

PROJECT RESOURCE MANAGEMENT

Memo

Cluster Alignment

1. Human Resources Management (16 credits)	<ul style="list-style-type: none">• 121905000-KM-07• 121905000-PM-09
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Assignment Alignment

Human Resources Management (16 credits)	Assignment 15: 121905000-KM-07 Assignment 16: 121905000-PM-09
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Assignment 16: 121905000-PM-09, Manage and control the human resources of a project, NQF Level 05, Credits 8

Practical Question: PM-09-PS01: Recruit and Select a Project Team

Scenario:

You are the Project Manager for the hypothetical public transportation mobile application project we've been referencing. Your next task is to recruit and select a specialized team to ensure the successful launch of the app.

The project requires:

A User Interface (UI) Designer: To make the app visually appealing and user-friendly.

A Database Administrator (DBA): To manage user data and ensure its security.

A Transportation Specialist: With experience in public transportation and route optimization.

Question 1: (4 marks - IAC0101)

Using your knowledge of the project's scope and resource requirements, outline the essential qualifications and skills required for each of the three roles mentioned above. Ensure your choices align strictly with the project's demands. (4 marks)

Question 2: (6 marks - AK0102 & IAC0102)

Design an interview questionnaire for the role of the User Interface (UI) Designer. Your questionnaire should contain:

- a. Two behavioural questions to understand the candidate's experience and ability to handle real-world challenges. (2 marks)
- b. Two technical questions to assess the candidate's expertise in UI design specific to mobile applications. (2 marks)
- c. Two situational questions to evaluate the candidate's problem-solving skills and how they handle potential design-related issues. (2 marks)

Question 3: (5 marks - IAC0103)

Once the interviews are conducted, you receive feedback from your recruitment team about three potential candidates for the Transportation Specialist role. Here's a brief on each:

Candidate A: Has 10 years of experience in public transportation but has never worked on a tech project before.

Candidate B: Has 5 years in public transportation and 3 years of experience working on tech projects related to transport.

Candidate C: Has 2 years in public transportation but holds a master's degree in Transport Planning and has worked on two similar mobile application projects.

Based on the job requirements for the Transportation Specialist role:

- a. Identify which candidate you would select for the project and justify your decision by outlining why they best match the job requirements. (3 marks)
- b. Name one potential shortcoming of your chosen candidate and describe a strategy you might use to support them in this area. (2 marks)

Total: 15 marks

Grading Guideline for Public Transportation Mobile Application Recruitment Task

Question 1: Essential Qualifications and Skills (4 marks - IAC0101)

- **User Interface (UI) Designer (1.33 marks):**
- Listing of essential qualifications and skills, such as proficiency in UI design tools, understanding of user experience principles, creativity, attention to detail (0.67 marks).
- Alignment of these qualifications and skills with the project's specific demands for a visually appealing and user-friendly app (0.66 marks).
- **Database Administrator (DBA) (1.33 marks):**
- Listing of essential qualifications and skills, such as experience in database management, knowledge of data security protocols, technical proficiency (0.67 marks).
- Alignment of these qualifications and skills with the project's needs for managing and securing user data (0.66 marks).
- **Transportation Specialist (1.34 marks):**
- Listing of essential qualifications and skills, such as experience in public transportation, route optimization, project management (0.67 marks).
- Alignment of these qualifications and skills with the project's requirements for transportation expertise (0.67 marks).

Question 2: Interview Questionnaire for UI Designer (6 marks - AK0102 & IAC0102)

- **Behavioural Questions (2 marks):**
- Two relevant behavioural questions assessing past experiences and challenges in UI design (1 mark).
- Appropriateness of questions for evaluating the candidate's real-world experience and ability to handle challenges (1 mark).
- **Technical Questions (2 marks):**
- Two relevant technical questions assessing expertise in UI design, specifically for mobile applications (1 mark).
- Technical accuracy and relevance of questions to the project's UI design needs (1 mark).
- **Situational Questions (2 marks):**
- Two relevant situational questions designed to evaluate problem-solving skills and handling of design issues (1 mark).
- Relevance and effectiveness of questions in assessing the candidate's approach to potential design challenges (1 mark).

Question 3: Selection of Transportation Specialist (5 marks - IAC0103)

- **Candidate Selection and Justification (3 marks):**
- Selection of the most suitable candidate (Candidate A, B, or C) based on job requirements (1 mark).
- Detailed justification explaining why the selected candidate best matches the job requirements, considering their experience, expertise, and relevance to the project (2 marks).
- **Shortcoming and Strategy (2 marks):**
- Identification of one potential shortcoming of the chosen candidate (1 mark).
- Description of a strategic approach or support mechanism to help the candidate overcome this shortcoming and contribute effectively to the project (1 mark).

