



Contemporary project management 3rd edition pdf download full free pdf file

We consider the client company s perspective in Chapter 12, Project Supply Chain Management. What does each column of a RACI chart depict? This WBS is focused on the what aspect of the project and not on how we execute the project. Most likely, the answer is no. AON or PDM is "a technique in which the scheduled activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities A through D connected by arrows showing logical relationships (A must be complete before B and C must finish before D can begin). In Exhibit 9.15, fast tracking could potentially be accomplished at several points. Which projects will best help the organization achieve its goals? The WBS provides a framework of common reference for all project Resources Management All of Chapter 5 in CPM and parts of Chapter 9 apply to Project Resources Management. These projects should either be scrapped, or a different approach should be used. Adam recognized the immediate need to manage human resources effectively and efficiently. Durations of some activities vary greatly. For example, if a final project deliverable is a new computer program, intermediate deliverables may include an outline of what will be included and a prototype. Adam s primary task is to develop a quality management plan. Risk thresholds and tolerance understood Postponing projects to conserve capital brings with it certain risks. 9-8e Auto/Manual Scheduling Microsoft Project now includes a feature called manual scheduling to enable users to more closely emulate MS Excel. This person ensures that the needs and wants of the various constituents in the customer s organization are identified and prioritized and that project progress and decisions continually support the customer s desires. "Handoffs" occur when one person or group passes work on to another group. In this information age, project managers need to keep three things in mind with communications: 1. HUMAN RESOURCES: A PM effectively handles human resource issues by leading in a facilitating manner when possible and forcefully when needed, attracting and retaining good workers, developing a self-directed project team, and creating a sense of urgency. We communicate by posting everything to a SharePoint site for all to see. Project A client company needs to plan for purchasing and acquisition, whether it is for part or all of a project. Trietsch, Dan, "Why a Critical Path by Any Other Name Would Smell Less Sweet?" Project Management Journal 36 (1) (March 2005): 27-36. The process of engaging stakeholders via appreciative inquiry (AI) is an effective way to address the ambiguity and uncertainty in project management. Mueller, Ralf, and J. These options allow you to change this setting on a project-by-project basis, or you can simply click the Scheduling Mode Selector shortcut on the left-hand side of the bottom status bar and choose your desired scheduling method. In Exhibit 10.13, rows 1, 5, 9, and 12 are summary tasks; rows 2, 3, 4, 6, 7, 8, 10, and 11 are subtasks. This is especially true in the current work environment of cost-control measures. Most causes of variation are of the more common leadership challenges faced by project managers are shown in Exhibit 4.21. Then, a resource histogram can be built for each person who may be overloaded. It subcontracts most other work, but wants to be very careful that the work is done as well as possible. It is generally neither necessary nor useful to have every single function represented on the core team, since that would make communication and scheduling meetings more difficult. China has anticipated the receipt of this red sheet and is able to schedule time in production within a week. Construct a Pareto chart. Depict a project schedule on a Gantt chart by hand, showing is not a common method for organizing a WBS? Advanced computer hardware and software, otherwise unreachable by the core team, were available if potential sales would justify the time investment. Resource leveling can be as much art as science. Chapter 8 Scheduling Projects 269 much sense). Current time period (current plan)? should be included in the project's Staffing Management Plan d. In contemporary project management, a project management, a project management, a project management, a project sor certain types of projects or certain types of projects or certain project deliverables that can be used as a starting point in defining activities. The actual performance data are then compared to the desired performance data so that both corrective and preventive actions can be used to ensure that the amount and quality of the project work meet expectations. knowledge of project management understanding of project management tools and techniques In Adaptive Life Cycles (change-driven or Agile . Continued team building can help a team to refine its ability to perform. Exhibit 11.8 lists some of the documents a project manager may use and typical questions he or she would ask for each. A dashboard example is shown in Exhibit 14.28. Project work can be described in the following ways: Projects are temporary and unique, while other work, commonly called operations, is more continuous. Another example is an Ohio company that utilizes agile methods and Scrum for software development for clients in the highly regulated pharmaceutical, biotech, and medical device industries. For example, the responsible person for each activity for a portion of a space utilization project is listed right next to the activity in the Gantt chart schedule in Exhibit 9.6. Showing the responsibilities. Here is a typical WBS: 1 Campus Event 1.1 Site 1.1.1 Selection 1.1.2 Environment 1.1.3 Neighbors 1.1.4 Preparation 1.1.5 Cleaning after 1.1.6 Handover 1.2 Promotion 1.2.1 Campus newspapers 1.2.2 Internet 1.2.3 Other 1.3 Finance 1.3.1 Sponsorship 1.3.2 Tickets 1.3.3 Budget 1.3.4 Audit 1.4 Human Resources 1.4.1 Marketing 1.4.2 Security 1.4.3 Ticket sales 1.4.4 Management 532 Copyright 2019 Cengage Learning. Navy, Special Program Office, 247 V validate scope, 500-501 value engineering, 340 Van Horn, Mike, 211 variable costs, 330 variable vs. Joint establishment of project meeting agendas helps in building relations because all team members feel their concerns are addressed, and they develop a greater sense of ownership in meetings. What other job was it like? Technology Greater possibility of rework in subsequent phases. These processes flow from one into another, as shown in the more complete flowchart in the inside back cover of the text. wavebreakmedia/Shutterstock.com The reasons for using a WBS are many. With whom might the project team need to negotiate when creating the charter? List the items that go into a project team meeting agenda and tell the purpose of each. Align project and team goals through vision sharing. While workers may work every day and supplied through organizational budgets only on a periodic basis. Chapter 9 Resourcing Projects 315 Activity with one or more resources already assigned When yet another resource(s) is added, MS Project holds the activity Duration value constant and adjusts the activity Work value. The work to be performed can come from one of several sources. One other key relationship-building activity that needs to start early and continue throughout the project is concerned with appropriate decision making and problem solving. An observant project manager will ensure that changes that were not approved are not somehow slipped in anyway by a stakeholder who does not take no for an answer. A portfolio team often performs much of the work of a project office. A project such as the film festival emerged as the top priority because it was so closely linked with the scored criteria of generating revenue and having a large community impact. Third, PERT can underestimate the risk of a schedule running long because it does not accurately address when two or more activities need to be completed before a third one can begin.28 EXHIBIT 8.16 PERT TIME ESTIMATE EXAMPLE ACTIVITY OPTIMISTIC MOST LIKELY PESSIMISTIC EXPECTED Determine new product features 4 5 12 6 Acquire prototype materials 16 20 30 21 Produce prototype 8 10 12 10 Design marketing campaign 9 10 14 10.5 Design graphics 6 10 20 11 Conduct marketing 28 30 50 33 Perform sales calls 20 25 30 25 Copyright 2019 Cengage Learning. BLUE enables global companies to unite their stakeholders (internal and external), projects, and processes into a single, streamlined workflow management system regardless of geographic boundaries. I—Inform The "process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing . From each resource assignment, collect the date when the task started, how much duration has been completed, how much duration remains, and the actual finish date (if the task has been finished). Right-click in the Start column header >>Insert Column>> type Work>> press Enter to add the Work column 3. If a project team is serious about risk identification, they will uncover quite a few risks. Of all the resources, managing people is the most challenging aspect of a project. In many projects, these are not all treated as discrete activities, and some of them may be performed together. In each case, think of these repositories as living documents that change with project progress and additional information. Finally, the entire set of requirements is managed under change control. While a team of senior executives may conduct many of the portfolio management activities, project managers should understand how their specific projects are aligned with the organization s objectives since they will need to either make or provide input on many decisions. Prioritization is important because on many projects, there are too many stakeholders to spend a great deal of time with each. While some of the new methods may be quite useful, project teams not watched closely can fail to practice important organizational cultural norms, or accepted practices, and they sometimes fail to pass the lessons they learn on to other project teams. 4-7a Core Team Members are the small group of people who are on the project from start to finish and who jointly with the project manager make many decisions and carry out many project activities. Once the overall project list is complete, they determine the relative priorities of the projects to determine which will start first. 6 hours b. HydroChill is being commercialized worldwide. Resource availability (amount of time each resource is idle or is available for client projects) is also tracked and published to a large group of managers to keep in mind for upcoming assignments. Collyer, Simon, Culture, Communication, and Leadership for Projects in Dynamic Environments, Project Sinon, Culture, Communication, and Leadership for Projects in Dynamic Environments, Project Sinon, Culture, Communication, and Leadership for Projects in Dynamic Environments, Project Sinon, Culture, Communication, and Leadership for Projects in Dynamic Environments, Project Sinon, Culture, Communication, and Leadership for Projects Sinon, Culture, Communication, and Leadership for Projects in Dynamic Environments, Project Sinon, Culture, Communication, and Leadership for Projects Sinon, Culture, Communication, and Leadership for Project Sinon, Culture, Communication, and Leadership for Project Sinon, Culture, Communication, Sinon, S issues unlike those of ongoing operations. accessed April 11, 2017. One advantage of Monte Carlo analysis is the flexibility it provides. Tell why you feel you are strong in certain capabilities, and give strategies for improving in areas you feel you need to develop. Armed with these documents, the client company is now prepared to conduct the procurement. Our research shows that there are three keys to being an effective project leader: 1. CPM enabled project managers to ask what-if questions such as "If the project needs to be finished three weeks early, which activities should be speeded up and how much will it cost?" This proved to be useful in the Copyright 2019 Cengage Learning An issues log is a dynamic repository of information regarding both open issues and those that have been resolved. In regard to Project Work, which activity refers to "reviewing the progress and capturing project performance data with reference to the project plan, developing performance measures, and communicating performance information?" a It is possible that a team will generate more alternatives if the data is presented in meetings because it promotes constructive discussions and synergy. This is discussed in Chapter 13. Actual dur: enter 2d b. This line separates the major and catastrophic risks that need either further analysis and/or specific contingency plans from minor and moderate risks that can just be listed and informally monitored. This enables us to help our business partners be accountable for the delivering of our products and services under our brand name. Partnering is "a long-term relationship between an owner and a contractor in which the contractor acts as a part of the owner's organization for certain functions."9 Research also finds that through strategic partnering, companies are more likely to access advanced technology, share risks, and improve project-based performance and relative competitiveness. They have 7. If the scope overview and EXHIBIT 3.5 SCOPE OVERVIEW AND BUSINESS CASE EXAMPLES PHASE II MULTICENTER TRIAL SCOPE OVERVIEW This project will initiate a Phase II multicenter clinical trial at Cincinnati Children s Hospital Medical Center (CCHMC). Many conflicts have multiple causes, such as those shown in Exhibit 5.12. 186 Part 2 Leading Projects AGILE A principal idea in Agile is that relationships with stakeholders need to be based upon collaboration, communication, and trust. The client company, Trinmar Limited, was formed as a joint venture between Texaco and Petrotrin, wholly owned by the government. Hopefully, the core team was assigned during the initiating stage and participated in chartering the project. three-point estimating The budget within the cost baseline that is allocated for identified risks, for which mitigating . 13-6d Sourcing encompasses all processes required for a firm to purchase goods from suppliers. This often means communication needs to first travel up from an employee at a low level in the structure to the manager, then across from one functional manager to another manager, and then down from the manager to an employee at a low level who will be working on it. Once a decision is made and communicated to terminate a project that is completed as planned. A business case may also include emotional and ethical reasons for performing the project. Describes short- and longterm results along with measures to determine if they have been achieved c. Once the scope is defined, it can be organized into a work breakdown structure (WBS). In the first table, path ABEG has been reduced to 24 days since B is now being crashed. This may include only permission to plan the project, permission to make decisions that would slow the project if delayed (such as ordering long-lead materials or hiring special workers), or permission to plan and perform the entire project. What will happen to a project's schedule if an activity on the critical path is delayed? 350 Part 3 Planning Projects Key Terms Consistent with PMI Standards and Guides plan cost management, 329 cost management plan, 330 estimate cost, 331 variable cost, 331 variable cost, 331 indirect cost, 332 recurring cost, 332 recurring cost, 333 reserve, 333 order of magnitude estimates, 334 analogous estimating, 335 parametric estimating, 337 bottom-up estimating, 337 value engineering, 340 life cycle costing, 341 determine budget, 342 cost baseline, 342 control cost, 345 Chapter Review Questions 1. Project managers try to secure the services of these important people as early in the project as possible. Rad, Parviz, and Vittal Anantatmula, Project Planning Techniques (Vienna, VA: Management Concepts, Inc., 2005). Updated Issues Log d. 170 Part 2 Leading Projects PMBOK® Guide Questions 1. Most notably, there used to be a Close Procurements process, but it has been removed in the PMBOK's 6th edition, and its activities have been reassigned to either Control Procurements or Close Project or Phase. Schoenacher, SUNY Farmingdale State College Jan Sepate, Kimberly Clark Patrick Sepate, Summitquest Inc. project statement of work b. If a more likely date to resume work is not Friday, the Gantt bar can be dragged to the likely date. One advantage is that because both project and functional managers are involved, there is good visibility into who is working where, and resources can be shared between departments and projects. However, the team also wants to know the critical path. Some of the monitoring and controlling decisions are listed below: 1. functional organization c. What is the name of a single insurance policy that is used to provide coverage for all project participants? Atos-Origin considers three different types of external hires: full-time employees (work on an hourly basis; the option used sometimes to mitigate resource risks). DIRECT VERSUS INDIRECT COSTS A second classification divides project costs into direct and indirect costs. An essential part of effective monitoring is the development of a well-defined aim. A Abbott, Carol A., 245 acceptance criteria, 66-67, 217 accept risk strategy, 376 accuracy and timing of cost estimate, 334-335 accuracy vs 106 Part 2 Leading Projects EXHIBIT 4.4 MATRIX ORGANIZATION Manager of Project Managers Marketing VP Operations VP Finance VP Services VP Project Manager 3 Project Manager 1 Project Manager 3 Project Manager 4 project Manager 3 Project Manager 3 Project Manager 4 Project Manager 3 Project Manager 3 Project Manager 3 Project Manager 4 Project Manager 4 Project Manager 3 Project Manager 4 ACTIVITIES SPONSOR (LYNDA) PROJECT MANAGER (JOE) TEAM MEMBER (BEN) TEAM MEMBER (BEN) TEAM MEMBER (BEN) TEAM MEMBER (DAN) STUDENTS A R C C C I I A C R C PARENTS 0.0 High School Recruitment Plan 1.0 Project Management 1.1 Manage Key Stake-holder Expectations 1.2 Develop Operating Methods 1.3 Create Communications Plan I A R R R 1.4 Control Progress I A C C R 2.0 Information Assessment 2.1 Conduct Campus Visit C A R R R I I 2.2 Conduct Students Surveys I A I C R C I 2.3 Lead Group Discussion I A C C C C 3.0 Workshop/ Activities 3.1 Develop Ideas C A C C R C 3.2 Analyze Possible Techniques C A C C R C 3.3 Compile Activities/ programs C A C C R C I 3.4 Respond to Sponsor Feedback RAIII3.5 Reassess Activity Plan CACCCII3.6 Secure Sponsor Approval RAIIIITo answer this question, the demands for each time period should be added. This is the way many organizations start evolving by giving project managers a bit more decision-making authority. (See Risk Response Plan for resolution.) Engage Point will provide an explanation of how to mitigate this risk. The appropriate engagement of stakeholders was crucial. 13-1b SCM Factors Generally, supply chain management is more important to projects in which a large portion of the work is being subcontracted and more collaboration is needed. Subsequent chapters give you more in-depth tools to acclimate you to your project, the organization you will be working for, and the various stakeholders who have an interest in the project can prove to be useful to manage these issues. Did the project accomplish what it was originally approved to do? 10-5b Develop Summary Project Budget Once duration and costs have been determined for project tasks, a simple summation of all summary row durations and costs gives the project's total duration and cost. While the sponsor normally mentors the project manager, when a sponsor is new, some of the mentoring may go the other way just as a master sergeant may help a new lieutenant learn about leading troops. It is important to align individual aspirations and goals with project team. In general, a project is a temporary endeavor undertaken to create a unique product, service, or result. During these times, the project manager needs to remember that the way he or she wields power, communicates, appraises progress, and generally manages can enhance or detract from the morale of all involved. MISSION STATEMENT The vision should lead into the mission statement, which is a way to accomplish the vision. The project core team usually asks themselves a number of questions concerning the practicality of the overall plan and then holds a kickoff meeting with all of the project stakeholders. develop risk response plans for all identified risks. Suggestions for overcoming these two problems are shown in Exhibit 8.18. What are two techniques used to compress a project schedule? The network diagram can be used to verify the logical flow of the project, find tasks with no predecessor or successor, spot opportunities to complete tasks in parallel or overlap, and see the critical path across the project. Actual project as learning vehicle. Finally, there should be a space for the change to be approved. Once all of the activities have been defined, they need to be sequenced—that is, the team must determine which activities must go first (predecessors) and which activities depend on others to be accomplished before they can start (successors). 4-3a Define-Measure-Analyze-Improve-Control (DMAIC) Model Many firms use projects to plan and manage quality and productivity improvement efforts. Give an example of how an incorrect assumption could become a risk. Our cooperatives are businesses that follow these seven principles: voluntary and open membership; democratic member control; members economic participation; autonomy and independence; education, training, and information; cooperation among cooperatives; and concern for community. a(n) Why is it important for project managers to have one-on-one discussions with their core team members? Therefore, only three projects are accomplished either within an organization or between multiple organizations when different firms work together. All rights reserved, www.managementconcepts.com/pubs. It is the lowest level of the WBS. plan scope management d. Summary Projects frequently have many diverse stakeholders. Thamhain, "Team Leadership Effectiveness in Technology-Based Project Environments," Project Management Journal 35 (4) (December 2004): 38-39; and Roy C. Then, Suburban Homes will have complete information to develop a scope plan. This learning cycle can be easily understood using the plan-do-check-act (PDCA) model. As the project progresses, the sponsor helps behind the scenes by obtaining resources, removing roadblocks, making high-level decisions, and interfacing between the project core team and the executive team. A project manager must use effective communications to set and manage expectations of all stakeholders as well as to ensure that project work is completed properly and on time. Actual dur: enter 4d b. risk register d. Further, investments are of higher magnitude and Suburban Homes is seriously considering this option after establishing steady growth in the residential market and improving their financial stability and growth. Progress report meetings are held every morning as brief (15 minutes) standup meetings. Once a project team weathers the storming period, the members often are relieved because they start to believe they will be successful. CHAPTER 1 Introduction to Project Management CHAPTER OBJECTIVES After completing this chapter, you should be able to: Define a project and projects, and describe reasons why more organizations are using project management. The single-family home will have the following features: 3,200 square-feet home with 4 bedrooms and 2.5 bathrooms Flooring hard wood in the first floor, tiles in the kitchen and bathrooms, carpet in bedrooms Granite kitchen and bathrooms, carpet in bedrooms After developing the WBS and the project schedule using the CPM method, you were asked to identify resources for all the activities identified in the schedule. Specifically, the WBS is the best tool for project team to work toward specific goals and shared outcomes. Program management is defined as applying knowledge, skills tools, and techniques to meet requirements and to obtain predetermined benefits. Williamson. A contract is "a mutually binding legal relationship obligating the seller to furnish supplies or services and the buyer to Copyright 2019 Cengage Learning. The steering team can decide which project these people will work on as part of the prioritizing effort. An example of a WBS dictionary entry with detailed information for a work package is shown in Exhibit 7.9. Note that some of this additional information such as activities, resource assignments, effort, and cost will be described in subsequent chapters. Which of the following is not a purpose of an approved project charter? zero c. In Kansas City, we had the time to develop detailed cost estimates, and so we took the time. Stakeholder List STAKEHOLDER INTEREST IN PROJECT Board Sponsor Department, resource needs Lead user New work methods, productivity increases Project Risks and Assumptions: This section identifies major risks and how the team will either reduce their probability of happening and/or their impact if they do occur. You can also type your nonworking days into the table and set the Start and Finish dates without clicking on them in the calendar 9. Create a transition plan so that the recipients of your project deliverables will be capable and enthusiastic users. If one worker is assigned to do two activities, which one must go first? If one worker is assigned to do two activities, which one must go first? company was looking for a competent project manager to manager factors frequently portend more far-reaching consequences than does the cost analysis. We will discuss this later in this chapter. PROJECT M ANAGEM ENT IN ACTION Implications for Project Management in a Networked Organization Model What Is a Networked Organization? 6 Governing will be covered in Chapter 14, and all other portfolio management topics will be covered here. What are some potential issues related to outsourcing? The combination of the critical path schedule and resource histogram allows a project manager to understand who is overloaded, at what time, and by what specific activities. May not be copied, scanned, or duplicated, in whole or in part. network diagram b. Work toward a common goal. The scrum master is not necessarily the leader of the team in the traditional formal sense (as the team and any destabilizing influences. Conflict can bring out creative discussion and lead to better methods and solutions if the conflict is confined to a technical or task issue. The leaders need to sort through the various possible projects and prioritize them. The closeout process must address the following: Improve morale and a sense of achievement for the project team. plan communication management Procurement performance reviews, contract change control system, payment systems, and Copyright 2019 Cengage Learning. In the Task Form View options, set the "Task type" drop-down to Fixed Units If you change the Duration and click OK, MS Project changes the assignment work and task work values. Examples of completed deliverables are included in the text. It has both commercial and private (homeowner) clients The rate of improvement can vary widely depending on many factors, such as: How much the culture of the organization stresses continual improvement How much of the activity is dependent on the worker versus dictated by the pace of a machine If there is frequent job rotation The amount of time necessary to perform an activity is calculated based upon a rate of improvement that occurs every time the number of repetitions doubles. Ivory, "Partnering in Major Contracts: Paradox and Metaphor," International Journal of Project Management 25 (2007): 386-393. Two: the best-of-the-best operations technology needed to be leveraged across all centers. Quality, cost, schedule, human resources, risk, and communications may have been planned somewhat independently on a large project, and now is the time to make sure they all work well together. Appendix C: Answers to Selected Exercises 1.5 Entertainment 8-3 A and B are predecessors, while C is a successor. In contemporary project management, particularly on small and middle-sized projects, the WBS may be created concurrently with the scope statement. This enables the planning horizon to be significantly expanded into future years and brings with it an enormous level of labor and material purchasing power in the market. Develop norms for highperforming teams. A professor could teach a solid project management introductory class by deeply using only the core objectives. Since the projects tend to develop their own work methods and disregard those of the parent organization. Sometimes, however, a project is so unique and different from previous projects that the team finds it useful to jump-start the WBS construction by brainstorming to identify a list of project deliverables to help to understand and develop the overall structure of the project WBS. Chapter 10 Budgeting Projects 333 EXHIBIT 10.3 DIRECT AND INDIRECT COSTS IN A WORK PACKAGE PROJECT: ACCOUNTS PAYABLE REFINEMENT WORK PACKAGE: INSTALL MODULE 1 Description: Deliverable(s): Install accounts payable refinement application and related hardware. As long as the four purposes of a charter (authorization, understanding, commitment, and screening) are accomplished, the exact format and title are negotiable. By determining who the stakeholders are and what each group wants, project managers effectively: Set clear direction for further project planning, negotiating, and execution Prioritize among competing objectives Learn to recognize complex trade-offs and the consequences of each Make and facilitate necessary decisions Develop a shared sense of risk Build a strong relationship with their customers Copyright 2019 Cengage Learning. I entered into a long-term license agreement with Shaw Industries and they trademarked my technology HydroChill. The policy should broadly guide their efforts. CHAPTER 2 Chapter 2 covers project selection and prioritization. Since the critical path determines how long the project takes, speeding up any activity not on the critical path makes no difference to project duration. Joint edu association or administration union Main contractor (bundling crafts and trades) Team Team Team Subcontractor 2 Team Team Subproj 1 School 1 Subpro 2 School 2 Subproj 50 School N Team Subcontractor N Team Subcontractor 1 Team Revised communication plan Copyright 2019 Cengage Learning. The chapter also starts with showing the PMBOK topics covered in the chapter. Bruce is assigned to work 24 hours on the task, and Jack is assigned eight hours. Why is it important as a project manager to help your team members secure follow-up work toward the end of your project? Regional politicians who support the improvement of learning environments. Building a Project Work Breakdown Structure: Visualizing Objectives, Deliverables, Activities, and Schedules (Boca Raton, FL: CRC Press, 2009). Chapter 10 deals with project budgeting. Assumptions are suppositions made during project planning that are treated as correct or factual, though they have not been proven. To reach this true consensus, each person needs to be able to articulate what he or she believes is important in the decision and why. Every wrong assumption becomes a project risk. Jointly plan the project. This plan guides the client company's efforts through all activities dealing with the acquisition of all the necessary materials and services to complete the project. On specialized services and products, one often must negotiate with a vendor. Remaining chapters in this book elaborate on these behaviors. One consideration is that people involved in making decisions tend to support them. Sometimes referred to as the WIIFT EXHIBIT 6.4 MODULAR COURSES: PROJECT STAKEHOLDER INTEREST IN PROJECT PRIORITY SUPPORT/MITIGATION STRATEGIES Vice Chancellor Make major improvements in university services and avoid government intervention INTERNAL RATE OF RETURN (IRR) The third financial model is internal rate of return (IRR). How MS Project recalculates based on reported actuals, current and future impacts of variances, define the performance update process (who, what, when) Steps to Update the Project Schedule Acquire performance data, set and display status date, Enter duration-based performance data, reschedule remaining work, revise future estimates 15 Close Project Creating project progress reports, sharing reports, export a report to MS Excel, archive project work, capture and publish lessons learned Copyright 2019 Cengage Learning. What, if anything, could she have done better? This certainly can speed things up as more things can be done at the same time. An effort to simultaneously understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the meaning of the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the receiver to understand both the message and the hidden emotions helps the hidden emotions helps the hidden emotions helps University of Texas at San Antonio. Key Terms Consistent with PMI Standards and Guides functional organization, 105 matrix organization, 105 matrix organization, 105 matrix organization, 105 matrix organization, 107 matrix organization, 107 matrix organization, 108 matrix organization, 108 matrix organization, 108 matrix organization, 109 matrix organization, 100 matrix organization meet, and make important project decisions. Project sponsors and managers learn that they need to act in the best interests of three constituencies: (1) the project team encouraging and developing all team members, and (3) the other project stakeholders satisfying their needs and wants. So, if you plan to sit for one of these tests, make sure you know the logical order of the steps involved in creating a charter, but also keep in mind that every single one of these precedes the more-detailed processes to come. performing establish(es) clear expectations regarding acceptable behavior by project team members, and may cover topics such a charter behavior by project team members. as protecting confidentiality, establishing trust, and handling conflict. Identify two projects your company or school will be performing in the future. Index Participating Member Organizations (PMOs), 189 partnering, 442. Leads the implementation of the project. The project manager and core team need to understand who makes each type of project decision and how those decisions are made. Hill, Roger G. Collectively, all of these skills make for a great, well-rounded project manager. Project team will also communicate via e-mail as required. Under what circumstances should each be used? In any event, one must remember the two principles of ethical estimating discussed earlier in the chapter (not to lie to yourself and to others). Heading descriptions should accurately indicate the information, resources (including cost) and schedule are considered fixed and what can vary is value to the customer. In fact, many estimators resist giving an order of magnitude estimate because they fear they will be held to it. On some items, prices are determined in the marketplace and reported in business papers and websites for anyone to read. Second is a change control system (explained in Chapter 7). Ahsan, Kamrul, Marcus Ho, and Sabik Khan, Recruiting Project Managers: A Comparative Analysis of Competencies and Recruitment Signals from Job Advertisements, Project should be scrutinized and categorized by the creation of the RBS. Cost, schedule, and scope are often so closely intertwined that they are monitored and controlled simultaneously, and a change in one of them impacts the others. The budgeting process itself is actually conducted year-round as planners, engineers, project managers, and financial experts endeavor to balance multiple competing objectives into a rational, achievable, and ongoing capital spending plan. A key stakeholder often called the product owner or customer, needs to commit to frequent and detailed meetings. Agile leverages the progressive elaboration mindset that allows for the project to unfold before the implementation team. As team members are encouraged to collaborate and build capability, the team moves to a higher level, which is often called the performing stage. The overall project is considered the first level, as shown in Exhibit 7.5. In this example, a WBS for a house is presented in the indented outline format. Resource leveling is the method of using this information to reduce the peak demands for workers by postponing some of the noncritical activities within the amount of available slack. (Remember, the first level is the overall project.) As defined earlier, the WBS is, or should be, a uniform, consistent, and logical method for dividing the project into small manageable components. 9-4d Outsourcing Project managers often are faced with the prospect of not finding the necessary talent within their organization. In either event closing activities include securing customer feedback and approval, planning and conducting a smooth transition of project deliverables to a client or into ongoing support. Often, a disinterested sponsor or project manager (one who works on other projects, but not on this one) is used when a facilitator is needed. The later time is always taken. Select all of the tasks to be linked in a series a. Use a split screen to show both the Gantt chart with critical path and resource assignments with overloads. Using a fivepoint Likert scale, we have every student perform a self-assessment of their communications proficiency prior to and after the class. Practice Standard for Scheduling: 148. Negotiations. For each milestone row: a. Summary The project charter is a vital document since it enables the project sponsor and project manager to reach mutual understanding and agreement on the project at a high level. To complete this, we list or enumerate all of the paths through the network. business case c. Is SMART: specific, measurable, achievable, results-based, and time-specific The best describe(s) why a project is being undertaken. If a company selects several projects for a year (or even for a fiscal quarter), it cannot expect to start all of them at the same time. Therefore, when considering fixed and variable cost choices, it is important to understand the project scope. Put the five project scope and variable cost choices, it is important to understand the project scope. the most. Make everything an open book. For patients from our community, the nation and the world, the care we provide will achieve the best: • Medical and quality of life • Patient and family and • today and in the future. You will discover Alcides has a conflict right away, but one of the activities can be delayed within its slack. In a small organization, it is quickly recognized that you cannot do it all. Collyer, Simon, Clive Warren, Bronwyn Hemsley, and Chris Stevens, Aim, Fire, Aim Project Planning Styles in Dynamic Environments, Project Management Journal (September 2010): 106 121. To understand this tool, we will first define it, tell why it is important, show several commor formats to use when constructing one, and then demonstrate the steps required to construct a WBS. However, some people prefer to use efficiency measures to understand in percentage terms how well or poorly the projects. 220 Part 3 Planning Projects there will be many of them for a fully functioning website, will be broken down into stories and prioritized later. Earned value analysis is used to determine exactly how actual cost and schedule progress are compared with planned progress. convenience of seller Exercise 1. First, create the schedule by hand using Post-it Notes and then put the information into MS Project. The budgeting process is used to ensure that available capital is carefully scrutinized by management and applied judiciously to those projects providing the greatest strategic value on a schedule minimizing overall risk. Prior to joining Western Carolina University, he taught at The George Washington University. Projects are subject to limitations of time and resources such as money and people. The employee handbook b. Todd, Greg, "Five Considerations to Improve Project Estimates," Information Management (November/ December 2009): 45-47. Performing 3. EXHIBIT 2.13 REVISED PROJECT SELECTION AND PRIORITIZATION MATRIX 10 5 Project B 50 5 Project A 16 50 Project C 25 40 126 18 117 27 92 18 75 3 15 1 32 45 2 3 4 20 15 24 10 9 5 5 5 2 5 3 3 1 Project D 8 2 2 5 Source: Chris Bridges. Ask your sponsor how they treat indirect costs. Co-locate teams and/or use collaborative tools. One is that they often have more responsibility than authority. So, project management is not typically included in a deliverable-based WBS. One reasonable goal is to identify approximately twice as many potential projects as the organization has time and remedies in, 256-257 suggestions for, 255 example, 256 learning curves, 258 problems and remedies in, 256-257 suggestions for, 255 example, 256 learning curves, 258 problems and remedies in, 256-257 suggestions for, 256-257 suggestion 256 estimate at completion (EAC), 479-480 estimate cost, 330 estimate to complete (ETC), 479 estimating activity resources, 290 EVO, 113 executing process group, 10 executing process group, 10 executing stage, 8 expected monetary value (EMV) analysis, 372 expedited costs, 332 experienced team members, 116 expert power, 157, 158 exploit opportunity 377 external vs. Partnering seeks to recast relations between actors in projects by promoting the use of collaborative, more open relationships. If not, some work might be employed. In this tutorial, MS Project is a tool only. The project manager has extensive authority for budgets, personnel, and other decision-making issues in this organizational structure. One method would be to create a more detailed flow chart of just that step. As with other chapters, make sure you are familiar with the PMBOK terms especially statement of work and business case and be prepared to put them into context with real projects. Now Cost performance index CPI How much more do we expect to spend to finish the project? Finally, after the expected results have been achieved. There is little margin for error. Key Terms Consistent with PMI Standards and Guides estimate activity resources, 290 plan resource management, 290 staffing management plan, 290 resource breakdown structure, 291 resource leveling, 301 fast tracking, 303 crashing, 304 critical chain method, 309 reverse phase schedule, 310 rolling wave planning, 311 Chapter Review Questions 1. Chapter 3 presents project charters in a step-by-step fashion. These conversations not only help the project Copyright 2019 Cengage Learning. Sometimes these people will know the answer, but if they do not, they can find a person or document that can guide the seeker. Tools are demonstrated to select, prioritize, and resource projects. This helps people remember what they agreed to do. A project with many activities that have little float is not very stable. However, the sponsor needs to make sure that both are satisfactorily completed. AGILE Team composition is done at a high level and might include some database experience, some GUI experience, and so forth. Exhibit 10.6 summarizes differences in cost estimating methods. Understand the differences between various procurement documents. Brady, and Dennis C. Ongoing planning and replanning still occur, but managing the performance of project manager's time from this point forward. The design-build contractor selection process is indeed twofold: one is process-related, focusing on project outcomes, and the other is organization. Avoid misunderstandings. Gantt chart with resource assignments 4. strive for innovation with few formal procedures. This gives the core team more knowledge power. project culture (norms) d. Shiba, Shoji, and David Walden, Breakthrough Management (New Delhi, India: Confederation of Indian Industry, 2006). It allows the project manager and core team to understand and agree to what is expected of them. 427 Copyright 2019 Cengage Learning. Document the change requests and their disposition (if you have had any changes proposed to your project team member can have an additional role as improvement team member. It enabled good ideas to be quickly applied elsewhere and helped to prevent reinvention of ideas already developed in other parts of the organization. the team is self-directed The project sponsor's responsibilities during the executing stage include: a. Some criteria might include: speed in getting a new pharmaceutical to market, probability of success, cost of the project, and similarity with the company's existing products (alignment). request for information b. Kwak, Young Hoon, John J. Adapted from James R. Sponsors often perform a variety of different tasks that help a project, both in public and behind the scenes. Hundreds of individuals who have provided help in research and developing teaching methods are co-members of the following: PMI's undergraduate curriculum guidelines development team, PMI's Global Accreditation Center, Copyright 2019 Cengage Learning. This sponsor was encouraged by your professor to come with a draft of the business case and scope overview sections of the charter, but some sponsors probably did a better job than others. 