

CERTIFIED PROJECT MANAGER IPMA LEVEL C®

WRITTEN EXAM MINICASES

SAMPLE EXAMINATION WITH 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	
'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
		2.2 Communication	9	
		2.3 Results orientation	9	
Cantonal-Office	Correlation of Strategic corporate development	3.1 Evaluating the strategy match	9	27
		3.2 Situation analysis, key factors and planning of reporting	9	
		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	
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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 - SAMPLE SOLUTION

a) Goal-setting process

	Procedural step	Justification
1	Goal (relationship) analysis	The needs and expectations of the stakeholder are divergent. The goals should be correspondingly analysed, and goal conflicts should be settled if possible.
2	Goal weighting	The different needs of the stakeholders need to be taken into account. This can be achieved, among other alternatives by weighting the goals.
3	Goal decision	The stakeholders need to accept the defined goals. For this reason, the decision needs to be reached in a formally correct manner.

For each correctly named procedural step ½ point, for each correctly formulated reason ½ point.

b) Stakeholder group

The relevant stakeholder group that must be taken into account		
	Stakeholder group	Representative
1	End consumer	Large customer from the business customer segment
2		SME (Small & Medium Enterprise) from the business customer segment
3		Private customer
	Reason for inclusion	The end consumers purchase and pay for the services. If their needs are not or are only insufficiently satisfied, there is a risk that the services will not be purchased or that consumers might even switch to a competitor.

For the correctly named stakeholder group ½ point, for each correctly listed representative ½ point, for correct reason maximum 1 point.

c) Analysis of the needs and requirements

	Procedural steps
1	Identifying the needs and requirements
2	Grouping stakeholders for the evaluation
3	Select evaluation method (for each stakeholder group)
4	Plan workshops/meetings (who, when, where, how)
5	Conduct workshops/meetings
6	Document and communicate results

For each correctly listed procedural step, ½ point

ASSIGNMENT 1.2 - DEFINING THE SCOPE OF WORK

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE SOLUTION

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

Structuring principle for the project structure plan		
Object-oriented		
	Reason	Description
1	Simple team building	Agile and classic teams can be formed, according to the structure plan. The agile teams may organise themselves, in accordance with the SCRUM approach.
2	Clear responsibilities	Responsibility for a delivery object can simply be allocated to a team.
3	Is well suited to meet changing requirements	Product components that are developed in agile mode can be quickly brought to market. The priority of the delivery objects can be redefined after every iteration.

For correctly naming the structuring principle, 1 point, for each correct reason incl. description, maximum 1 point in each case.

b) Significant differences in the description of the work packages

		Description of the difference
1	Need for resources	Classic: The requirement is specified by the project manager. Agile: The requirement is determined by the team.
2	Duration	Classic: The duration is specified by the project manager in the project plan. Agile: The duration is set by the length of an increment, the work package must be broken down to an increment.

For each correctly described difference, maximum 1 point

c) Procedural steps for handling changes

Procedural step	
1	Prioritise changes with the product manager
2	Bundle changes in a work package
3	Plan new work package in the project

For each correctly named procedural step, 1 point

ASSIGNMENT 1.3 - DEADLINE PLANNING AND PROGRESS MONITORING

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE SOLUTION

a) Advantages of the selected approaches

1	Changes and new requirements of the product management (customer) can be dealt with quickly.
2	Adjustment of the IT system 'technical activation of SIM cards' can be performed using well-established processes.
3	Within the agile project components, the planning workload is reduced.
4	The agile development team is highly motivated.

For each correctly described advantage, maximum 1 point

b) Measures to minimise the risk of deadline conflicts

1	Plan sufficient reserves for the activities of the agile team, in order to ensure that adherence to the release dates of the back-end systems is not jeopardised.
2	Re-prioritise backlog/user stories/tasks for each sprint, and coordinate these with the release deadlines.
3	Reserve the first sprint to draw up the rough concept, in coordination with the rough concept phase of the technical stream. This can highlight dependencies, and the interface definitions can be clarified.

For each correctly described measure, maximum 1 point

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	+	Presentation of progress that the stakeholders can understand
2	-	Data collection and administration are more complex
3	-	Missing or inaccurate effort estimates of the agile team make progress control more difficult
4	+	It allows forecasts to be made of the expected costs at completion of the project, as well as the expected completion date.
5	-	The Project steps should be completely planned, but this is not the case for the agile approach.

