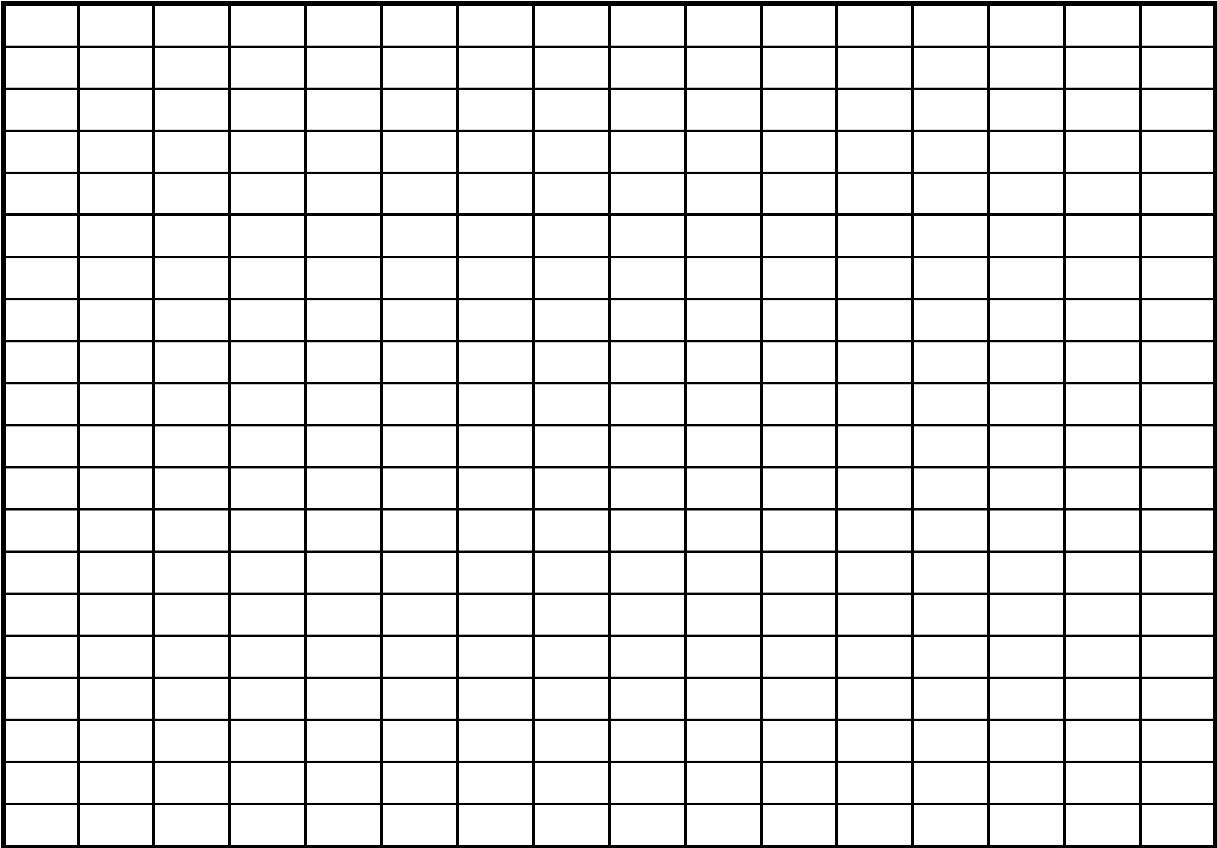




**1.4.1 Project Life Cycle Worksheet**

**Project Phases**

**Bar Graph of Project Phases**





**1.4.2 Tailoring the Life Cycle Worksheet**

<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>
<b>Project Phases</b>	<b>Activity Type Unique/On Going</b>	<b>Consolidate or Out of Scope</b>	<b>Final Team Structure</b>



### **1.5.1 Preliminary Project Selection Worksheet**

- **Compare the Bakersfield New Tech Equipment and New Plant proposals. List the advantages of the New Tech Equipment proposal:**

- **Compare the Bakersfield New Tech Equipment and New Plant proposals. List the advantages of the New Plant proposal:**

- **Based on the preceding discussion regarding the advantages of the two proposals which option would you choose based on the current information?**



### 1.5.2 Business Case Financials Worksheet

<b>Business Case Financials Worksheet (All \$ Values in Millions)</b>			
	<b>Team 1 Hi Tech Equipment</b>	<b>Team 2 New Plant California</b>	<b>Team 3 Consolidated Project</b>
Project Cost			
Project Duration Years			
Payback Years			
ROI @ Year 8			
NPV @ Year 8			
Note: GMI uses an 8% discounted cash flow in all their projects.			

#### NPV Calculation Tables

<b>Team 1 - Bakersfield New Tech Equip Project NPV Calculations</b>				
	Discount Rate 8%		NPV @ 8%	
Year (x)	Cash Flow	$1/(1+.08)^x$	Cash Flow	Cumm NPV
0	-19	1		
1	-39	0.9259		
2	6	0.8573		
3	6	0.7938		
4	6	0.7350		
5	6	0.6806		
6	6	0.6302		
7	6	0.5835		
8	6	0.5403		
9	6	0.5002		

<b>Team 2 - Bakersfield New Plant Project NPV Calculations</b>				
		Discount Rate 8%	NPV @ 8%	
Year	Cash Flow	$1/(1+.08)^x$	Cash Flow	Cumm NPV
0	-36	1		
1	-66	0.9259		
2	16	0.8573		
3	16	0.7938		
4	16	0.7350		
5	16	0.6806		
6	16	0.6302		
7	16	0.5835		
8	16	0.5403		
9	16	0.5002		

<b>Team 3 Bakersfield Consolidated New Tech Equip &amp; Plant Project NPV Calc.</b>				
		Discount Rate 8%	NPV @ 8%	
Year	Cash Flow	$1/(1+.08)^x$	Cash Flow	Cumm NPV
0	-36	1		
1	-60	0.9259		
2	19	0.8573		
3	19	0.7938		
4	19	0.7350		
5	19	0.6806		
6	19	0.6302		
7	19	0.5835		
8	19	0.5403		
9	19	0.5002		



**1.5.3 Business Case Multicriteria Decision Making Worksheet**

Business Case Multicriteria Decision Making Worksheet								
Parameter		Score Weight	Team 1 Hi Tech Equipment		Team 2 New Plant California		Team 3 Consolidated Project	
			Score	Wgtd. Score	Score	Wgtd. Score	Score	Wgtd. Score
<b>Strategic</b>	Increase Sales 50%							
	Leadership Midwest/Southeast							
	1st Place Northeast/ 2nd Western							
	Increase productivity 5%/year							
	Presence in Asia/Europe							
<b>Financial</b>	Payback							
	ROI @ Year 8							
	NPV @ 8 Years							
<b>Balance</b>	Available Funds							
	Available Manpower							
	Values and Culture							
	Risk Tolerance							
<b>TOTAL SCORE</b>								