455 management-standard.pdf sfvrsn=4, accessed April 24, 2017. CHAPTER 10 Budgeting Project cost terms and tell how each is used in estimating project cost. Explain how to scale up or down the complexity of project planning and management tools and what effect, if any, this might have on the project life cycle. Feedback from these groups is given to teams depending on progress. Develop a resource calendar. Are all of the activities completed that should be by now? High-performing project teams share a number of characteristics. Develops implementation, education, and communication plans for the project. The top part of the minutes form is logistics, just as in the agenda. This covers the first two ways in which a project schedule may be constrained—namely the logical order of tasks and the expected duration of each. What has changed since the last time? 330 Part 3 Planning Projects The cost management plan is "a continuous activity which requires reforecasting and refinement of the cost estimates throughout the project."1 The cost management plan defines the cost baseline, modifies it whenever necessary, and uses it for monitoring and controlling costs. DMAIC b. communicated by the project kickoff meeting. Chapter 14 Determining Project Progress and Results 483 EXHIBIT 14.20 SET THE STATUS DATE (AS OF) Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. The good news for a team that suffers a setback is that because they worked through the team development stages once, they can probably work through the stages more quickly the second time. Next, the chapter describes various quality improvement tools for projects. 192 Part 2 Leading Projects EXHIBIT 6.9 MODULAR COURSES - PROJECT INFO. Some people claim that having two bosses (both a functional manager and a project SEXHIBIT 15.3 LESSONS). LEARNED PROJECT CLOSING DOCUMENT Project Number: Closing Date: As your project comes to a close, please capture continuous improvements, lessons learned and issues to consider for future projects. Printing the entire diagram usefully requires piecing multiple sheets of paper or a large-format printer. 11-1 Plan Risk Management Plan risk management is "the process of defining how to conduct risk management activities for a project."1 A future event is considered a project goal. Essentially, the project scope statement includes three things regarding the total scope. Organization structure is often developed by grouping people together based on criteria such as functional or technical skills or long-term activities. Practice Standard for Scheduling: 131. 2-2g Using a Scoring Model to Select Projects In addition to ensuring that selected projects make sense financially, other criteria often need to be considered. One idea to keep in mind: if practical, ask the person who will judge the overall project results at the end to judge the intermediate deliverables also to make sure you are on the right track. In fact, small firms tend to rely more on outside resources as they may not have the special capability of in-house execution for certain project activities or the working capital to own and employ resources. Activator Restorative talkative person to let another individual speak. Understanding the characteristics of global projects for improving global projects assessing an organization s Ability to Perform Projects with the organization. Each team member discusses yesterday as the period and today as the current time period. The division basis for the second level of Copyright 2019 Cengage Learning. 236 Part 3 Planning Projects EXHIBIT 7.18 READY TO INSERT SELECTED WBS COLUMN Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. 6 Values are implemented through social rituals such as meetings, training, and ceremonies, along with symbols such as meetings, training, and exter the culture of the parent organization, competition, conflict, and decision making are handled; and Encourage personal commitment to the organization, he can determine how to best foster the culture within his project. Describe different project life cycle models and distinguish when each is appropriate. Manage the meeting process 6. Especially in small organizations, one person may perform more than one role. There are many barriers to developing an effective lessons-learned knowledge base, and culture is often Copyright 2019 Cengage Learning. It includes methods for estimating durations, problems with estimates, and remedies to those problems. To overcome this problem, project deliverables, including interim and detailed deliverables everything that needs to be produced. We need to make them stand out a bit more and have the date (Exhibit 3.26). However, the best time to gain customer understanding is when the project scope work. What did you learn that surprised you? Further, agile teams require motivated members with a higher level of commitment. As you study each process, note the inputs, tools and techniques, and outputs. A threat also is a risk that will have a negative impact on a project objective if it occurs."2 The impact of a threat, on the other hand, could be something that poses an opportunity or "a condition or situation favorable to the project, a positive set of circumstances, a positive set of events, a risk that will have a positive impact on project objectives."3 Wise project management plan that describes how risks Copyright 2019 Cengage Learning. If a question contains two of the three knowledge areas of scope, schedule, and cost, the answer very well may be the third one. The project manager must manage the human side of his project. Be sure to include your customers and end users in making this determination ("Collect requirements"), as well as subject matter experts who can speak to the technical expertise needed and the feasibility of the project plan. analogous estimating When the demand for resources is greater than the available supply, the project manager can use a scheduling method that adjusts the start and finish dates of activities in order to address resource limits. Chapter 1 Introduction to Project Management 17 CLASSIFYING BY SIZE Another method of classifying projects is by size. Daily stand-up meetings are often held for 15 minutes early in the morning and each team member shares the previous day s accomplishments, the plans for the current day, and any issues. The functional manager may sometimes need to agree to a different resource from what he or she prefers. If that was my only duty (it was not), I would still have had a hard time when multiple jobs were let for bid on the same day. However, if an intermediary is managing scope and cost, the project measures can be calculated to provide perspective on whether a project meets a minimum financial return threshold or to communicate with people who might not understand NPV. Kloppenborg, PMP, PhD, Vittal Anantatmula, PMP, PdD, [email protected structure Wendler, Rhonda, 359 work breakdown structure (WBS) with activity list, 251 car development project, 229 component, 225 constructing, 226-229 definition of, 21-22, 220-221 with deliverables, 250 depicting estimating methods, 336 dictionary, 225 formats, 222-224 in free format, 223 in indented outline format, 222 library project, 230 with milestone list, 252 in organization chart format, 223 organization examples, 227 reasons for using, 221-222 stakeholder analysis and, 231 work performance data, 465 work performance information, 465 work performance reports, 465 wrap-ups, 441 X Xavier Leadership Center, Xavier University, 499 XP, 113 Z Zozer Inc., 3 Copyright 2019 Cengage Learning. Therefore, two similar components may be draft report." The team also assigns a unique number to each component. The list of repairs considered necessary for our second considered building (Saint Bernard) is complex and totals somewhere between \$100,000 and \$150,000. Wen, Qi, and Maoshan Qiang, Enablers for Organizational Project Management in the Chinese Context, Project Management Journal (February/March 2016): 113 126. Have your team vote on whether or not to make the changes and go with the will of the majority. Team presentations typically last 20 minutes and include data reporting in the form of annotated run charts for all key performance measures. James R., and William M. prevention, 407 Institute of Texan Cultures, 189 integrated change control, performing, 462-463 integration, 122 integration management, 11 integrity, 122 internal project issues, 459-468 directing and managing project work, 465-463 monitoring risk, 463-464 performing integrated change control, 462-463 monitoring, 461-462 reporting performance, 465-467 internal rate of return (IRR) model, 44 internal vs. Up to a point, multitasking is helpful in keeping multiple projects moving and keeping the workers stimulated. The tsunami that devastated a part of Japan in March 2011 was completely unexpected and an unknown risk that many projects in that region did not anticipate. This is also a good practice to help ensure that all of the project deliverables and the list of activities tend to be easier to identify. What can a project manager use to help determine if workers are overloaded? AGJQ b. 454 Part 4 Performing Projects ® Construction Extension to the PMBOK Guide (Newtown Square, PA: Project and are often classified as either direct costs. Chandler, Dawne E., and Payson Hall, Improving Executive Sponsorship of Projects: A Holistic Approach (New York: Business Expert Press, 2017): 1. When estimating resource needs, the team also must consider support needs such as information systems and other services. You may download this document from about/ethics/code for free. The vision they stated is, Cleveland and other services. You may download this document from about/ethics/code for free. that many project managers find useful are as follows: 1. Our consulting work is managed as a series of projects. Sanitation 8.4 PURCHASE PAPER PRODUCTS AND SOAP 9. Once captured, these customer wants and needs are then stated in operational terms that the people performing the project work can use to plan that work. Chapter 9 Resourcing Projects 319 Remember that you only want to crash tasks on the critical path because they will be the only tasks to shorten the overall project. The project may require the help of someone skilled at financial software. Consensus is wonderful, but reaching it requires a time-consuming technique. Note in Exhibit 9.16 that Bruce is available up to 75 percent of his time for the project, while Jack is only available 25 percent of his time; none of the resources are available 100 percent of his time. That is exactly what we are doing here. For example, if a home buyer wanted to close on a house before everything is complete, a punch list of remaining items would be determined, and the contractor would agree to complete them. Coaches the Project Leader on the development and implementation of a comprehensive communication, education, and change management plan. King, eds., Project Management Handbook, 2nd ed. is the most effective communications method for this stakeholder to understand? acceptance criteria d. A project manager can use the six-step project conflictresolution process, making sure to pay attention both to the tasks and relationships needed at each step. to make calculations based on a variety of information, including Start and Finish times, activity durations, and logical dependencies. If not developed, it is important now to develop a resource breakdown structure (RBS) to estimate the total budget of the project. TriHealth has developed both full and mini charters, for large and small projects, respectively. The more specific the lessons, the more likely the team will find them useful. Sometimes, milestones occur right before the approval of a large expenditure. Both dimensions can be shown with a simple continuum of low to high using a flip chart or marker board. Communication needs to be early and ongoing with all key audiences and stakeholders. In effect, this is a project manager who serves and leads in a collaborative, facilitating manner. Once D. start and end dates d. He previously held faculty positions at University of North Carolina Charlotte and Air Force Institute of Technology and has worked temporarily at Southern Cross University and Tecnológico de Monterrey. The second part is to manage expectations regarding any project. What are your options as a project manager? Young, R. Set the timescale to the start of the schedule. The consequences, however, are avoidable from the beginning. 8-7a Problems and Remedies in Duration Estimating Many factors can impact the accuracy of activity duration needs to decide how the relative decision-making power in the organization is divided between project managers and functional managers. This method is calculated by budget at completion BAC EV \$750,000 200,000 \$550,000 : Second method (original plan is good estimate of future) ETC BAC EV Estimate at completion (EAC) is the total cost of complete. The remainder of developing schedules will be discussed in Chapter 9 (Resourcing Project Activities). State all assumptions and constraints you have used when creating your budget. Also listed in Exhibit 5.9 are two strengths could be applied as well—each in its own unique manner. By formally committing to the project, the key players are more likely to keep working hard during difficult periods and see the project through to a successful conclusion. This process is called sequence activities and it entails determining the predecessor relationships among the project activities. should attend some client meetings and sponsor should attend some team meetings to ensure integration. Your Schedule ends when the money runs out. 1-5a Project Executive-Level Roles The four traditional project executive-level roles are the sponsor, customer, steering team, and the project management office. While budgeting occurs in countless domains, budgeting for projects is different in several ways from budgeting for ongoing operations. DuPont needed to plan large projects when it built and refurbished enormous plants. Further clarifications and negotiations may follow for complex projects when it built and refurbished enormous plants. combination thereof. Values serve as a moral compass to guide us and provide a frame of reference to set priorities and determine right or wrong. The Project Procurement Knowledge Area includes all of the following processes except: a. Obtain sponsor's signature on charter before proceeding. 8-11b Build the Network Diagram and Identify the Critical Path We will now begin to build the network diagram for the Suburban Parks Home project. Baseline duration, activity baseline duratio and-true project management techniques along with modern improvements such as the most current versions of Microsoft Project Professional 2016, the sixth edition of the Guide to the Project Management Body of Knowledge (PMBOK Guide), and many approaches derived from adaptive (Agile) project management. Assign roles and responsibilities based on strengths. Again, the project manager should do much of this, but the sponsor is also responsible for its completion. Crash Cost per Day C B 6 250 4 650 D A 9 500 F E 10 500 9 650 G D, F 8 400 6 900 Crash Cost per Day Using the data below, create the project schedule in MS Project. It uses brainstorming techniques to reach a team consensus for the duration. Every time we reduce the length of an activity, we record the impact on that was limited mostly by activities with another project you've worked on that was limited mostly by resources. Many projects also require replanning due to any number of causes. Both organizational structure and culture can become more complicated if more than one organization is involved in the project. Techs revise existing hardware 2. Therefore, their float is free float—impacting neither the overall project nor any activity in it. One frequently used method is crashing, in which a decision is made to pay extra money (often in the form of overtime pay) to speed up certain activities on the critical path. 132 Part 2 Leading Projects PROJECT M ANAGEM ENT IN ACTION Project Leadership Roles at TriHealth TriHealth is a company that manages several large hospitals and a variety of other health organizations, such as physical fitness facilities and nursing services. Selecting and prioritizing are covered next, and chartering is covered in Chapter 3. formally authorizes the existence of a project b. For this reason, judgments need to be made about the cost versus the value of projects considered for investment and the Copyright 2019 Cengage Learning, customers become more fully vested in the project execution. Finally, the performing organization should reap business-level benefits such as development of Copyright 2019 Cengage Learning. Solutions are also provided for all of the end-of-chapter control board, which consists of a formal group authorized and responsible for reviewing, evaluating, approving, delaying, or rejecting any changes to any aspect of the project plan by following a formal communication method of documenting the decision process. Practice Standard for Project Estimating (Newtown Square, PA: Project Estimating (Newtown Square, PA: Project Management Institute, 2011). Often that time can change once planning begins and needs to be updated. Benton, W. The entire project charter is a basis for more detailed project planning and for understanding project objectives. Significant expenditure was anticipated in this area. 8-5 Define Activities. Agile is a form of rolling wave planning that is gaining popularity. It quickly changes the timescale by sliding left or right. Another important function of this executive role is midstream evaluation of projects and portfolios to ensure that they stay on track and produce expected results. Second, is there a repeating pattern, such as a low every Monday or a high every Wednesday? All questions are multiple choice with four possible answers. Alderton, Matt, "What's Your Number?" PMNetwork 26 (12) (December 2012): 48-53. Appendix A: PMP and CAPM Exam Prep Suggestions Crashing speeds up the schedule by performing certain critical path activities faster than normal, but it usually costs more money. Hardback edition: ISBN: 9781472422965 (Farnham, UK: Gower Publishing). A lead is a change in the logical relationship of the successor that results in the activity. Chapter 3 Chartering Projects 79 3-6 Ratifying the Project charter The project charter to the sponsor for approval. Two possible buildings have been identified. Tell why such as resource-sharing needs among the many start-ups, yet need for specific attention to the large projects that survive. CHAPTER 13 Chapter 13 begins by introducing relevant supply chain in Virtual Product Development Teams," Journal of Product Innovation Management 26 (2009): 139-155. Dig hole. Chapter 13 Project s purpose in ways

that appeal to each individual worker's desires. and Anantatmula V. A project manager has just learned that the schedule performance index (SPI) for his project as to why their program s project deserved higher marks. EXHIBIT 3.14 PROJECT LESSONS LEARNED EXAMPLE All parties are responsibilities c. The project scope to avoid scope creep. roles and responsibilities c. The project manager has ultimate responsibility for quality (and almost everything else). Week three—The formulation and related instructions for cooking are communicated to our China operations with a "red sheet" process. Consider that people at each level in an organization have the ability to make specific decisions and are generally allowed a certain amount of time to deal with a problem before notifying a superior. The project customer is the person or organization that will use the project s product, service, or result. Enter identifying information about the project (Exhibit 3.20). PMI Lexicon of Project Management Terms Version 3.0, 2015 (Newtown Square, PA): 7. The leadership team members, however, also generally discuss other issues, such as: The urgency of each project The cost of delaying the expected benefits from various projects Practical details concerning the timing Opportunity costs associated with the project For example, an important process improvement project may be far less disruptive to perform when the factory is shut down for routine maintenance. Laufer, Alexander, et al., What Successful Project Management Review (Spring 2015): 43 51. Quantifying the scope, such as 15 touch points will be included, helps everyone to better understand the project s size. Promote knowledge sharing. A person who is constantly assigned to perform unpleasant tasks may not feel as important or as motivated to contribute. Kloppenborg, and Charles R. On other projects, the client chooses the contractor on the basis of life cycle cost—that is, the cost to both purchase the item and use it for the entirety of its useful life. Exhibit 11.1 summarizes current project success. What risks and issues are foreseen? 351 The order of magnitude budget estimate you created during chartering is deemed by your sponsor to cost far more than your organization is willing to spend on your project. Train existing associates 2. Lecturers Be kept informed of impacts upon them. 4.2 Develop Project Knowledge 10.2 Manage Communications Communications Matrix 13.1 Identify Stakeholder engagement Manage stakeholder engagement Manage stakeholder engagement Manage stakeholder register Stakeholder Stakeholder Stakeholder Stakeholder Stakeholder Stakeholder engagement Manage stakeholder engagement Manage stakeholder engagement assessment matrix Strategies for managing different stakeholders Communications matrix Meeting agenda Meeting Evaluation 13.2 Plan Stakeholder Engagement 13.3 Manage Stakeholder Engagement 13.3 Manage Stakeholder Engagement 13.4 Manage Stakeholder En Monitor Stakeholder Engagement Stakeholder Engagement Assessment matrix only make negative contributions to society. Often when the complete details of later stages of the project are not known, placeholder or "dummy" tasks are added to the schedule and costs are estimated. should be SMART that is, specific, measurable, achievable, results based, and time specific. It is defined using a verb/noun format. For example, one might want to know how tall the elevator was, how fast it needed to travel, how large the platform would be, the trim level, the complexity of the controls, and the like. Therefore, when possible, identify your key people as soon as possible and get them engaged in the planning. Each resource has a standard rate; some may have an overtime rate as well. For experienced projects EXHIBIT 5.9 A DOZEN GROUND RULE TOPICS FOR PROJECT TEAMS RELATIONSHIP TOPICS PROCESS TOPICS 1. 4-7 Traditional Project Team Roles The team- or associate-level roles in projects are core team members and subject matter experts (SMEs). TERMINATIONS FOR DEFAULT Terminations for default occur for projects executed externally and often result from a problem with the project's cost, schedule, or performance. The final level is for the true uncertainties. The project core team is ideally identified and assigned soon enough to participate in chartering the project and defining the scope based on the client's requirements. While coercive power is often considered a last resort, it should be used at times. in control, 408 CAPM. Potential sources included: Existing staff Within their department Within their company but outside their department Staff misfit but talented Staff burned out and in need of a fresh challenge Temporary staff External supplier and customer staff To the team's frustration, requests for additional staff were declined. This core team size would depend on the nature of the project and the number of disciplines required to plan and execute the project. Since the project manager is responsible for communications, response times and decision making tend to be swift. How are risks, assumptions, and constraints related? They can then ask what practices can be used to re-create similar successes on future projects. The progression of forms is shown in Exhibit 4.5. DISADVANTAGES The matrix organizational form has drawbacks as well. However, since it has some problems, only a few project schedules. Then, it took a certain fraction of an hour of labor to secure each foot of the rail into position. This project is behind schedule. We also have created Appendix B, which is a bulleted list of the approximately 180 differences between Agile and traditional project management that are discussed in the book. strategic-objectives, Internet Society: Who We Are, accessed May 22, 2013. CAPM is appropriate for an undergraduate with limited work experience, and PMP is appropriate for either a nontraditional undergraduate or an MBA with three or more years of full-time project management experience or its equivalent. If you can resource level. Which model divides the cash flow by the initial cash outlay? These issues are addressed in Chapter 15. Label the box below to create a two-pass schedule legend. Kloppenborg, Timothy J., Arthur Shriberg, and Jayashree Venkatraman, Project Leadership (Vienna, VA: Management Concepts, 2003). In charters, risks are identified, qualitative analysis is performed by asking the probability and impact of each, and response planning is conducted for major risks. At the end of the first conference, we had a core team meeting of five leaders. More than fifty years and fifty acquisitions later, Schawk, with offices all over the world, is recognized as a global leader in brand point management. A request for proposal usually includes the following items: Purchasing overview Basic supplier requirements Copyright 2019 Cengage Learning. Wells holds a master's degree in Education, as well as degrees in Organizational Communication and Spanish. When that is the case, the projects where they spent the greatest time would ideally count the most toward their performance rating. Students Unaware Neutral Very large group. This represents the time-phased project budget. More sophisticated tools like decision trees, analytical hierarchical process (AHP), expected net present value, and other economic evaluation models are sometimes used for project selection. Once you can quickly reach this view by clicking the View Tab>>Resource Usage>>Resource Usage>>Resource Allocation. 15-4 Post-Project Activities 15-4a Reassign Workers Project managers owe the members of their team timely updates for their personnel records, honest recommendations, help securing their next assignments, and rapid notification of any issues. path. Appendix D identifies the type of objective, chapter covered, and PMBOK Guide process, knowledge area, and project charter, requirements traceability matrix, and scope statement to define the project's major deliverables. This is clearly a time where creativity and mutual trust are helpful. This could be partly due to poor or incomplete risk planning. Joan has a conflict late that will force the noncritical task to be delayed, which will delay the entire project. Speak candidly and informally to your sponsor in addition to formal reports. T. They serve as vehicles to accomplish important organizational objectives. In the next chapter on risk, methods for calculating costs associated with known unknowns are discussed. Chandler and Payson Hall, Improving Executive Sponsorship of Projects: A Holistic Approach, 2017 (New York: Business Expert Press): 1. negative d. Teams use retrospectives to improve both methods and quality. Create a desirable team identity. Give an example of a project on which you might expect to see Reverse Phase Scheduling. The work of each role must be accomplished by someone. For example, salespeople can uncover many opportunities by maintaining open discussions with existing and potential productivity-enhancing opportunities as projects. One to four sentences for each is enough but it needs to be in Copyright 2019 Cengage Learning. To do that: 1. We expect the many automation initiatives, headcount reductions, vendor outsourcing of transactions to a wholly owned service center to deliver millions of cost reductions, a great deal of uncertainty exists, and PERT helps to make it visible. Discounting the value of future revenue and cost streams enables better project decisions. Chapter 1 Introduction to Project Management 31 Endnotes 1. It is the value that should have been earned as per the schedule." 4 In our example, we expected to spend \$250,000 for the work we planned to have accomplished by now. These issues are discussed further in Chapter 15. PA RT 1 ORGANIZING PROJECTS ORGANIZE Chapter 1 Introduction to Project Selection and Prioritization Chapter 2 Project Selection and Prioritization Chapter 3 Chartering Proj frameworks for understanding projects and tools to select, prioritize, resource, and initiate projects. Assist senior managing talent and managing manager, what would be your reaction to learning that, as of the last audit, your project's SPI was and your CPI was Why? Schawk capitalized on its knowledge and skills in streamlining processes and managing color. Part of being truthful may be expressing in advance a concern about the ability to do certain work due to reasons such as skills, knowledge, or time constraints. Now, the quality management plan needs to be added to make the project plan comprehensive project. Element position can be changed by clicking and dragging to different areas of the report, and fonts, colors, shading, and effects can be altered by double-clicking elements to open EXHIBIT 15.6 Copyright 2019 Cengage Learning. When people know in advance that they are responsible for an action item, they are more likely to be prepared. Kuzuhara, Mastering Management Skills: A Manager s Toolkit, 1st ed. free format b. Finally, if the results indicate the customer is ready to accept the project deliverables, perhaps it is time to proceed into the project closing stage. Therefore, there is no evidence of systematic planning and control. Performance assessment can be both informal and formal. A constraint is anything that limits the implementation of a project. Or that the Agile methodology is incompatible with concepts like Schedule, Scope, and Cost. Describe the difference between direct and indirect project costs. If the project work expands for a period of time, the core team members may supervise the work of SMEs who are brought in on an as-needed basis. It is important for the project manager to have interpersonal or "soft" skills that include: overcoming resistance to change, resolving conflict, active lis. Organizational learning should take place and be captured for future projects. If a project is internal to a company, the timing of cash availability is also important to understand. Each core team member discusses the previous day as the past time period. Provide an example of how poor escalation of a project problem can create additional problems. A project risk is anything that may impact the project team's ability to achieve the general project success measures and the specific project success is in achieving organizational objectives, they normally demand to have formal project reviews. 3-4 Typical Elements in a Project Charter 3-5 Constructing a Project Charter 3-5 Constructing a Project Charter 3-7 Starting a Project Using Microsoft Project Charter 3-7 Starting a Project Using Microsoft Project PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions PMBOK Guide Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Project Instructions Project Semester Pro Management 4-5 Traditional Project Executive Roles 4-6 Traditional Project Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions PMBOK Guide Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Project Instructions Project Management in Action References Endnotes Chapter 5: Leading and Managing Project Team 5-2 Develop Project Team 5-3 Manage Project Team 5-4 Relationship Building within the Core Team 5-5 Managing Project Conflicts 5-6 Communication Needs of Global and Virtual Teams PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Integrated Example Projects Casa de Paz Development Project Management in Action References Endnotes Chapter 6: Stakeholder Analysis and Communications Planning 6-1 Identify Stakeholder Engagement 6-3 Manage Stakeholder Engagement 6-5 Plan Communications Manage Stakeholder Engagement 6-5 Plan Communications Manage Stakeholder Engagement 6-6 Manage Stakeholder Engagement 6-7 Plan Stakeholder Engagement 6-8 Manage Stakeholder Engagement 6-8 Manage Stakeholder Engagement 6-9 Manage Stakeholder Engagement 6-9 Plan Stakeholder Engagement 6-9 Manage Stakeholder Engagement 6-9 Guides Chapter Review Questions Discussion Questions PMBOK Guide Questions Integrated Example Projects Casa de Paz Development Projects Chapter 7: Scope Planning 7-1 Plan Scope Management 7-2 Collect Requirements 7-3 Define Scope 7-4 Work Breakdown Structures (WBS) 7-5 Establish Change Control 7-6 Using MS Project for Work Breakdown Structures (WBS) PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Exercises Integrated Example Projects Casa de Paz Development Project Schedules 8-4 How Project Schedules 8-5 Define Activities 8-6 Sequence Activities 8-6 Sequence Activities 8-7 Estimate Activity Duration 8-8 Develop Project Schedules 8-9 Uncertainty in Project Schedules 8-10 Show the Project Schedules PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Exercises PMBOK Guide Questions Integrated Example Projects 9-2 Estimate Resource Needs 9-3 Plan Resource Management 9-4 Project Semester Project Semest 9-5 Assign a Resource to Each Activity 9-6 Dealing with Resource Overloads 9-7 Compress the Project Scheduling Methods 9-9 Using MS Project for Resource Allocation PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions PMBOK Guide Questions Exercises Integrated Example Projects Casa de Paz Development Projects Semester Project Instructions Project Semester Project Sudgets 10-1 Plan Cost Management 10-2 Estimate Cost 10-3 Determine Budget 10-4 Establishing Cost Control 10-5 Using MS Project For Project Budgets PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Exercises Integrated Example Project Semester Project Risk Planning 11-1 Plan Risk Management 11-2 Identify Risks 11-3 Risk Analysis 11-4 Plan Risk Responses PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Project Instructions Project Management in Action References Endnotes Chapter 12: Project Quality Planning and Project Kickoff 12-1 Development of Contemporary Quality 12-5 Control Quality 12-5 Control Quality 12-7 Develop Project Management 12-4 Management 12-4 Management 12-4 Management 12-4 Management 12-4 Management 12-4 Management 12-5 Control Quality 12-5 Control Quality 12-7 Develop Project Management 12-4 Management 12 Plan 12-8 Kickoff Project 12-9 Baseline and Communicate Project Management Plan 12-10 Using MS Project for Project Scale and Guides Chapter Review Questions Discussion Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Project Instructions Project Supply Chain Management 13-2 Plan Procurements 13-4 Contract Types 13-5 Control Procurements 13-4 Contract Types 13-5 Control Procurements 13-4 Contract Types 13-5 Control Project Supply Chain Management 13-2 Plan Procurement Management 13-2 Plan Procurements 13-4 Contract Types 13-5 Control Project Supply Chain Management 13-2 Plan Procurement Management 13-3 Control Procurement Management 13-2 Plan Procurement Management 13-3 Control Procurement Management 13-4 Control Procurement Management 13-4 Control Procurement Management 13-2 Plan Procurement Management 13-4 Control 13-6 Improving Project Supply Chains PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Project Instructions Project Management in Action References Endnotes Chapter 14: Determining Project Progress and Results 14-1 Project Balanced Scorecard Approach 14-2 Internal Project Issues 14-6 Replanning If Necessary PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions PMBOK Guide Questions Exercises Integrated Example Projects Casa de Paz Development Project Semester Proje 15-3 Close Project 15-4 Post-Project Activities 15-5 Using MS Project for Project Semester Instructions Project Management in Action References EndnotesAppendix A: PMP and CAPM Exam Prep SuggestionsAppendix D: Project DeliverablesIndex Citation preview Contemporary Project Management FOURTH EDITION Timothy J. The highestscoring projects would ordinarily be selected. Also, any resource wanting to change the estimate of a soon-to-be-starting task needs to report the new estimate. If the Max Units entered in the Resource Sheet is correct, you can leave this blank and it will autofill 10. Train project managers as leaders. Another frequently used method is fast tracking, whereby activities that are normally conducted in sequence are either overlapped or performed in parallel. This book is organized to be useful to students who will enter a variety of industries and be assigned to projects of all sizes and levels of complexity. Other times, the workers on the project EXHIBIT 4.20 PROJECT MANAGER COMPETENCIES BY PROJECT LIFE CYCLE STAGE STAGE COMPETENCY Initiation Effective questioning/generating feedback Persuasiveness/Marketing/Selling Listening skills Vision oriented/articulate the business problem Consensus building Planning Project management skills and knowledge Consensus building Technical skills/theoretical knowledge Implementation Ability to get along/team player Results oriented Truthful/honest Source: Gregory J. With its plans to expand operations to other states, Suburban Homes is acutely aware of its inadequacies in new working environments and with new stakeholders. CCPM is also sometimes known as the critical chain method. Discuss the four areas of fact-based decision making. Contractor companies can also practice customer relationship management by linking information systems to the extent practical so as to identify any useful information concerning potential future projects and improve management of current projects. Instructor Resources To access the instructor resources, go to www.cengage.com/login, log in with your SSO account username and password, and search this book's ISBN (9781337406451) to add instructor resources to your account. EXHIBIT 15.5 CLOSEOUT REPORT TEMPLATE This deliverable, required for each small project, contains the project charter, the original work breakdown structure, summary of weekly progress reports, and client feedback summary. Lists: Listing techniques help readers remember key details of a message. Business Dictionary, . You need to detail specific behaviors and determine which category from Exhibit 4.17 each represents. These Microsoft Word and Excel documents can be downloaded and filled in for ease of student learning and for consistency of instructor grading. Thinking of a charter like a contract means that both the project manager and the sponsor sign the charter willingly and strive to make the project successful. Neuendorf, Steve, Six Sigma for Project Management Concepts, Inc., 2004). 1 Copyright 2019 Cengage Learning. Schedule data from the Gantt chart can easily be copied and pasted into applications like MS Excel or Word. It guides the project manager during the project. Information regarding the issues, behaviors, and strategies associated with each stage is displayed in Exhibit 5.4. Understanding the stages of development. The team of workers assigned to an Agile project should remain on the project for at least each iteration, and preferably for the entire duration. Additionally, it is sometimes quite difficult to calculate an IRR if a project has nonconventional cash flows. signing off on the detailed project plan c. Identify the final deliverables, as well as any important interim deliverables. Project Management Institute, Business Analysis for Practitioners: A Practice Guide, 2015 (Newtown Square, PA). What two project dimensions are components of project performance? As such, it is imperative to identify relevant stakeholders and to have a constructive engagement with them. There should be a clear description of exactly what the team will do and why it is important. It is used to help prevent scope creep, which is an incremental increase in the work of a project Teams 139 5-1a Preassignment of Project Team Members Generally, it is helpful for a project to assign both core team members and SMEs as early as possible for various reasons. 492 9. We presented and discussed the culmination of customer reviews that had been conducted throughout the project customer feedback, areas for improvement, lessons learned, project results, and approval of the final deliverables. Just consider how long you believe each activity will take under normal working conditions. Another thing to note is that we use the same timescale for the resource histogram that we used on the Gantt chart, making it easy to see which activities contribute to the overload. Once this common understanding is in place, it is easier to prioritize among the potential projects. Kennedy s goal of placing a man on the moon before the end of the 1960s.
Part 4, Performing Projects, discusses the various aspects that must be managed simultaneously while the project is being conducted. Specific constraints are placed on some types of workers as to how they are hired, scheduled, and released. The customer representative or product owner works with the team on a continuous basis, often performing some of the work a project manager might on a traditional project. activities b. This consideration can be especially important if the supplier is providing missioncritical products for which it would be difficult to find a replacement. The project team commits to how much work they can do in the iteration. Click the Max Units cell and enter the resource's maximum exist in organizations where they require resources and executive attention. It might be worth changing this, but most of the problem will still exist. 26. a category used to distinguish items that have the same functional use. Click Change Working Time 5. There are over 15,000 activities tracked for active projects every month. 9-2 Estimate Resource Needs A starting point in resourcing a project is to estimate how many resources of each type and skill or knowledge level are needed to execute all the activities identified by the WBS. It uses historical data from a similar activity or project to calculate the duration. or constraints. What kind of relationship is this? Now it's time to consider a third way in which a project schedule can be constrained—the number of resources available when needed. In an organization with a number of projects, the title can be used to quickly identify which project is being referenced. (Madison, WI: Oriel Incorporated, 2005). Usually, some people assigned to the project are ready to go, while others need training and/or mentoring. More information on these and other PMI certifications/types. Why is it important for project? Identify the critical path. As a result, supply chain operations require managerial processes that span functional areas within individual organizations and link trading partners and customers across organizational boundaries. Monthly charts are used to view larger trends over time and are more important in months six through twelve as changes are implemented and systems experience this change for longer periods of time. follows: Problem resolution—Solving problems at the lowest level of organizations and having an agreed-upon escalation process of waste elimination and cost reduction Joint assessment—Reviewing the partnering process jointly Persistent leadership—Displaying a collaborative response consistently More project organizations are pursuing partnering relationships with each other. The last row or the lowest level of a WBS represents the work packages or the lowest Copyright 2019 Cengage Learning. Procurement documents are used to solicit proposals from various vendors. In Exhibit 3.7, the problem was paper records that were not centralized. On the other hand, if your project needs additional or different meetings and reports, then develop and use those as well. The execution stage or stages are the time when the majority of the hands-on project tasks are accomplished. PROCESS IMPROVEMENT: Always discuss what we could have done better. One of these pillars, planning seems to be particularly susceptible to challenge. 3.3 The project man-Monkey Business Images/Shutterstock.com ager s sphere of influence 3.4 Project management plan 4.3 Direct and manage project work 4.4 Manage project knowledge 4.5 Monitor and control project work 4.6 Perform integrated change control 4.7 Close project or phase CHAPTER OUTPUTS Life Cycle and Development Approach Leader Roles and Responsibilities 101 Copyright 2019 Cengage Learning. The project at hand should become the common goal of all the parties concerned. Exhibit 4.19 lists some judgment calls that project managers need to be prepared to make on a frequent basis. While the intent of most of these sections is included in many charters, some project teams combine sections or leave out a few of them. 416 Part 3 Planning Projects EXHIBIT 12.18 PROJECT TASK VARIANCES The saying that helps us remember this is: aim small miss small. Simple directional indicators updated frequently guide project teams. The responder may have only a brief time to give a reply before the elevator arrives and must be prepared to answer quickly with simple statements about the project work and why it is important to the organization. Some questions to answer include the following: 1. Once we speed up B by one day, the resulting information is placed into the tables, as shown in Exhibit 9.12. Bowersox, D. He is a director and board member of the Project SELECTION AND PRIORITIZATION MATRIX PROJECT MISSION (10) FINANCE (9) WORKFORCE (8) RELATIONSHIPS (8) COMMUNITY (7) TOTAL Film Festival 40 36 32 32 35 175 Expand meaningful community-inclusion activities 50 27 32 40 21 170 Develop Victory Parkway site 50 36 16 40 28 170 Implement vacation/ respite services 40 36 24 24 35 168 Health and Wellness Program 50 18 40 32 21 161 References A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed. This person ideally should be a flexible, facilitating leader. What unique strengths does he or she want to further develop? Communicate thoughts and ideas. What options does the project manager have for this uncompleted deliverable?