For each correctly described advantage or disadvantage, maximum 1 point

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 - SAMPLE SOLUTION

a) Planning personal activities (important and urgent)

	Activity	Justification importance and urgency
1	Composition of the project team	The prerequisite for starting the project can only be performed by the project manager.
2	Interview with project staff	Selection process to choose the most suitable candidates. Cannot be delegated by the project manager.
3	Kick-off meeting	Planning, management and coordination by the project manager. Starting point of the project work.
4	Target definition	Must be planned and moderated by the project manager, during or after the kick-off meeting.
5	Definition of approach/methods	Is an integral part of the kick-off and must be tailored to the project team by the project manager.
6	Definition of work packages	Is an integral part of the kick-off and must be tailored to the project team by the project manager.

For each correctly formulated activity, ½ points, maximum 1.5 points.

For each correctly formulated justification for importance and urgency, ½ points, maximum 1.5 points.

Measured variable: Planning of activities according to importance and urgency

b) Interview questions (intrinsic motivation)

1	What do you expect from working on this project, what is most important to you?
2	How do you motivate yourself?
3	What do you think really motivates people to work hard and to perform well: Is it money, career, enthusiasm, ambition, vocation or something else?
4	What kind of failure do you find particularly difficult to cope with?
5	What does success mean for you?
6	Why do you think that working with this project team will be a positive experience?

For each correctly formulated interview question, 1.0 point, maximum 3.0 points.

Measured variable: Shows understanding of own motivation

c) Feedback culture rules

	Feedback culture rules	Justification for importance
1	Making mistakes, recognising and acknowledging these	Those who work make mistakes. Many people tend to be reluctant to recognise their own mistakes. Instead, they are inclined to see their environment as being at fault. The reason for this often lies in the poor quality and processing of the corresponding feedback.
2	Feedback with appreciation	Constructive feedback with appreciation helps to facilitate further development and learning in general, and to establish an emotional link to the work and working environment.
3	Descriptive and not judgemental	Describe your own perception and reaction. Leave it to the others to use this information or not.
4	Clearly and precisely formulated	The feedback should be comprehensible and tailored to the recipient.
5	Observations no assumptions	Refer to observations, in contrast to assumptions, fantasies or interpretations.
6	Consideration of the needs of the recipient	Take appropriate account of the recipient's needs. If you don't care whether this will be of benefit or will even harm the recipient, you will destroy your position of trust.

For each correctly formulated rule, ½ points, maximum 1.5 points.

For each correctly formulated justification for importance, ½ points, maximum 1.5 points.

Measured variable: Communicate your own principles

ASSIGNMENT 2.2 - COMMUNICATION

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE SOLUTION

a) Communication types

	Communication type	Suitability
1	Telephone	Yes, because phoning is fast and efficient, in particular for one to one communications.
2	Instant messenger	Yes, you can communicate quickly as a team and share documents as a view.
3	Meeting	Yes/No, has to be planned longer term and causes travel time. Meetings make good sense at the start or at important milestones.
4	e-mail	Yes, as a daily exchange with high commitment.
5	Collaboration tools	Yes, allows an agile approach with high commitment beyond the project team.

For each correctly formulated communication type, ½ points

For each correctly formulated suitability factor, ½ points

Measured variable: Choose suitable communication types

b) Agenda and rules for the stand-up

Agenda	
1	What have I done since the last stand-up?
2	What am I planning to do before the next stand-up?
3	What was it that hindered me from working?

for each correctly formulated agenda item, ½ points, maximum 1.5 points.

Rules	
1	Short, daily team status meeting
2	Time-boxed (max. 15 min)
3	Stand-up meeting, i.e. the active participants remain standing, they do not sit down
4	Scrum Master notes reported obstructions on his Blocks List, and intervenes moderating if necessary
5	Product Owner will participate as much as possible to stay up-to-date and to answer questions as needed
6	Only the team members speak and report to each other in accordance with the agenda

For each correctly formulated rule ½ points, maximum 1.5 points.

Measured variable: Leads and presents meetings

c) Communication codex (positive/negative)

	Communication codex – positive	Communication codex – negative
1	Be clear and concise	Continual interruption of the speaker
2	Be aware of facial expressions and gestures (body language)	Criticism as a 'you' message
3	Listening to each other and taking each other seriously	Continuous sarcasm and negative formulations
4	Let the speaker finish speaking, and ask clarification questions	Just point out problems and challenges
5	Objective formulation and no excesses	Just begin speaking without a clear objective

For each correctly formulated communication codex (positive/negative) ½ points, maximum 3.0 points.