Total Marks: 15 marks.

Assessment Criteria:

- **Relevance and Accuracy:** Assessments should focus on the relevance and accuracy of the qualifications, skills, and interview questions listed. Justifications and strategies should be well-thought-out and directly applicable to the project's specific needs and the candidates' profiles.
- **Justification and Strategic Thinking:** The rationale for candidate selection and strategies for addressing shortcomings should demonstrate strategic thinking and a deep understanding of the project requirements and candidate capabilities.

Scenario:

Continuing from the previous hypothetical scenario, after recruiting the team members for the public transportation mobile application project, you realize the need to ensure they have all the necessary skills to deliver the project successfully. To achieve this, you decide to conduct a skills gap analysis and identify the training needs for the team.

Question 1: (4 marks - AK0201 & IAC0201)

Given the following brief profiles of your recruited team members:

UI Designer: Has experience designing mobile applications but isn't familiar with designing for accessibility needs.

Database Administrator (DBA): Highly skilled in data security but has little experience with real-time data syncing for mobile apps.

Transportation Specialist: Well-versed with public transportation logistics but lacks knowledge about integrating tech solutions for real-time updates.

Based on the above, identify one skills gap for each team member that could hinder the successful execution of the project. Ensure these gaps align with the unique demands of your public transportation mobile app project. (4 marks)

Question 2: (3 marks - AK0202 & IAC0201)

Using the identified skills gaps from Question 1:

a. Outline a training session or workshop you would organize for the UI Designer to fill their skills gap. Describe the content and objective of this training. (1 mark)

b. Describe a mentoring or coaching initiative you would implement for the Database Administrator to address their identified gap. Explain briefly why you chose this method and how it would help. (1 mark)

c. Mention an external course or certification program you'd recommend for the Transportation Specialist to equip them with the necessary tech integration knowledge. Provide a brief justification for your choice. (1 mark)

Question 3: (3 marks - AK0202 & IAC0201)

Considering the entire project and its objectives:

a. Identify one potential overarching skill or knowledge area that might be lacking across the whole team. (1 mark)

b. Suggest a team building or training activity that addresses this collective gap, ensuring the team is well-prepared to handle the challenges of the project. Briefly justify your recommendation. (2 marks)

Total: 10 marks

Grading Guideline for Skills Gap Analysis and Training Needs for Public Transportation Mobile App Project

Question 1: Identification of Skills Gaps (4 marks - AK0201 & IAC0201)

- UI Designer (1.33 marks):
- Identification of the skills gap: Inexperience in designing for accessibility needs (0.66 marks).
- Alignment of this gap with the demands of the public transportation mobile app project, emphasizing the importance of accessibility in app design (0.67 marks).
- Database Administrator (DBA) (1.33 marks):
- Identification of the skills gap: Limited experience with real-time data syncing for mobile applications (0.66 marks).
- Alignment of this gap with the project's requirements for real-time data management in the app (0.67 marks).
- Transportation Specialist (1.34 marks):
- Identification of the skills gap: Lack of knowledge in integrating tech solutions for real-time updates (0.67 marks).
- Alignment of this gap with the project's focus on integrating real-time transportation data into the app (0.67 marks).

Question 2: Training and Development Initiatives (3 marks - AK0202 & IAC0201)

- Training for UI Designer (1 mark):
- Outline of a training session or workshop focusing on designing for accessibility, including content and objective of the training (1 mark).
- Mentoring for DBA (1 mark):
- Description of a mentoring or coaching initiative for real-time data syncing, including the rationale for choosing this method and its expected benefits (1 mark).
- Course for Transportation Specialist (1 mark):
- Recommendation of an external course or certification program in tech integration for transportation, with justification based on its relevance to the project's needs (1 mark).

Question 3: Addressing Collective Team Skills Gap (3 marks - AK0202 & IAC0201)

- Identification of Collective Gap (1 mark):
- Recognition of an overarching skill or knowledge area lacking across the team, pertinent to the project objectives (1 mark).
- Team Building/Training Activity (2 marks):
- Suggestion of a relevant team building or training activity that addresses this collective gap (1 mark).
- Justification of the recommended activity, explaining how it prepares the team for project challenges (1 mark).

Total Marks: 10 marks.

Assessment Criteria:

- Relevance and Specificity: The identified skills gaps and training initiatives should be directly relevant and specific to the project's unique requirements and the team members' profiles.
- Justification and Strategic Alignment: The rationale for each training or development initiative should demonstrate strategic thinking, focusing on how they address the project's needs and enhance team capabilities.
- Comprehensiveness and Practicality: Assessments should consider the completeness and practicality of the suggested training and development approaches, ensuring they are feasible and likely to be effective in the project context.