 B Johnson, Craig E., Meeting the Ethical Challenges of Leadership: Casting Light or Shadow, 3rd ed. For EXHIBIT 10.8 NORMAL AND SPECIAL CAUSE VARIATION Average Special Cause Variation + – Normal Cause Variation Copyright 2019 Cengage Learning. Managing a project is challenging in the ethical Challenging in the eth the current global economy due to the exponential growth of information technology and ever-increasing market demand that organizations offer products and services efficiently and quickly. 8-6a Leads and Lags Exhibit 8.6 shows the most common type of logical dependency, finish-to-start (FS), which is "a logical relationship where initiation of work of the successor activity depends upon the completely designed before the graphics design starts. Some stakeholders may identify further expectations when they see everything spelled out. Cost data may also be viewed Copyright 2019 Cengage Learning Remember that once the project management plan is approved and you have a baseline, any proposed change to schedule, budget, or scope needs to go through the change control process. The charter development is part of integration management, while stakeholder identification is part of stakeholder management. Performance can be reported either at fixed time intervals or at key project milestones. The cost of supervision was charged for the foreperson, who ensured the work was scheduled and performed projects. Using ideas from Exhibits 13.4 and 13.5, determine criteria you would use to select sellers for the portion of contract work under consideration. The earned value data presents a snapshot of the status Copyright 2019 Cengage Learning. Develop trust. 10-2c Methods of Estimating Costs Many methods can be used for estimating project costs. accessed April 11, 2017. In the last few years, people have realized more and more that communication and leadership play major roles in project success. Alternately, and more accurately, development of a WBS involves dividing the project success. by closeout, not all of the deliverables are completed. The result is that these team members are more satisfied, flexible, and accommodating. Chapter 5 Leading and Managing Project Teams 165 often need to negotiate with customers and other key stakeholders concerning schedule, budget, scope, and a myriad of details. To the right of the Task Name column, a userdefined text column has been inserted (Right click>>Insert Column>>type a heading name) to record the performance report from the assigned resource(s). At one time, we thought all regions were different, and they are, but their processes and structures are nearly 80 percent the same. Power culture Task culture Personal culture Power cultures exist when the supervisor exerts a great deal of economic and political power and everyone tries to please the boss. The total budget for the project is now scheduled to take a bit longer, and the cash flow corresponds to the schedule. When a busy customer buys something, it may be tempting to just place an order and have it delivered. It shows project participants that their work is important and has high visibility in the organization. The sponsor is likely to have more power. PROJECT M ANAGEM ENT IN ACTION Controlling, Monitoring, and Reporting Projects at a Major Medical Center The Emergency Medicine Division of Cincinnati Children s Hospital Medical Center typically has a large number of active quality improvement projects that require effective control, and reporting, and reporting, and reporting. The job of the core team was to define a vision for the organization, a mission statement for the operation, and an elevator speech that defined the project s objectives and could be repeated in less than 45 seconds Copyright 2019 Cengage Learning. 222 Part 3 Planning Projects include all deliverables that are required to be created. The horizontal axis identifies how many days are left in an iteration. narrow d. Value response to change over following a plan. Once the cost baseline is determined along with both contingency and management reserves, it is time to determine if sufficient funds are available. This is especially challenging in highgrowth, emerging markets where additional challenges, such as counterfeiting and trademark infringement, cost manufacturers 10 to 15 percent of their revenue. STEP 3: CREATE THE OUTLINE FOR YOUR WBS You now need to set upseudo to set the outline structure of the WBS to show summary tasks and subtasks (deliverables, interim deliverables, and work packages). On Agile projects, change is expected, and the only part that is planned in detail at the outset is the first iteration. The project schedule illustrated here shows that the development of the next component commences as soon as the previous component is completed. Under which conditions can analogous estimating be effective? TRAINING NEEDS In the course of performance appraisals, training needs are sometimes identified. For a major conflict, this could be almost like a mini-project plan with activities identified and responsibility assigned. To the team's delight dedicated supplier staff was available to help with development. The intent of this dashboard is to provide hospital leadership with a high-level view of recent progress on individual projects. As you can see, this would not work for a building that does not have windows, so the type of project in which you engage will start to take shape as you see the outcome being requested. Finally, the critical path will be discussed as well as how to view and manage the developing schedule. For example, in Exhibit 2.12, there is a virtual tie between Projects A and B. The customer needs to ensure that a good contractor for external projects or project manager for internal projects is selected, make sure requirements are clear, and maintain communications throughout the project. Chapter 4 Organizational Capability: Structure, Culture, and Roles 129 Chapter Review Questions 1. What Is Appreciative Inquiry? Likewise, an effective project team, whose members have impractical resource assignments, is still likely to struggle. Finally, as project team, whose members have impractical resource assignments, is still likely to struggle. teams report progress to stakeholders, additional expectations emerge. The salaries of the company executives and the cost of company buildings, utilities, insurance, and clerical assistance are examples. project buffer c. A matrix may be called a RAM or RACI. Many organizations using Agile also have a coach who acts as a facilitator and trainer. WBS dictionary 3. Team members pick up the next-highest-priority story when they finish what they have been working on. A resource breakdown structure (RBS) is defined as grouping all resources into main categories in level one and populating each main categories in level. least probability of increasing project risk. For many people, the explanation of how along with examples make it much easier to remember all the detailed what that will be tested. Using effective team, communications, and project management methods leads to development of the following appropriate feelings that team members can begin to hold toward one another: Recognizing how interdependent they are Being flexible on how each contributes to the project Being willing to share risks with teammates and having tolerance for minor mistakes Understanding, appreciating, liking, and trusting each other Sharing in strong project leadership This chain leads to two favorable outcomes. If it does happen, how big will the impact be? When a project manager understands how big a project is likely to be, she will try to determine how to complete all of the schedule, budget, and other control documents. This may be comforting for users who are more familiar with Excel than Project. While it is important not to ignore any stakeholder, it also makes sense to concentrate on those who are most vital. The team is challenged with conflicting aspirations is to identify a few key points in the life of a project at which management can determine if the project is progressing as planned. control scope c. Kill project if needed 1. Many project teams include a section in their charter on team operating methods. Harvard Management Update, Article reprint no. Rad, Parviz F., and Vittal S. WBS first using either the free format or theorem of the project is progressing as planned. org chart format like Exhibits 7.5 and 7.6 6. Our company is a project management training and consulting firm. Mark Herreid/Shutterstock.com CORE OBJECTIVES: Describe the various formats for supply contracts and when each type is appropriate. Have a central point of contact Communications is key. Project Executive Sponsor Initiating Stage Empower Project Leader with well-defined charter, which is the overarching guide Clearly define expected outcomes Demonstrate commitment to and prioritization of project Define decision-making methods and responsibility sponsor/project leader/team Partner with Project Leader to identify obstacles, barriers and silos to overcome Planning Stage Ensure Project Leader understands business context for organization Ensure Project Leader develops overall project and horizontal communication plan Demonstrate personal interest in project by investing time and energy needed Secure necessary resources and organizational support Executing Stage Communicate and manage organizational politics Visibly empower and support Project Leader vertically and horizontally Build relationships with key stakeholders Actively listen to and promote team and project to stakeholders Actively listen to and promote team and project Ensure goals are met and stakeholders are satisfied Closing Stage Ensure closure; planned completion or termination Ensure and lessons learned are captured and resourced Recognize contributions and celebrate completion Negotiate follow-up date(s to assess project status Project Leader All of the roles listed are the ultimate responsibility of the Project Leader. Prepares the high-level work plan and timeline. Another method is to gather some data using a check sheet such as the one shown in Exhibit 14.11. This has shortened development time and led to more rapid release of products and enhancements to the clients, thus reducing development costs and improving margins. In the end, the client company will select the contractor(s) and award the contractor(s Entrepreneurship, Williams College of Business, Xavier University. 9-1c Activity- versus Resource-Dominated Schedules are based in part on the individual activities (both the estimates of how long each activity will take and their logical order, as discussed in Chapter 8) and in part on the number of human resources who are based in part on the individual activities (both the estimates of human resources who are based in part on the number of human resources who are based in part on the individual activities (both the estimates of human resources who are based in part on the individual activities (both the estimates of human resources who are based in part on the individual activity will take and their logical order, as discussed in part on the individual activity of human resources who are based in part on the individual activity will take and their logical order, as discussed in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based in part on the individual activity of human resources who are based available when needed (the topic of this chapter). Unsuspecting performance issues can arise at any point during the project s lifecycle and must be dealt with appropriately to ensure cost, schedule, and performance objectives are met. quality tolerances d. In recent years, a growing number of projects are being managed in an agile fashion. 9-9c Step 3: Assigning Resources During resources 5. Build and display the logical network diagram showing critical path and all float with MS Project 2016. Any of these categorizations can be shown as a risk breakdown structure, which presents a hierarchical organization of risks based on categories such as operational, strategic, finance, external, and project management. The method chosen for cost estimation should account for the extent of complexity, risk, interdependencies work force specialization, and site-specific issues of the project.6 ANALOGOUS ESTIMATING Analogous estimating is "an estimating technique that uses the values of scale such as scope, cost, budget, and duration or measures of scale such as scope, cost, budget, and duration or measu estimating the same parameter or measure for a future activity or project respectively."7 Analogous estimating was the technique used in Denver in this chapter's opening vignette. Suburban Homes realizes that there is a scope to improve its existing closeout processes and practices for both scheduled completion and unexpected termination of projects. We started the detailed organization chart reviews. Adapted from Conklin, T. Many stakeholders in organizations are accustomed to a particular method will make it easier for them to understand you. As a result, two key factors were at play. Discovery: What has been? In our example, if we believe our efficiency to date is a good predictor of the future, it is calculated by \$1,100,000 \$1,500,000. Stakeholders are frequently prioritized based upon level of: 1. In the Initials cell, enter the initials cell, enter the initials cell, enter the initials of the resource (if different from the auto- generated) 4. A transition plan can guide this support. Cengage Learning Testing Powered by Cognero is a flexible, online system that allows you to author, edit, and manage test bank content from multiple Cengage Learning solutions; create multiple test versions in an instant; and deliver tests from your LMS, your classroom, or wherever you want. Capture and publish lessons learned about the effectiveness and efficiency of the employed schedule and cost management processes. fairness b. LADD s leadership team members assumed the title of project. See manage communications conduct procurement, 434-438 definition of, 434 evaluating prospective suppliers, 435-436 factors used in assessing potential suppliers, 436-438 configuration, 164-166 not design-build contractor, 436 sources for potential suppliers, 438-435 suppl people-related, 162 resolution process and styles, 163-164 resolving, 443 sources of, 162-163, 442-443 task-related, 161-162 connection power, 157, 158-159 construction project life cycle model, 113 contingency reserve, 333 contracts cost-plus-award-fee (CPAF), 440 cost-plus-fixed-fee (CPAF), 440 cost-plus-fixed-fee (CPAF), 440 cost-plus-incentive-fee (CPAF), 440 cost-plus-fixed-fee (CPAF), 440 cost-plus-fixed-440 cost-reimbursable, 440 firm-fixed-price (FPIF), 439 fixed-price-economic-price-adjustment (FP-EPA), 439 fixed-price-incentive-fee (FPIF), 439 fixed-price-economic-price-adjustment (FP-EPA), 439 fixed-price-economic-price-adjustment (FP-EPA), 439 fixed-price-incentive-fee (FPIF), 439 fixed-price-incentive-fee (FPIF), 439 fixed-price-adjustment (FP-EPA), 439 fixed-price-incentive-fee (FPIF), 439 fixed-price-adjustment (FP-EPA), 439 fixed-price-adjus Thursday (the Status Date) Bruce reports Task B's performance as scheduled, but the estimated remaining duration is two days instead of one. Specifically, you will need to familiarize yourself with the "S curve" of project expenditures and predict and answer questions about cash-flow problems that may result. Without experience and willingness to be a cross-functional team member, the teams would likely flounder. 9-5b Show Resource Assignments on a project schedule. Chapter 8 Scheduling Projects 263 EXHIBIT 8.14 TWO-PASS COMPLETE SCHEDULE EXAMPLE activity B is delayed it will delay the start of activity B has total float. Check Sheet Check sheets are customized for each application. These long communication channels often making and slow response to change. weeks on a daily basis and show them on a run chart such as the one in Exhibit 14.15, they could determine trends in how the process is changing over time. Contractors must have a plan in place detailing how they are going to secure their construction sites and keep materials from becoming airborne missiles in the event of a hurricane. Most are variations of one of the methods discussed in this section. This means they need to persuade people to accomplish some tasks rather than order them to do so. One Singapore compasses gathering of market intelligence, developing a procurement strategy, and developing a contract. Chandler, Dawne, and Payson Hall. EVALUATION The final item to be recorded on the project meeting that the team would like to avoid or perform in a different manner in the future. Once the project has entered the execution phase, many of your start and finish dates will likely be different from what was originally planned (baselined). The results show that country preferences can be shown in four categories with common preferences on frequency and type of communications for each group. communications management plan c. This exhibit shows four of the twenty-six projects that were selected for trips. Variances, indexes, and estimates are next defined, and calculations for the example are shown. This allowed simultaneous consideration of student learning, practitioner realism, and academic research and teaching perspectives. Once potential projects are identified and briefly described with statements of work and business cases, they should be put through a processes, trade-offs must be made among the scope, quality, cost, and schedule, so that the project results of work and business cases. meet the agreed-upon requirements, are useful to the customers, and promote the organization. Yet another communication purpose is to plan and manage escalation of issues that cannot be handled in a timely manner by the project manager. Chapter 9 Resourcing Projects 325 Semester Project Instructions For your example project, create the following: 1. The communication plan, requirements traceability matrix, and scope statement are often either complete or at least in draft form at this point. A potential client wants you to be project manager for the construction of a new house, but she is vague about the details. Click the View Tab>>Task Views>>Gantt Chart 2. The other is an understanding of the various executive-, managerial-, and associate-level roles in project management. Identify the critical path for the network in Exercise 5. Then reporting relations can be established using a project organization chart and subsequently, a staff management plan can be developed. The combined ratings dictate that a risk premium of 0, 10, or 20 percent be added to the estimated project cost or, for very risky projects, that executive approval is mandated. time and material b. Once a project has been rated on a specific criterion, that rating should be multiplied by the weight assigned to that criterion and displayed as the weighted score in the main body of each cell. Also, project managers 2. That is, are there any situations that dictate a project must be chosen regardless of any other considerations? This includes validating to ensure all scope is complete, formally closing procurements and the project must be chosen regardless of any other considerations? realize intended benefits when using the project deliverables. Explain why or why not. Both manager (perhaps called a department head or line manager) has the responsibility of running his or her department. Which activity should the project manager crash and by how many days? The first category is usually the focus of needs assessment exercises and is centered on performance of the deliverable—such as the mechanic's needs just described. Performance of the deliverable with project costs is for the project manager to never lie to himself. Use the DMAIC model to improve the process. Pick the four ground rule topics for project work is defined as the process of tracking, reviewing, and reporting the progress to meet the performance objectives defined in the project management plan. helps the team and sponsor develop a foundational understanding of project requirements d. Week two-A trial cook in our "baby cooker" is conducted by our R&D department. Consider Alternatives The fourth process-oriented ground rule topic is to always consider at least two alternative approaches before proceeding In order for her to optimize every component of the Talent Triangle, what might be a good activity for the project manager at the start of her time with Company X? If the planning team can plan most details at the outset, change control may be the primary method they use for handling change. People who are engaged in a wide variety of industries, including banking, insurance, retailing, hospital administration, healthcare, and many other service industries, are now turning to project success, as the members and other stakeholders leads to a foundation of respect and trust, which, in turn leads to project success. Brainstorm the potential risks for this, quantify them both according to probability and impact, assign responsibility for each major risk, and create one or more contingency plans ioi each major risk. Yang, Rebecca, Yaowu Wang, and Xiao-Hua Jin, "Stakeholder's Attributes, Behaviors, and DecisionMaking Strategies in Construction Project step and Correlations in Practice," Project Management Journal 46 (6): 74–90. First, we will inspect the project step and Correlations in Practice," Project Management Journal 46 (6): 74–90. First, we will inspect the project step and Correlations in Practice," Project Management Journal 46 (6): 74–90. First, we will inspect the project step and Correlations in Practice," Project Management Journal 46 (6): 74–90. First, we will inspect the project step and Correlations in Practice, "Project Management Journal 46 (6): 74–90. First, we will inspect the project step and the project step never turns in a deliverable without knowing how it will be judged. The operating principles establish how meetings will be conducted, how decisions will be made, how work will get done, and how everyone will treat each other with respect. Lindsay, Management for Quality and Performance 205. Find a project manager at that company and ask his or her opinion of the quality policy's impact. subprojects d. Strategies would need to be sought to change positions or reduce the impact of the behaviors of some of the groups. To set nonworking days or hours for a specific resource: 1. If the new project duration exceeds the commitment deadline, develop schedule-compression strategies to complete the impact of the behaviors of some of the groups. the project on time. Often the first iteration is used to determine the product to be built and prioritize the most valuable work for the next iteration. VIEW COSTS FROM A DIFFERENT PERSPECTIVE The preceding discussion has been from the view of the WBS, or task perspective. IDENTIFYING POTENTIAL CRITERIA These criteria should include how well each potential project fits with the organization s strategic planning. Reference GTC Quality Action Plan. This project manager interviewed all senior staff members for their insights. One would ordinarily look for long-duration in the organization. Chapter 1 Introduction to Project Management 5 1-2 History of Project Management Projects of all sizes have been undertaken throughout history. They can use techniques such as piloting new technology, creating a subject matter expert panel for recommendations, conducting feasibility studies, and reviewing the problem with key stakeholders to obtain a clear decision. If the volume drops a little bit, the total costs may drop very little. This book will include multiple examples of the AB project to illustrate how various project-planning and Scheduling (Vienna, VA: Management Concepts, Inc., 2002): 52. Student-oriented, measurable learning objectives. People who work hard value teammates who also work hard value teammates who also work hard on to contribute their share. Refer to back-up plan 4. This could happen right at the start if the project appears to be impractical. Chapter 8 Scheduling Projects 281 INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Refer to the project charter from Chapter 3 and the WBS in Chapter 7. Good project sourcing decisions can improve project charter from Chapter 3 and the WBS in Chapter 7. Good project sourcing decisions can improve project charter from Chapter 3 and the WBS in Chapter 7. Good project sourcing decisions can improve proj collaboration with suppliers, facilitating coordinated forecasting and planning with suppliers, and improving customer satisfaction. From a contractor s viewpoint, describe how to secure projects. The second level of WBS for the Office is a physical basis as it is divided into first floor, second floor, and third floor. Provides the Project Leader support in ensuring regular communication with the Sponsor and Stakeholders. Chapter 14 Determining Project Progress and Results 485 EXHIBIT 14.23 GANTT CHART VIEW WITH ACTIVITIES A AND B UPDATED Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. usually generates a handful of potential suppliers with good standing. Post-tenants' cooperation Regulatory Industry Financial Pre-retrofit tenant's cooperation Varying concerns from different stakeholders Material supply and availability Quality5 For a few further examples, Exhibit 11.5 shows the biggest 14 risks on the Panama Canal expansion (which might be similar to those of other major construction projects). Click the View Tab>>Resource Sheet 2. Goals of performance assessments include administrative uses such as rewards and promotions and professional development such as determining. In that game, one tries to fit shapes into spaces. A box shows each step in the process. However, using PERT involves difficulties. As a risk is identified, it is added. Make sure you understand the subtle differences between the monitoring and controlling processes in groups that include both. Direct cost items are often employees or materials. Often, a detailed plan for the following section of the project is required before being allowed to proceed. A method of depicting all of this information so it is simple to understand is to set up a four-column table with Milestone, Completion Date, Stakeholder Judge, and Acceptance Criteria heading the columns. Many times, in dealing with project costs, the project manager will need to negotiate with sponsors, customers, and other stakeholders. Teams progress through typical stages of development. Something is causing the variation—some sort of special cause. Chapter 7 Scope Planning 239 Summary Once a project is formally approved by a sponsor ratifying its charter, it is time for detailed planning. more innovative and successful approaches and can be highly stimulating work. At some point in the first couple of weeks, your professor will probably invite at least one representative from each organization to your class to introduce their project and to meet you. are perquisites reserved for the project manager and project sponsor A "schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion. Completes outside assignments. L., D. The four project executive roles are the steering team (ST), the sponsor, the customer, and the chief projects officer (CPO), often known as the project management office (PMO). time frame and frequency c. Analyze resource constraints (the same resource may be required for two or more activities at the same time) based on resource availability. This estimate becomes part of the overall project summary cost and duration estimate. the need to muster the required organizational support, critical capital, and project management input while staying agile and responsive to developing conditions. This situation describes what type of dependency? Assembling the right blend of skills and experience for the project team can be quite challenging. Leads the team in developing a plan to sustain the change and monitor effectiveness. First, it is about formalizing acceptance of the project or phase and bringing it to an orderly end, and second, closing the contract. Budget strategy well understood and communicated through the organization. annual review by executive management of the strategy categories to which value and risk assessments will be applied. Use the project on time and safely. This is comparable to deliverables with acceptance criteria for each milestone. Chaudhuri, Tom, and Leigh Hardy, "Successful Management of Vendors in IT Projects," PM Network 15 (6) (June 2001): 45-48. Project managers need to understand resource limitations to prevent overpromising. Chapter 3 Chartering Projects 75 3-5d Risks, Assumptions, and Constraints Instructions First, the project manager (possibly with core team members, sponsor, and/or key stakeholders if available) should brainstorm all the things that could pose a risk to the project stakeholder. Martinsuo, Miia, and Tuomas Ahola, "Supplier Integration in Complex Delivery Projects: Comparison Between Different Buyer-Supplier Relationships," International Journal of Project Management 28 (2) (2010): 107-116. Chapter 9 Resourcing Projects 307 EXHIBIT 9.13 CRASHING EXAMPLE AFTER TWO ROUNDS Activity • A B C • D E • F • G Normal Time 5 876 2 6 3 43 9 PROJECT DURATION 25 24 23 Normal Cost \$300 250 100 300 150 275 700 ACTIVITY(IES) CRASHED B B&F Crash Time 5 5 2 3 2 3 8 INCREMENTAL CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 75 (50+25) PATH DURATION ABEG 25 24 23 ACEG 19 ACFG 20 19 ADFG 24 23 ACEG 19 ACFG 20 19 ACFG when activities that are normally performed in series (one after the other) are performed at the same time. The PMO supports project teams and promotes enterprise functions such as developing and augmenting processes, creating and maintaining historical information, and advocating for project management discipline. summary budget b. ability to command and control d. When purchasing a new home, buyers and a builder's representative do a "walkthrough" to inspect the finished product and discuss mechanical functions and features of the home. roles? Information must have the following characteristics to be useful when making supply chain decisions: Accurate Accessible in a timely manner Of the right kind Information is a key ingredient not just at each stage of the project supply chain but also within each phase of supply chain decisions: Accurate Accessible in a timely manner Of the right kind Information is a key ingredient not just at each stage of the project supply chain but also within each phase of supply chain decisions: Accurate Accessible in a timely manner Of the right kind Information is a key ingredient not just at each stage of the project supply chain but also within each phase of supply chain decisions. order to help the customer use the project deliverables as intended? Update your Suburban Park Homes project to match Exhibit 9.16. Many practices of good project team to excel, just as many team success factors help a project team deliver desired project and organizational results. For a project manager, team member, or project sponsor, one of the first and most important project sponsor, one of the first and most important project sponsor, one of the first and most important project sponsor. waterfall, and hybrid teams from different organizations were dependent on one another to deliver results. The project manager must use the highest levels of honesty and ethics. Also, you need to make sure that no work components are missing to deliver the project outcome: a single-family home. ® Piney, Crispin, "Critical Path or Critical Chain: Combining the Best of Both," PM Network 14 (12) (December 2000): 51-55. project life cycle b. Collectively, clients and end users often request far more features and work than a project is originally planning to deliver. deepfriedbrainproject.com/2010/05/activities-configuration-management.html, accessed April 11, 2017. Dr. Anantatmula has authored more than 60 publications, five books, and about 50 conference papers. METHODS FOR SELECTING PROJECTS The people in charge of selecting projects need to ensure overall organizational priorities are understood, agreed upon, and communicated. To add a milestone task, do the following: Click on the intermediate summary task "Foundation Work" (WBS ID 2.4) to select it Click Task Tab>>Insert Group>>Milestone added to the task list; name it "Construction Begins" Tab over to the Start date column, and type in the date 1/10/18 a. Work is the default view in the Details column; this adds Cost to Details In Exhibit 10.14, the most indented rows are tasks. Since there is only very general understanding of the project at this point, any budget will also be approximate and should be stated as such by calling it a preliminary budget and including the level of confidence one has in the estimate; this is often expressed in percentage terms (such as plus or minus 50 percent) regarding the accuracy of the estimate. Thus, procurement management is concerned with more than the standard steps in the purchasing process, such as recognizing needs, translating needs into commercially equivalent descriptions, and searching for suppliers. How well did we control budget? Actively participates in the decision-making process. Once again, sponsors with experienced project managers may merely need to ensure their projects. Kuzuhara, Mastering Management Skills (Mason, OH: Thomson SouthWestern, 2005). Notice Task D's dark progress bar indicates there is still work scheduled for Wednesday and Thursday Brady reports that Task E started one day late. Part 4 Performing Projects Phovoir/Shutterstock.com 466 substitute for these reports. The second customer task is to carefully select a competent and honest contractor to perform the project. taking the test. Projects are temporary and unique and may have shifting boundaries over time. A typical project communication plan will utilize a variety of these methods. assumptions c. True organizational Copyright 2019 Cengage Learning. The number and costs of project risks over a project life cycle are graphed in Exhibit 11.4. More project risks are typically uncovered early in the life of a project. Pflieger, Potomac College Anil B. Whitney, and J. Exhibit 5.9 lists a dozen of the most frequent topics that project teams choose to create ground rules to cover. Buying from an outside supplier to meet project needs is a well-established practice. As such, a variety of players need to be involved at the executive, managerial, and associate levels, as shown in Exhibit 4.14. It is in the project manager's best interest to communicate effectively since the information provided allows stakeholders to make decisions, understand real challenges, remain motivated, and believe that the project is in control. Every piece of equipment had a checklist, all functions were tested and ticked off by a technician and a school representative reporting status green, which automatically approved the final steps including training of staff on-site by the same technicians who worked on-site the 1 2 weeks beforehand. Each activity needs to be defined in enough detail that it can be assigned to one person who can accurately determine how it will be accomplished and by whom, estimate how long it will take and how much it will cost, and then be held accountable to ensure it is accomplished. Shaw s experience as the largest flooring manufacturer in the United States and its financial stability as a Berkshire Hathaway company were additional reasons I selected them as a long-term partner. Describe methods of resolving resource overloads. Some PMOs to support future exhibitions, so it was critical to maintain positive relationships. The second column includes the names of the work packages and project activities that correspond to the WBS. Identify each of the four organizational culture types with respect to power, and by groups tend to take longer, and projects are often pushed for time. Predict the impact of organizational structure and associated culture on individual and team performance. Efforts needed on these risks largely include tracking the identified risks, executing the response plans, and evaluating their effectiveness. You will notice work hours are added, but neither the critical path nor project's 12. Let us turn to the specifics of each. PROJECT M ANAGEM ENT IN ACTION Quality Planning at GTC Every customer-facing project performed by General Tool Company (GTC) has an associated Quality Plan Requirements (QPR) document. AGILE On Agile projects, this evaluation is called retrospectives. ball there could be considered a. An example measure used by a team is shown in Exhibit 14.27. Chapter 11: Project Risk Planning Agile projects develop early risk planning, assessment, and response planning at a high level. This occurs very early as part of the initiating process group. Software greatly assists in identifying and understanding the problem, but it takes management decisions to solve the problem. One answer was to expedite the shipment of a duplicate piece of equipment, while a competing alternative was to use overtime labor and consultants to refurbish the onsite equipment. It answers the question why? 1-3 How Can Project Work Be Described? While workflows are unique to each company, they often combine on-, nearand off-site project teams around the world. Some stakeholders do not know exactly what they want, and different stakeholders sometimes want different stakeholders for all team

members. The project manager also seeks to understand how a change in any one area will impact the others. On many projects, especially those with customers internal to the organization, a budget is not established. One of the more prevalent expectations is associated with stakeholder analysis and communication; employees invariably feel that they pretty much know most or all they need to know in this area and may even begrudge somewhat the three days associated with our Project transition plans are a sort of instruction manual on how the customer should use the project team has completed its work. Further, he realized that employee turnover and the expansion of the business in southern states led Suburban Homes to recruit more employees. 5-4 Relationship Building Within the Core Team members understand what is expected of them, have the chance to do work they are well suited to perform, receive appropriate recognition, have good coworkers, have their opinions considered, and have opportunities to grow and develop.8 The sponsor and the project goals such as specific capabilities of the project deliverables. Each set includes dates, duration, work, and cost (along with any approved changers: What the Top 2% Know That Everyone Else Does Not (Atlanta: Velociteach, 2006). Experienced project managers attempt to use the best ideas from several of these alternative approaches. Staff Education 5.1 LITERATURE REVIEW 5.2 LIBRARY VISITS 5.3 SUPPLIER INPUT, PROCESS, OUTPUT, CUSTOMER ANALYSIS 5.4 TRAINING 6. market demand 1. He is also the Director of Graduate Programs in Project team dissolves, the learning fades into the memories of individuals minds. acceptance criteria 3. By including beliefs, a mission statement communicates the ideals for which its leaders and members are expected to stand. This sequencing activity is routinely performed for traditional (waterfall) projects and performed for each iteration of Agile projects. 2-3a Identify Potential Project Opportunities Contractors seeking external projects to perform should pursue this in a fashion similar to that of any company considering internal projects. project issues log b. Any changes after that time should go through an integrated change control process. In this chapter, we will introduce both of them. Amy Harpenau, Vice President, Living Arrangements for the Developmentally Disabled. Adapted from . Second, any new issues that surfaced or existing issues that were resolved should be recorded. Endnote 1. It is one of the key building blocks on which all further project activities are based. confidence 4. The project manager wants to understand how a project's success will be determined from the customer's perspective. 5-2b Characteristics of High-Performing Project manager understands the typical stages of team development, it is time to understand the characteristics of high-performing project teams. First, a project manager who has been serious about managing stakeholder relationships may be able to find other stakeholders in the customer organization or elsewhere who can provide some funds to keep the project viable—even if the scope has to be reduced. itself to make it easier to plan and manage. Leenders, M. 7-6 Using MS Project for Work Breakdown Structures (WBS) As you have likely realized, the WBS is one of the most important and powerful project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 Resourcing Project s291 EXHIBIT 9.2 ROLE DESCRIPTION EXAMPLE ROLE: Project manager. Chapter 9 ROLE DESCRIPTION EXAMPLE ROLE: Project 9 ROLE DESCRIPTION EXAMPLE ROLE: Project 9 ROLE DESCRIPTION EXAMPLE ROLE: Project 9 ROLE DESCRIPTION EXAMPLE ROLE PROVING R project objective, working closely with the PM and project team Applies Project Management concepts, methodology, and best practices Works well with co-located teams, virtual teams, cross-functional teams on commitments, completes tasks on time, communicates clearly LIMITS OF AUTHORITY: Takes action and contributes to decisionsely with the PM and project team Applies Project Management concepts, methodology, and best practices Works well with co-located teams, virtual teams, virtua within the parameters of the project (cost, schedule, scope, quality) Accountable to and reports to the Project Manager Source: Connie Plowman, PMP, COO (retired), PMI Eric Jenett Project Manager should plan, estimate, and their respective to the Project Manager Source: Connie Plowman, PMP, COO (retired), PMI Eric Jenett Project Manager should plan, estimate, and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan, estimate and their respective to the Project Manager should plan and the projec resources independent of where the resources reside, administratively or physically. Acquire Project Team c. In fact, the proposal prepared by the vendor often becomes a part of the final contract, as an addendum or exhibit, between the supplier and the vendor. Name three increased challenges for a global and/or virtual team. Finally, the project manager needs to ensure that the records are in a workable format and stored in a manner that will allow others in the organization easy access for lessons learned, financial audits, or other uses. stakeholder priorities d. The site seems to know what you ve bought before. Keep in mind that whatever names you assign to resources will be seen throughout your project data. The Status Date is end of day on Thursday December 7, 2017 (denoted by the vertical dashed line in the right side pane of the Gantt view). Paul Hennessy/Alamy Stock Photo DIFFERENTIATING BETWEEN MAJOR AND MINOR RISKS Project teams use two primary questions in qualitative risk analysis: How likely is this risk to happen? 'Power owners' are very influential. Champions the project on the management level and with the staff. Nowhere is this more true than with scope planning. In addition, part of the project should include facilitating a lessons learned session for the entire project, especially on unsuccessful projects. Millhollan, Chuck, and Michelle Kaarst-Brown, Lessons for IT Project Management Journal (October/November 2016): 89 106. Identify any possible changes as soon as possible. Chapter 4 4-1 Answers vary depending on the scenario. Purchasing details such as scope, deliverables, and quality expectations are legally enforced in the contract. While many methods exist for controlling cost and schedule, the two discussed in this chapter are two of the most common: earned value management and project scheduling software such as MS Project. The test bank is organized around each chapter's learning objectives. plan c. Shaw Industries operates three synthetic turf divisions. Other people tend to pessimistically pad their estimates to make sure they can finish early and look good. The cumulative cost of crashing the project two days is \$125. Insert a WBS code identification column. A new HR vice president had a vision for the operation, and her leadership was critical to make anything happen. Knowledge management should occur throughout the project life, but it may become most apparent as a project comes to an end. Practice Standard for Project Estimating, 83. Request for Quotation (RFQ) is a type of procurement document "used when discussions with bidders are not required (mainly when the specifications of a product or service are already known) and when price is the main or only factor in selecting the successful bidder."6 An RFQ is used to compare prices from various vendors of standard items. Rolling wave planning helps a project team avoid either of two extremes. The WBS is deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables. EXHIBIT 14.21 SCHEDULE BEFORE ANY ACTUALS ARE APPLIED Source: Microsoft Project objectives and create the required deliverables. Managers on Project Success Criteria by Type of Project, European Management Journal 25 (4) (2007): 298 309. And that was just in the planning stage: different geographic locations, vocabulary, iterations, and systems made the schedule virtually unmanageable because communicating changes to it was nearly impossible. Identify and describe the steps of the PDAC model. However, some processes clearly occur before others. IDENTIFY MAJOR DELIVERABLES The team to work on next, along with a definition of what is done. Provides input to the team or complete activities based on a specific expertise he or she possesses that is essential to the project. On the other hand, stakeholders can be treated as partners right from the start of planning by speaking their language and providing them opportunities to participate. 3 In this organizational form, the larger organization is broken down into self-contained units that support large projects, geographies, or customers. Recommended changes beyond the project manager's discretion are formally sent to the sponsor or change control board for consideration. 11-2a Information Gathering A large part of the risk identification process is gathering information. I ve been on projects companies decided should be schedule-driven, but team members delivered as though they were cost-driven. However, for the majority of projects, the ability of MS Project to plan and track activities based upon logical relationships is useful and suggests manual scheduling is not enough. Other Set up consultation and communication groups. ROLE CLARIFICATION Sometimes, progress may be lacking because of misunderstandings in responsibilities or miscommunication. Young, Steven M. The project team must demonstrate greater adaptability to frequently to frequently to frequently and suggests manual scheduling is not enough. changing scope and employ iterative or phased planning of scope. When considering the full impact of the project results, project managers are encouraged to consider use by direct customers and other stakeholders (people), and also how the results Copyright 2019 Cengage Learning. For projects, a resource refers to anything that will cost money to obtain and is necessary for the completion of work. A portfolio is projects, programs, subportfolios, and operations managed as a group to achieve strategic business objectives. Belief Responsibility 5. 