Measured variable: Creates an open and respectful atmosphere

ASSIGNMENT 2.3 - RESULTS ORIENTATION

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE SOLUTION

a) Measure and approach with recipients

	Measure	Approach and recipients
1	Town hall	Convening of all employees, including the management, to a Town Hall meeting lasting approx. 45 minutes. Presentation of the project by the management and project management, with the involvement of the project team.
2	Intranet	Presentation on the intranet with regular updates about the progress of the project. Sending an e-mail to all employees, including references to the intranet.
3	Open Door Project Day	Organising an 'Open Door Project Day' at which project members are available to answer questions. Announcement on the intranet and by e-mail to all employees.

For each correctly formulated measure, ½ points, maximum 1.5 points.

For each correctly formulated approach and recipient, ½ points, maximum 1.5 points.

Measured variable: Search for opportunities and locations to promote the project

b) Social stress factors and countermeasures

	Social stress factors	Countermeasures
1	Rejection by third parties or project team	Creation of a team with fixed rules, in order to establish a project culture with a 'we' approach.
2	Unsolved and latent conflicts	Establishment of a feedback culture with open and forgiving exchanges between the various parties.
3	Strong competitive mind-set and behaviour	Regular praise and appreciation.

For each correctly formulated stress factor, ½ points, maximum 1.5 points.

For each correctly formulated countermeasure ½ points, maximum 1.5 point.

Measured variable: Creates healthy, safe and stable working conditions

c) Causes for discrepancy between result and expectation

1	The complexity is not correctly assessed in the feasibility study, the result orientation remains stuck in the approach phase.
2	Management expectations change in the course of the project, the changed expectations were not addressed on the basis of a pre-defined change process.
3	Expectations were not sufficiently considered at the beginning of the preparation of the feasibility study. The stakeholder analysis was not conducted on a situational basis.

For each correctly formulated cause, 1.0 point, maximum 3.0 points.

Measured variable: Identifies limits in achieving results and addresses these deficits

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	
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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 - SAMPLE SOLUTION

a) Dimensions of the project evaluation

	Project evaluation in accordance with	Relevant questions
1	Strategy contribution	How significant is the contribution made by the respective project towards achieving the strategic Cantonal-Office goals? How significant is the contribution made towards achieving the higher ranking guidelines (personnel policy principles, management goals, service/performance agreement, legislative objectives, ...)?
2	Benefits	Which monetary and non-monetary benefits does the project deliver for the Cantonal-Office?
3	Risk of non-implementation	Which negative effects, in relation to the project results, could the implementation or non-implementation of the project have for the Cantonal-Office or for the senior management?
4	Urgency	How urgent is the timetable for implementation in the Cantonal-Office?
5	Resources (internal/external)	With what time constraints, personnel workload and financial costs (internal in the Cantonal-Office / at management level / or in other management teams as well as external) need to be anticipated to achieve the project goals?

For each correctly formulated question per dimension 1 point. Maximum 3 points.

b) Possibilities for influencing the strategy

1	Provide information or submit a request for follow-up projects
2	Submit applications to extend the scope of individual projects
3	Deliberately lobby and nurture good relations with the members of the senior management or other relevant parties in the Cantonal-Office
4	Submit applications to extend existing results, such as the business case, project contract, etc.

For each correctly identified possibility, 1 point. Maximum 3 points.

c) Preconditions for continuing the projects with the revised strategy

1	The project goals of the respective project also must remain achievable under the new framework conditions.
2	The reasons set out for the respective project (for example in the business case), including the targeted benefits for the Cantonal-Office, must continue to exist, even under the revised strategy.
3	For the respective project, despite the changed overall configuration in the Cantonal-Office, it is not possible to forego the early termination of the project. Certain projects may be stopped immediately because of the new strategy, others may change their scope of services, and potentially new projects may also be launched. Configuration management is responsible for the whole and the relationship between its elements.
4	If business / economic reasons triggered the respective project, these continue to exist.
5	If organisational reasons triggered the respective project, these continue to exist.
6	The functionality of the project organisation also corresponds to the view of the relatively new senior management.

For each correctly described precondition, 1 point. Maximum 3 points.