Scenario:

Three months into the development of the public transportation mobile application, you've started noticing some inconsistencies in the project deliverables and feel the need to assess and manage the performance of your team members. Using the skills and tools you have at your disposal; you decide to undertake a comprehensive performance review and subsequent remedial actions.

Question 1: Evaluating Performance (4 marks - AK0301 & IAC0301)

Given the following project performance indicators:

Timely completion of assigned tasks.

Quality of deliverables.

Collaboration and teamwork.

Adaptability to changing requirements.

Choose two relevant staff performance measurement tools you would use to evaluate the team against these indicators. Justify your choices. (4 marks)

Question 2: Development Plan and Remedies (6 marks - AK0303 & IAC0302)

After your evaluation, you identify the following weaknesses:

UI Designer: Takes longer than expected to complete designs, although the quality is good.

Database Administrator: Delivers tasks on time but occasionally misses out on optimizing the database for real-time syncing.

Transportation Specialist: Is highly collaborative but struggles to adapt to changing tech requirements.

Draft a brief development plan for each team member, suggesting one specific remedy for each of their identified weaknesses. (6 marks)

Question 3: Coaching and Mentoring (5 marks - AK0303 & IAC0303)

Using the weaknesses identified:

a. Prepare an agenda for a coaching session with the UI Designer, focusing on time management without compromising quality. (2 marks)

b. Outline the main topics you would cover in a mentoring session with the Transportation Specialist to help them better understand and adapt to changing tech requirements. (3 marks)

Question 4: Reflecting on Team Performance Management (3 marks - AK0304 & IAC0304)

Write a brief reflection on the challenges and rewards of managing team performance within the scope of this project. Discuss one challenge you faced and one positive outcome from implementing performance management practices. (3 marks)

Question 5: Documentation (2 marks - IAC0305)

Following the sessions, you decide to maintain a record for future references.

a. List down the essential elements you would include in the record of a coaching session. (1 mark)

b. Detail the main components of an agreed action plan post-mentoring with the Transportation Specialist. (1 mark)

Total: 20 marks

Grading Guideline for Performance Review and Management in Public Transportation Mobile App Project

Question 1: Evaluating Performance (4 marks - AK0301 & IAC0301)

- **Choice of Performance Measurement Tools (2 marks):**
- Identification of two staff performance measurement tools relevant to the project's performance indicators (1 mark).
- Justification for each chosen tool, explaining its relevance in evaluating timely task completion, quality of deliverables, collaboration, teamwork, and adaptability (1 mark).

Question 2: Development Plan and Remedies (6 marks - AK0303 & IAC0302)

- **UI Designer Development Plan (2 marks):**
- Suggestion of a specific remedy for improving the UI Designer's time management while maintaining quality (2 marks).
- **Database Administrator Development Plan (2 marks):**
- Suggestion of a specific remedy to enhance the DBA's ability to optimize the database for real-time syncing (2 marks).
- **Transportation Specialist Development Plan (2 marks):**
- Suggestion of a specific remedy to assist the Transportation Specialist in adapting to changing tech requirements (2 marks).

Question 3: Coaching and Mentoring (5 marks - AK0303 & IAC0303)

- **Coaching Session Agenda for UI Designer (2 marks):**
- Preparation of an agenda focusing on time management without compromising quality, including specific topics or activities to be covered (2 marks).
- **Mentoring Session Outline for Transportation Specialist (3 marks):**
- Outline of main topics to cover in the mentoring session, focusing on understanding and adapting to changing tech requirements (3 marks).

Question 4: Reflecting on Team Performance Management (3 marks - AK0304 & IAC0304)

- **Reflection on Managing Team Performance (3 marks):**
- Discussion of one challenge faced in managing team performance within the scope of the project (1.5 marks).
- Discussion of one positive outcome from implementing performance management practices (1.5 marks).

Question 5: Documentation (2 marks - IAC0305)

- **Record of Coaching Session (1 mark):**
- Listing of essential elements to include in the record of the coaching session with the UI Designer (1 mark).
- **Agreed Action Plan Post-Mentoring (1 mark):**
- Detailing of the main components to include in an agreed action plan post-mentoring with the Transportation Specialist (1 mark).

Total Marks: 20 marks.