476 Part 4 Performing Projects AGILE Quality is enhanced on agile projects by having the appropriate team members resolve issues quickly. Exhibit 13.7 presents an excellent example of project partnering and collaboration in the international airport industry. That could mean other departments or divisions of the company, or it could mean looking outside the organization. Rate, Ovt. One core team member should be assigned to each risk. Scope definition starts with large chunks of work. Part of the art of project management is determining when to use certain techniques, how much detail to use, and how to tailor the techniques to the needs of a specific project. The staffing management plan addresses how to identify potential internal and/or external human resources for the project; determine the availability of each; and decide how to handle timing issues with regard to building up, developing, rewarding, and releasing the project team. The decision makers need to understand how many resources are available, the organization s overall capabilities, and the capabilities of the individuals who will be assigned to projects. To enable this entire process to work continuously and effectively, the utility adopted a project portfolio optimization process to create, analyze, and refine the budget for the projects, and subprojects are illustrated in Exhibit 2.7. EXHIBIT 2.7 PORTFOLIO, PROGRAM, PROJECT, AND SUBPROJECT RELATIONSHIPS Company Portfolio Program Alpha Project 3.1 Subproject 3.2 Copyright 2019 Cengage Learning. In the chapter opener example of estimating the cost of elevator installation projects, parametric estimates might involve finding a bit more information regarding the project. The second category of project management methods includes a number of good practices that project managers often employ anyway. Several models can be used in making project selection decisions. objectives The signing of the project management are present a log the project selection decisions. person who is involved with the project. building trust Copyright 2019 Cengage Learning. send an email including her résumé to all SMEs to ensure they are aware of her technical background INTEGRATED EXAMPLE PROJECTS We will use two example projects throughout all 15 chapters of this book. It also has submitted a preliminary plan to the local county government for approval. The second category includes requirements such as scalability, reliability, and testability, reliability, and testability, reliability, and testability, reliability, reliability, reliability, and testability. project costs. ADVANTAGES Matrix organizations have many advantages, which is why an increas- ing number of companies are using some variation of them today. 432 Part 4 Performing Projects 13-2b Make-or-Buy Decisions Project by processes that require people to submit comments into the project systems that will help other people in the future. This proactive screening process Copyright 2019 Cengage Learning. What two methods can be used to determine the critical path of a schedule? 2019 Cengage Learning. Other factors include the following: The value of the outsourced products or services relative to the project team The role of the project team The role of the project The timing of the project The timing of the project The timing of the procurement supply chain (the number of stages in the supply chain and the nature of the intercompany relationship) As noted earlier, it is common for a significant part of the value of a project to come from various external suppliers. MODIFYING AN ASSIGNMENT After a resource assignment is made, MS Project maintains the relationships among the Duration Units, and Work values. It could happen during detailed planning when the requirements, schedule, budget, risks, or other aspects indicate trouble. However, it is not a common experience for other projects, and a project manager is Copyright 2019 Cengage Learning. Leach, Larry P., "Critical Chain Project Management Improves Project Performance," Project Management Journal 30 (2) (June 1999): 39-51. In their next meeting, they created a more detailed list of tasks that need to be Copyright 2019 Cengage Learning. Cooper, Robert G., Winning at New Products: Pathways to Profitable Innovation, Proceedings, PMI Research Conference 2006 (Montreal, July 2006). Recommended changes that are within the project manager's discretion are either approved or rejected and then documented. It also includes seeking to understanding what is in play and what is not, athletes know clearly when to play and when to stop. Replace hardware Associates do not have skills to perform key functions Padraig 1. expedited, 332 types of, 331-333 cost variance (CV), 478-479 CPO (chief projects, 46 identifying potential, 45 weighting, 46 critical chain method (CPM), 309 critical chain project management (CCPM), 309-310 critical path crashing and, 304-307 definition of, 259 enumeration method (CPM), 248 cross-functional teams, 295 Crystal, 113 cultural differences, 166-167 currency fluctuations, international, 341 currently known values, 477-478 current time period, 466 customer, 18, 116, 119-120 customer issues, 469-476 control scope, 475-476 manage and control quality, 469-474 D daily stand-up meetings, 115 data, 397, 465 D.D. Williamson, 226, 506 decision tree analysis, 372 decomposition, 228 defect repair, 405 define activities, 221, 246, 249-253 define, measure, analyze, improve, and control (DMAIC) model, 112, 391-392 define scope, 216-220 Agile projects, 219-220 definition of, 216 reasons to, 217 definition of, 216 reasons to, 217 zeps to, 217-218 definition of, 216 reasons to, 217 definition of, 216 reasons to, 217 definition of, 216 reasons to, 217 definition of, 216 reasons to, 217-218 definition of, 216 reasons to, 217 definition of, 218 reasons to, 218 6-8. 4-2 Organizational Culture and Its Impact on Projects Just as project managers need to understand the structure of the parent organization, they also need to understand the structure of the parent organization, they also need to understand the structure of the parent organization if they are to communicate effectively. example on a long construction project is that bad weather will probably happen at some points, but no one knows exactly when or how bad it will be. Chapter 5 Leading and Managing Project Teams 141 EXHIBIT 5.2 ACQUIRING RESOURCES AT ATOS-ORIGIN Resources are the most important assets of a consulting company. It is helpful to disclose and acknowledge these personal goals to each other. Chapter 8 Scheduling Projects 255 8-6b Alternative Dependencies Other types of relationship where completion of work of the successor activity cannot finish until the completion of work of the predecessor activity."13 For example, perhaps the graphics could be designed, but could not be completed until the marketing campaign is being designed, but could not be completed until the marketing campaign is being designed. and by continuing to talk about the importance of their project. As there is no single way to implement project management, how we chose to address each influencer shaped the way projects were managed. A project management, how we chose to address each influencer shaped the way project management, how we chose to address each influencer shaped the way project management, how we chose to address each influencer shaped the way project management. potential people have been identified. The last useful team member capability is interpersonal skills and sensitivity. 328 Copyright 2019 Cengage Learning. The background statement is purely optional develop one only when it is necessary. A person on the planning team needs to estimate how long each activity will take. time should take 3. The project team may have made a larger-than-expected breakthrough in one area and can negotiate with the customer to deliver more in that area and less in another. Project execution 1-6-17 Installation & Customer Commissioned 6. Exhibit 14.1 shows a project balanced scorecard approach to project determination. Computer software allows instant scenario changes and what-if options to be analyzed. Identify the critical path using both the two pass and enumeration methods, and identify all float. The other items are developed during the remainder of risk planning. 100 90 80 70 60 GTC 1Q12 50 GTC 2Q12 40 GTC 3Q12 30 GTC 4Q12 20 10 0 On Time Deliver Quality System Product Quality Overall Rating On Time Delivery: Delivery issues due to Quality misses in 3rd Quarter. What is preventing any further partnering? Each project team member has two responsibilities to establish trust. Budget/forecasting 10. Financial issues discussed are scope, cost, and schedule, including how to use Microsoft Project Professional 2016 for control Chapter 10 Budgeting Projects 337 questions were asked regarding how this job compared in size and complexity with the previous job. Chandler, PhD, PMP C hapter 2 dealt with organizational issues of strategic planning, selecting, and resourcing projects. Ethical projects are asked regarding how this job compared in size and complexity with the previous job. Chandler, PhD, PMP C hapter 2 dealt with organizational issues of strategic planning, selecting, and resourcing projects. suffer unfairly when satisfying the other two. We evolved a framework of principles to drive the project forward, which included: Streamline every process using the lean Six Sigma tools. What does cost performance index (CPI) measure? Normally, estimates should be described. 252 Part 3 Planning Projects EXHIBIT 8.4 WORK BREAKDOWN STRUCTURE WITH MILESTONE LIST COLLEGE FUNDRAISER PROJECT 1. When all steps of the PDCA cycle are applied to project makes better progress. This will require a tremendous amount of studying and should not be underestimated. WBS development is viewed as the process of grouping all project elements into several major categories, normally referred to as level two. 17. Ortiz-Marcos, Isabel, et al., Competency Training for Managing International Cooperation Engineering Projects, Project Kanagement Journal (April 2013): 88 97. On small projects, most of these assignments are assignments a members as resources is often the primary limitation to the schedule, but logical order may also be considered. The extreme of adaptive is sometimes called Agile. In a Teradata project, this is part of our customer contract. budget data c. Teradata follows traditional project management practice to develop a work breakdown structure (WBS) as the basis for a detailed project schedule and resource plan. The second section contains two simple statements describing the change is needed. Assignment costs can be seen in the related task's Cost field (when shown) in the Gantt chart and other views. As the opening case illustrates, in-house personnel complete almost no serious projects from scratch anymore. Chapter 7 Scope Planning 221 identified. When a project manager and team listen closely to both internal and external customers, they understand better both what their needs are and what risks and issues may confront them during the project. At that point, it attempts to recruit these proven workers. Estimating cost, and establishing cost controls are demonstrated. Furthermore, many aspects of the Polaris used unproven technology. It is better to identify activities that need not be added later. Then, for each iteration, the team develops the sequence by which the detailed activities of that sequence need to be completed. Blomquist, Tomas, and Ralph Muller, Practices, Roles and Responsibilities of Middle Management Journal (March 2006): 52 66. Without risk, there is no gain or progress. Team-level monitoring Self-monitoring progress against process and outcome measures at daily, weekly, or monthly intervals. Know how to calculate earned value and the definitions of all of the terms on CPM pages 477 480. While this is not technically part of scope planning, it will also be covered in this chapter because accurate assessment of the client's requirements can minimize scope changes, and, to that extent, scope planning is an effective means to control changes to the project. 9-9e Step 5: Dealing with Overallocations are identified, the project manager has many options. They need to continually manage effective two-way communications with all stakeholders as described in the communications plan. all of the above 7. We will need a total of 12 (instead of 8) donations at the \$5,000.00 level for a total of \$60,000, for start-up funds. Normally, noncritical activities are delayed by an amount no more than their slack period in the hope that the overloads can be resolved without extending the project schedule. Outsourcing can allow a project to bring in talent from anywhere in the world, but it can also lead to some tense situations. Then we could start to estimate how many resources might be needed in a future state by location and by element of work. What is the minimum acceptable result? You will not be able to bring a note sheet to the exam, but you can study it right up to the moment you begin the exam. Marrone, SUNY Farmingdale State College Chris McCale, Regis University Warren Opfer, Life Science Services International Charles K. They involve a series of phases that need to be completed and approved before proceeding to the next phase. It is valid only for the day that the cost and schedule progresses are measured. Chapter 1 Introduction to Project Management 19 EXHIBIT 1.8 AGILE PROJECT ROLES AGILE EXECUTIVE ROLES MANAGERIAL ROLES ASSOCIATE ROLES Customer (product owner) Team Member Sponsor (product owner) Team Member Sponsor (product management/Scrum Office Coach Agile project management roles are shown in Exhibit 1.8. Most of the same work still needs to be accomplished in organizations using Agile methods. Some risk management plans include all the topics in this chapter. "Quality Requirements in Industrial Practice—An Extended Interview Study at Eleven Companies," IEEE Transactions on Software Engineering 38 (4) (July-August 2012): 923-936. 462 Part 4 Performing Projects EXHIBIT 14.4 RESULTS OF MONITORING AND CONTROLLING A PROJECT Phase: Approval to project This control is often used at milestones (such as those developed in the project charter) or when someone needs to determine if a key deliverable is acceptable or not. 2. We have created videos to demonstrate these techniques and developed questions tied to specific learning. Finally, in order to sustain their dream, their dream, their dream, their dream, their dream developed questions tied to specific learning. Project Work 4.4 Manage Project Knowledge MONITORING & CONTROLLING CLOSING 4.5 Monitor and Control Project Work Realizing Benefits KNOWLEDGE AREAS Integrated Change Control 5.5 Validate Scope 5.6 Control Scope 5.6 Control Scope Schedule 6.6 Control Schedule 8.2 Manage Quality 7.4 13.4 Monitor Stakeholder Engagement Communication Risk Procurement Stakeholders 13 Copyright 2019 Cengage Learning. Yes, you would approach the right decisions and in creating an atmosphere in which others are encouraged to make the right decisions. Davis, "Price Competitive Alliance Projects: Identification of Success Factors for Public Clients," Journal of Construction Engineering & Management 136 (9) (2010): 947-956. EXHIBIT 9.7 RESPONSIBILITY HISTOGRAM EXAMPLE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. This plan considers stakeholders' information desires and guides the project communications. J., C. The requirement type suggests whether the requirement type suggests whether the requirement is functional, or needed by a particular stakeholder. Chapter 10 Budgeting Projects 341 methods for allocating indirect costs, but yields more accurate cost information. This balance can include drawing out an introverted person and asking a Copyright 2019 Cengage Learning. Project EXHIBIT 5.14 NEGOTIATION PROCESS STEP EXPLANATION 1. You try light switches, look at the finish, and consider all of the things you wanted (and agreed to pay for) in the house. MS Project is demonstrated in a step-by-step fashion using screen shots from a single integrated project throughout the book. Since both types of managers are involved, cooperation between departments can be quite good. If they determine a project will help achieve their objectives, the next considerations are the cost to pursue the work and the probability of successfully securing the project given the likely competition. Resize the column to conserve space. For a routine project, what is a typical percentage of total project costs that should be placed into contingency reserves? The steps to create a network diagram in MS Project are as follows: 1. In this case, it is too early to tell. Second, the issues log ensures that important issues are not forgotter Fourth, a charter is used to quickly screen potential projects to determine which appear to be poor choices. The Standard for Program Management, 3rd ed. How do you decide whether to use a predictive or adaptive approach? activity attribute method (AAM) You are planning the schedule and come to an activity you are unfamiliar with. Each estimate should state exactly what scope it is based on. The first iteration is planned as a milestone with acceptance criteria. At this point, strive to identify the most important stakeholders and acceptance criteria. At this point, strive to identify the most important stakeholders and methods 4. xxvi Preface Multiple chapters of the Project Management Institute, The Cincinnati and Louisville sections of the Center for Quality of Management, Project Management Executive Forum, and Agile Cincinnati. How do you know when you need each project team member? Many of the project management tools discussed thus far in this book, such as charters, stakeholder analysis, communication plans, schedules, budgets, and changement tools discussed thus far in this book. control, make negotiations easier. Often, people are punished for completing work late, so they give themselves plenty of time in their estimates. Name the 10 project management Skills: What Great Management Skills: Project offers several different views, but the default setting is a split, dual display of the project Timeline and Gantt Copyright 2019 Cengage Learning. Use of this approach exceeded all expectations. From the drop-down list, choose WBS, as shown in Exhibit 7.18. Once we designed structures, we built job description documents and measuremen plans for the new and old processes. For example, if the executive team evaluating the projects in Exhibit 2.12 had a bad experience with an unsuccessful project selection and priority matrix would be calculated as shown in Exhibit 2.14. Betty, a project manager, sent out agendas before an upcoming meeting to everyone involved. The planning stage can become rather detailed and will normally require quite a bit more work. The mindset is empowering, engaging, and openly communicating. By documenting any decisions, it is easier to remember what happened and to uncover lessons learned when the project is complete. Therefore, we were more certain that if we got the bid, we would have a good chance of making money. Students are encouraged to keep clean copies of all deliverables so they can demonstrate their project skills in job interviews. The fifth and final factor is cash flow. A project manager and team need to consider what has worked well and what has worked EXHIBIT 3.12 STAKEHOLDER LIST EXAMPLE STAKEHOLDER PRIORITY INTEREST IN PROJECT Institutional Review Board Key Unexpected problems, progress Food and Drug Administration Key Serious adverse events, progress Food and Drug Administration Key Serious adverse events, progress Food and Drug Administration Key Serious adverse events, progress Site Principal Investigators Key Protocol, safety reports, changes Pharmaceutical Company (Customer) Other Serious adverse events, progress Research Subjects (Patients) Other Purpose of study, risks and benefits, protocol EXHIBIT 3.13 TEAM OPERATING PRINCIPLES EXAMPLE 1. Remember, each action will have associated risks, and often one change can "break" something down the line, so be sure to protect your critical path. Major improvements were required. One consideration with WBS construction is the parent-child concept. Review previous events for specific lessons. EV/AC If your sponsor asks for an estimate as to how much more money your team needs to complete all project work as scheduled, which of the following formulas might your sponsor asks for an estimate as to how much more money your team needs to complete all project work as scheduled. use? The use of a single enterprisewide tool allows all projects to be analyzed on an equal basis, providing assurance that the organizational strategy is universally applied. With enrollment averaging about 2,500 students per year, I encounter a workforce with a broad spectrum of experiences, skills, and expectations. The first step to building strength is to identify your greatest talents the ways in which you most naturally think, feel, or behave. Project plans and goals become more specific as early work is completed. The contract can be in the form of simple purchase order or a complex document detailing generic and specific conditions of the contract. Patti A. While the planning is normally performed annually, many of the strategic objectives identified will take well over one year to achieve. 308 Part 3 Planning Projects EXHIBIT 9.14 CRASHING EXAMPLE IN ALL-CRASH MODE Activity • A B C • D E • F • G PROJECT DURATION 25 24 23 22 21 20 Normal Cost \$300 250 100 300 150 275 700 ACTIVITY(IES) CRASHED B B&F B&D G D&E Crash Time 5 5 2 3 2 3 8 PATH DURATION ABEG 25 24 23 22 21 20 ACEG 19 ACFG 20 19 ADFG 24 23 22 21 20 Crash Cost \$300 400 100 600 300 900 INCREMENTAL CRASH COST 0 \$50 75 (50+25) 150 (50+100) 200 250 (100+150) 18 17 18 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 \$50 125 275 475 725 EXHIBIT 9.15 FAST TRACKING EXAMPLE Copyright 2019 Cengage Learning. Small and co-located teams often characterize Agile projects and they work closely together. Herrenkohl, Roy C., Becoming a Team: Achieving a Goal, 1st ed. Following are a few specific suggestions for each knowledge area. crashing d. determine the schedule performance index (SPI) c. Chapter 10 Budgeting Projects to maintain favorable financial ratios. Appropriate and sincere recognition can often be at least as powerful a motivation as monetary rewards. PMI does not publish the exact pass rates of either of these tests, but they are designed to be difficult. Grant, Kevin P., and Michael R.Baumann, "Leveraging Project Team Expertise for Better Project Solutions," Proceedings, PMI Research Conference 2006 (Montreal, July 2006). The money used to cover them is frequently called management reserve and is usually authorized by company executives. Reduce the Units assignment, extending the activity duration (this could affect the finish date of the project). Building Approval 4.1 VP OF FINANCE APPROVAL 5. Third, at still other organizations, financial justification is one factor used in a multifactor scoring model. Control chart d. Good project management practices consistently applied throughout the project can lessen the chance of early termination for cause by managing stakeholder expectations and by delivering what customers want on spec, on time, and on budget. You will ultimately need to know how to calculate net present value. For example, in the construction industry, the construction supply chain (CSC) consists of all the construction partners such as client, designer, general contractor, subcontractor, supplier, and consultant. statement of work (SOW) d. When comparing that to the total impact of about \$15,000 for using the wrong scope, this error appears to explain only a bit more than 10 percent of the total problem. Given organizational priorities and several projects, demonstrate how to select and prioritize projects using a scoring model. We need the information in this table to identify which critical path activities cost the least to speed up. Right-click on the right pane>>select Gridlines EXHIBIT 14.19 DISPLAY STATUS DATE LINE Source: Microsof product screenshots reprinted with permission from Microsoft Corporation. them is referred to as a a. How do you define project success? This includes skills such as active listening, effective speaking, and conflict management. Practice Standard for Scheduling, 2nd ed. Owen, Jill, et al., "The Role of Leadership in Complex Projects," Proceedings Project Management Institute Research and Education Conference 2012, July 2012 Limerick, Ireland. Adam Smith entrusted you with the task to develop a procurement and supply chain management plan. On larger projects, the plan can be more elaborate and subject matter experts may be involved at many points. • Success measure (attach graph/data) Schedule • Milestones • Completion Cost (Cap Ex) Hours required: • Project Manager • Sponsor • Core team members • SMEs + Δ + Δ Source: Elaine Gravatte, D. The project manager either needs to act as a facilitator or get another person to serve as facilitator for information gathering. The various methods regarding charter development described in Chapter 4, along with stakeholder analysis and communications planning in this chapter, are even more critical on virtual and global Copyright 2019 Cengage Learning. U0904B (2009). An element has emerged as essential for success in both of these activities: the element of discipline. To define your project's resources, do the following: 1. Success criteria What? Click Task E 2. 25% to 75% accuracy c. Project management is the art and science of using knowledge, skills, tools, and techniques efficiently and effectively to meet stakeholder needs and expectations. What is the first step in capturing lessons learned at the end of a project? Perform the define and measure steps. Perhaps other criteria such as cost reduction, safely, and so forth were also considered but determined to not be as important. incentive fee The type of procurement document that might be used to request prices for standard products . 530 Appendix B: Agile Differences Covered five most important things needed for our customer to use our deliverables. laid out in the project's a. May work directly with Stakeholders or Subject Matter Experts. Provides change management. How did we get here? When more of these details are available, the cost estimates can be more precise. Riskstein and assists the Project Leader in developing key strategies for successful change management. with higher risk factors are considered for quantitative analysis. Conflict management is covered later in this chapter. 5-5b Conflict-Resolution Process and Styles Once a project management is covered later in this chapter. continuous improvement of the planning projects include extensive cross-functional work, which contributes to the challenges associated with managing project teams and the triple constraints of scope, duration, and cost. 72 Part 1 Organizing Projects EXHIBIT 3.6 BACKGROUND SECTION EXAMPLE Interfaith Business Builders is an organization of diverse Cincinnatians that develops and promotes community-based, employee-owned and -operated cooperative businesses (co-ops). For example, the first two processes are to develop the project team will oversee implementation. Project schedules sometimes get higher priority over scope and cost when it is a time-constrained project. Project managers are not often part of the executive group that decides on organizational structure or organizational structure ore performs a 360-degree evaluation. 1. Project managers also need to acquire experiential knowledge by practicing EXHIBIT 4.17 DESIRED PROJECT MANAGER BEHAVIORS INTEGRITY: A PM demonstrates integrity by making honest decisions, protecting people, defending core values, leading major change, honoring trust, showing respect, establishing a culture of honesty, and displaying total commitment to project and people. Sponsor for each individual school (who had to agree to a detailed plan and a float sum of money. When the stakeholders formally accept the final project deliverables, the project adjusted plan and a float sum of money. The other part of the variation, known as common cause or random variation, sometimes is just difficult to accurately estimate. In project team in order to acquire some specific product or service required for completing various stages of the project. Project Management Docs, accessed April 10, 2010. This chapter includes a section on terminating projects early, in case either the project is not doing well or conditions have changed and the projects. Chapter 8 Scheduling Projects critical path method (CPM), 247 precedence diagramming method (PDM), 248 sequence activities, 253 predecessor activity, 253 successor activity, 253 mandatory dependency, 253 finish-to-finish (FF), 255 start-to-finish (SF), 255 start-to-finish early start date (ES), 259 early finish date (LF), 260 backward pass, 261 total float, 262 free float, 263 chapter Review Questions 1. This section discusses different ways to view conflict, along with various styles and approaches for dealing with it. These can occur either at set calendar times or at a project milestone, which is a significant point or event in the project. Request for Proposal (RFP) is a type of procurement document used at "an early stage in a procurement process issuing an invitation for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service."7 An RFP is often used to compare different approaches for nonstandard items. Keeney, Stevens Institute of Technology George Kenyon, Lamar University Naomi Kinney, MultiLingual Learning Services Paul Kling, Duke Energy Matthew Korpusik, Six Sigma Black Belt Sal Kukalis, California State University-Long Beach Young Hoon Kwak, George Washington University Laurence J. For example, one major Chinese petroleum company used five purchasing models for multiple projects, which include purchasing models for strategic materials, full competitive products, limited resource products, and existing long-term collaboration suppliers. internal stakeholders c. Due to these factors, someone might rely more on inductive, deductive, or a combination of these approaches in making decisions. Lydia Lavigne, Ball Aerospace T his chapter describes what a project sponsor, manager, and team need to understand to quickly initiate a project. Capable project managers invest effort to create and maintain informed stakeholder engagement matrices and insightful communications plans. They want the results to be useful (quality) and complete (scope). What methods have we used that are worth repeating? Key project stakeholders should know enough about the project after reviewing the short scope overview and business case statements, as these statements will provide all of the information they need to know. The milestone schedule is considered very useful for communicating with the project. Exhibit 13.10 lists some of the requirements of effective project partnering. The general contractor suggested simplifying the controls, while retaining all the new lights, at a savings of \$100,000! While the liturgical committee was disappointed, the church council readily agreed. Force field analysis Good project management practice suggests a within the cost need to include a baseline in order to cover identified risks that are accepted, and for which responses have been developed 104 Part 2 Leading Projects giving them instructions. 97 PMI Lexicon of Project Management Terms Version 3.0 (Newtown Square, PA: Project Management Institute, Inc., 2015). How would you address a situation in which two stakeholders have mutually exclusive goals for the project? DoIT Project Management Advisor, . Suspicion and mistrust prevent effective problem solving throughout the process. The analysis should also include both direct costs so that the final decision is based on equal communicate project schedules. 488 Part 4 Performing Projects PMP/CAPM Study Ideas You can expect to see several questions using Earned Value Management (EVM) on either the CAPM or PMP, and you will not be provided with the formulas. QUALITY MANAGEMENT AND CONTROL TOOLS A variety of quality management and control tools can be used effectively on projects. We also start each chapter by showing the portion of the flowchart that is covered in that chapter. We encourage you to make sure you understand each chapter well before you continue, but go fairly quickly so you do not forget the first chapter starts with acquiring the project team up to the point. risk c. This chapter starts with acquiring the project team up to the point that team members have been successfully brought on board to the project. Each update further sharpens overall project duration and cost estimates. (Hoboken, NJ: John Wiley & Sons, 2004): 325-342. Finally, a team can use a structured review to identify risks. A freelance project manager is brought in by Company X to lead a large, expensive project. BASIC ASSIGNMENT CALCULATION WITH FIXED UNITS SELECTED (DEFAULT SETTINGS) When an assignment is made, MS Project uses the Duration and Units values to calculate the number of hours a resource will work is calculated and the activity duration value did not change When creating resource assignments, keep the following in mind: Duration is the number of time units between the activity start and end (the default display value is in days spanning eight work hours). A project life cycle is the series of phases that a project goes through from its initiation to its closure. The "process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs" is referred to as: a. Generally, if the proposed change requires a modification to the project costs. capabilities, which are supported by BLUE, our primary brand management technology product. This includes never stating anything that is false, but also not giving any false impressions. There is one Product Owner for each pillar and they are at a Director level within the organization. PMI Lexicon of Project Management Terms Version 3.0, 2015 (Newtown Square, PA): 9. statement of work b. The agenda also can be helpful in deciding whether to invite a particular subject matter expert (SME) or other guest to the meeting. Lu, S. On Agile projects, the first iteration is planned as a milestone with acceptance criteria just as described above. Stevens, James D., Timothy J. Casa de Paz has a strong ethos of community, rooted in values of human dignity and a recognition that all of us thrive better in an atmosphere of mutual respect and care. In his new position as the project success rate. R—Responsible b. Of these, assumption and the WBS are especially important sources for identifying risks. Select good contractor 3. Summary While the project core team is ideally assembled early in the project is still scheduled to be completed on time, but now instead of seven workdays of overload, there are just two days. (BAC EV)/CPI \$1,328,125 Estimate to complete (ETC second method). One of the major goals of the team-building sessions is to establish a "we" as opposed to an "us and them" attitude among the different participants. This text includes an color-coded PMBOK Guide, Sixth Edition flowchart, all definitions consistent with PMI guides and standards, CAPM and PMP test preparation suggestions, and test practice questions. If the activity "Perform sales calls" must end no later than 70 and it takes 25 days, then it must start no later than 70 and it takes 25 days, then it must start no later than day 45. Source: Patricia Quiroz, Professor of Pontificia Universidad Catolica del Peru. Mike Van Horn, Teradata 7-1 Plan Scope Management Once all the stakeholders for a project team members develop a scope management plan, assess project requirements, develop the project's scope, and create a work breakdown structure (WBS). Some of the challenges many customer companies face are differing project expectations among the members of the organization. Briefly summarize the process of creating a milestone schedule. Actual Finish, Actual Duration are reported. An experienced team can collect these points in a minute or two; the time they save in future meetings often pays great dividends. or services is called a(n) a. Operations managers can often use checklists to guide much of their work. Also, many people do not like to receive constructive feedback. Which worker or other resource is a bottleneck, limiting the speed of our project? Why? Endnotes 1. However, on some projects, some core team members may be added later. Some organizations use critical chain (explained in Section 9.8) or agile in situations where the schedule is dominated more by resources. State functional POCs may have competing priorities that will hinder their ability to response in a timely manner. team needs to plan progressively in more detail as information becomes available.
8 1-6a Part 1: Organizing for and initiating projects. If a resource is impossibly overloaded, perhaps the project scope needs to be extended. The same members should be on the team for the entire project or at least for an entire iteration, Copyright 2019 Cengage Learning. Flynn, and H. Develop ground rules to use on your project. Negotiation with a customer or supplier may be necessary, but the project manager needs to understand what is reasonable under normal circumstances before entering. those negotiations. Resource skills, credentials, and travel preferences; the business unit to which the resource belongs; a summary of project scope is the features and functions of the project deliverables (products, services, or results). attend a seminar on advanced leadership techniques d. Chapter 8 Scheduling Projects 265 8-9a Program Evaluation and Review Technique Program evaluation and review technique Projects 265 8-9a Program Evaluation and Review Technique Projects 87 EXHIBIT 3.25 MULTIPLE TASK INFORMATION DIALOGUE EXHIBIT 3.26 BAR STYLES DIALOGUE Your milestone schedule in the Gantt Chart view should now look like the example in Exhibit 3.27. On Agile projects, the overall plan for the project (called the release plan) is only at a high level, while the detailed plans for each iteration are baselined right before each iteration starts. Fraport participates in more than 50 projects around the world. Part 4 Performing Projects Blend Images/Superstock 500 A project deliverables. Waste Repository Projects, "Project Management Journal 46 (6): 28. They can be internal or external to the organization, be for or against the project, and have an interest in the project results. Their desires have been uncovered and prioritized. EXHIBIT 5.1 TATRO, INC., STRATEGY FOR RECRUITING PROJECT TEAM MEMBERS Tatro, Inc., is a designer and builder of high-end landscape projects. 4-1b Projectized The exact opposite form of functional organization is the projectized organization, which is defined as group employees, collocated or not, by activities on a particular project. The objectives in this book are grouped first with those core skills and knowledge that all project management classes would typically cover. Many of the questions are scenario questions that deal with timing (what would you do first in a situation?). Good project management practice suggests a need for this. This entails understanding what to measure, capturing and analyzing data correctly, and using the information in an open and honest decision-making manner. Chapter 8 Scheduling Projects 247 8-2 Purposes of a Project Schedule Projects are undertaken to accomplish important business purposes, and people often want to use the project results as quickly as possible. Overbudgeting could result in investment dollars not yielding a return and reducing earnings. Click Task A in the Gantt chart 2. List any examples you can think of. The database should be intuitive to use, and it should be easy to retrieve relevant information. APPENDIX A PMP and CAPM Exam Prep Suggestions ® Introduction The Project Management (CAPM) are globally recognized professional certifications. by the leading global project management professional group Project Management Institute (PMI). Wikipedia manager, accessed February 6, 2017. Sometimes the group performing the project also uses the results or deliverables. Most companies will have an annual planning session in which strategic objectives are developed. A rook project sponsor and rookie project manager should not be assigned to the same project. The Six Sigma approach to quality improvement (a popular current approach explained in Chapter 11) uses the DMAIC model. Chapter 8: Scheduling Projects Ceremonies like sprint retrospectives naturally become milestones in the project schedule, on cadences familiar to the folks doing the work. Dooley, The Effects of Repeat Collaboration on Creative Abrasion, Academy of Management Review 35 (1) (2010): 118 134. Specifically, it is more concerned with risk management, change management, quality expectations, and communication issues. Project teams plan in short bursts (generally of one to four weeks), often called sprints or iterations. Ensuring projects are planned and managed well is so central to the success of most companies that a highly capable individual is normally assigned this responsibility. accessed February 7, 2017. MS Project supports up to 11 baselines. If the team uses rolling wave planning, they probably develop detailed resource requirements for the early part of the project for which they have identified specific activities, and less detailed requirements for later project phases for which the activityspecific details are not developed yet. Collectively, they help to create clarity and active support for the project. The personal values can be further improved by practicing the following beneficial communications for make-or-buy decisions. Examples of assumptions that may arise when estimating the cost of direct labor might include the following: Workers will be paid at the prevailing wage rate of \$14 per hour. Communicate accurately—Accurate communications means not only being factually honest but also presenting information in a manner that people are likely to interpret correctly. Chapter 7 Scope Planning 217 7-3 Define Scope is the projects of translating stakeholder needs and requirements into detailed specifications of the project outcomes and products. 224 Part 3 Planning Projects A marker board or flip chart can be used to develop all these methods and also offers plenty of room to add additional elements as the scope is revised. We can manage scope in various ways ranging from traditional waterfall to Agile approaches to deliver the right solution in an effective manner. AGILE The team members on an agile project decide among themselves who will do each work activity. A short pilot consisting of 8 schools, 2 schools of every one of the 4 different types (primary/ small, secondary/middle, gymnasium/large, special needs) helped us group the remaining location in mixed regional groups for each rollout team. You work for a software company. Type Size and Face: Use 10-, 11-, or 12-point type for most documents. Finally, be familiar with the common causes of project failure and how to prevent them. For consumers, one result is rapidly declining prices when an industry has a steep learning curve. The time spent up front in requirements is much more time consuming and expensive. Some scope changes start as proposed changes to cost or schedule, just as some changes to cost or schedule start as proposed scope changes. No back-up plan 2. Some of those subproject management Location Information Entertainment Safety Parking Food Sanitation Volunteers Copyright 2019 Cengage Learning. The chapter ends with instructions on putting a WBS into Microsoft Project. Remaining dur: enter 2d as shown in Exhibit 14.22. The criteria developed would apply to projects that are either starting with a new compound (entirely new drug that may take a long time to get to market), a variation on a compound that is already partially studied (getting a variation of a drug to market sooner), or the purchase of a drug another company has fully or partially developed (perhaps getting the drug to market much quicker). nonrecurring, 332 regular vs. After the meeting, Betty followed up with team members to check on their progress. See Exhibit 2.6 for a comparison of projects, programs and portfolios. Solomon, A. tion sheets are Why is scope definition important? Ensure the Task Form View is activated in the lower pane 2. The project team will detail technological issues, as well as upward, downward, and lateral communications issues within each department and recommend software package options for each program area. Every time you study a new process, note carefully what process group and knowledge area it falls in. Typical project success measures for the performing organization include market share, new markets and/or technologies, and commercial success measures for the performing organization include the schedule and cost information that must be balanced against quality needs for the project. Practice Standard for Scheduling: 127. 10 Why the project is important Copyright 2019 Cengage Learning. Project managers need to look ahead at potential trends, be willing to proactively solve problems, and work cooperatively with a myriad of stakeholders to ensure the needed resources are available when required. EXPECTATIONS: Set and state clear expectations. One way to understand project schedules and how they are constructed is to understand project can be completed: 1. Describe how it does or does not meet all five parts of the definition of an activity. Inside was a polo shirt with a company logo and a card. PROJECT M ANAGEM ENT IN ACTION The Value of Budget Optimization At a major midwestern electric utility, budgeting for the organization s strategy and operations. What does a staffing management plan address? Doubleclick the milestone name to activate the Task Information dialog box (Exhibit 3.22) b. If the organization is relatively small, leaders may proceed directly to selecting projects at this point. Make sure you are very familiar with all steps of Plan Resource Management, as well as two important deliverables: the staffing management plan and resource breakdown structure (RBS). The primary exception to this occurs in section 1.2.5 Tailoring, of the PMBOK Guide 6e, where advice is given on how to determine how much adaptive methodology should be used for a given project situation. Some of her clients include the University of Cincinnati, Children's Hospital of Cincinnati, Givaudan International, and Tec de Monterrey University—where Kate has repeatedly served as visiting faculty at multiple campuses in Mexico. Who are the key stakeholders for this project and what is the interest of each? All have multiple planning processes and one monitoring and controlling process. STEP 1: UNDERSTAND THE WBS DEFINITIONS AND DISPLAYS MS Project refers to WBS task elements as summary tasks, and subtasks and displays them in an indented outline table format: Summary tasks, and subtasks and some of their affiliates on an ongoing basis, which allows me to stay close to the shop floor and facilitates ongoing implementation and improvement of the HydroChill technology. Classic rules for brainstorming are used. The "Predecessors" column shows the Task ID number (not the WBS code) for predecessor tasks. It is useful whenever there are multiple projects and several criteria to be considered. 9-1b Considerations When Resourcing Projects As we cover the specific skills and behavioral aspects of resourcing projects, the following ideas should be kept in mind: If some of the key people on a project do not have the skills to participate, managers should help them develop those skills. For example, if one of the potential causes of using incorrect scope is that the client demands the cost estimate within four days of job notification (that is, within the timing category), perhaps the charts would appear as shown in Exhibit 14.15, or Exhibit 14.16. Obvious conflicts of interest predispose owners and contractors to be suspicious of one another's motives and actions. 18. Scoring models can be identified and resources assigned, risks can be identified and plans developed to deal with the identified risks, and a quality management plan can be created. Another problem is that most people are busy and do not seek lessons learned just for fun. List two personal values of individual team members that contribute to a high-performing team. The project deliverables transition into their service or operational role. important issues and to delegate, postpone, or ignore less important issues. Create a bottomup estimate that includes both items needed for the project risks b. This is different from the Timeline view. Early termination can be the result of mutual agreement between the contractor and buyer, because one of the parties has defaulted (for cause), or for convenience of the buyer. The next step in the progression is a balanced matrix in which project management need has a specific and increased challenge—for example, the third need, relationship building, needs more time since people do not have the advantage of full face-to-face communication. BEHAVIORAL OBJECTIVES: Determine an individual s propensity to accept risk and use that to strategize about which risks to accept. Laning, Procter & Gamble Dick Larkin, Central Washington University Lydia Lavigne, Ball Aerospace Jon Lazarus, Willamette University Marvette Limon, University of Houston Downtown John S. Achiever Discipline 2. Value customer collaboration more than negotiation. However, when a project is no longer needed or no longer viable, project managers owe honest and timely communication to their parent organization. Is it specific to a certain stage in the project? In your opinion, what are the three most important items in your project charter? A WBS code column is now in place. plan elements b. 5-5c Negotiation Negotiation is about redefining an old relationship that is not working effectively or establishing a new relationship.9 Negotiation is the most commonly used process and the first step to resolve a dispute, a difference, or a conflict. Therefore, the task of removing the trees from the lot will cost the 8 \$50 \$1,720 as calculated 24 \$55 mary row's Cost column cell. There was considerable uncertainty regarding how long some of the new technology would take to develop. This is calculated easily by first determining each activity's float (sometimes float is called slack). OTHER COST CLASSIFICATIONS The next several cost comparisons require little explanation. To screen potential workers, Tatro performs extensive background checks. If several projects have close scores as the result of a scoring model, what can be done to break the virtual tie? 78 Part 1 Organizing Projects when starting a new one. Why is prevention preferable to inspection? It can also be distributed via many systems. In the case of capital spending, one key element involves maintaining a targeted debt-toequity ratio. Each potential project should be described at least by stating in a sentence or two what work is involved and how it would help the organization achieve one or more of its goals. Commitment to transparency and change is needed prior to project initiation. This is a critical document since it is the foundation for most of the other planning and control activities. Plan cost management is the process to determine how to plan, estimate, and control project costs. Part 4 Performing Project scale and acknowledge both effort and results. More work will need to be completed beyond this project to reach that ultimate goal 232 Part 3 Planning Projects EXHIBIT 7.14 CHANGE REQUEST FORM ORIGINATOR: PROJECT #: Project manager Sponsor Customer Date Description of Change: Why needed: Impact on project scope: Impact on deadline dates: Impact on budget: Impact on quality: Impact on risk: Impact on team: Date approved: sometimes have catastrophic impacts. According to your estimate, how much should the baker charge for the cookies? Several include one managing process in the executing group, and all include at least one process in the executing group. organizational structure of the agency or company for which you are planning the project. You need to ensure that you understand these statements and how they fit with the organization s goals. This can be an estimate of the amount of staff time, equipment, or materials that are in short supply, and/or the amount of money that is required. Activities A, B, E, and G are on the critical path. The amount of resources of all kinds needed to perform the project has a direct impact on cost, so we also cover controlling resources here. Firms need to consider which organizational structure is best for them so they can capitalize on its advantages. You are part of a student team that is hosting a number of inner-city junior high and high school students from several nearby cities at your campus for a weekend. The project manager may need to negotiate to secure the services of the needed people. Therefore, even when negotiating against someone who plays hardball, it is still wise to stay ethical and keep emotions in check. Since the bottom line for many stakeholders is often "How long is this going to take and how much will it cost me?" you may find more success if you allow decision makers to focus on determining the sequencing order of tasks first, rather than how long each activity will take. Finally, the second level can be organized by work function (resource-basis). Although Adam Smith worked for several years in the construction industry, he is not specifically trained in quality management tools and techniques. What are the three components of the Talent Triangle? Enough time must be left for all of the successors, so whichever one must start soonest dictates the late finish Copyright 2019 Cengage Learning. If it is a relationship conflict, he or she tries to resolve it before it escalates. Give examples of each. Once the quality management plan and all of the other subsidiary plans have been developed, it is time to iron out any inconsistencies among the various plans. Chapter 9 Resourcing Projects 305 EXHIBIT 9.11 CRASHING EXAMPLE SET UP Activity A B C D E F G PROJECT DURATION 25 Normal Time 5 8 2 6 3 4 9 Normal Cost \$300 250 100 300 150 275 700 ACTIVITY(IES) CRASHED - Crash Time 5 5 2 3 2 3 8 INCREMENTAL CRASH COST 0 PATH DURATION ABEG 25 ACEG 19 ACFG 20 ADFG 24 Crash Cost \$300 400 100 600 300 300 900 Crash Cost per Day N/A 50 N/A 100 150 25 200 CUMULATIVE CRASH COST 0 costs \$25 to speed up, but it is not on the critical path, so it is not chosen. Projects may involve people from various functional areas that all have their own unique challenges. STEP 2: ENTER WBS ELEMENTS (TASKS) In Exhibit 7.16, you will see WBS task elements added to the existing Suburban Park Homes project milestone list (from Chapter 3). 3-5f Stakeholders are all the people who have an interest in a project. Includes the organization s core purpose, core values, beliefs, culture, primary business, and primary customers d. For example, the client may want the work done quickly, while the accountant is worried about cash flow. To ensure that adequate human and other resources are assigned to a project, first the project manager needs to look at the listed activities and estimate the resources are assigned to a project. project team. xxix PART CHAPTER 1 Organizing Projects 1 Introduction to Project Management . Project progress is often reported at regularly scheduled meetings. PMBOK[®] Guide 6e Coverage in Contemporary Project Management 4e The numbers refer to the text page where the process is defined. Who would be some external stakeholders? 3-5i Signatures and Commitment Instructions The project sponsor, manager, and team members sign the charter to publicly acknowledge their commitment. This can be another useful vehicle for students to practice their skills and to generate class discussion. 6-2 Plan Stakeholder Engagement Project teams plan stakeholder engagement both by