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

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE 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 	<ul style="list-style-type: none"> ▪ Promote a more consistent/standard understanding of project management thanks to PM guidelines that summarise the overall organisational rules that apply for the execution of the project. ▪ Supporting the project work by means of a streamlined toolbox containing mandatory and optional tools ▪ In-depth treatment of the project management competences in training courses ▪ Accelerating the start phase in projects, as certain templates and specifications already exist. ▪ Planning and implementing of timely ongoing information flows ▪ Drawing up project documentation of the specified quality
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 	<ul style="list-style-type: none"> ▪ Avoiding misunderstandings through clear description of the roles in the project management guidelines, in each case together with tasks, competences and responsibilities. ▪ Nature and manner of the cooperation in the project is defined and coordinated in structural as well as in cultural terms. ▪ Availability and scope of the work assignments are defined. Project planning data is available. ▪ Interdisciplinary co-operation and team focus ▪ Established deputising arrangements ▪ More attractive tasks for project managers thanks to project assignments as well as promoted and defined career path

		Weaknesses/risks of the current status	Strengths/opportunities of the target status
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, ...) 	<ul style="list-style-type: none"> ▪ Good planning and control principles thanks to systematic product management with Cantonal-Office-wide standards ▪ Higher acceptance of project results through appropriate participation of the users ▪ Identification and adoption of the lessons learned from earlier projects ▪ Interdisciplinary cooperation and team orientation. ▪ Improved image for project work ▪ Intensive communication and feedback culture ▪ Comprehensive coordination with the client
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 	<ul style="list-style-type: none"> ▪ Project oriented financial management ▪ Lower project costs ▪ Optimal use of available resources is important for a Cantonal-Office that is in the public focus. ▪ Fewer project failures ▪ Shorter project duration ▪ Client and result orientation with quantitative verification ▪ Return on investment

For each correctly described strength/opportunity for each target category, ½ point. Maximum 4 points.

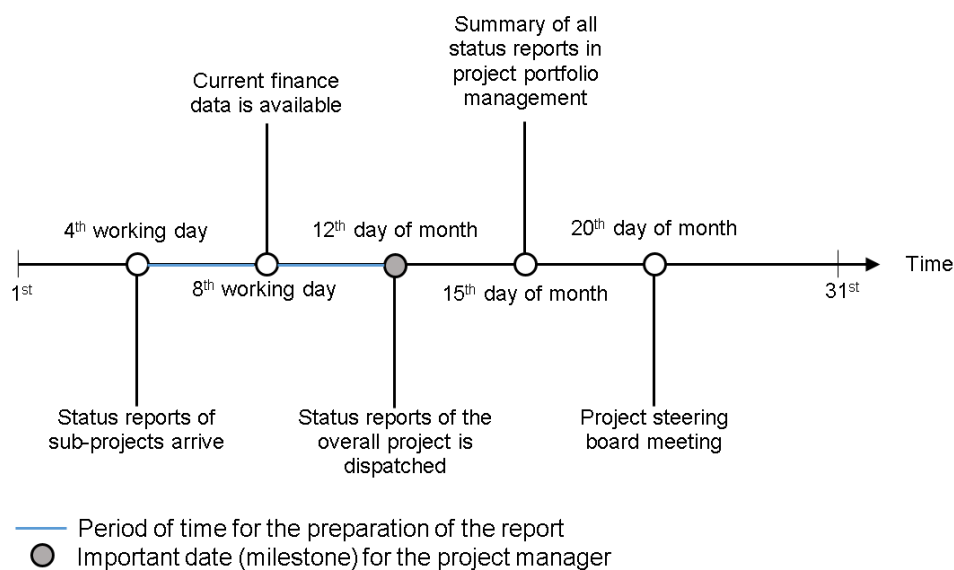
b) critical success factors (CSF) and their key performance indicators (KPI)

	CSF	KPI
1	Management/Leadership Senior management of the Cantonal-Office, but also department managers	<ul style="list-style-type: none"> ▪ Management urgently wants to introduce a portfolio management system. ▪ Senior management constitutes the project portfolio board or has established a body of this nature. ▪ All management levels recognise the benefits of the project portfolio management system, and have been properly informed. ▪ The strategic planning process is aligned with the amended Cantonal-Office strategy, and the guidelines are known. ▪ Project implementation decisions are taken on the basis of the project evaluation and project prioritisation.