Assessment Criteria:

- **Relevance and Accuracy:** Evaluation should focus on the relevance and accuracy of the chosen performance measurement tools, development plans, and coaching/mentoring agendas.
- **Justification and Strategic Alignment:** Justifications and strategies should demonstrate an understanding of the project's unique demands and the individual team members' needs.
- **Comprehensive and Practical Approaches:** Development plans, coaching, and mentoring agendas should be comprehensive, practical, and tailored to address the specific weaknesses identified.
- **Reflective Insight:** The reflection on team performance management should provide insightful observations on the challenges and rewards, demonstrating a deep understanding of team dynamics and project management.
- **Documentation Completeness:** The records and action plans should be complete, capturing all necessary elements for future reference and ongoing performance management.

Practical Question: Manage Project Team Member Conduct

Scenario:

While developing the public transportation mobile application, you receive reports that a team member, John, a senior software engineer, has been consistently arriving late for team meetings and has on a few occasions, spoken disrespectfully to his colleagues. As the project manager, you recognize the urgency in addressing this misconduct to ensure the smooth continuation of the project.

Question 1: Records and Documentation (4 marks - AK0401 & IAC0401)

You decide to set up a formal meeting with John to discuss his conduct.

- a. Detail the essential elements you would include in the record of this meeting. (2 marks)
- b. Draft an agenda for this meeting ensuring all pertinent issues is addressed. (2 marks)

Question 2: Demonstrating Understanding of IR Practices (6 marks - AK0401, AK0402 & IAC0402)

In preparation for your meeting with John:

- a. List two statutory provisions that are relevant when addressing misconduct in a project environment. (2 marks)
- b. Describe a related case law that can serve as a precedent for managing similar misconduct situations. (4 marks)

Question 3: Analysing Complexity of Misconduct (4 marks - IAC0403)

Given John's specific misconduct:

- a. Identify and discuss two potential complexities that could arise from this misconduct if not addressed promptly. (2 marks)
- b. Explain how these complexities can impact the project's timeline and team morale. (2 marks)

Question 4: Impact and Corrective Action (6 marks - IAC0404)

After your meeting with John, you realize the deeper implications his behaviour might have on the overall project.

- a. Analyse the potential impact of John's conduct on the project's delivery. (3 marks)
- b. Propose a corrective action plan that ensures the project stays on track and prevents similar future occurrences. This plan should consider both John's professional development and the overall team environment. (3 marks)

Total: 20 marks

Grading Guideline for Addressing Misconduct in Project Environment

Question 1: Records and Documentation (4 marks - AK0401 & IAC0401)

- **Record of Meeting (2 marks):**
- Listing of essential elements to include in the record of the meeting with John, such as date and time of the meeting, attendees, topics discussed, outcomes, and any agreed-upon actions (2 marks).
- **Meeting Agenda (2 marks):**
- Drafting of a comprehensive agenda for the meeting, covering all pertinent issues including John's lateness, disrespectful behavior, and any other relevant topics (2 marks).

Question 2: Understanding of IR Practices (6 marks - AK0401, AK0402 & IAC0402)

- **Statutory Provisions (2 marks):**
- Listing of two relevant statutory provisions that apply to addressing misconduct in a project environment, such as workplace conduct standards or employment laws (2 marks).
- **Case Law (4 marks):**
- Description of a related case law that sets a precedent for managing misconduct, explaining its relevance to the scenario (4 marks).

Question 3: Analysing Complexity of Misconduct (4 marks - IAC0403)

- **Potential Complexities (2 marks):**
- Identification and discussion of two potential complexities that could arise from John's misconduct, such as team conflicts or legal issues (2 marks).
- **Impact on Project (2 marks):**
- Explanation of how these complexities can affect the project's timeline and team morale, including potential delays or decreased team cohesion (2 marks).

Question 4: Impact and Corrective Action (6 marks - IAC0404)

- **Impact Analysis (3 marks):**
- Analysis of the potential impact of John's conduct on the project's delivery, considering aspects like team dynamics, project deadlines, and overall work environment (3 marks).
- **Corrective Action Plan (3 marks):**
- Proposal of a corrective action plan addressing the issues, which includes measures for John's professional development and strategies to maintain a positive team environment (3 marks).

Total Marks: 20 marks.

Assessment Criteria:

- **Comprehensiveness and Relevance:** The responses should cover all necessary elements and topics, ensuring they are directly relevant to the scenario and the misconduct issues.
- **Legal and Ethical Considerations:** Demonstrating an understanding of legal and ethical aspects in managing misconduct, including knowledge of statutory provisions and case law.
- **Strategic and Practical Approaches:** The development of a strategic and practical approach in addressing the complexities and impacts of the misconduct.
- **Corrective and Preventive Measures:** The proposal of effective corrective actions should be aimed not only at addressing the current issue but also at preventing future occurrences, considering both the individual's development and the team's wellbeing.
- **Documentation Accuracy:** Ensuring that records and documentation are accurate, detailed, and align with standard practices for handling such situations.