creating a tool called a stakeholder engagement assessment matrix and by planning to build relationships with the stakeholders. Once a project list is selected, the project manager reminds the team at the end of each meeting what each member agreed to do. She has trained and consulted with several organizations around the world and has occasionally been contracted to provide translations of project management educational materials (Spanish to English). These properties can be very expensive to purchase. The first-level division basis is physical as an industrial complex is divided into a powerhouse, factory, office, and grounds. On some issues, the project sponsor or project manager retains the right to make a decision. Precision, 408 accurate communications, 193 acquire project team members, 139–140 on-boarding team members, 140 preassignment of team members, 139 activity list for product upgrade project, 253 work breakdown structure with, 251 activity on arrow (AOA), 248 activity list for product upgrade project, 253 work breakdown structure with, 251 activity on arrow (AOA), 248 activity list for product upgrade project, 253 work breakdown structure with, 251 activity activity list for product upgrade project, 253 work breakdown structure with, 251 activity on arrow (AOA), 248 activity list for product upgrade project, 253 work breakdown structure with, 251 activity activity activity activity list for product upgrade project, 253 work breakdown structure with, 251 activity a on node (AON), 248 activity resources, estimating, 290 activity sequencing, 250 activity-specific capability, 147 actual cost (AC), 478 aggregating costs, 342 agile project life cycle model, 113-114, 125 agile project management, 114-116 continuing agile, 115 definition of agile, 114 key roles, 115 mindset, 114-115 needs for successful, 116 reasons for using, 114 role differences, 126-128 starting, 115 agile project planning, 310 agile projects define scope, 219-220 duration estimates, 258 analogous estimating, 335-337 analysis, 227 arrow diagramming method (ADM), 248 Asplund, Jim, 137 assumptions, 67, 75 assumptions, 67, 75 assumptions log, 75 Atos-Origin, 141 attribute vs. Describe the project life cycle model that is used in the organization and if one is not currently used, describe the project life cycle model that is used in the organization and if one is not currently used, describe the life cycle model that is used in the organization and if one is not currently used. among people from various countries, the method and timing of project communications are of interest here. The most efficient and accurate method is to concentrate on one criterion at a time, going down each column in turn. Project managers frequently have more responsibility than authority. Just as important as determining what will be produced during the project is determining what will not be produced. project buffer b. Storming 4. Select a task that has resources assigned to it in the upper Gantt chart pane 3. 498 Copyright 2019 Cengage Learning. Chapter 13 Project Supply Chain Management 441 the amount of work is not set, so the value of the contract can grow like a cost reimbursement contract. Creating a model or prototype on many kinds of projects other than software is analogous to Agile delivering working software every few weeks to get feedback. the overall scope of the project is fixed, and the time and cost are developed incrementally b. We discuss resource assignments in Chapter 9. Recurring costs are those that repeat as the project work continues, such as the cost of writing code or laying bricks. Auto scheduling calculates the project s running schedule based on task start and finish dates, as well as other changes you might make in the future. One of these is a communications plan (which is explained in Chapter 6). Constraints are also important since they often dictate the methods available for performing the project work. Cleland, ed., Field Guide to Project Management, 2nd ed. Chapter 12: Project At the outset and at a detailed level just before the start of each iteration. This includes the following: Applying performance data Applying approved changes Ensuring all activities are complete 2. The project manager often must get things done through the power of influence since his or her formal power may be limited. It is clear a 177 Copyright 2019 Cengage Learning. A paramedic would check pulse, breathing, maybe skin color, and body temperature immediately when answering a 911 call. Chapter 14 14-1 a. Chandler, Dawne, and Payson Hall, Improving Executive Sponsorship of Projects: A Holistic Approach (New York, NY: Business Expert Press, 2016). Float is calculated by the equation Float = Late start-Early start (Float = LS ES). Each team member can report for each deliverable for which he is responsible: the target date, status, and what other work or information on which progress depends. 111 of this chapter 5 Leading and Managing Project Teams 167 EXHIBIT 5.15 INCREASED CHALLENGES FOR VIRTUAL AND GLOBAL PROJECT MANAGEMENT NEED INCREASED CHALLENGES 1. Duration estimates improve with each iteration and as early iterations are completed. You want to encourage many people in the community projects. Once all participants have listed their top issues, the entire group can vote on the top five (or perhaps top ten on a large project). We have found that while each team member has his or her own unique strengths, the most successful and cohesive teams possess a broader array of strengths. A procurement contract is awarded to each selected seller. A new project manager can ask questions to determine to what extent his project team currently displays each of these success factors. Develop a responsibility assignment matrix (RAM) and RACI table. To avoid sinking into too much detail, the project teams rotate the role of minutes taker so each team member feels equal. This is the process of identifying stakeholders, and the resulting list is the start of a stakeholder register. New risks are retired. CASA DE PAZ DEVELOPMENT PROJECT Some of the quality implications the team needs to address and the resulting list is the start of a stakeholder register. New risks are retired. include the following: Zoning and building codes Professional standards for various programs (nursing, ESL, career readiness, etc.) Credentialed staff Semester Project Instructions Talk with your sponsor to determine if the organization for which you are planning your example project has a quality policy. Is it feasible to complete the project within the expected time and at the project deliverables are in use. Control cost is the project deliverables are in use. Control cost is the project deliverables are in use. baseline. The current and future impacts of time and cost variances Once these concepts are understood, the project to update the schedule in a step-by-step fashion. Often, a directional indicator showing that things are getting better or worse in some manner is more valuable than a more detailed and polished report. stakeholders" is called the a. It also enabled the discovery process at the beginning of projects to reduce repeating of errors from earlier experiences. EXHIBIT 2.16 TYPICAL SOURCE SELECTION CRITERIA TECHNICAL MANAGEMENT FINANCIAL OPERATIONAL Technical experience Management experience Financial capacity Production capacity Needs understanding Project charter Life cycle cost Business size and type Technical approach Planning and scheduling Cost basis and assumptions Past performance Risk mitigation Project control Warranties References Copyright 2019 Cengage Learning. You have a rather heated rivalry with this other college. Contents Integrated Example Projects 324 Casa DE PAZ Development Project Semester Project Instructions Endnote CHAPTER 324 325 Project Management are just as critical to project success as the more technical planning and should demand equal attention from project managers. It identified six options for portfolio project management. neither AGJQ nor CDIL d. Why is aligning potential projects with the parent organization s goals the first step in avoiding project failure? Teams can use velocity of progress to estimate how much work will be accomplished in each iteration. For this book, we will list names by first name and initial of last name to protect privacy. Discussion Questions Identify three examples of when a project manager uses technical skills. For example, an early version of this chapter was saved on February 1, 2017, and the file name given was "Chapter 6 Stakeholder Analysis and Communication Planning 170201." The advantage of a simple system is that the files can still be easily found by their descriptive named titles, but they were updated. (Upper Saddle River, NJ: Pearson Prentice Hall, 2008). Budget optimized for strategic objectives The scores of value and risk for each project are applied to the strategy categories and optimized to provide maximum value and minimum risk for the capital spending available. Small and co-located teams often characterize Agile projects, and they work closely together. Opfer, Warren, "Building a High-Performance Project Team," in David I. Most people in the organization are assigned to a project and report upward through the project manager, as can be seen in Exhibit 4.3. While the structure of the two organizational charts appears similar, the reporting manager instead of a functional manager. Detractors say it is another approach that may work in certain circumstances. People who have poor vision often prefer larger type. Like a contract, the people who sign a charter are wise to ensure that they understand and agree to all of it. Next, the chapter covers how to develop a project quality plan. Often, the project chosen will be for a nonprofit group of some kind such as a United Way agency, a church, or a school. Other individuals who have provided significant content are Nathan Johnson of Western Carolina University, who provided the Microsoft Project 2016 material, Joyce D. This project is over budget. The backward pass is "the calculation of late finish dates and late start dates for the uncompleted portions of all schedule activities. Identify risks is "the process of determining which risks may affect the project and documenting their characteristics." 7 Project managers are ultimately responsible for identifying certain technical risks. Team members sometimes worry about what they will do when the project is completed, which leads to adverse motivational, morale, and security issues. Business Case: The business case defines project or phase is defined as all the work needed to formally close a project or phase. A person who escalates minor decisions, or even major decisions very quickly, gives the impression of being weak and indecisive. support The PMBOK Guide defines quality as: a. However, the actual start was on Wednesday 12/6/17 as seen in the Start column. Enticing people to perform well so they can be assigned to more interesting and/or challenging work helps the team member, the immediate project, and the organization. CASA DE PAZ DEVELOPMENT PROJECT Questions for students to answer: 1. The team then identifies all of the work activities for that iteration. How well does the organization support project management specifically? PM1 Code of Ethics and Professional Conduct, public/pdf/ethics/pmi-code-of-ethics.pdf, accessed January 23, 2017. Armed with trusting relationships, effective communications, and methods to overcome some problems from previous projects, the team is prepared to adjust strategies and plans as needed to control stakeholder engagement. To avoid unrealistic project schedules, you must ensure your organization's working and nonworking times are defined in the project schedules. well as resource vacations in resource calendars). Typically, the process works its way through the four phases of Discovery, Dream, Design, and Delivery (Conklin, 2009). Its significant growth and good reputation for building quality single-family homes and townhomes presents both challenges and opportunities. M. Crashing almost always costs more money to speed up the schedule. For example, core team members may want to participate in a stimulating experience, gain new skills, or earn a promotion. Third, many companies even have their own project life cycle model, such as the one Midland Insurance Company has developed for quality improvement projects, as shown in Exhibit 1.3 EXHIBIT 1.3 MIDLAND INSURANCE COMPANY PROJECT LIFE CYCLE FOR QUALITY IMPROVEMENT PROJECTS Initiation 1) De ne Problem 2) Factually Describe Situation Planning and Implementation 3) Analyze Causes Close Out 5) Evaluation of Effects 6) Sustain Results 7) Share Results Source: Martin J. The following challenges were anticipated: It would take time for the 120 Participating Member Organizations (PMOs) to reach their members and assemble a full collection of medals to loan to the museum. To open the project Calendar: Click Project Cal box Use the scroll bar to the right of the calendar to find the date you want to edit Click on the date you want to edit Click the Exceptions Tab in the table below the calendar, then click an empty row Enter a description for the nonworking day in the Name column Click another cell in the same row (or Tab) to review the results Repeat these steps until all nonworking days are defined as in Exhibit 8.20 a. Of course, strong technical skills are important for SMEs and are helpful for core team members. Project Charter 4.4 Manage Project 4.4 Manage Project 4.4 Manage Project 4.4 Manage Project 4.4 Manage Proj Analysis Lessons Learned Register 11.5 Plan Risk Responses Stakeholder Register PMBOK® GUIDE Topics: 4.1 Develop project knowledge 6.5 Develop schedule 13.1 Identify risks 11.3 Perform qualitative risk analysis 11.5 Plan risk responses MAJOR DELIVERABLES some guidance to effectively plan and execute the effort. These deliverables are then assembled on a large work space where team members group the smaller deliverables that have been previously identified or into additional related groups that are then headed by major deliverables. When that is not possible, the first thing a project manager might do is share the charter and the meeting minutes with the new member and then have a one-on-one discussion with that person. Rozenes, Shai, Gad Vitner, and Stuart Spraggett, Project Control: Literature Review, Project Management Journal 37 (4) (September 2006): 5-14. It also explains how to respond to requests for proposals. 240 3. Explain how a charter helps secure both formal and informal commitment. With its focus on maintaining high quality in its construction tasks and end-product (home for the customer) as well as quality assurance in implementing project management processes, the company is actively considering a combination 131 of the DMAIC model with a traditional project life-cycle approach. Form working agreements. Projects often have many stakeholders who need specific information. However, many people are asked to multitask far beyond that point; by not focusing on a limited number of things, they sometimes cannot give adequate attention to any. The culture for process engineering, project management, and change management was generally immature in the company. If the team cannot commit to the body of work for the iteration, the plan is changed. 13-6e Logistics, in contrast to supply chain management, is the work required to move and position inventory throughout a supply chain. and they work closely together. A simple form of a firm-fixed-price contract is a procurement order for a specified item to be delivered on the job site of 3110 Elm Street on May 15 for \$300. Finally, Microsoft Project, a tool that facilitates effective project planning, controlling, and communicating, is introduced. Communication technologies are used. The potential change is then either accepted or not. You are the project managers have relatively more power, it is almost like a functional organization. In addition, so that we could bette right skill mix. Sometimes this may require that a particular subproject be sacrificed for the project. When using net present value, the analyst first discounts the expected future is worth less than a dollar today. Exposure Draft (Newtown Square, PA: Project Management Institute, 2013). Try Resource Tab>>Level Group>>Level Resource or Level All and see what happens to your timeline (remember, the Undo command is Ctrl-Z). Aaltonen, Kirsi, et al., "Stakeholder Dynamics During the Project Front-End: The Case of Nuclear Waste Repository Projects," Project Management Journal 46 (6) 15-41. It is important to identify the vital signs for the project. Once the charter is in rough-draft form, submit it for comments to your professor. Using an example of your own, describe a project. Both types of variation add to project costs and need to be considered. How is a charter like a contract? Then one or more response plans are normally developed to either lessen the probability of the risk event from happening in the first place and/or to reduce the impact if the risk event should materialize. The update process is defined by the project manager informing the project team on who needs to report, what information is needed in each report, and when each report, and ectivities C and E can be delayed by 10 and 20 days, respectively, without causing any other activity to be delayed. It is critical to understand project stakeholders, prioritize their needs, manage toward those needs, keep the relationships strong, and always strive to ensure that the customer is capable of using the project deliverables. The following information files Supplier catalogs EXHIBIT 13.3 PROCURER, PROSPECTS, AND THE PROJECT MANAGER INTELLIGENCE STRATEGY CONTRACTING Scope Statement Legal Needs Analyses Technical Market forces Go to Market direction Commercial Alternatives Mandates Source: Raji Sivaraman, M.S., PMI-ACP, PMP-2017 Copyright 2019 Cengage Learning. Balanced participation can also mean sharing leadership roles Under what circumstances should a selected projects always have trade-offs, with respect to resources, trade-offs, with respect to reso Adapted from A Guide to the Project Management Body of Knowledge (PMBOK Institute, Inc., 2017): 31. Always answer questions according to the PMI standard process, not the way an emotional appeal suggests. Large projects often require more detailed planning and control. It is a common experience with any team or a group of highly skilled and exceptionally creative individuals to interpret facts and events differently. A good way to start a new project, particularly if it is similar in nature, is to reference or build from the last project. Decide the data format—MS Project or a longer-term format. Show the schedule on a Gantt chart showing critical and noncritical activities and float. This is a very different approach compared to estimating head count and then delivering a budget for functionality. To create a bid for a project—in this case, the installation of elevators—a similar project was considered as the starting point. EXHIBIT 4.12 CONSTRUCTION PROJECT LIFE CYCLE MODEL Phase Approval to proceed Pre-Planning Scope definition and execution strategy Design Procurement and construction documents Procurement Construction Materials and processes Production attainment Source: Adapted from James D. It is helpful to use Post-it Notes and write one risk per note to prepare for further processing the risks during risk analysis. Exhibit 5.15 lists some of the extra communications challenges posed by virtual and global project teams. power c. This product upgrade example illustrates the basic logic of showing predecessor- successor dependency relationships. Change request forms typically include several sections. 124 Part 2 Leading Projects EXHIBIT 4.19 PROJECT MANAGER JUDGMENT CALLS A few general questions project managers need to ask themselves is when to: Act versus administer Repeat versus administer Repea versus focus on details Focus on technical versus focus on behavioral Focus on short term versus focus on long term Promote order (control) versus focus communications inside the project versus focus communications outside Demonstrate optimism versus demonstrate pessimism Advocate for the project versus accept termination Focus on project goals versus organizational, personal, or team member goals Enhance, maintain, or accept termination Focus on project goals versus organizational, personal, or team member goals Enhance at a glance shown in Exhibit 4.22. It is important to focus on the conflict issue and not the person. Shelley, Arthur, KNOWledge SUCCESSion: Sustained Performance and Capability Growth Through Strategic Knowledge Projects (New York: Business Expert Press, 2016): 18. Contents 7.4 Work Breakdown Structure (WBS) 220 7.4a What Is the WBS? displaying confidence b. He or she does what it takes to get the project done. This is wrong on two counts: First, it is ethically wrong. 80 Part 1 Organizing Projects EXHIBIT 3.16 NEGOTIATION 1. The four primary types of information captured in a project meeting are: 1. Validate scope b. The needs of the parent organization should be considered as well as those of the project when deciding how to acquire necessary items because it may be better for the parent organization to buy an item rather than to rent it for the current project. The starting point for many projects is either something that exists, but does not work as well as desired, or a desired exists for something completely new. Meindl, Supply Chain Management: Strategy, Planning and Operations, 4th ed. These methods are used often, especially for larger decisions and global projects. Create the outline of your WBS. Therefore, the goal is not to always drive the hardest bargain, but to drive a fair bargain. Since there are various vendor products (IBM/Curam, Connecture), each with its own rules engines, it is not clear which rules engine takes precedence.
and/or other services. 1-4e Project Goals and Constraints All projects should be undertaken to the forms of training, change management, and/or other services. 1-4e Project Goals and Constraints All projects should be undertaken to the forms of training, change management, and/or other services. 1-4e Project Goals and Constraints All projects should be undertaken to the forms of training of the forms of training. accomplish specific goals. Are the resources needed to perform the project available? Separate training sessions and workshops are offered to promote a collaborative spirit. All of these decisions can play an important role in managing a complex project. TECHNICAL OBJECTIVES: Show both summary and bottom-up project budget information with cumulative costs using MS Project. Conduct the kickoff meeting and capture minutes for it. Establish change control 5. People feel success partly just by observing the deliverable. To illustrate, imagine you have contracted with a construction company to build a new home. Project managers and teams should look at risks for three reasons. Chapter 14 Determining Project Progress and Results 481 2. Further, as a project manager, you need to create and sustain the environment that encourages and expects rapid learning so you can always become more competitive. What does the DMAIC model acronym stand for? Finally, it is a living document that can evolve with changing conditions if both parties agree and receive something of value for making the change. Next, steps to develop the network diagram will be explained. 99 Copyright 2019 Cengage Learning. Identify as many stakeholders as possible for this project, prioritize them, and list the interests each has in your project. Chapter 5 Leading and Managing Project Teams 159 frequently asks the sponsor to intervene looks weak. Perhaps the most common Copyright 2019 Cengage Learning. In our example, if we predict that our future performance will have the same efficiency as our past performance, it is calculated by: BAC EV CPI \$750,000 \$200,000 50% \$1,100,000 : First method Work to date is good estimate of future ETC BAC EV CPI Unless we improve upon our efficiency, we can expect to pay more for the remaining project work than we originally expected to pay for the entire project! The second method of calculating the ETC is to believe that the original plan is a better predictor than the work to date (maybe because of unusual circumstances that are unlikely to continue). This PM organization records all questions asked and the relevant resources that helped the seeker in a database that can be interrogated in the future. 6-1b Analyze Stakeholder analysis is a stakeholder identification technique composed of gathering and evaluating information to determine whose interests should be emphasized throughout the project. concepts/procurement documents.htm, accessed April 24, 2017. Since much of the work involved in project. The tools, scalability of, 17 project work description of, 6-10 monitor and control, 23 statement, 216-217 prompt communications, 193 punch list, 500-501 Q quality assurance, 404 quality 469-474 quality control chart, 474 quality gurus, 388-389 quality management, 11 quality management plan, 404 contents, 403-404 definition of, 401 process improvement plan, 404 quality metric, 397 quality m stones, 159-160 R RACI chart, 297 rapid prototyping, 113 Raytheon, 386 realizing stage, 8 reassign workers, 509 recurring vs. Project supply chain management represents a set of proactive responses to many challenges created by people from different organizations working together on one-time projects. PMI Lexicon of Project Terms, 2015, 4. Your SMEs give you the following time estimates: most likely = 5 hours; optimistic = 2 hours; pessimistic = 14 hours. 12. Schedule then might take a backseat. When complete, TMC will have 40 million square feet of occupied space. This means people at all levels, from frontline workers to senior executives and people from all functional areas need to help identify potential projects. Perhaps the customer would rather have most of the capability now rather than all of it later. How does one calculate schedule variance? All divisions of the organization should be involved. Chapter 7 Scope Planning 233 3. Silo b. Exchange rates, taxes, and duties can be quite significant for a firm with a global manufacturing and supply base. The project output often is a collection of a primary deliverable along with supporting deliverables such as a house as the primary deliverable and warrantees and instructions for use as supporting deliverables. should establish guiding principles such as the vision and mission. The primary purpose is to encourage them to attend college and, second, to attend 4. This occurs throughout the life of the project. ed. Kling, PE, PMP, director of project management and controls, Duke Energy. These lessons can be documented and stored for easy retrieval in a lessons-learned knowledge base. What are some ways to build relationships within the core team? Shenhar, A. Collaborative effort and communication specifically with the client are common features. Pay quickly. These three are intertwined in many ways. Answer all questions because the only thing that is scored is correct answers. They correspond to the client are common features. to the first three chapters in CPM. Moder, Joseph J., "Network Techniques in Project Management," in David I. These issues can be envisioned as the project in which you plan an event on your campus. Project partnering represents a proactive way for managing many of the challenges associated with working with different organizations. In the first case, the project team successfully meets project goals. Select an appropriate type of contract for each supplier (it may not be same for everyone). Companies in the medium-size range may find it useful to appoint an executive who already has other responsibilities as the CPO. Subsequent milestones and acceptance criteria are determined on a just-in-time (JIT) basis. The project team votes to make the decision. 14-4 Financial Issues Cost control is obviously a financial Issue STAGE STAGE STAGE SPONSOR RESPONSIBILITIES Overarching Provide resources, manage stakeholders, ensure planning Meet key stakeholders, ensure quality, select, prioritize project Planning Meet key stakeholders, ensure quality Closing Ensure stakeholder satisfaction, closure, and knowledge management Realizing Ensure benefits are achieved and capability is increased Source: Adapted from Timothy J. Character Formatting; use character formatting, including boldface, italics, underlines, and centering to highlight headings. A stakeholder list example for a clinical research project is shown in Exhibit 3.12. Wise project managers determine in advance how soon an issue will be escalated to the sponsor and/or other decision makers. This is true both because some risks cannot be fully handled with just one strategy and because the first strategy may not always be the best strategy. Hundreds of thousands of people are fleeing violence in their home countries. A project manager also keeps in mind the estimated resources needed when identifying the people who could potentially work on the project team? Projectized A hierarchical organization where each employee has one clear superior, and staff are grouped by areas of specialization and managed by a person with expertise in that area is known as a: a. The number of each activity shows the deliverable it helps to create. completed in an iteration. Regularly celebrate success. Proof of concept was key to continued buy-in. For simplicity s sake, they will be treated as part of the mission in this book. Note that path ADFG requires 24 days—only one day less than the critical path. EV PV c. If the project team understands enough Copyright 2019 Cengage Learning. 36 Part 1 Organizing Projects EXHIBIT 2.3 CINCINNATI CHILDREN S HOSPITAL MEDICAL CENTER VISION AND MISSION Cincinnati Children's Hospital Medical Center will be the leader in improving child health. This can be costly because project team members are retained during and even after completing the project. What is the difference between an internal and external stakeholder? In this view, assignment costs are summarized at the resource level (as seen in Exhibit 10.14). B 54, C 56, and D 44). EXHIBIT 14.8 BURNDOWN CHART WHERE TEAM IS BEHIND SCHEDULE THE ENTIRE ITERATION Estimated effort hours left in iteration 300 Burndown Chart Where Team Is Behind Schedule the Entire Iteration This line represents the effort amount of work remaining by day left in iteration 200 100 The dashed line" 10 9 8 7 6 5 4 3 2 1 0 Days left in iteration Source: Brain Vanderjack PMP, MBA, CSM, SAFe Certified Copyright 2019 Cengage Learning. This appraisal style requires that the functional manager seek feedback from a representative sample of the staff who have worked with that project team members' performance or to at least provide input for the performance or to at least provide input for the performance or to at least provide feedback on a 360-degree form. Project managers are often called upon to either assess members' performance or to at least provide input for the performance or to at least provide feedback on a 360-degree form. Inbound transportation cost: The total cost of using a supplier includes the inbound transportation cost of bringing materials in from the supplier. Students of project schedules. An effective scope management approach fosters open communications and sound decision making to ensure all parties get the business value expected from the project. It is helpful to identify the relatively few milestones and key deliverables in the project. It is helpful to identify the relatively few milestones and sound decision making to ensure all parties get the business value expected from the project. It is helpful to identify the relatively few milestones and key deliverables in the project that the team and sponsor wish to check closely. It is easy to understand when each activity should be performed. (Mason, OH: Thomson South-Western, 2010): 425. Although both are visible, only one view is active (indicated by a colored view name label on the far-left end of the view pane). While working through staffing decisions, an astute project manager may recognize people in two categories: task oriented or people oriented (relations). On other projects where some of these factors are not true, more causes of uncertainty in project costs may exist, and some of those may be from unknown sources. From the customers' response, the planning team can determine both what interim deliverables need to be created and what work needs to be performed to create all of the deliverables. This includes seeking to understand both what the sponsor is likely to want and how he or she may act during the negotiations. Insights of both types are essential to ongoing success. Organizations also have a culture the formal manner in which people relate to each other and decisions are made. List three reasons why understanding stakeholders is important to successful project management. Create a printed copy of the schedule on a Gantt chart with no more than 40 lines per page. This cash is almost continuous. The process usually starts with some agreed-upon procedures and provisions for dealing with problems and issues before they happen. The estimate is "a quantified assessment of the likely amount. An example of a background statement for a project to start a new co-op business is shown in Exhibit 3.6. 3-5c Milestone Schedule is to define major milestones. By recognizing their accomplishments, they are now ready to say "the project is over; we will limit any additional work on this project risk register d. Depict a project risk register d float. It also includes possessing emotional intelligence and having sensitivity toward others who have different personalities or backgrounds. stand-up with Vice Chancellor Concerns, WIIFT Plans, changes to practices affecting their staff Program newsletter, acrossfaculty workshops, informal one-on-ones consultation Every 2-3 weeks depending upon concerns. On most small to medium-sized projects, approximately three to eight intermediate points are satisfactory. Due to uniqueness, project work. Others, such as not finding a capable supplier, may occur during project planning. Why did they select this project? Once potential projects are identified, the next step is to develop a brief description of each. Another way to understand how a key stakeholder such as the sponsor, customer, or end-user is going to determine if the deliverables created are of good enough quality to accept. We continue to involve others and to learn what will meet their needs and so far we are spot on with high acceptance. Included in the IM are extensive tools and suggestions developed over the last 20 years for instructors, guiding them as they have students learn in the best possible way—with real projects. Each of the four sections will be explained in more detail in the following sections, but, in short, this model gives advice on how to do the following for meeting and write meeting and write meeting and write meeting and Act: perform in-between meeting tasks. Click the View Tab>>Task Views>>Gantt Chart (Readjust timescale and column views as needed; ensure you can see the Start and Finish columns.) 1. finish-to-start (FS) d. 13-3c Supplier Selection process must begin. detailed specifications d. The stakeholder register is a repository of information regarding all project stakeholders. 3-4d Background Many people are quite busy and prefer short statements that can be quickly reviewed. The author remembers one project management discipline at the IT headquarters of a large U.S. accounting firm. Click the Task Tab>>Schedule Group>>click the Mark on Track drop-down>>click Update Tasks 3. Tsou, Chi-Ming, "On the Project Management 10 (4) (2012): 286-295. The advantage of this method is that since all of the paths are identified and timed, if a team needs to compress the project schedule, they will know both the critical path and the other paths that may be nearly critical (or those with very little float). Also as noted earlier, rarely can a resource be available 100 percent of the time. People doing the work should be able to maintain a sustainable pace, and cadence is monitored. Bommer, and Robert S. What are some other names for the buyer? In the 1950s and 1960s, techniques for planning and construction projects. Complete the following steps to set up a WBS in MS Project. 19 This starts with gathering performance data already identified during project initiating and planning. Perhaps the easiest way to understand the process of running an Agile project is to visualize the four types of meetings (often called ceremonies) used: 1. While much has been written about Agile, starting with the Agile Manifesto, a simplified version of the mindset needed to successfully plan and manage Agile projects boils down to four key ideas: 1. In these cases, many approaches may be considered to expedite the schedule. An issue is a situation that requires a decision to be made, but one that the team cannot make now, usually either due to needing information or more time. What types of control systems should a customer and contractor work together to set up and utilize? 52 Part 1 Organizing Projects PMP/CAPM Study Ideas You won t see a whole lot of questions on either of these tests pertaining to portfolio or project management, since these happen at an executive level, beyond the purview of individual projects or project management, since these happen at an executive level, beyond the purview of individual projects or project management, since these happen at an executive level, beyond the purview of individual projects or project management, since these happen at an executive level, beyond the purview of individual projects or project management, since these happen at an executive level, beyond the purview of individual projects or project management. charter, it is important to remember that the various subdeliverables and processes are all encompassed within the Initiating phase. Anantatmula, Vittal, Project boundaries d. Why is it necessary to have only one person assigned primary accountability for an activity? MS Project can assist in developing either bottom-up project budgets or summary project budgets. Often, this extra step helps the Copyright 2019 Cengage Learning. Second, the project budgets or summary project budgets. ancient pyramids, medieval cathedrals, Indian cities, and Native American pueblos. Most of the clients who are interested in a quality life and view their home as an investment prefer buying single-family homes. Close Project or Phase is also known as the Administrative Close, since it involves gathering and storing lessons learned, writing reports, and updating project documents. Muller, R., and R. 542 Index interpersonal skills and sensitivity, 148 ISO 9001:2008, 390-391 issue, 197 issues management, 197-198 evaluation, 198-199 IS&T project launch, 412 iteration planning meetings, 115 iterative/incremental software development project, 283-284 J joint tasks, 120 Jorge Chavez International Airport (JCIA), 443 judgment calls, 124 Juran, Joseph, 388 just-in-time (JIT) basis, 74 tools and techniques, 447 K keiretsu, 445 Kennedy, John F., 34 kickoff project, 410-413 meeting activities, 411-413 preconditions, 411 Kling, Paul, 457 Kloppenborg, Timothy J., 329 knowledge, 192 knowledge management capturing lessons learned, 504-505 closeout report, 508-509 disseminate and use lessons learned, 505-508 known knowns, 342 L lag definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 late start date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 late finish date (LS), 260 Lavigne, Lydia, 61 lead definition of, 254 sequence activities, 254 Last Planner System, 310 lead definition of, 254 sequence activities, 254 Last Planner System, 310 lead definition of, 254 sequence 254 sequence activities, 254 leadership definition of, 138 personal, 150 situational, 151 leadership team, 18 lean purchasing, 447 Lean Six Sigma, 390-392 learning curves, 258 l 508 example, 507 issues and, 160 in project charter, 77-78 lessons learned register, 70 life cycle costing, 341 Lima Airport Partners, 443 Living Arrangements for the Developmentally Disabled (LADD), 32-33 Lockheed Martin, 386 logical order, 248 logistics, 447 M make-or-buy decisions outsourcing issues, 433 plan procurement management, 430 reasons to buy or sell, 432 Malcolm Baldrige National Quality Award, 389-390 management, 193-194 issues management, 194-197, 197-199 meeting management, 194-197 management, 193 information retrieval and distribution system, 193-194 issues management, 194-197, 197-199 meeting management, 194-197 management, 198 management, 193-194 issues management, 194-197, 197-199 meeting management, 194-197 management, 198-197 management, 193-194 issues management, 194-197, 197-199 meeting management, 194-197 management, 198 management, 198-197 management, 198project knowledge, 192-193 manage project team assessing individual performance, 159 definition of, 157 outcomes, 159-160 project manager power and leadership, 157-159 manager quality, 404-406, 469 manager stakeholder engagement, 187-188 mandatory dependency, 253 manual scheduling, 310-311 matrix organization, 105-108 M. Kim, Byung-Cheol, and Kenneth F. This is a high-level flow chart of the project is under way, the project manager and team need to determine any additional information needs not already uncovered, establish an information retrieval and distribution system, collect information on executed work and work in progress, and then report progress to all stakeholders. control account d. Projects are allocated in their organization so they can accurately estimate the amount of indirect costs that will be assigned to their projects. Sometimes, transferring the risk to a third party makes sense. 