	CSF	KPI
2	Processes	<ul style="list-style-type: none"> ▪ Evaluation system (costs, throughput times, periodicity, ...) is introduced. ▪ Prioritisation is introduced. ▪ Processes are defined. ▪ Processes generate as little additional workload as possible for projects. ▪ Processes are lived. ▪ Continuous improvement process is defined. ▪ Roles with responsibilities and competences clearly defined. ▪ Information and data flows between projects/PM and Cantonal-Office portfolio are defined.
3	Resources	<ul style="list-style-type: none"> ▪ Resources to define and introduce the project portfolio management system are available to a sufficient extent.
4	Completeness	<ul style="list-style-type: none"> ▪ Evaluation system encompasses all Cantonal-Office projects and any possible programmes.
5	Information about newly-introduced project portfolio management in the Cantonal-Office	<ul style="list-style-type: none"> ▪ Central, in particular, internal Cantonal administration stakeholders as well as critical external stakeholders are informed about the introduction of the project portfolio management system, and are familiar with the process definitions.

For each correctly listed KPI, ½ point. Maximum 2.5 points.

c) Example of a reporting structure



For each correct milestone, ½ point, for effective time targets for efficient decision-making, ½ point. Maximum 2.5 points.

ASSIGNMENT 3.3 - FURTHER DEVELOPMENT OF THE PROJECT MANAGEMENT COMPETENCE

Maximum points possible	9 points	Points achieved	
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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 - SAMPLE SOLUTION

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

1	Leading worldwide standards and relevant professional tools and methods (best practices) can be used as a basis for the project team of the project 'Increasing project orientation in the Cantonal-Office' when developing project management guidelines, including PM tools and instruments. This significantly reduces the effort to develop all PM documents for the Cantonal-Office, and minimises the risk of an incorrect development.
2	In addition, the project team can develop specific standards for the project management of the Cantonal-Office, and achieve further improvements through tailored PM tools and methods.
3	Project managers always endeavour to identify the best recipe for the management of their projects. The highest professional standards may be applied, and further improvements may be developed and added. Knowledge and adoption of best practices gives these a certain sense of security.
4	Systematically recorded best practices from other projects can be reviewed, applied and exchanged. Synergies can and should be used.
5	Failed projects can provide valuable information about what should be avoided. This means they still make positive contributions, at least in retrospect.

For each correct and fully formulated argument, 1 point. Maximum 3 points.

b) Measures to promote the sustainability of the project management

1	<p>Knowledge management</p> <p>All project participants require know-how in order to enable them to contribute towards the success. Because projects are becoming ever-more complex, the work in distributed teams is increasing, and there is also a shortage of qualified employees in the field of project management, project knowledge management is becoming increasingly important for the Cantonal-Office and even becomes a fundamental requirement.</p>
2	<p>Promoting junior talent</p> <p>Project management is a leadership task. A successful project requires not only good organisation of project work (management), but also leadership. The continuous further training of competent, professional junior project management talent is enormously important.</p>
3	<p>Values management</p> <p>All project managers need to be aware that they are responsible for values management. Precisely because at the beginning the concrete value of the project can often not be clearly described, this (still-unknown) value must be targeted during the course of the project.</p>

4	<p>Holistic approach</p> <p>In the future, project managers will not only have to bear responsibility for their projects, but to a certain extent also need to assume responsibility for the development of the overall Cantonal-Office. This means, for example, that when decisions are taken, it is not merely their impact on the respective project that needs to be considered, but also the impact on the Cantonal-Office as a whole. In addition, more management and public administration knowledge than technical knowledge is required.</p>
5	<p>Ability to change</p> <p>The personal ability of the project managers to change is enormously important, as does their desire not only to manage and accompany the change processes, but also to actively drive these forward.</p>
6	<p>Career paths in the field of project management need to be developed further and supplemented by mentoring and coaching.</p>

For each correct and fully described measure, 1 point. Maximum 3 points.

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

1	Despite a project management guideline in the Cantonal-Office that summarise the valid, higher-level organisational rules for project execution, teams may apply existing working practices and working instruments in a critical and experimental manner.
2	The processes and methods as well as the working and behaviour patterns in the projects of the Cantonal-Office are further developed, if necessary.
3	Persons working on new projects can make their experience from earlier projects available, and can take them into account (lessons learned).
4	Individual experience of the Cantonal-Office staff in general and from the projects in particular are available.
5	In addition to the operative project goals, 'official' attention is also paid to the performance of the PM tools and PM teamwork in the Cantonal-Office.

For each correct and fully-described criterion, 1 point. Maximum 3 points.