521 Wiewiora, Anna, Liang Chen, and Bambang Trigunarsyah, Inter- and Intra-Project Knowledge Transfer: Analysis of Knowledge Transfer: Ana Data Reporting • Responsibilities and Assignments • Set Consequences of Nonconformance • Timeliness (Attendance as Well as Delivery) • Work Hours • Tracking (Plan vs. Net present value is the preferred financial method, although others are sometimes used. While these methods can sometimes also be used to estimate project cost. A primary tool used in this chapter centers on using them to estimate project cost. A primary tool used in this plan is the stakeholder engagement assessment matrix. 4 An example of strategic objectives from The Internet Society is shown in Exhibit 2.4. 2-1d Flow-Down Objectives Once an organization s strategic objectives are identified, they must be enforced. Who develops the schedule when using Reverse Phase Scheduling? Process improvements have restored highest rating. On the other hand, the entire set of project deliverables with accompanying schedule and budget are often negotiated. These assumptions should be stated. code of conduct d. Structural fire protection authority (they had serious words for the people who suggested drilling through a bulkhead firewall). Going through a bulkhead firewall). Going through a bulkhead firewall). the lower-level person gets before raising the problem. Determine what type of contract you would use for this work and explain why. In a financial portfolio, efforts are made to diversify investments as a means of limiting risk. All projects are unique and therefore they have a different set of stakeholders. Once potential projects are identified, companies need to decide which ones they pursue. In both cases, one would need to determine the wants and needs of the customer(s), understand the amount of work involved, determine a budget and schedule, decide what workers are available and who will do which tasks, and then manage the construction until the owner accepts the project schedule. results. Chapter 7 Scope Planning 231 EXHIBIT 7.13 STAKEHOLDER ANALYSIS AND WBS AT THE CIA At the CIA, where I created and run our agency-wide project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program, I come in contact with large numbers of dedicated project management training and certification program. organization and internal to it, or by whether they are operational or strategic. Agile has made some of my projects easier to schedule and others a lot more difficult! With a software manufacturer using a single team for each of its products, the developers themselves took more ownership of the schedule. Fiesta is an annual 10day festival of over 100 events and 5 large parades. Other Help student support guide staff through process—develop training programs and online web support. 537 Appendix E Strengths Themes As Used in Project Management. The solution to the previous project became a significant independent project called Super Absorbent Polymer Turf (SAPTURF). The sooner the project manager learns of variances from estimated Remaining Duration and Actual Finish among the most important values to update accurately. Project managers need to be vigilant, however, because not everyone they must negotiate with takes that same attitude. The cash flow can be determined for the life of the project using net present or discounted value principles. The methods include both financial and scoring models. Determine minimum acceptable output to fulfill project vision and have a working output. Each chapter provides suggested assignments to practice project management skills on the real or potential project you are using. When project teams operate in a virtual mode, many of the following characteristics are present: Team members are physically dispersed. A balance was struck where the manufacturer and supplier effectively methods. each other's needs for mutual benefit. Several alternative methods of scheduling can be used alone or combined with traditional scheduling and resourcing. Lindsay, The Management b. No extra budget will be allowed. These highly experienced and credentialed managers have worked closely with the authors to ensure that the examples demonstrate ideas discussed in the chapter. Create a requirements traceability matrix, project scope statement, and change request form. Balance can mean ensuring that all functions are given the opportunity to provide input. ® Part 2, Leading Projects, deals with understanding the project environment and roles and dealing effectively with team members and stakeholders. Williamson, 226, 506 DuPont, Engineering Services Division, 247 Gallup Consulting, 136-137 Organizational Zoo, 177-178 Schawk, Inc., 286-287 Sydney Opera House, 176-177 Tatro, Inc., 140 Teradata, 211 Texas Medical Center (TMC), 358-359 TriHealth 132-133 U. Although the accounting firm had fired its internal consultants and replaced them with those of the European company, it decided to keep one of its own consultants from each of its Boston and New York offices on the team for political reasons. KLOPPENBORG Xavier University VITTAL ANANTATMULA Western Carolina University KATHRYN N. Establish a shared vision. Project management includes both administrative tasks for planning, documenting, and controlling work associates. Establishing cost controls includes establishing cost reporting systems. The third executive role is the steering or leadership team for an organization. Many organizations using Agile also have a coach acting as a facilitator and trainer. Several team members brought relationship that directs a delay in the successor activity."12 In this example, the arrow connecting design graphics and perform sales calls would still represent a finish-to-start relationship, only with a 10-day gap during which no one could work on either activity. 532 Appendix D Project review committees and delegating tasks to them. We have created two project examples that are included in all 15 chapters of the text. Stakeholders need to be educated about their roles, alerted in advance concerning changes, and request early and continuous feedback. On simple projects, this may not take a lot of time. Arguably the most essential role is the customer representative sometimes called the product owner. Some of the most common tools and their primary uses on projects are shown in Exhibit 14.9. The following discussion presents a small example of a project quality tools. Although the project purchasing relationship has been moved from short-term arrangements based on contracts to long-term relationships based on trust, this change is by no means universally applicable. Closing is a time when loose ends are tied up and the project occurs over time, may be measured months after project completion, and may be done by people other than those who performed the project. If the project is being performed for a client, it can also include knowing Copyright 2019 Cengage Learning. 278 Part 3 Planning Projects Exercises 1. Show logical relationships and triggers that should be something easily observable that occurs before the risk event. Other factors often need to be considered, such as quality demands and risk factors. Requirements Traceabilty Matrix 2. The ratio is obtained by dividing the cash flow by the initial cash outlay. Member institutions specialize in every imaginable aspect of healthcare, including care for children and cancer patients, heart care, organ transplantation, terminal illness, mental health, and wellness and prevention. It is a distinct, scheduled portion of work performed during a project. Secondary Identify supportive champions. Satisfying the four basic needs of those who follow your leadership: trust, compassion, stability, and hope. In that way, the probability of the critical project being held up by a misunderstanding is greatly decreased. The practical examples and practitioner reviewers came from a variety of industries, different parts of the world, and from many sizes and types of projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability and universality of contemporary projects in order to emphasize the scalability of contemporary projects in order to emphasize the scalability of contemporary projects in order to emphasize the scalability of co rmal methods and networks within the parent organization. It is important to question whether the procurer has leverage or is beholden to the tight supply situation. 497 Yosua, David, Karen R. References A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th ed. Loss of money 10. In those instances, the and sponsor need to use judgment to determine if the original estimates for the remaining work or some other method of estimating it are better predictors. Why might a contractor company perform a SWOT analysis prior to bidding on a potential project? She wants to keep all of her workers busy, but not too busy, and wants all of her workers to progress in their capability. This is the document that answers these questions: Who needs to know something about the project? Display and print the schedule in a Gantt chart showing the critical path and the predecessors. Include all relevant stakeholders in making estimates. book. Strengths are created when your naturally powerful talents are combined with learnable skills, such as how to put together a project that are within the team's control, partially within the team's control, and outside the team's control. This person has the primary task of removing impediments to the ability of the team to deliver the Sprint goal and project objectives. Why should each contingency plan have an owner who is responsible for it? external stakeholders d. Project Procurement in the sixth edition of the PMBOK Guide includes only three processes of plan, conduct, and control project results. Within an iteration, there is great reluctance to change. Alert the employee of any additional items necessary for processing the request / Upon approval, send the request to payroll for final processing. What are some typical elements of a charter? Training occurred from the executive suite to project managers and project team members. product life cycle d. You not only want to remember the official PMBOK Guide definition but also what each really means when it is applied. Develop a strategy to improve your team's capability. LIST DELIVERABLES AND ACCEPTANCE CRITERIA The first step is to list project deliverables. In addition, the QPR process provides an opportunity to validate the team s underlying assumptions from the bid process. 8-7 Estimate Activity Duration You can begin estimating activity durations once the activities have been defined and sequenced. Users often want a detailed discussion about how they plan to create the feature. Each of those factors would have an impact on the elevator installation cost. A third prioritizing decision that needs to be made repeatedly is what project team is working on what matters most to the customer. In this example, "Design marketing campaign" must start no later than after day 5; therefore, five days is the late finish for the first activity. Pay well. Terminations for often result from a problem with the project's cost, schedule, or performance. The scrum master serves and leads in a facilitating and collaborative manner, emphasizing the need to facilitate and remove obstacles. A Gantt chart is a horizontal bar chart that shows each work activity on a separate line with the bar placed from the early start date to the early finish date for each activity on a timescale. Making eye contact and using body language that shows eagerness encourage the speaker to continue. Because project management techniques are designed to manage scope, quality, cost, and schedule, they are ideally suited to this purpose. At the same time, it is imperative that you understand the interrelationship of portfolio and project management, as well as how they relate to an organization s mission: the mission leads to strategic objectives, and projects are the primary vehicle through which these objectives are achieved. The team can agree to assess each risk at any point on the continuum. For example, for the activity "conduct student surveys," Dan is responsible for completing the work, but the project manager is the one person who is accountable for the results. This is often the top leader (CEO or other officer) and his or her direct reports. Many people find that work activities can be easily defined once the various deliverables are itemized. 14-8 40 35 30 25 20 15 10 5 0 Mon Tue Wed Thu Fri Mon Tue We that the project includes all the work required, and only the work required, to complete the project successfully? What are organizational values, and why should a project manager be aware of them? The project manager and sponsor need to the project since they affect project timelines and cost estimates. The service person can be from a range of backgrounds, such as a librarian, a semiretired employee with a long history of the organization s projects, a specialist, or a nominated representative of an internal group such as a technical community of practice. On large, complicated projects, risks, assumptions, and constraints may form separate sections of a charter. Another advantage is that since all workers in a discipline report to the same supervisor, they will have an opportunity to interact frequently and can learn readily from each other and keep their technical skills sharp. www.brighthub.com/office/project management/articles /8717.aspx, accessed August 3, 2010. Widespread communication of these risks and expert analysis of the consequences and probability allow management to make calculated and carefully considered decisions. In the Task Usage View (View Tab>>Task Usage), the Work field value in an activity row (e.g., Electrical) is the sum of the Work field values for resources assigned to that task. By furnishing more specific information on cost drivers, ABC also helps to support process improvement and justify spending money on expensive equipment. 5-6c Countries and Project Communication Preferences It is helpful if the project team members can meet each other face to face, even one time. Mixing up hours, days, or weeks will create confusion. It can be easily modified depending on the complexity of the projects and opportunities have similar projects in your own organization experienced? Chapter 13 Project Supply Chain Management performance reporting are all tools and techniques for which procurement process? is very accurate c. We introduce the Agile approach to project management immediately after its life cycle model. It is tradition for Fiesta events to commission new medals each year to give to event-goers to wear and trade throughout the festival. Examples of storm preparations include dismantling scaffolds and privacy screens, securing giant cranes, emptying and weighting down dumpsters, photographing all buildings and assets, and unblocking all streets for emergency access. which techniques did and did not work well 5. This utility regularly sets the standard for its industry each year by completing over 90 percent of its projects on time and utilizing its annual project budget within just a few percentage points. A natural tension exists between managers who try to effectively manage their departments by establishing budgets as soon as possible and project managers who try to provide budget estimates as late as possible (once they know more about the project). While determining progress and results is conducted largely in parallel with people performing the project. This can happen through no fault of the contractor. The customer needs to ensure that effective communications, change management, and risk management, and risk management, and risk management systems are used. Define the term project quality. Organize the lessons into categories such as PMBOK knowledge areas, ideas from Exhibit 15.4, or your own ideas. Which did you find more challenging? The outcome, or the product, will drive the elaboration of the project. Consider retaining items such as the following: Frequency and method of team member performance data collection Activity duration maximum and minimum limits Status reporting to stakeholders. Schedule and cost estimate accuracy Max Units value—maximum availability of a resource for work WBS structure Copyright 2019 Cengage Learning. Wise project managers often develop good relationships with functional managers to have leverage in negotiating for a good worker. The charter signing represents the transition from the high-level project initiation stage into the more detailed project planning stage. They create a definitive estimate for the project (and commit to it) and an order of magnitude estimate for the remainder of the project. Lessons Learned Agreeing on project scope is a key preliminary project planning stage. acceptance criteria for this event. see stakeholders project submission form, 65 project success, determinants of, 430 conduct procurement, 434-438 conflicts, 442-443 contracts, 438-441 control procurements, 430-431 definition of, 429 factors, 430 improving, 441-448 introduction to, 428-431 partnering, 442 plan procurement, 431 project team acquiring, 138-140 capability building cycle, 152 characteristics of, 144-147 charter, 145 core team members, 126 definition of, 20 development activities, 141-157 ground rules, 153-157 management outcomes, 159-160 performance assessments of individuals, 159 progression through development stages, 143 roles, 126 stakeholder engagement, managing, 187-188 subject matter experts, 129 noject team members, 140 preassignment of team members, 139 Copyright 2019 Cengage Learning. The project team should determine how well they understand each risk and whether they have the necessary reliable data. Once the EXHIBIT 14.11 CHECK SHEET FOR LABOR COST ISSUE DOLLAR IMPACT DATE DISCOVERED ACTION TAKEN Incorrect scope used Category of labor Hourly rate Pace of labor learning Unexpected experience level Mathematical error Other (be specific) Copyright 2019 Cengage Learning. This high-level agreement between the product owner, scrum master, and empowered team will help share the compelling project vision, create commitment, uncover risks, identify stakeholders, ensure common understanding of success criteria and establish working agreements and ground rules as needed. All Rights Reserved. Who was the influential thought leader in the area of quality who created the Profound Knowledge System? The project management team will negotiate and resolve issues on a majority-rule basis. Jointly establish agenda. Lesser-rated criteria can be used as tiebreakers if needed. The Gantt chart's "Indicators" field (first column with "i" icon) will display a red stick figure if an assigned resource is overallocated. The following calculations are based upon that assumption. Overlap sequential activities using finish-to-finish (FF), start-to-start (SS), or startto-finish (SF) relationships. 207 The Standard for Program Management, 3rd ed. The WBS is also helpful in project communications. 15. Repeat these processes as needed to enter additional tasks between the Suburban Park Homes milestones until your WBS looks like Exhibit 7.16. A project manager needs to understand where her work fits in the priority. Why is it important for a contractor to understand the source selection criteria a client uses to decide to whom they will award a project? The collaborative style for handling conflict has concern for self and a(n) concern for others. When directing project work, trade-offs are often present both between project and other work within the project itself. Possible outcomes of implementing a risk response include updates to the risk register, approved change orders, and perhaps lessons learned so that both this project and future project managers ensure that the new members understand project goals but also share their personal goals so that both can simultaneously be achieved. All test questions are consistent with the PMBOK. The team members are frequently energized to finish the last few administrative chores so they can move on to another project. Therefore, changing this factor alone does not solve the entire problem. EXHIBIT 4.22 AGILE PROJECT LIFE CYCLE MODEL People Leadership Experience PASSION Core Competencies Business Certification: ongoing education PMP®, CAPM® Different size projects & complexity Stakeholders, project teams, communicator Goal setting, results driven, be accountable Finance, customer PM terminology, & internal needs PM best practices Program Mgmt, Agile, other PMI certifications Virtual teams, global projects Motivate, inspire, reward and recognize Ask questions, active listener, follow-through Industry, market Sales skills, continuous improvement Industry and technical certifications Diversity in viewpoints, Relationship backgrounds, teams, builder, influencer, cultures get buy-in Project leader and business leader Competition, trends Project sand teams Developed by Connie Plowman, PMP, based on her experiences as a hiring manager, practitioner and instructor. Student Services had a relatively unimportant position in the old system but would be critical to the new modularized operation. You can see that the worker is overloaded by 50 percent for the first seven workdays. Just as for internal projects, some external projects will be better at helping an organization reach its goals because they are seven workdays. are a better fit. Improving Executive Sponsorship of Projects: A Holistic Approach (New York, NY: Business Expert Press, 2016). The chapter material, end-of-chapter questions and problems, PowerPoint slides, all deliverables, and test questions have all been updated to correlate to specific objectives. -source-selection-criteria, accessed February 7, 2017. 10. Microsoft Project Professional 2016 is utilized to show milestone schedules within charters. Show how much the daily and cumulative costs are shown in Exhibit 10.9. Duration in Weeks Resource Hourly Cost Hours per Week 3 Becky \$35 30 1.1 1 Ann \$60 30 1.2 2 Clive \$50 20 2 Ann 2.1 2 Becky Identify characteristics of targets 2.2, 3.1 1 Ann 2.4 Obtain approval of partners 2.3, 1.2, 3.4 1 Clive 3 Question set 3.2 3 Becky WBS Activity 1 Operational definition 1.1 Research literature 1.2 Identify and define terms 1.3 Obtain approval of definition 2 Target Selection 2.1 Solicit partners for pilot 2.2 Hold brainstorming meeting 2.3 Immediate Predecessor Copyright 2019 Cengage Learning. Ribbon As with other Microsoft Office applications, the ribbon bar along the top of the interface contains the controls (or access to controls) used to develop and manipulate your project data. Activity 3. 426 Copyright 2019 Cengage Learning. Suburban Homes is a medium-sized, fast-growing construction company in the Midwest region of the United States. These ideas permeate the contemporary project management approach of this book. A properly developed WBS encourages a systematic planning process, reduces the possibility of omission of key project elements, and simplifies the project by dividing it into manageable units (Rad and Anantatmula, 2009). County laws and utility standards must not be compromised. Underemployed staff members (at large) were found to be eager to step up to the plate. A lessons learned register is an accumulation of the knowledge gained during previous projects selection, planning, and executing that can be easily referenced to help with planning and executing future projects. For a cost savings project, you have captured data that show the following costs: delays between operations = \$900; broken/missing tools = \$1,200; water losses = \$3,700; poor seals = \$1,500; other = \$2,000. If your instructor has each student bring in a project idea, you will first need to create your elevator pitch to describe tersely what work is involved in your need to

completely understand the difference between terms such as cost-plus-award-fee and cost-plus-incentive-fee, as well as when each type of contract may be used and how each type of contract divides risk between buyer and seller. budgeted. accessed January 9, 2017. Rodney Turner studied how cultural differences impact preferred modes of project management communication.11 They examined how cultural differences. Each team member received an award of accomplishment and had their picture taken with the CEO Before he left, the CEO pulled me aside and said, Mr. Miller, on behalf of our company and country, we sincerely thank you for hosting us with this generous celebration. When do they need to know it? Imagine you are the project manager of a team tasked with building a new hotel. Source: Paul R. Consider use of social media. was founded in 1953 in the basement of a Chicago home by entrepreneur Clarence W. (Ed.). The scope overview quickly describes the project work and results. Sometimes, the effects of scope creep are so bad that a well-started project can run into serious trouble. Exhibit 14.10 is a flow chart of the process of estimating project cost. The objectives describe both short- and long-term results that are desired, along with measures 12-5 Answers vary. The question is, can we level the demand for our workers without extending the project? A narrative description of products, services, or results to be delivered by the project is a/an: a. The timing of task conflict can also make a difference on whether it helps or hurts the project. 28. If that is not enough, quantitative analysis is also performed. Maslow d. Something of value for IT projects means working software. APPENDIX C Answers to Selected Exercises Note: Some chapters have only behavioral material and do not have exercises. You are given a project to manage. On the other hand, a project to manage. On the other hand, a project to manage. On the other hand, a project manager who does not ask for the sponsor's help when it is really needed lacks judgment. That process is fine for an off-the-shelf item or for a transactional service. Specific behaviors or lack of progress are documented, the need for the discipline is explained clearly, and specific improvement strategies are developed to reduce the chance that further discipline will be needed. A., Creating Classrooms of Preference: An Exercise in Appreciative Inquiry. Harter, 12: The Elements of Great Managing (New York: Gallup Press, 2006). What is the primary difference between Auto and Manually scheduled settings in Microsoft Project? Face-to-face communication is used when possible, with visualization. What does the acronym WBS stand for? The four major purposes for a charter are to: 1. Progressively more complete working product is the primary measure of progress. Who is responsible for ensuring that the steering team completes its tasks? If a project manager cannot state in a sentence why he wants to conduct a meeting, perhaps the meeting is not necessary. Semester Project teams. The methods that project managers use in risk management start with identifying as many risks as possible. The seller can be viewed during the contracted supplier or vendor. MS Project will automatically determine the duration for each summary task as you adjust subtask durations 3. To envision this, consider Exhibit 8.11, where all of the previously determined information has been displayed. Adding a column for acceptance criteria factors to the milestone and what criteria will be used for that determination. From a behavioral perspective, the project charter reflects a common understanding and collaboration between the project sponsor and the project. That does not mean that you trust an inexperienced person naively to figure out how to perform a complex task independently. It has aspirational standards as ideal goals and mandatory standards as bare minimums in the four areas of responsibility, respect, fairness, and honesty. The project manager must identify them and monitor their actions closely. Clarify both parties interests. This automated tool is just one of many solution options that the project manager must evaluate. You would likely take several preliminary steps. What key input is required before a project or project or project phase can move to the closing stage? Remaining dur: enter 0d 4. 1-4c The PMI Talent Triangle PMI research shows that to be a successful project manager, a person needs to develop knowledge and skills in technical areas, leadership, and strategic business management. . Complete the following scoring model. project. detailed planning precedes execution c. Larger organizations may elect a different route. plan procurement management b. Instead, every team had their own stream of tasks, consisting of nearly the same steps, however, with independent underlying amounts of effort. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Suburban Homes realized that its ambitious plan of expanding its business to several Southern States in the United States is possible if it is known for its high-quality homes that meet local, state, and federal standards as well as exceed industrial standards for quality. The project scope baseline consists of the approved versions of three of the four documents listed below. In complex projects, small changes can Copyright 2019 Cengage Learning. help each other. Recent research has added the following organizational culture themes as helpful in achieving project success: vision-led, egalitarian, goal-oriented, timely and effective communication, and flexible leadership with rapid decision making.10 MIDLAND INSURANCE COMPANY Midland Insurance Company espouses its values. Smallwood, Deb, and Karen Furtado, Strategy Meets the Right Time, Bank Systems & Technology 46 (4) (June July 2009): 34. Identify relevant standards of guality. Exhibit 10.5 shows this graphically by suggesting that another level of detail in the WBS might be used. At an appropriate opportunity, the land can be improved to add value, or it can be leased or rented to create cash flow. 0 0 5 5 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 8 12 15 3 no 3 B 7 12 10 15 5 no 6 B,C 9 9 15 15 0 yes A 5 7 7 9 2 no A 5 5 9 9 0 yes A 5 7 7 9 2 no A 5 9 9 0 yes A 5 7 7 9 2 no A Activity If your overall project duration needs to be shortened, one way to accomplish it is to "crash" an activity on the critical and the amount of float noncritical activities have. 270 Part 3 Planning Projects EXHIBIT 8.20 STANDARD CALENDAR WITH TWO HOLIDAYS PLUS A HALF DAY AND A WORKING SATURDAY Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. Microsoft Project and other software can be used to automate the four core project quality concepts? Initiate project 1. On some projects, members of a supplier company and/ or representatives from the customer may have a desk in the project Wanagement Plan c. Chapter 14 is concerned with determining project results. It is helpful to also collect the date or time when each event happened and notes regarding the impact or any special circumstances. This section of the charter can be developed most effectively by focusing on why you are doing a project before diving into all of the details. Labuschagne, Les, and Carl Marnewick, A Structured Approach to Derive Projects from the Organizational Vision, Proceedings of PMI Research Copyright 2019 Cengage Learning. This also allows me to share some of my tacit knowledge to increase probabilities that applications are successful. The charter should also help in training newly recruited employees to improve productivity, collaboration, coordination, communications, and conflict resolution. to a. How should this be resolved? It is not normally altered unless a formal change control request is approved for modifying these plans. Cincinnati Children's will improve child health and transform delivery of care through fully integrated, globally recognized research, education, and innovation. Planned value (PV) is "the approved value of the work to be completed in a given time. Finally, the actual bidding took place usually over the phone. STEP 5: RESCHEDULE REMAINING WORK Both tasks D and F still have work scheduled for dates prior to the Status date. A Lot Of People/Shutterstock.com CORE OBJECTIVES: BEHAVIORAL OBJECTIVES: Work with a team to create a complete charter for a real project as much as the project as much as the project manager. They are delivered in short iterations and reviewed with the stakeholders on a normal cadence. However, she is still responsible for their performance. However, a limit of spending authority for the project manager is often developed. This is an electronic version of the print textbook. Fleming and Jim Asplund, Human Sigma (New York: Gallup Press, 2007): 97. It is important to remember that the WBS deals with things, not activities (though on a very small project, these may be planned concurrently). Include the entire quality policy because it is likely to be short. This person is Gillian A. Perform Quality Assurance d. Then, using this template or WBS, the project team would identify additional project needs for inclusion and irrelevant elements of the previous project for deletion. m/matrix-organization/, accessed February 7, 2017. Develop a project communications management plan for a real project. Try to get them to like me. 12-10d Viewing Baselines and Variances The Gantt Chart view can be formatted to show "baseline bars," which provide a graphical view of differences between the planned and actual schedule of each task. 95 96 Part 1 Organizing Projects DESIGN PRINCIPLES Sentences: To express complex ideas effectively and to make ideas easy for readers to be 15 25 words long. When it comes to monitoring progress, which parts of Microsoft Project schedule do you find most useful? Part 1 Organizing Projects work. He is actively seeking help internally. Describe the roles various executives, managers, and associates play in scope planning. A legend is shown in the lower-right corner of Exhibit 8.11. Chapter 1 Introduction to Project Management PROJECT M ANAGEM ENT IN ACTION Using Appreciative Inquiry to Understand Project Management Each project creates a unique product, service, or result that certain stakeholders desire. 3-3 When Is a Charter Needed? Seven desirable habits of Agile teams are: 1. COST: A PM maintains cost control by developing an accurate understanding of project scope, determining reliable cost estimates, controlling all project costs, and calculating and honestly reporting all variances in a timely and transparent manner. 357 Practice Standard for Project Standard for Pro that results in a decision about whether particular work can best be accomplished by the project team or should be purchased from external sources. Finally, communications plans ensure that at project conclusion, meaningful lessons can be documented to benefit future projects. 11-3a Perform Qualitative Risk Analysis Perform qualitative risk analysis is "the process of prioritizing risks for further analysis. see also project partnering and collaboration past time period, 466 payback period (PP) model, 44 PDM (precedence diagramming method), 248 people related conflicts, 162 performance assessment, 159 performance reporting, 465-467 performing integrated change control, 462-463 performing organization, 360 perform qualitative risk analysis, 372-373 personal leadership, 150 personal learning, 147 personal planning and control, 147 phased delivery, 113 plan communications management, 188- 193 plan cost management, 329 plan-do-check-act (PDCA) model, 151-152, 194-195, 395 planned value (PV), 477 planning process group, 10 planning stage, 8 plan procurement management, 431-433 definition of, 431 make or buy decisions, 432-433 outputs of planning, 431 plan quality management, 387 plan risk management, 360 plan risk responses definition of, 373 risk register updates, 377 strategies for, 373-377 plan schedule management, 246 plan scope management, 211-212 plan stakeholder engagement, 246 plan scope management, 211-212 plan stakeholder engagement, 246 plan scope management, 246 plan scope manage Project Management Body of Knowledge), 10-11, 23, 388, 505 PMI (Project Management Institute), 10, 11, 14 PMI Code of Ethics and Professional Conduct, 111 PMOs (Participating Member Organizations), 189 Polaris Weapons System, 247 population vs. Yet another reason to assign project team members early is to be sure they will be dedicated and be available when needed. When people are chartering a project and want to show the few milestones without committing to dates, manual scheduling may be a good starting point. The experience of managing the construction, risks, hazards, and critical decisions. The duration of each activity is given. Which type of organization structure is more suitable as Suburban Homes opens new offices in other states? Once categories of possible. Engage an empowered business stakeholder. The Development and Fundraising Working Groups are concurrently performing similar planning and executing of the project manager takes care of the meeting start and close, but individual project team members may be assigned specific action items. Therefore, it is good practice to identify and prioritize stakeholders early in a project. It is important to document roles and responsibilities, authority, responsibilities, authori when the detailed planning is complete. We separate the projects into foundational pillars Copyright 2019 Cengage Learning. Activity-specific knowledge and skills and sensitivity The first three capabilities are necessary for a person to be a strong individual performer, and the last two capabilities help a person become a valuable team player. The formula for this index . 528 Appendix B: Agile Differences Covered Create a feeling of safety and allow quick failure with constructive feedback. CHAPTER 9 Resourcing Projects CHAPTER 9 Resourcing Projects CHAPTER 0 Resourcing this chapter, you should be able to: Show resource assignments on RACI chart, Gantt chart, and resource histogram. It is easiest if the stakeholders can still be satisfied and project Leader on the collection and analysis of data. In addition, each person has primary responsibility responsibility responsibility and resource histogram. It is easiest if the stakeholders can still be satisfied and project because a still be satisfied a still be satisf for their ® 525 own work. The leaders of an organization often need to be humble and open to ideas that are unpleasant and contradictory to their beliefs when conducting this analysis. If you change the Work and click OK, MS Project changes the duration and assignment work values. LADD s strategic plan contains 32 primary goals and many more the ending point. Senge, Peter, Richard Ross, Bryan Smith, Charlotte Roberts, and Art Kleiner, The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization (New York: Doubleday, 1994). According to the PMI Code of Ethics and Professional Conduct, project managers need to exhibit which four behaviors? Initiating c. White Space: Use white space to separate document sections attractively and to improve readability. Describe the project (or phase if there will be future phases) at its successful completion in three or four words. One of the promising practices is to develop a resource breakdown structure (RBS). TASK COSTS The task cost value is the sum of all assignment cost values, plus any task's fixed cost value (e.g., a building permit). Two of his conference papers received the best paper award. This can be problematic if the time scheduled for production is greatly underestimated. Describe the three time horizons for project performance reporting, what should be reported in each, and why. Chapter 13 Project Supply Chain Management 431 In practice, these decisions often involve quantitative analysis. Manage project knowledge to help improve both the current project and the capability of the organization. Subject Matter Expert Not a core team member of the team. A straightforward method to analyze overallocated resources in this view is as follows: 1. Reprinted with permission. They can review the communications plan to check that all documentation was created. 75 % resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resources 24 hours of the resource available converted to decimal 8 hour workday 2 work days 2 number of resources 24 hours of the resou Learning. Closely related are the risks that may impede the work and adequate communication. What should they look for in potential partners? In this chapter, we highlight the fact that a project s life cycle is often industry-specific or even unique to an organization. Juran c. During which stage do team members often feel close to one another and have a good understanding of how to work together? A portfolio team often performs much of the work of a traditional steering team. How might the internal and external parts of a SWOT analysis affect one another? Chapter 8 Scheduling Projects 275 EXHIBIT 8.24 BANK PROJECT WITH STARTUP AND INITIATION DETAILS Source: Microsoft and external parts of a SWOT analysis affect one another? product screen shots reprinted with permission from Microsoft Corporation. Most leadership teams will consider the weighted scores of each projects and determining their start dates. Haried, Peter, and K. Members of virtual teams do not meet face to face very often. 10-3a Aggregating Costs When the entire project costs, both direct and indirect, have been added up, the result is a cost baseline, which is "that part of the project baseline that money will be spent. The knowledge that one particular project is the highest priority for a company should be EXHIBIT 4.16 CUSTOMER TASKS ON PROJECTS INDEPENDENT TASKS JOINT TASKS JOINT TASKS WITH PROJECT MANAGER 1. TECHNICAL OBJECTIVES: Close your projects administratively using MS Project. The third column is a time estimate for each item. All these considerations will be covered in subsequent chapters. When people are not given information, they must guess. PA RT 3 PLANNING PROJECTS ORGANIZE LEAD PLAN PERFORM Chapter 7 Scope Planning is a large and critical part of projects executing work begins in traditional projects Chapter 10 Budgeting Project Riska Planning is a large and critical part of project Riska Planning is a large and critical part of project Riska Planning Plan Planning Chapter 12 Project Quality Planning and Project Kickoff ment. A project manager and team usually develop as much of the schedule as they can based upon the information in the work breakdown structure (WBS). We will use an example of an African university that changed its entire curriculum to a modular approach—a major change and team usually develop as much of the schedule as they can based upon the information in the work breakdown structure (WBS). project. There is more input, so decisions tend to be high quality and are better accepted. Often, a project manager can successfully end the conversation by orally confirming what he or she just heard and by following up with an e-mail for documentation. Network diagrams in MS Project can be unwieldy and difficult to work with, but there are a few ways to make them slightly more user-friendly: 1. Decisions that primarily impact one or two members rather than the entire project team are ripe for delegation. Consequently, some teams get "stalled" in an early stage and do not progress. 27. This information should be derived from the work packages at the lowest level of the work breakdown structure. Negotiate with the project sponsor to develop a realistic and achievable project charter. PA RT 2 LEADING PROJECTS ORGANIZE Chapter 5 Leading and Managing Project Teams Chapter 6 Stakeholder Analysis and Communication Planning LEAD PLAN PERFORM Leading for success in project management includes leading the project, leading the project, leading the project team, and leading the project in one way or another. The Status Date is usually driven by the date of stakeholder review meetings and the time Copyright 2019 Cengage Learning requirements traceability matrix d. 5 Business Requirements Greater possibility of gaps in functionality. Be sure sponsor secures buy-in from other executives. That forces project teams to consider what lessons they can use. Chapter 6 Stakeholder Analysis and Communication Planning First of all, two on-site visits at each location were introduced in order to 1. The early meetings for Casa de Paz include seeking volunteers to serve on the board and the three main working groups. Agile further assumes that the people doing the work, and requirement writers are not qualified to tell them how to do that work. All of the following are characteristics of a projectized organization except: a. Only after analyzing these early experiment results is it possible to begin estimating cost and determining the schedule with confidence. Microsoft Project Professional 2016 fully integrated into the fabric of eight chapters. Academic Registrar (AR) Requirements Resource commitments, status Workshops with team, e-mails Frequent in early stages then timed to delivery points. In addition, images from a file can be added to the report if desired. Velocity, which is used to know it? Knowing and investing in your own strengths of your project team. Monthly HR leader conference calls, weekly status reports, preliminary design sessions, corporate staff 173 design sessions, and follow-up conferences for leaders were all part of the high-touch, highcommunications approach to this project. Equally, there are project successes that 176 Copyright 2019 Cengage Learning. Do we monitor and understand our external environment? If any member of the management team has an open requirement, the resource manager is first notified of the requirement, so that work can begin on tracking the right person for the project tasks shift, variances will ripple down through the project and give the project manager an idea of how the schedule will shift on the project. These teams require many forms of communications. Traditionally, measures of success focus on scope, time, cost, and quality to determine the success of the project as an entity. In this phase, various stakeholders are encouraged to decide what they will be committing themselves to. The project manager may not be the expert, but she must understand the experts, communicate with them effectively, and have the experts trust her judgment. The staffing management plan deals with these three issues: how the project planners identify potential people for the project, how they determine who is available to secure their services, and how to deal with timing issues of building up and then releasing the projects, a variety of executive, management, and associate roles must be accomplished. Other behavioral norms stem from both these values and the vulnerability of the population we serve. (Newtown Square, PA: Project Management Institute, 2011): 134. His vision was very effective in mobilizing people to achieve it; further, it rapidly transformed a huge suburban area near Houston into a developed and sustainable economic and technology zone. The Standard for Portfolio Management, 3rd ed. Chapter 15 Finishing the Project and Realizing the Benefits 507 EXHIBIT 15.4 LESSONS-LEARNED EXAMPLE ACCOUNTABILITY: Use formal accountability and measurement systems down to the individual performance level. its equity share in Trinmar, leaving state-owned Petrotrin to produce 35,000 to 40,000 barrels of oil per day. A project manager can certainly help create a situation in which others want to help the project. When people do not have face-to-face contact, they do not have the opportunity to see and learn from a person's body language. Typical charter elements and the question each element answers are shown in Exhibit 3.3. The charter should be short enough so that the project team and sponsor (and any other interested stakeholder) can examine it carefully to ensure they understand and agree. List types of decisions that will need to be made and the appropriate person, group, or method for each, for example, individual team member, team collectively, scrum master, and product owner. A material charge was incurred for the guide rails themselves and the fasteners that held them in place. The culture of some companies is more models may start like other project life cycle models, they provide short bursts of planning and delivery of benefits in multiple increments during Fast Tracking Crashing Fast tracking is a method to expedite a project by executing activities at the same time that ordinarily would be done one after the other. Effective meetings typically have a purpose, a prearranged time and place, a list of attendees and their roles, and an agenda with topics and issues to be discussed. Knutson, Joan, Transition Plans, PMNetwork 18 (4) (April 2004): 64. EXHIBIT 3.15 CHARTER SIGNATURE EXAMPLE Anne E., Sponsor Signature Date Signatu responsibility of the functional manager c. While both hopefully want the best for the overall organization, each has specific responsibilities. Kloppenborg and Joseph A. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT The project monitoring and controlling phase is where most of the resources are employed for project execution, and it is essential that the project execution happen strictly according to the project plan. Project soften use a statement of work (SOW) or similar document to outline the high-level scope. The project soften use a statement of work (SOW) or similar document to outline the high-level scope. frequency. The scope overview and business case sections of the charter describe the return expected, while the resources section describes what will be invested. The project manager needs to help the customer articulate how much he wants to enhance achievement of one of these four dimensions. Construct a WBS in indented outline format like Exhibit 7.11 for a project in which you plan an event on your campus. While the level of detail and specific methods vary widely, all projects need to follow generally accepted methods. The ceremonies in some Agile approaches act as a time for the stakeholders to see the progress and make comments. For example, the Sydney Opera House was a disaster as a project, but it made highly significant contributions to the culture, identity, meaning, and belonging of the Australian nation well beyond being a failed project, and there are many other examples like this in human history. What should a project manager refer back to in order to make sure that all planned work has, in fact, been completed? Appendix A: PMP and CAPM Exam Prep Suggestions that you can combine with the chapter-by-chapter suggestions to form a comprehensive study plan. Project methods for identifying potential risks and for determining. It covers methods for identifying potential risks and for determining. which risks are big enough to justify specific plans for either preventing the risk event from happening or dealing effectively with risk events that do happen. Understanding broad project Management Terms Version 3.0 (Newtown Square, PA, 2015): 7. New opportunities or extensions : Capture and sharing : Collaboration leadership, Knowledge capture & sharing, Support for development programs : Connect, Dialogue, Relationships, Peer Assist, Profiles, Regular Interactions Roles, Purpose, Development, Succession plans, Benefit focused : Knowledge activities embedded into normal operations and used routinely "KM Supports": Discovery, Benefits definition, Measures, Capture, Transfer & Capability build : Knowledge base, Functions for capture, classification, search, storage, retrieval, and communication : Intranet, Connectivity, Reliability, Performance, Security, Measures the primary villain. comply with the customer's request if it seems reasonable b. Up to this point, process engineering had only been applied to manufacturing and distribution, request if it seems reasonable b. Up to this point, process engineering had only been applied to manufacturing and distribution operations. 2013). By doing this, the decision maker is much less likely to state at the end of the project, No, that is not what I meant. The best solutions arise from self-organizing teams. Project Stakeholder, determining what interest each has in the project, and prioritizing the long list of stakeholders so more attention can be paid to the most powerful and important stakeholders. This short document (usually about three pages) serves as an informal contract between the project team and the sponsor (who represents both senior management of the organization and the outside customer, if there is one). Closure Rolling Wave Copyright 2019 Cengage Learning. This can vary in length from a simple check and comment section, as in Exhibit 7.14, to an extremely involved description of potential impact on complex system projects such as designing an aircraft. All project calendar content is copied into all resource calendars. Note the related chapter number and specific topic where this book gives guidance to help achieve each success factor. To activate this view: 1. References 1233-1998 - IEEE Guide for Developing System Requirements Specifications, . The purpose of risk management is to reduce the overall project risk to a level that is acceptable to the project sponsor and other key stakeholders. Compute forward pass and backward pass to determine project duration. List each section of a project communications plan and describe the role each plays. The main body of the agenda has three columns. Once they have identified the stakeholders and performed the associated stakeholder analysis, they then turn to the WBS to help with the planning and implementation of the communications tasks that follow. List four common causes of project failure. the degree to which a set of inherent characteristics fulfills requirements. 4.2 Develop Project failure. the degree to which a set of inherent characteristics fulfills requirements. Define scope Create WBS CHAPTER OUTPUTS Requirements 5.3 Define Scope statement 5.4 Create WBS Scope Baseline with WBS 5.5 Validate Scope 5.6 Control Scope Teradata team elicited requirements in a way that uncovered what the customer really needed. At the project outset, the overall scope is only defined at a high level, and a backlog of possible work is identified. To avoid confusion, each component in the WBS needs to have a unique name. Discussion Questions 1. This is easy to start when the type of project is familiar and at least some members of the planning team are likely to understand the general flow of work. Merla, E., The Agile Minded Professional: 7 Habits to Agility Success, Project management helps project management likely to understand the general flow of work. more efficient and effective. Investigate feedback provided to assure it is understood and utilized as appropriate. Scope management plan to direct your efforts 2. This is often a facilitated session in which users of the software should articulate their preferences regarding how t the above After identifying potential project risks, the proj. Cost and schedule are closely related. By including the organization s culture, the mission statement instructs and expects members to act in the desired manner. MANDATORY CRITERIA Once the leadership team agrees on a list of criteria that are important, the next step is to determine whether any of the criteria are mandatory. An activities to be useful as schedule building blocks, they should have the following characteristics: Clear starting and ending points Tangible output that can be verified Scope small enough to understand and control without micromanaging Resources, other costs, and schedule that can be estimated and controlled A single person who can be held accountable for each activity (Often more than one person is required to complete the work; however, one person should be responsible.) 2 Since activities represent work that needs to be performed, they should be listed in a verb-noun format, such as "prepare budget," "test code," "transmit information," "analyze data," and "develop plan." Each activity should be responsible.) 2 Since activities, so it is often helpful to write the activities in verb-adjective-noun format, such as "write draft report" and "write final report." The Project Management Institute (PMI) has divided project time management into the following seven work processes. Know your walk-away point Determine in advance the minimum you need from the negotiation. What is a virtual team? This needs to take place whether or not the project reaches a successful conclusion. To double the repetitions again, the fourth unit would require 64 minutes. Our co-ops create new jobs and ownership opportunities for low-income people in sustainable local businesses. They must develop judgment. To properly control a project, the project manager must provide useful status reports, produce accurate assignment dates, take timely corrective actions, and make other necessary management plan as described in this chapter. Plan RACI Team Charter Communications Matrix 11.1 Plan Risk Management Risk Stakeholders 7.2 Estimate Costs Scope a quality management decisions. Develop a quality management plan as described in this chapter. Statement Activity List Milestone List 6.4 Estimate activity Durations Cost 5.4 Create WBS 9.2 Estimate Activity Resources 11.2 Identify Risks Risk Register 11.3 Perform Qualitative Risk Analysis 13.2 Plan Stakeholder Stakeholders Engagement Engagement Assessment Matrix Copyright 2019 Cengage Learning. In considering construction projects, think of the range from building a simple carport to building an office tower. Small multifamily properties usually consist of two to four units. Six-Step Project Conflict-Resolution Process 1. Achua, Leadership: Theory Application, and Skill Development, 4th ed. Change Requests c. While there, seven other climbers died; we not only survived, but our experience was so positive that we have partnered to climb together again. Chapter 1 Introduction to Project Management 15 EXHIBIT 1.5 PROJECT CUSTOMER TRADE-OFF MATRIX ENHANCE MEET Cost Schedule SACRIFICE Pay up to \$5,000 extra if it saves 10 days Save up to 10 days Save up to 10 days Quality Must meet Scope Must meet S implementation. Consequently, a seller bidding on a fixed-price project must develop accurate and complete cost estimates and include sufficient contingency costs. Note that the estimated times in this example are in workdays. Construction Extension to the PMBOK Guide 221. RESOURCE-DOMINATED SCHEDULE BASIS COMPARISON MORE ON ACTIVITY MORE ON RESOURCE Time in project when scope is determined Early Late Confidence in duration estimates Great Little Rate of resources Easily availability of resources Easily availability Firmness of activity predecessors (order) Absolute Optional Concurrency of activities Little Significant Copyright 2019 Cengage Learning. Active listening requires focus on what the person is saying. 91 your college. Since something of value needs to be delivered at each iteration with a test to confirm it works, risks tend to be uncovered quickly, before they become large. discipline or function (such as marketing). Project Schedule Details View Pane(s) Below the ribbon is the project data view pane that displays information about the projects as stated above are temporary, and no two are identical. 20 Part 1 Organizing Projects AGILE On Agile projects, the customer representative or product owner works with the team on a continuous basis, often performing some of the work a project manager might on a traditional project. Perhaps the project team looks at this and realizes labor cost estimates are unreliable. We needed to know where the work was done, and by how many persons, today. milestone schedule d. Maintaining the forecasted budget and completing projects as planned ensures the integrity of the electrical system and the financial strength of the business. Literature What problems and opportunities have been published concerning similar projects? List and give an example of when to use each of the seven project quality control tools described in this chapter. This can be seen in Exhibit 14.4. Depending on the extent to which actual progress performance varies from modifying the charter to transferring project deliverables as planned. It is important to note that the use of a scribe during Scrum sessions, planning, or retrospective sessions is vital to capture what is transpiring, since the sessions tend to be short and intense by nature. quality management In order to be successful, the project team must be able to assess the needs of stakeholders and management In order to be successful, the team may used to be short and intense by nature. a joint application design (JAD) session to elicit customer requirements. PMI is a large professional organization devoted to promoting and standardizing project management understanding and methods. Tie up loose ends. be replaced with a single number is "the process of aggregating the estimated costs of individual activities or work packages to establish an authorized time-phased project budget or cost baseline." a. This type of contract is used when the scope of the projects, this can be as simple as ensuring accurate estimates are made, securing the funding, and developing cost reporting procedures to ensure that the money is spent correctly. 460 Part 4 Performing Projects like that, the project manager and sponsor should have open and transparent communications so the sponsor can either help the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources needed or understand that the project manager secure the resources n control limit. The buyer would like to have use of the bridge sooner, and the seller would like to earn a higher fee, so both have an incentive to finish the project Go/No Go Decisions, Proceedings of PMI Research Conference 2006 (Newtown Square, PA: Project Management Institute 2006). 321 As a project manager, how can you ensure that your activity and resource estimates are as accurate as possible? Perform qualitative assessment to prioritize risks. During project initiation, many project managers need to develop cost estimates are as accurate as possible? normally not enough. What is the main purpose of monitoring and controlling a project? When in doubt guess instead of leaving it blank. Shenhar, and Peerasit Patanakul, Managing the Intangible Aspects of a Project Spirit and Success in TechnologyDriven Projects, Project Management Journal (February 2013): 35 58. Monitoring and controlling are a continuous, overarching part of an entire project initiation through project closing. In the Data Group>>Tables>>Variance The variance table appears and shows you several columns as in Exhibit 12.18. Experienced project managers understand that the better they take care of people who work with them on one project, the easier it is to recruit capable and enthusiastic people for their next project. Exhibit 10.13 displays the Task Usage View in the top pane (with the Cost column inserted) and the work. This can be accomplished through root cause analysis, which is an analytical technique to ascertain the fundamental or causal reason or reasons that affect one or more variances, defects, or risks. While this can be expensive, it may be much less expensive, it may be much less expensive than poor performance on the project. If the organization has established accurate analogous and parametric estimating methods and capable estimators, sometimes parts of a project can be estimated by those methods. Exhibit 3.14 is an example of project lessons learned. It is also known as a deliverable-based WBS. When the client demands the estimate in four days, the impact is approximately \$1,600. The product being manufactured was printing plates. For small projects that require most of the advantages already stated and because the functional manager can share resources among various small projects and centrally control the work. project assumptions The project charter should include factors that are considered to be true, real, or certain without proof or demonstration. Chapter 14 Determining Project Progress and Results 461 EXHIBIT 14.3 USEFUL OWNER REPRESENTATIVE SKILLS IN PROJECT TRADE-OFF DECISION MAKING Partnership Building trust Improving relations Collaborating Creating alliances Assuring quality Management Planning Managing change Aligning resources Leadership Communicating Team building Technical Project management Knowledge of criteria Source: Adapted from Denis R. Identifying dependencies and need for coordination helps reduce potential quality problems. Project managers need to first understand their stakeholders, build relationships with them, and then develop a communications management plan for managing them. Chapter 9 Resourcing Projects 313 EXHIBIT 9.17 RESOURCE INFORMATION DIALOG BOX, CHANGE WORKING TIME TAB Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Chapter 2 Project Selection and Prioritization ReelAbilities Film Festival, Cincinnati PROJECT M ANAGEM ENT IN ACTION Prioritization Revealed include regular progress reports. Creating a matrixed project organization to serve the functional organization was the first phase. There is an organizing structure to all this work—one that begins with the end result in mind. Develop a resource histogram for the entire project. On a church construction project, a customer may be willing to give up five extra light switches in exchange for greater confidence that the light system will work properly. The most risks occur at the start of the project life cycle, but Copyright 2019 Cengage Learning. CAUSES OF VARIATION There are many causes for project costs to vary. The product owner must have a complete understanding of the organizations strategy and short-term goals of their respective business area. Once the RBS is complete ldentify resources (people, materials, equipment, etc.) required for each element in the solution of the organization strategy and short-term goals of their respective business area. schedule. Understand the conflict. a(n) a. One effective and fun way a PM can accelerate the development of their stakeholder engagement and communication skills is to use metaphor reflectives can also include bonuses for better quality, more features, or anything else that the buyer wishes to maximize and is willing to pay for. Project teams start this process by asking customers what endof-project deliverables they want. The resource calendar pertains to the resource sof a project—that is, the people, equipment, space, or materials used in a project. Malcolm, D. The phrases or words to describe WBS elements should not be repeated. processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities Scope management activities for ensure that the project successfully Schedule management processes to management activities and only the work required, and only the work required activities activit the project Cost management processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling quality requirements to meet stakeholder expectations Resource management processes to identify, acquire, and manage resources needed to successfully complete the project Communications, storage, retrieval, management, control, monitoring, and ultimate disposition of project information Risk management processes of conducting risk management planning, identification, analysis, response planning, response processes to identify the people, groups, or organizations, that could impact or be impacted by the project, analyze their expectations and execution 8 Project Processes There are 49 individual project work processes that are each in a process group and a knowledge area Exhibit 11.12 outlines the most typical strategies with examples of each. Gantt chart 8. However, it facilitates the process of integrating project plans for time, resource assignment can be scheduled. For example, in some cultures, making eye contact signifies that you are paying close attention. Certainly, overpricing should be avoided, as a competing contractor with a lower price might be selected. Different stakeholders often have conflicting desires; effective communications are necessary to understand and resolve these differences. At other times, they occur at completion of a critical design, a key deliverable, or a major Copyright 2019 Cengage Learning. budget are known as a. If overtime is planned right from the start, the project manager is unlikely to have much flexibility if the schedule needs to be accelerated. Despite the fact there has inevitably been significant tacit learning during the project, there is often only a limited capture of this into a sharable form for future reuse. Some of these choices reflect a high-fixed-cost and low-variable-cost alternative such as buying an expensive machines but high labor costs. At the end of the project or phase, lessons learned are finalized and transferred to the company knowledge base for future use. However, we used two very different methods of estimating cost. Which one do you think will have a more detailed WBS? Chapter 6 Stakeholder Analysis and Communication Planning 197 meetings and how many items are accomplished goes a long way. While Agile is the umbrella name, some of the specific approaches are called SCRUM, XP, Crystal, EVO, phased delivery, rapid prototyping, and evolutionary. Conveys a larger sense of organizational purpose, and is both inspiring and guiding b. Chapter 3: Chartering Projects Something of value will be delivered at each iteration. CHAPTER 6 Stakeholder Analysis and Communication Planning CHAPTER OBJECTIVES After completing this chapter, you should be able to: Enumerate, describe, and prioritize each set of stakeholders for a project. Describe the purpose of using an integrated change control system. team with a single set of goals and established procedures for resolving disputes in a timely and cost-efficient manner. Participants may decide that some criteria are more important than others and weight them accordingly. Teams cooperatively devise ground rules. and then make sure those companies know about the potential project. Source: accessed February 7, 2017. This may include training. Some get further along and then have a setback. Each worker is then responsible for completing their assignments are not completed as planned. Many times, participants on a project might not have worked together previously and may even come from parts of the organization) that have historically been rivals. Because of this, project managers must negotiate. Schedules are limited to the amount of work the assigned resources can handle. Basten, Dirk, Georgios Stavrou, and Oleg Pankratz "Closing the Stakeholder Expectation Gap: Managing Customer Expectations Toward the Process of Developing Information Systems," Project deliverable is quite visible, such as a new building, celebrating right at the project site makes sense. A project manager needs to understand which of these four goals and constraints (scope, quality, time, budget) should take precedence and which can be sacrificed. RACI chart 3. Schedule variance (SV). If not, why? 24. Chapter 15 Finishing the Project and Realizing the Benefits 519 : Cyclic at all stages Leverage Outcomes Search, Develop Search, Adopt, Adapt Plan from known foundation Assess feasibility Confirm Benefits : Learn Before, During, and After. These teams draw from a wider pool of talent, but can pose added challenges. Since sponsors, customers, and other stakeholders can often drive hard bargains, it is sometimes tempting to shade the truth to secure necessary funding. fast tracking b. Furthermore, while the term charter is a widely used standard, some organizations use other names such as project request, project submission form, or project plan and project documents to resolve disagreements regarding decisions can help greatly. Uncontrolled change is known as scope creep. The (sometimes called a resource manager) has a similar, but sometimes more limited, role than the traditional department head. This is a major breakthrough. Savvy organizations are now often encouraging their project managers to reduce the number of unk unks by learning more about them so they can be known unknowns. Inc lowest level of the WBS is known as a(n). Also, decisions will tend to favor the strongest functional group or division. A document used to manage points of discussion or dispute that arise during projects, in order to monitor them and ensure that they are eventually resolved and added to lessons learned, is . resource histogram b. capture, share, and use lessons learned. The ground rules are tailored to the unique needs of the project situation, but generally include both rules for improving relationships among team members as well as improving relationships among team members. EXHIBIT 7.9 WORK PACKAGE DETAIL Project: Expansion to Full Scale Production Description: Plan, conduct, evaluate, and report results of tests to ensure proper function of the assembly hardware. The CEO will often pull his One Pager out at meetings and expects everyone else to do likewise. Another elevator pitch is the need for website development. 169 power should only be used in instances in which it is necessary to maintain discipline. As you move forward with this chapter and your own projects, consider the use and impact of the project information. As such, of all the resources, managing human resources presents more challenges. The project manager can quickly assess how the project is doing according to the baseline plan and whether the project will end without major cost and/or schedule overruns. Portfolio management is to achieve the maximum benefit toward the strategic goals of the company. Summary costs allow the project manager to make a "summary level" estimate of the cost of the project. It must be borne in mind that delays in UAT will mean that submission to the CAB will be delayed. Which of the following statements about a work package is true? Chapter 2 Project Selection and Prioritization 41 Because projects are frequently performed in a fast-paced environment, it is helpful if they can be guided by organizational priorities. Develop strategies for stakeholder management. Aggregating each individual measure across all projects, this dashboard is designed to provide visibility to department leads, institutional stakeholders, and hospital leadership on the progress of projects. This includes explaining the development of modern quality concepts and how they distill into core project quality demands. When members get to share in meaningful project learning, they feel their insight is valued. Exhibit 6.10 depicts the PDCA model as it is applied to project meetings. The reason they wish to have the project completed is to create a "wow factor." Therefore, they will rarely compromise at all on either scope or quality, but they will often compromise on the necessary cost and schedule. Projects are most effectively managed with one person being assigned accountability. What evidence supports the answers to the above questions? 3 Several of these sections may flow together in the mission statement and, sometimes, an overall statement is formed with expanded definitions of portions for illustration. The project communications are following the plan, how effective they are, and how to improve their effectiveness. All of the above 6. How do you make sure your project schedule is realistic, considering who will do the work? CHAPTER 5 Leading and Managing Project Teams CHAPTER OBJECTIVES After completing this chapter, you should be able to: Describe stages of team development and strategies to move teams through the project life cycle. Project managers can create interesting and challenging work assignments for their team members. This is because your stakeholders have varying perceptions of the worth of the project. While this is often a good idea, that person should be very careful to tell the team up front that he or she still intends to make the decision. Both the person stating something and the person listening have a responsibility to avoid potential misunderstandings. Potential bottlenecks in document reviews and decision making may affect task completion according to the Project Schedule. It has decided to formalize project management practices by developing and implementing standard and promising processes, tools, and techniques. Some of the work required for completion of the next project phase was highly technical, requiring advanced knowledge, computer hardware, and very costly analysis software. This is greatly dependent on who will do the work, which is discussed in the next two items, time leads and alternative dependencies, are discussed in Chapter 8. Finally, in risk response planning, strategies for dealing with both positive risks (threats) are discussed. In regard to resource leveling, why are noncritical path activities generally the first to be delayed? In addition to work and education requirements (specified at the website noted above), you will need to pass an online test consisting of 150 (CAPM) or 200 (PMP) questions, respectively. stakeholder register d. Tatro, Inc., is a company that describes itself as a designer, builder, and caretaker of fine landscaping. The product scope describes features and functions of a project outcome such as product, and, in some cases, service or result. Depending on the application areas, the seller can be called a supplier, or contractor. The goal is to increase team effectiveness and ensure that all parties are aware of what is expected. Part 2 Leading Projects © Arthur Shelley 178 mouse does not approach a lion in the same way it would approach a dog, and a lion leader is different from an eagle. Using MS Project, assign resources, pinpoint overloads, and describe methods of dealing with them. A project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect the research and development project trade-off matrix such as the one in Exhibit 1.5 to reflect trade-off matrix such as the one in Exhibit 1.5 to reflect the research and trade-off matrix such as the one in Exhibit 1.5 to reflect the one in Exhibit 1.5 to reflect tr required resources are in abundance, managing resources will not be an issue. However, the starting point for some projects is the ending point of a previous project at a nonprofit that is planned and managed in a more (but not exclusively) Agile fashion. Prioritize project at a nonprofit that is planned and managed in a more (but not exclusively) Agile fashion. released from the project, and what provision is made for them to be assigned to new work and/or promoted? The WBS identifies project costs. However, once the plans are made, a project team needs to be a bit more careful because prolonged discussions during the executing periods of the project can lead to schedule slippage and cost overruns. Sometimes, people from multiple companies may end up working together on project stakeholders and for later analysis to determine what worked well and may be good practice to use on future projects, as well as what went poorly and should be avoided on future projects. Be sure to include all relevant stakeholder groups. This is the process of gualitative risk analysis. Applications HydroChill projects have been executed in the categories of large-scale athletic fields, parks, roof gardens, and residential lawns throughout the world. These core team members are probably the people the project manager can instruct to perform certain activities, but he or she would be better served when it is possible to ask them to plan the activities. The project leaders can ask the customer(s) to specify how they will judge the quality of the project based on both functional and nonfunctional requirements. Workers will be paid for 40 hours per week whether there is always that much work for them or not. The vertical box on the right in Exhibit 6.6 shows three things a project manager must monitor throughout the process of managing stakeholder expectations: relationships, communications, and lessons learned. 7. On the General Tab, confirm the correct resource is chosen in "Resource Name" field 4. However, many times, it may be necessary to make a scope change. 15 The charter can further be considered an agreement by which the project sponsor and project points in the schedule, major risks, and possibly a few other items. Identify what project quality tools you expect to use on the remaining steps and tell why you will use them. Define and stay within scope. If the project manager changes an activity on the critical path to start at a later date, then the whole project will end at a later date. The key error here is the incorrect assumption that learning during or from projects is an added bonus or a niceto-have luxury. Also know how to use alternative dependencies of SS, FF, and SF and lead and lag. Work packages are the basis for all subsequent planning and control activities. How would you rate the quality of our deliverables? During this time, project management was primarily involved in determining project schedules based on understanding the order in which work activities had to be completed. 55 Pretend you are on the leadership team of a manufacturing company that is currently challenged by low-cost competition. Everyone in the firm should be aware of industry trends. Devine, Kevin, Timothy J. Loyalty must go both ways. One important component of Copyright 2019 Cengage Learning. Individual tests are evaluated using process measures; often, the daily variants of the measure or ad hoc analysis are employed, particularly in the first three to six months of a project or during intensive periods of testing. 84 Part 1 Organizing Projects EXHIBIT 3.20 ENTER IDENTIFYING INFORMATION Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. 114 / 4.4b Why Use Agile? It examines previous work performed by the worker, talks to previous clients, and attempts to ensure the worker's finances will allow him or her to be stable. A Gantt chart represents project schedule information in an easy-to-read, graphical format. 15-4c Provide Ongoing Support Ultimately, a project deliverables. 4-4c What Is an Agile Mindset? Next, ensure that a successful conflict resolution would be. Large decisions may go to the sponsor, and really critical decisions may be sent to the leadership of the parent organization. Are the product scope ever the same? realizing that an activity on your critical path only took two days instead of the four you assigned it using the PERT method c. The names and number of these phases can vary significantly depending on the organization, the type of application, industry, or technology employed. Participants dream for the ideal conditions and build hope and possibility of an ideal future. In the third table, the duration is now 24 days, B is crashed, the incremental cost is \$50, and so is the cumulative cost because that is the only activity crashed so far. Why is it important to go through the projects that are terminated early? 5-3c Project Team Management Outcomes Management Outcomes may result from managing the project team, such as the following: Morale changes "Quarter-mile stones" to "inch s clarification Issues Lessons learned MORALE CHANGES Many projects have periods that are difficult, when work demands are high and milestones to celebrate are few. Double-click the Plumbing task>> Resources Tab 9. These are the scope planning processes that will be covered in this chapter. Know these well! We suggest you either make a note sheet or flash cards to study each process. The internal analysis (elements within the project team s control) consists of asking what strengths and weaknesses the organization possesses. Respect show high regard for ourselves, others, and resources. Many projects require a group of people to work together who have not done so before. This would suggest that quality is the most important variable for their projects, followed by cost. In some cases, the steering team even gets involved in deciding which critical team members will be on the project data. How can a project manager help to prevent a project from being terminated early? Since executives consider projects to be investments of resources, they will want a rough estimate. This clause normally stipulates that the contractor is reimbursed for the money it has spent up to that point and the customer takes ownership of the deliverables in whatever form they currently exist. Assess them to determine which you believe are major risks, and develop at least one response for each major risk. More detailed information regarding the complexity of the project will be revealed during these project stages. A house project stages are major risks, and develop at least one response for each major risk. Integrated example projects. The criteria can be objective, and they are often provided in the RFP. The project manager, on the other hand, wants the "best" resource for his or her project. A WBS dictionary is a document that provides detailed information about each work package by providing details about the associated deliverable, activity, scheduling information, predecessor, successor, person responsible for it, resources required, and associated risks. Semester Project Instructions Using the ideas in Exhibit 13.2, determine what activities, supplies, or services needed on your example project could be contracted out. The future state is likely to be something like satisfying, profitable picnic. Many of the world's most respected organizations struggle with managing projects globally. If I am willing to spend an extra \$10,000, how much faster can the project be completed? After completing the tool, are there any stakeholders that you didn't think of before? This chapter covers both technical and behavioral aspects of determining and securing effective human resources for a project. It also allows a professor to develop an Agile project management course, Inc., 2002). Investopedia, make-or-buy-decision.asp, accessed April 21, 2017. If a portion of the project is left out, that portion is underestimated by 100 percent! A WBS detailing all deliverables is best suited for bottom-up estimating. It is a balancing act to ensure that the SME understands what she needs to do and how important it is, without spending a great deal of time in the process. In the example on the following pages, GTC identified, by way of the supplier scorecard in Exhibit 12.19, delivery issues associated with a particular aerospace project. For each stakeholder, additional columns may represent how much they are currently supporting or opposing the project, where you would like them to be, barriers to their changing, and strategies you may employ to move them. The team commits to the body of work for the iteration, without having the how worked out in detail yet. It includes acquiring and developing the project team, assessing both potential and actual performance of team members and the team as a whole, various types of power a project manager can use, and how to deal productively with project conflict. Consider multiple alternatives for the sourcing of needed services. Develop Trust The fifth relationship topic is to develop trust. Milestones or other key activities can be marked and highlighted in the timeline to help better visualize the project. It is very important to understand that, in many cases, the client is not concerned about the intricacies of project execution or project management activities. JUDGMENT CALLS Due to the very nature of projects each one having a unique set of stakeholders, output, and project team project team project team project managers cannot always follow a cookbook approach in how they manage. Next, it is time to compare the emerging schedule with any imposed dates and cash flow estimates. The least expensive of these alternatives is B and F for a total cost of \$75. Project managers can more effectively attract followers when they display high integrity and the ability to get the job done. Create and present a transition plan for the project, including a plan for ongoing support and sharing lessons learned. STEP 6: REVISE FUTURE ESTIMATES The most accurate estimates are made just before a task gets started. Proposed changes are documented in a change request such as the one shown in Exhibit 7.14. Low attendance 7. In Exhibit 6.2, you can see that the academic registrar scores highly in every line. There is no way to really know how accurate an estimate is until the project has been completed, but with less detailed knowledge concerning the project in the initiating stage, there is likely to be a larger margin of error. How MS Project recalculates the schedule based upon reported and inputted actuals 3. A certain amount of task conflict can encourage people to consider alternative approaches and to better justify decisions. 6.5

Develop Resource Histogram Schedule Project Crashing 6.4 Estimate Activity Duration Durations Estimates 9.2 Estimate Activity Resources Plan human resource management Develop schedule CHAPTER OUTPUTS Resource requirements Resource histogram Project crashing Resource Requirements 9.3 Acquire Resources launch of new brands and products is thwarted by many factors, including siloization and heterogeneous cultures, languages, government regulations, and time zones. Source: Elaine Gravatte, D. A Risk Breakdown Structure is similar to a WBS or a resource breakdown structure (RBS) in its hierarchical representation. Successful project managers know that for a project outcome to be useful to the project's customers need to be able to use the output to better serve their own customers in turn. This works best when the expected outcome is unclear or customers may change their mind once they see the initial product. Strategies for powerful and supporting stakeholders may include accepting their ideas, compromising, or offering them trade-offs, while strategies for opponents might entail doing the minimum possible or fighting their demnds.3 It is not uncommon to think that the best one can do with opposing stakeholders is to help move them to a neutral position, while those who are unaware of or neutral toward the project may be turned into supporters. Chapter 4 Organizational Capability: Structure, Culture, and Roles 115 3. Histogram of demands on each key participant's time 5. source selection criteria 8. Hence, a project manager needs to develop strong communication and leadership skills to extract cooperation from functional managers and to persuade project team members to focus on the project when other work also beckons. Anantatmula, Project Teams: A Structured Developmental Approach, 2016, New York: Business Expert Press, 9. Some of these projects are for basic research, some are for development of engines, some are for purchasing engines and a few others are for maintaining and improving the performance of engines in use. Tell how you would deal with each. Define value engineering. Conflict over ideas on how to proceed with a project can lead to more creative approaches. expectations. Some decisions are best made by a group that represents various points of view. 9-6a Methods of Resolving Resource Overloads Once a project manager understands who is overloaded and what activities are involved, she can employ many possible methods to rework the project schedule so the worker is not too overloaded. This is a good way to keep stakeholders engaged. Preface xxiii selects a contractor company to conduct a project, and how a contractor company secures project opportunities from client companies. BOTTOM-UP ESTIMATING Bottom-up estimating is "a method of estimating ... what is needed to meet the requirements of each of the lower, more detailed pieces of work, preferably the lowest level of WBS needs to be broken down to the most detailed level, and the specifications need to be very clear. References Practice Standard for Project Estimating (Newtown Square, PA: Project Management Institute, 2011). However, the sponsor may legitimately need to insist on receiving the project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project results more quickly or make some other EXHIBIT 3.1 PROJECT LIFE CYCLE Approval: To proceed Selection Charter Kickoff Project R 2019 Cengage Learning. Second, the estimator needs to know how and to what extent the proposed project. Others may still need to look at one or more intermediate levels of detail before they have enough detailed knowledge to create cost estimates with accuracy. A program manager has the discretion to make trade-offs in regard to which projects to pursue. Many processes occur in parallel with other processes and/or are repetitive. A tool like the Clifton StrengthsFinder® is useful for helping team members identify the ways they can best contribute to the team s goals. The software will ultimately track and control all of the company s production when fully implemented. What advice would you offer to Adam Smith? Define all of the activities that will be necessary to create each deliverable in your WBS. Familiarity with the customers use the project result? Legal and political 3. Changes may need to be made to the schedule, budget, scope, or communication plans to account for certain risks. When project management planning, the first thing they need to do is either adopt the quality policy of their parent organization or supplement it. Shorten activities by assigning more resources It includes risk management planning methods for identifying risks, establishing a risk register, qualitatively analyzing ® ® ® Copyright 2019 Cengage Learning. procurement management plan Which of the following contracts is riskiest for a buyer? If the sponsor wants the team to consider any important constraints, assumptions, risks, or other factors, she can help the team by pointing that out up front. Double-click the row of the resource whose calendar needs revision to activate the Resource Information dialog (see Exhibit 9.17) 3. Petrick, Managing Project Quality (Vienna, VA: Managing Project Quality (Vienna, VA: Management Concepts, Inc., 2002): 39. As such, many experienced project managers who have also become Agile proponents have contributed to the increased Agile coverage in this book. PMI Lexicon of Project Management Terms Version 3.0, 2015 (Newtown Square, PA): 13. Source: Rachana Thariani, PMP, Atos-Origin. Project managers must make opportunities equally available to qualified candidates. 527 Copyright 2019 Cengage Learning. They also present similar advantages that are associated with a single-family home such as easy financing and being a wise investment option for clients while providing a good residence for their family. A second objective of the sessions is to establish a mechanism in advance designed to ensure that this collaborative spirit is able to withstand the problems and setbacks that will invariably occur on the project. Directions for how to construct each of the exhibits regarding resources in MS Project are given in Section 9.9. 9-5c Summarize Resource Responsibilities by Time Period with Histogram Once it is clear who is responsible for each activity, it is time to understand how the multiple demands add up on each resource. Third, each team member is responsible for improving work methods. Every project team that collects lessons and decides whether to modify, combine, or add the lessons and to possibly remove an old lesson. process for identifying and uniquely naming items that need to be controlled b. The top section lists basic information to track the change request to the project title is critical. An important question is: What can Casa de Paz do quickly without waiting for other things to happen? While the level is critical. An important question is: What can Casa de Paz do quickly without waiting for other things to happen? of documentation different firms require varies greatly, a bare minimum can be called the elevator pitch. A sample project supply chain is shown in Exhibit 13.1. The traditional purchasing perspective is only concerned with the relationship between the project team and its supplier(s)—those who supply the project organization directly. Secondary risk—related to Risk 6. We also have had concessions from labor relations regarding its role and from those regions that were already down the road on a couple key position implementations. Growth and innovation include issues of participant development covered in Chapter 15. A research and development (R&D) project may require a certain test to be performed before management approves the expenditure of large amounts of cash, while the manager of a quality improvement project may need to document how the work is currently performed before Copyright 2019 Cengage Learning. The initial scope as identified in the project charter is mentioned below: Building a single-family, partially custom-designed home as required by Mrs.
PMBOK Guide 6th Edition Exposure Draft 20. The units of time are the units the project team used in creating the schedule, whether that is hours, days, weeks, or another unit of measure. Chapter 7 Scope Planning 215 EXHIBIT 7.2 REQUIREMENTS TRACEABILITY MATRIX TYPE STATUS STAKEHOLDER GROUP(S) Stakeholder Approved BA Must PO#1 1. Important donor not invited 6. Transparency in communication and aligning both are critical and will set an example for the rest of the team and instill trust among all team members. The four joint tasks are writing and signing the project charter, developing clear and detailed requirements, setting up and using project control systems, and conducting a great project kickoff meeting. Have and execute media plan 8. The overall project schedule may initially be developed only at a high level. In the elevator example, bottom-up estimates were created in Kansas City. Several of these issues, such as who will be on the project and where each will be physically located, are best considered for unknown unknowns. storming c. Since this first chapter is a broad introduction to project management, your task for the Chapter 1 sample project may be just to familiarize yourself with your new student team, your sponsor, your sponsor, your sponsor, your sponsor, songanization, and the overall direction of the predecessor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relationship where completion of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activity."15 This is the logical relation of the successor schedule activi the least used relationship. Just as in other types of project planning for risks and consequences if some of these risks are not managed. What is the purpose of an order of magnitude cost estimate? The PMBOK Guide is the what of project management (essentially a 700-page encyclopedia of project management) and CPM is the how with examples. However, this histogram is highly skewed, with much more impact happening when the client demands an estimate within four days. Note that in a matrix organization, a new role is inserted in the organizational chart that of manager of project managers. Reviewing the Resource Sheet reveals their standard cost rates are \$55 and \$50 per hour, respectively. Building single-family homes in suburban areas is one of the best and most popular strategic directions for growth for companies like Suburban Homes. Organizations often have many projects and a variety of other work that must all be accomplished. 5-3 Manage Project Team Manage project team is "the process of tracking team members to optimize project team, a project team, a project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team is "the process of tracking team members to accomplished. 5-3 Manage Project team members to accomplished. 5-3 Manage Project team members to accompliant team members to accomplished. 5-3 Manage Project team members to accomplished. 5-3 Ma prioritize and commit to project work. This is because: a. VARIANCES Schedule variance (SV) is the difference between the earned value (PV), and it denotes schedule performance. 8. Exhibit 10.4 shows several points regarding different types of project cost estimates. Teams using the org chart or free format methods for WBS generally translate them into the indented outline format for input into software. Aldag and Loren W. By performing both at the materials will need to be reordered. 8-9b Monte Carlo Simulation Monte Carlo simulation is "a computerized mathematical technique that allows people to account for risk in quantitative analysis and decision making that furnishes the decision maker with a range of possible outcomes and the probabilities with which they will occur."29 Monte Carlo is more flexible than PERT, in that an entire range of possible time estimates can be used for any activity or the project itself. Then it deals with core project quality demands of stakeholder satisfaction, empowered performance, fact-based management, and process management, and process management. Select the Suburban Park Homes summary task row Click Format Tab>>Format>>Bar Styles In the Bar Styles to solid; change the color to blue (or your choice!) Click the Text tab, click Right (or Left if you prefer!), choose Finish from the drop-down Click OK Copyright 2019 Cengage Learning. What is the difference between an attribute and a variable? 200 Part 2 Leading Projects this plan is the communications matrix. Another term for "activity on node," the most commonly used technique for constructing a schedule model, is: a. accessed April 10, 2017. 4.2 Develop Project Management Plan 12.1 Plan Procurements Bid documents Make or Buy Analysis Source Selection Matrix 12.3 Control Procurement Management Plan 12.1 Plan Procurements Bid documents Make or Buy Analysis Source Selection Matrix 12.3 Control Procurement Management Plan 12.1 Plan Procurement Management Plan 12.1 Plan Procurement Management Plan 12.1 Plan Procurements Bid documents Make or Buy Analysis Source Selection Matrix 12.3 Control Procurements PMBOK® GUIDE Topics: Plan Procurement Management Plan 12.1 Plan Procurement Management Plan 12.1 Plan Procurements PMBOK® GUIDE Topics: Plan Procurement Management Plan 12.1 Plan Procurement Plan 12.1 Pla Conduct procurements Control procurements Slow-Released Evaporative Cooling CHAPTER OUTPUTS Make or buy analysis Bid documents Source selection matrix Sunlight/Heat Turf Fibers Infill with HydrochilTM Stay Agile After the trial process, I ended up choosing a different firm in the synthetic turf industry as a long-term partner and licensee An easy way to capture these evaluations is a Plus-Delta template, as shown in Exhibit 6.14. That person should be alert to any trigger condition that suggests the risk event may happen and be prepared to implement the response strategy quickly. 286 9.1 Abilities Needed When Resourcing Projects 288 9.1a The Science and Art of Resourcing Projects 288 / 9.1b Considerations When Resource Needs 290 9.3 Plan Resource Optimized Schedules 289 9.2 Estimate Resource Needs 290 9.3 Plan Resource Availability 9.3c Decide Timing Issues When Resource 291 / 9.3b Determine Resource Needs 299 9.2 Estimate Resource Needs 299 9.3 Plan Resour Composition Issues 295 9.4a Cross-Functional Teams 295 / 9.4b Co-Located Teams Teams 295 / 9.4b Co-Located Teams 295 / 9.4c Virtual 9.5 Assign a Resource Responsibilities by Timesource Responsibilities by Timesource Responsibilities on RACI Chart 297 / 9.5b Show Resource Responsibilities by Timesource Responsibilities by Timesource Responsibilities on RACI Chart 297 / 9.5b Show Resource Responsibilities by Timesource Responsibilities by Timesource Responsibilities on RACI Chart 297 / 9.5b Show Resource Responsibilities by Timesource Responsibilities on RACI Chart 297 / 9.5b Show Resource Responsibilities by Timesource Responsibilities on RACI Chart 297 / 9.5b Show Resource Responsibilities by Timesource Responsibilities by Timesource Responsibilities and RACI Chart 297 / 9.5b Show Resource Responsibilities and RACI Chart 297 / 9.5b Show Period with Histogram 297 9.6 Dealing with Resource Overloads 300 9.6a Methods of Resolving Resource Overloads 9.7 Compress the Project Schedule 303 9.7b Crashing 304 / 9.7c Fast 9.8 Alternative Scheduling Methods 309 9.8a Critical Chain Project Management (CCPM) 309 / 9.8b Reverse Phase Schedules 310 / 9.8c Rolling Wave Planning 310 / 9.8d Agile Project Planning 310 / 9.8e Auto/Manual Scheduling 310 9.9 Using MS Project for Resource 311 / 9.9b Step 2: Set Up a Resource 312 / 9.9c Step 3: Assigning Resources 312 / 9.9d Step 4: Finding Overallocated Resources 315 / 9.9e Step 5: Dealing with Overallocations 316 / 9.9f Crashing a Critical Path Activity 317 PMP/CAPM Study Ideas Summary 319 319 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions B 320 320 PMBOK Guide Questions 316 / 9.9f Crashing a Critical Path Activity 317 PMP/CAPM Study Ideas Summary 319 319 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Discussion Questions B 320 320 PMBOK Guide Questions B 320 321 322 Copyright 2019 Cengage Learning Chapter 5 Leading and Managing Project Teams 151 helps a team to start quickly and collectively. Develop a team charter so that all the team members are aware of performance expectations, professional behavior, and other team norms. Simply put, rather than calculate the critical path based upon predecessor-successor relationships alone, it also incorporates calculations on resource availability. PV EV AC BAC \$500,000 \$350,000 \$550,000 \$1,200,000 a. This is called a weak matrix since the project managers. List and describe four different types of corporate culture. How do people work, communicate, and problem solve beneath the function of their job titles? organization structures b. However, upon further discussion, it was determined that one section could be airfreighted in and the workers onsite could install it. Which of the following is a financial analysis tool that an organization may use to determine the cost-value of potential projects? To accelerate doing business 453 together, one of the ISO processes is establishing and documenting shared expectations with each business partner. One building is more attractive than the other as the cost is considerably less although the number of families served would be less. Increased visible support for AR regarding resources and political support from senior management. accessed April 21, 2017. Be able to identify parametric, analogous, and bottom-up estimating by description or via an example. Therefore, many scrum masters (project managers) will use gimmicks and jokes to liven the mood and truly get team members to share and even joke about what happened. Therefore, on types of projects where certain activities are performed many times, a project planner can predict how long it will take each time to perform the activity. Teams generally display highly visible information registers so everyone concerned can tell in a transparent manner how the project is proceeding. Aldag, Ramon J., and Loren W. It cannot be completed until everything else has taken place. Good job! You just got the plumbing done sooner! EXHIBIT 9.21 VIEW DEFINITION DIALOG BOX Source: Microsoft Product screenshots reprinted with permission from Microsoft Corporation. Further, it clearly shows the importance of each work element, why it is required, and how it is integrated with project deliverables. On complex projects, a project manager may choose to use idea generation, grouping, and/or cause-and-effect techniques to make sure that everyone on the project is being conducted. An easy method for this is to rate each project so make sure that everyone on the project so make sure that everyone on the project is being conducted. ranging from 1 (potential project has very little or even negative impact on this criterion) to 5 (project has excellent impact on this criterion). The current project, Suburban Park Homes, is aimed to expand business operations in Georgia. organizational breakdown structure In order for a new grocery store to be erected, a neighborhood basketball court located on the building site will have to be demolished. when the high-level vision has been developed, but the product scope is not well defined b. In order to manager needs to understand the stakeholders' assumptions. Composite d. For this purpose, you were asked to do the following tasks: Tasks to Complete Assess the current market situation. If several projects have close scores (virtual ties), other criteria or discussion can be used to break the tie. activity cost estimate Copyright 2019 Cengage Learning. However, a person who does not escalate important decisions or who takes so long to escalate them that the problem has worsened, exhibits poor judgment. Anantatmula, Vittal, and Michael Thomas, "Managing Global Projects: A Structured Approach for Better Performance," Project charter and the plan remind the team what they are trying to accomplish and why. If the resource data in the upper pane's table is red that resource is overallocated (you will also see a red stick figure in the Indicators column). 216 Part 3 Planning Projects When requirements are complete, each requirements are complete, each requirements are complete. and completion Bounded by constraints Prioritized according to value, cost, time risk, or mandate so trade-off decisions can be made if needed Once these requirements are developed, they are translated into specifications, as shown in Exhibit 7.3. AGILE There are several differences in gathering stakeholder input in Agile. The project manager certainly needs to be a leader, but each project team member can provide leadership in certain situations. When people spend time and emotional energy arguing, they have less energy to work on the project. Architectural runway is an aspect of quality in more agile environments and this speaks to how the infrastructure where the software will run needs to prepared. Often, the sponsor will want to be involved in making these decisions. The project manager can utilize a number of tools to manager can utili Ironically, knowledge will remain dormant, and not very useful, until it is reflected in future actions. By working closely with the customer and the QE, the project manager ensures that the project squality and technical requirements are properly identified and integrated into the project plan. Chapter 7 Scope Planning the Powerhouse is a functional basis as it is divided into a steam-generation system, electrical-generation system, and electrical-transmission system. Functional Approved BA Must PO#1 2.3 The system shall provide an option to download data to an Excel supported file so the BA can customize 1. However, a more accurate measure of success also considers the longer-term outcomes delivered by what your project stimulated to happen after it was complete. If the range is not stated, people may lock onto the first number they hear and remember it. Another problem with bringing people on board early is that they may first be committed to finishing work on a previous project and may not devote the necessary attention to the new project. This methodology has several key benefits for the electric utility that can be applied to any organization attempting to make budgeting decisions for complex project failure mean? Connect with your purpose. flag. This meeting may include backlog grooming, which is reprioritizing the work, or backlog grooming may be conducted in a separate meeting. learning d. 496 Part 4 Performing Projects EXHIBIT 14.28 EXAMPLE OF HIGH-LEVEL DASHBOARD REPORT TEMPLATE Source: Michael Buncher and Kartik Varadarajan, Cincinnati Children's Hospital, Division of Emergency Medicine. Many projects use this method eventually to serve as a basis for estimating cash flow needs and for controlling the project. accessed February 2, 2010. The project manager and team can review the project charter, WBS, and schedule to make sure that everything that was promised was delivered. Because people report to both the project manager, who is responsible for capturing lessons learned, and to the functional manager, who is responsible for how the work in a function is performed, lessons learned can be shared effectively between projects. PMBOK ® 6E OUTPUTS 1.2 Foundational Elements Project Success Definition 2.4 Organizational Systems 3.3 The Project Manager s Sphere of Influence 3.4 Project Manager Competencies 3.5 Performing Integration PMBOK® GUIDE Topics: Project integration management chapter of Matrix Project Success Definition I ve experienced similar circumstances in project management. ... It should always include an indication of accuracy."4 The reserve is extra money in the project budget to be used if necessary—usually if a risk event occurs. Regardless of the complexity and format, the most important consideration is that potential changes must be submitted and documented whether they are approved or not. 446 Part 4 Performing Projects unnecessary inventory to almost zero, and minimized the total investment of the projects. Perhaps the homeowner would be willing: 120. value-engineering.aspx, accessed April 10, 2017. They are key to our success. Using the same project described in questions 2 and 3, which method(s) of estimating cost would you use in order to establish a baseline budget? By studying the flows, a person or team passes deliverables to another) might be risky. In our example, it is calculated by \$200,000 \$250,000 80%. Sometimes this solves the problem. When controlling these, the project manager looks for variances—that is, any difference between what was planned and what has actually happened. Partial activity overlaps entail less risk than full overlaps. It is important to note that the project charter must be seen as an authorization document with accuracy of estimates (cost and time) in the range of + 50 percent. Everyone needs to improve his or her personal work with the team to jointly improve the project team's capabilities. If a decision is made to terminate a project team's capabilities. If a decision is made to terminate a project team's capabilities. enable the participants to build positive energy around their strengths and also to dream about the direction in which they feel comfortable moving. Other stakeholders may share the sponsors' overall concerns their functions. The equally important, but often more challenging, decision is how to measure success while the project is progressing so there is still time to make changes if necessary. How is this accomplished? If a project manager finds all functional managers are only offering inexperienced people, he should probably ask his sponsor for support. An example of resources needed for a project is shown in Exhibit 3.11. The simplest Gantt charts show a bar for each activity stretched out over a time line. Summary Project selection does not occur in isolation. Chapter 13 Project Supply Chain performance effectively if they are able to aggregate supply chain assets or flows to a higher level than a firm can by itself. Identify causes of the conflict. (Hint: Think about the partnerships developed in this project.) Semester Project Instructions For your example project, complete the following: 1. The Cognero test bank contains the same questions that are in the Microsoft Word test bank. This is a choice between alternatives under uncertainty. positive The Bluestar Creative Agency is developing a new marketing campaign for a client. One: the cumulative cost at project completion minus the cumulative cost at project completion guals the project. Even during bleak economic hybrid type of contract that is often used for staff augmentation or any outside support in which a precise statement of work cannot be defined, and time limit to prevent unlimited cost growth? The building blocks of a project schedule are activities. The scope overview can be considered to define project boundaries. In this situation, you might suggest a matrix structure. What activity must begin before which other activities can take place? Resource assignments are often posted directly on a Gantt chart schedule. The product manager prioritizes them on an ongoing basis. However, co-located teams sometimes also communicate virtually COMPETENCIES BY PROJECT STAGE Just as sponsor demands vary by project life cycle stage, so do those of project managers, as shown in Exhibit 4.20. The criteria may also include such items as risk, timing, resources needed, and so on. Chapter 9 follows closely by resourcing projects and dealing with overloaded workers and the frequent need to compress schedules. PROCUREMENT: A PM effectively procures needed goods and services by accurately documenting all requirements, identifying and fairly considering all potential sellers, proactively managing contracts and relationships, and ensuring all deliveries. One way the project manager can manage these unknowns and still provide estimates is to add "dummy tasks" under any summary task where there is not enough information to plan in detail. Change control includes considering the impact of any change, and then documenting and managing that change. Fail your way to success. If a question is long, read the last sentence first. The type and complexity of the agreements may also necessitate assistance from legal specialists, buyers, and contracting experts. For example, in Exhibits 7.5, through 7.7, "Framed House," in turn, is a child to "HOUSE." The framed house component is not complete until all of its children components are complete. Chapter 4 Organizational Capability: Structure, Culture, and Roles 127 EXHIBIT 4.23 AGILE PROJECT ROLES ASSOCIATE ROLES Customer (product owner) Customer (product owner) Customer (product manager) Scrum Master Portfolio Team Functional Manager Project Start. Underbudgeting means that project start. Underbudgeting means that project start the project start. Underbudgeting means that project start. of the electrical network may not be completed. Organizational responsibilities also must be defined. For this example, we will add three Plumbing task to crash the activity and shorten the overall project length: Click the View Tab>>Split View>> uncheck Details Click the View Tab>>Resource Sheet In the next available row, type "Plumbers" in the Resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the resource) are column In the Initials of the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Max Units cell and enter the resource (if different from the auto-generated) Click the Auto-generated) Click the Auto-generated (if different from the auto-generated) Click the Auto-generated (if different from the auto-generated) Click the Auto-generated (if different from t project.) 6. Discussion Questions Describe how a project manager can determine project progress for each element in the project balanced scorecard. Many of the rigs Trinmar inherited were over 25 years old and declining in production. However, if the project manager takes a chance with an important resource and that person is not available, the schedule will probably be delayed. One type is steering control, in which the work is compared to the plan on a continual basis to see if progress is equal to, better than, or worse than the project plan. Skills an owner representative can use when working closely with a project manager to make these trade-off decisions effectively are shown in Exhibit 14.3. 14-2b Monitor and Control Project Work Monitoring and controlling project work includes a series of activities such as identifying work packages for tracking, reviewing, and documenting the project execution meets performance objectives as defined in the project plan. The Actual Set (sometimes called the performance data) a. sample, 407-408 portfolio alignment, 34. Training, experience, and mentoring can also be instrumental in developing necessary skills. At this point, the project schedule and budget can be baselined in MS Project. Then, critical path project schedules are developed, and methods are shown for dealing with uncertainty in time estimates, Gantt charts are introduced for easier communications, and Microsoft Project Professional 2016 is used to automate the schedule development and communications, the enlightened "management for stakeholders" approach also encourages project managers to ensure that interests of all the stakeholders, including less powerful ones, are considered. 2 This approach of giving preference to the most important stakeholders while recognizing needs of all stakeholders wh descriptions and a staffing management plan as components helps the team plan. The project manager and sponsor need to build effective working relationships with the project team and stakeholders. Since a charter is like a contract, it is helpful to remember what a contract, it is helpful to remember what a contract is. upcoming meeting and will have the opportunity to prepare for the meeting. 135 accessed January 13, 2017. AI recognizes the power of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on conversational learning that emerges out of the whole and builds on the a A concept of progressive elaboration applies here. Exhibit 4.8 shows Midland s culture. These often include title, assigned duties, and limits of authority, as shown in Exhibit 9.2. A staffing management plan is a proposal focused on acquiring, developing, and retaining human resources for as long as you need them on the project. METHODS COLUMN The third column in Exhibit 6.8 deals with methods of communicating. 358 11.1 Plan Risk Management 360 11.1a Roles and Responsibilities 362 / 11.2b Reviews Relationships 368 / 11.2d Risk Register 368 362 367 / 11.2c Understanding 11.3 Risk Analysis 368 11.3a Perform Qualitative Risk Analysis 368 / 11.3b Perform Quantitative Risk Analysis 372 / 11.3c Risk Register Updates 373 Copyright 2019 Cengage Learning. Each stage of team development has its own challenges. finish-to-finish (FF) What is an advantage of using Monte Carlo analysis when estimating the duration for an activity? By understanding what makes the project so important, you will make better decisions and will be more motivated through the term. Throughout a project costs. Deans of Faculty Resistant Neutral, Supportive, or Leading Some Deans more powerful than others (relates to student numbers and academic ratings).
 B PMBOK® Guide All ten knowledge areas include at least one planning process in the planning proc STAKEHOLDER JUDGE ACCEPTANCE CRITERIA Needs assessment 28-Feb Ops management List of needed features Hardware selection 30-May Ops management Vendor choice with contract Installation and configuration 15-Jul Application specialist, IS department head Functional software in test environment Conversion 31-Aug Application specialist, IS department head All files converted Testing 15-Oct Application specialist, IS department head Sign off on training 30-Nov Ops management, HR Sign off on training Future state: Electronic, centralized records 30-Nov Sponsor Ability to enter and retrieve information from all departments Current state: Paper, noncentralized records Ultimate goal Seamless information flow throughout organization truly most important. Collect requirements is a systematic effort to understand and analyze stakeholder needs to define and document these needs and requirements with a focus on meeting project objectives. Respect, empower, and engage everyone in a change initiative. Some people tend to estimate optimistically. What are some important functions of communication to stakeholders? From an internal perspective, a project manager also needs to consider two more constraints: the amount of resources available and the decision maker s risk tolerance. Utilizing the ideas in Exhibits 15.1 and 15.3, create a project closeout checklist for a project of one of the following types: Research and development Quality improvement Organizational change Information systems INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT The closeout phase is often assigned less importance because project-executing organizations are in a hurry to assign resources to new projects as quickly as possible while the project is still in the closing phase. Include appropriate continual improvements in its project management processes and develops an organizational learning culture. We needed to know where the work would be accomplished. Kloppenborg, Timothy J., and Debbie Tesch, How Executive Sponsors Influence Project Success, MIT Sloan Management Review (Spring 2015): 27 30. An example could be snowstorms that cause traffic problems for three days at a critical time, preventing workers from getting to their jobs. This forward-looking, broad management process (often known as quality assurance), both ensures that work is performed correctly and that key stakeholders are commonly used to ensure both financial and nonfinancial factors are considered when selecting projects. Editorial review has deemed that any suppressed content does not materially affect the overall learning experience. Chapter 2 Project Selection and Prioritization 53 Chapter Review Questions 1. (Newtown Square, PA: Project Management Institute, 2008). The scrum master serves and leads in a facilitating and collaborative manner. People in the project team delay the start of an activity (student syndrome), although there is no justifiable reason to postpone the activity. Chapter 12 12-2 Within a quality management plan, some or all of the following topics should be addressed with the supporting documentation and definitions: The mission and quality policy of the organization Roles and responsibilities of management and staff with respect to audit and/or quality system description Personnel qualifications and training; implementation of work procedures Quality system description Personnel qualifications and training; implementation of work procedures Quality system description Personnel qualifications and training; implementation of work procedures Quality system description Personnel qualifications and training; implementation of work procedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system description Personnel qualifications and training; implementation of work proceedures Quality system descriptions and training; implementation of work personnel qualifications and training; implementations and improvement description Procurement of items and services Documentation and records Computer hardware and software 535 Performance, consistency, and safety are all dimensions of quality that are stressed. Often, it includes fact finding with the client company to understand its needs and abilities. parametric estimating c. Milosevic, Dragan Z. Project Management Toolbox: Tools and Techniques for the Practicing Project Manager (Hoboken, NJ: John Wiley & Sons, 2003). On other projects, such as one large company acquiring another, it may be very difficult to determine the total amount of work that needs to be accomplished. higher level" is referred to as a. Stavros, Appreciative Inquiry Handbook (Bedford Heights, OH: Lakeshore, 2003). Quite often, a much better idea emerges from a second or third suggestion than from the first one. Chapter 7 Scope Planning 219 EXHIBIT 7.4 SCOPE STATEMENT ALTERNATIVE BREAKS PROJECT SCOPE STATEMENT Scope Planning 219 EXHIBIT 7.4 SCOPE STATEMENT ALTERNATIVE BREAKS PROJECT SCOPE STATEMENT ALTERNATIVE justice issues, send them out to perform direct service on the issues, and provide reflective opportunities throughout the process. EXHIBIT 13.1 A PROJECT SUPPLY CHAIN VIEW Supplier's Supplier Project Team Customer Consumer Copyright 2019 Cengage Learning. For example, in the new car development project in Exhibit 7.11, leveltwo components, such as product design, are at too high of a level to plan and control. 168 Part 2 Leading Projects please the person making the request—especially if the change seems small—but the best practice/correct answer will always be to go through the change control process (more information on this is provided in Chapters 7 and 14). 2-3 Securing Projects The discussion above pertains to projects that are internal to an organization. 366 Part 3 Planning Projects unknowns (or unk unks by people who must deal with them). Human resources (HR) and other support organizations needed to improve their performance to support this massive change. In the first case, predictive or plandriven project techniques may work well. 418 Part 3 Planning Projects perform quality, 405 control quality, 405 co be completed earlier than planned, more money probably will need to be found to pay for overtime. Teams also share goals, work plans, and predictions of key Copyright 2019 Cengage Learning. If both parties agree to stop the project before its planned completion, a negotiated settlement may take place. These specialized techniques are sometimes used in research and development (R&D) projects. At a minimum, the project team requires knowing the project scope, which was defined in Chapter 1 as the entirety of what will and will not be done to meet the specified requirements. reviews. Location 2.4 LOCATION CONFIRMED 3. The newly appointed vice chancellor decided to modularize all the courses offered by the university, which allowed the students to "pick and mix" topics and create courses that better suited their needs. In today's business world, IT-based information management is crucial to the performance of project supply chains simply because it provides the basis of decision making, which has profound impacts for every aspect of project management. "PMI Code of Ethics and Professional Conduct," PMI Today (December 2006): 12-13. Barriers to communication are overcome. Learning should never stop. EV/PV b. Figure out a realistic estimate first, and then figure out what to cut later. 115 / 4.4f How Do You Continue an Agile Project? 13-2a Outputs of Planning is a procurement management plan that describes how a project team will acquire goods and services they choose to purchase. Now is the time to ask: "What work activities must be completed to create each of the project deliverables identified by numbers 1 through 9, and Exhibit 8.3 shows the same project with the activities required to create the deliverables listed. Do you expect any of them to be difficult to enforce and why? lessons-learned database b. A third advantage is that workers know that when they finish work on a project, they will still have a job because they will continue to report to the same functional manager. The first is to complete their individual work on time, on budget, and correctly as specified in the WBS dictionary. All of the techniques of resourcing projects are integrated with the behavioral aspects of how to deal effectively and ethically with the people involved. Be able to compute the critical path using the two-pass method so you can answer questions regarding float. The Evolution of Agile, PMNetwork (January 2012): 28 33. Note that activity F only Copyright 2019 Cengage Learning. "Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizing, and executing the project. CHAPTER 5 Chapter 5 describes how to carry out the project work with a project team in order to accomplish the project objectives. This may force other changes on the project, such as delaying the schedule or reducing part of the projects. More facilitating than directing 6. Another method may be better than standard voting. People are encouraged to use stories to describe their strengths, assets, peak experiences, and successes to understand the unique conditions that made their moments of excellence possible. Luegr-ring, "Site Implementation and Assessment of Lean Construction Journal (2) (October 2005): 1–21. List and describe at least four organizational culture characteristics that increase the likelihood of project success. Conflict must be facilitated, not ignored. In short, coordination in a functional organization is complex and time consuming. Being appraised by your peers or team members on a given project is considered best practice because they we observed the individual in action in the trenches. How are they rewarded? An Agile approach makes the most sense for this project as many of the requirements are poorly understood at the start and many things are changing rapidly such as having two buildings to consider with competition for both such that a third building might need to be found. constraints c. The project team now invites potential suppliers to submit bids or proposals. These are the deliverables—the primary goal is to help abused Latina women and their children develop self-sufficiency see project supply chain management supporting detail, 338-339 SWOT analysis, 366 Sydney Opera House, 176-177 T task culture, 110 task-related conflicts, 161-162 Tatro, Inc., 140 team identity, desirable, 151 team operating principles, 69-70, 77 teams. This starts with a clear understanding of what is most important to their management. Communication plan Where could poor communications cause trouble? This was declared to be the biggest change to our HR function in 35 years. So, again, we are determining how much investment goes into a particular product. The third factor is how many key resources are available at specific times in the project. Discussion Questions Describe the five factors that may limit how fast a project can be completed. EXHIBIT 1.4 FLOWCHART OF PMBOK PROCESSES AND MAJOR OUTPUTS Section 1.2 Foundational Elements 2.4 Organizational Systems 3.3 The Project Manager's Sphere of Influence 3.4 Project Manager Competencies Selecting Projects KNOWLEDGE AREAS Integration Flowchart of PMBOK Processes and Major Deliverables INITIATING PLANNING 4.1 Develop Project Charter 4.2 Develop Project 4.2 Develop Project 4.2 Develop Project 4.2 Develo Schedule 6.4 Estimate activity Durations Cost 7.1 Plan Cost Management Quality 8.1 Plan Quality 8.1 Plan Resources 9.1 Plan Res Identify Stakeholders 11.5 Plan Risk Responses 11.4 Perform Qualitative Risk Analysis 12.1 Plan Procurement Management 12 Copyright 2019 Cengage Learning. Two other possible buildings are Mitchell Avenue, estimated at \$50,000.00, and Virginia Avenue, estimated at \$74,000. project scope b. Start by placing the critical path activities on the bottom, because those activities and then determine the logical order by creating a network diagram. Several components included in charters, EXHIBIT 5.11 PROJECT DECISION-MAKING GUIDE PERSON/METHOD WHEN Sponsor decides Functional manager decides Core team discusses and project manager decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decide Critical decides Core team consensus Delegated to one or two team members to decide Critical decision, larger decide Critical decides Core team consensus Delegated to one or two team members to decide Critical decides Core team consensus Delegated to one or two team consensus D monetary stake, "big picture" needed Time is critical, no need for other input "How" functional work is done Team input useful Needs to be investigated, team input not needed Copyright 2019 Cengage Learning. These lessons could be stored in a dedicated database, on a shared drive, or in a less formal manner. Demonstrate negotiating skills. More organizations effectively collect lessons learned than effectively disseminate and use them. Planning a project is similar to putting together a large puzzle. While PMBOK Guide 6e structure and most of the exam questions effectively disseminate and use them. still reflect a plan-driven approach. Planning the HR Transformation Initiating the Project Executing the Project Executing the Project Executing the VOC (Voice of Customer) Creating the Foundational Communications Initial Launch Executing the Implementation Plan Sustaining the Transformation A schedule was created that reflected all the WBS elements needed to perform this massive organizational change initiative, driven by process analysis and by meeting all the relevant PMI PMBOK® guidelines for project management good practices. We will alternate chapters so professors can choose to use the questions as assignments if they wish. 8-4 How Project Schedule- and the project should have flexibility to manipulate at least one of these three constraints. This also reinforces the project's importance and may help motivate team members and other stakeholders during challenging periods in project execution. Wells Copyright 2019 Cengage Learning. For example, while A is being done, B could also be performed. Integration management 2. Describe how you can tell if it is total float or free float. The next three project team success factors—skills, objectives, and behaviors—apply specifically to the team. For example, order of magnitude estimates that are often used to seek initial charter approval are also sometimes called ballpark, conceptual, initial, or level-one estimates that are often used to seek initial charter approval are also sometimes called ballpark. (and schedule and scope). COMMUNICATION CHANNELS Envision a bicycle wheel, as shown in Exhibit 4.18. 4-1c Matrix Each of the extreme in the sense that either the functional manager or the project manager has a great deal of authority) has strong advantages, but also significant weaknesses. For example, the head of accounting is responsible for how the accounting function is performed. In an effort to simplify the WBS, where only one child element b. 5% to 10% accuracy d. The resulting project charter is a business case for the project and a description of how Gallup will add value to the client s organization. The team members in Agile projects are assigned full time as much as possible, so there are very few subject matter experts. So once we d identified mandatory dependencies and figured out whether they were FS, FF, SS, or SF, there were gaps caused by teams varying iterations that extended schedule duration with no corresponding benefits. Let us consider both financial and scoring models. More advanced technical approach. Will Casa de Paz rent or buy a building? The document that includes the necessary information to determine whether a project is worth the required investment, and is used for decision making by upper management, is called the: a. These clients tend to focus closely on the process of a project. If not, consider delaying it. common cause, 408 sponsor, 18, 117-118 sprints, 114, 325 Sputnik, 34 staff changes, 160 staffing management plan, 290 staff changes and is used for decision making by upper management, is called the: a. These clients tend to focus closely on the process of a project. stakeholder(s), 122 analyze, 180-183 definition of, 4 document, 183-184 examples of, 179 find, 179-180 identification and prioritization matrix, 183 relationships with, 185-186 success criteria for, 182 stakeholder analysis, 180 work breakdown structure and, 231 stakeholder engagement, 187 stakeholder engagement assessment matrix creating, 184-185 definition of, 184 stakeholder register, 183 stakeholder satisfaction, 393 stand-up meeting, 194 start-to-finish (SF) relationship, 255 start-to-start (SS) relationship 255 statement of work, 42-43 steering team, 18, 116-117 Stewart, Jim, 387 strategic analysis, 33-34 strategic objectives, 37 guiding principles, 34-36 strategic analysis, 33-34 strategic analysis, 33-34 strategic analysis, 33-34 strategic analysis, 33-37 flow-down objectives, 36-37 strategic analysis, 33-34 strategic analysis, 3 subject matter experts (SMEs), 126 subprojects, 39-42 successor activity, 253 Super Absorbent Polymer Turf (SAPTURF), 426 supplier-input-process-output customer (SIPOC) model, 394-395 supply chain management (SCM). While this model will not work in all project scenarios, it does work in projects in which the main product is a creative, virtual result. Some work is of higher priority than other work. Each chapters for all team members c. The business processing center Total reward systems Administration systems Workforce planning systems Talent management systems and data management Training and development The project schedule included all the communications needed to create synergy toward an agreedupon solution. Successful project labor costs for yourself and your teammates. Touch points What difficulties may arise when some project work is handed off from one person to another? The project manager summarizes major decisions that were distributed. These assignments have been refined over the last two decades while working with the local PMI chapter, which provided a panel of PMP judges to evaluate projects from a practical point of view. accessed May 3, 2013. Chapter 10 Budgeting Projects 339 Overtime will never be authorized. The trial product is express shipped to the customer and to our China facility for comparison purposes. (Mason, OH: South-Western Cengage Learning, 2010): 631. Thus, a project manager needs to be concerned with achieving desired scope and quality, subject to constraints of time and cost. honesty c. Exhibit 9.4 shows how a consulting company determines resource availability. Part 2 Leading Projects Firma V/Shutterstock.com 184 (what's-in-it-for-them), this analysis can be used to help identify where there may be common areas of interest between the groups, and note that what made this particular program complex was the absence of common ground. She should set the expectation that all team members practice these habits. Genaidy, and M. In fact, the project manager normally continues to nurture the relationship even after the project is completed to increase the chances of securing future project work and to maintain good will with the external stakeholders. The functional manager is probably quite good within his or her domain, but may have less understanding of other disciplines. Once you formally agree the work is complete and agree to take possession, the house becomes an accepted deliverable. Use the activity on node (AON) method to develop a project schedule. They have been introduced in several earlier chapters and identified with margin icons and are explained in more detail in the Project Management in Action example at the conclusion of this chapter. Proactive project managers realize that developing and implementing an effective two-way communication plan is a major key to their teams' success. PMI s Code of Ethics and Professional Conduct is a guide for project management practitioners that describes the expectations with many set of the expectation with many set of the expectati global operations. The assignment of a 100 percent available resource (Units 100%) to a twoday-duration activity (eight-hour days) results in 16 hours of resource work across the two-day duration. Perhaps in the example, the salespeople are more effective if the design graphics are completed 10 days before they start performing sales calls so they have extra time to better understand the graphics. 539 Copyright 2019 Cengage Learning. (Mason, OH: Thomson South-Western, 2005). Chapter 13 deals with project supply chain management issues. It is often helpful to resource-level the overloaded person's schedule as described below. Chapter 4 deals with the parent organization giving ideas about how the organizational structure, organizational culture, project life cycle model, and roles of various players impact a project. Pellerin, Charles J., How NASA Builds Teams: Mission Critical Soft Skills for Scientists, Engineers, and Project Teams (Hoboken, NJ: John Wiley & Sons, 2009). Project Schedule Management Rolling wave planning is a form of progressive elaboration in which the near term is planned in great detail, while the latter parts of the project are planned in a much more carefully when the time draws nearer. EXHIBIT 7.3 REQUIREMENTS TRANSLATED INTO SPECIFICATIONS REQUIREMENTS Unambiguous—not subject to interpretation Complete—nothing left out Consistent—no conflicts, which also means no duplication Modifiable—amenable to change Traceable—to a customer need Verifiable—means provided to verify the requirement SPECIFICATIONS Unique set—each stated only once Normalized—should not overlap Linked set—shows relationships Complete nothing left out Consistent—no conflicts Bounded—specifies nonnegotiable constraints Modifiable—amenable to change Configurable—traceable changes Granular—right level of abstraction Adopted from: IEEE 1233 Copyright 2019 Cengage Learning. In any case, each of the following chapters prompts you to perform various activities to plan and execute the project. Lindsay, An Introduction to Six Sigma & Process Improvement, 1st ed. Develop a conflicts. Lile Murphree, Jr., "The Impact of Owner Representatives in a Design-Build Construction Environment," Project Management Journal 35 (3) (September 2004): 35-36. Assumptions are especially important when a cross-functional team is performing the project because some team members may make vastly different assumptions based upon the manner in which work is normally accomplished in their respective departments. Performance reporting to sponsors, management, and clients can be in the form of either meetings or reports. Stakeholder register What could upset any of them? Context Input 6. Special applications of meetings and Chapter 12 for kickoff meetings and Chapter 12 for kickoff meetings. Once the project schedule is established and resources are assigned, it sometimes appears that the hoped-for completion date is not attainable. Adam believes in managing projects by adhering to various project management processes, tools, and techniques. The second project C is in a virtual tie, so we would prefer to discuss the relative merits of each, perhaps considering additional tiebreaking criteria, before making the final selection. In this chapter, we consider the interorganizational purchasing-related issues (hereafter referred to as supply chain management) in the context of project management. 3-4e Milestone Schedule with Acceptance Criteria The milestone schedule is a high-level plan that indicates a few significant accomplishments that are anticipated over the life of the project. Communications typically are delivered according to one of three types of timing schedules. Resource overloads are not a serious problem in Agile since the team is cross functional and the team commits to get the work done in the iteration. The pressure to complete a project as quickly as possible is often great. Further, when each team member understands the other members' roles, they can see how the project will be accomplished. They rarely meet in person, but rely on communications technology. Chapter 7 Scope Planning 223 EXHIBIT 7.6 WBS IN ORG CHART FORMAT below are considered summary levels. A buyer can also decide to terminate a project early because he or she has lost confidence in the contractor who is performing the project. Reasons to change the baseline might include changes to the project scope, project delay, or unavailability of planned resources (among a host of other reasons). Information 3.1 PROVIDE TEAM INFORMATION 3.2 PRODUCE PRE-EVENT ADVERTISEMENTS 3.3 DISPLAY WELCOME SIGNS AT ALL ENTRANCES 3.4 SET UP SIGN-IN TABLE 3.5 DISPLAY SIGNS WITH RULES 4. Show all your work. Click OK to close the project calendar options 1. Shenhar, and Peerasit Patanakul, Managing the Intangible Aspects of a Project: The Affect of Vision, Artifacts, and Leader Values on Project Spirit and Success in Technology-Driven Projects, Project Management Journal (February 2013): 51. This could be accomplished by reviewing the Copyright 2019 Cengage Learning. One of the paramount things to remember is the difference between quality. assurance Copyright 2019 Cengage Learning. For example, Procter & Gamble (P&G) started using the Web to share information and streamline purchasing a few years ago. 5.5 Validate Scope 4.7 Close Project or phase CHAPTER OUTPUTS Customer feedback Transition plan Closure documents Benefits Analysis Realizing Benefits Analysis Flying in from Miami to discuss the final steps of the project closing process, I was greeted at the airport by the company driver offering a gift bag. One potential problem that can occur with activity duration estimating is having omissions. In your own experience, have you seen companies integrate quality within their project planning processes? Create a project meeting agenda for an upcoming project (or class) meeting you have. Since the various disciplines report to the same project meeting agenda for an upcoming project planning processes? Create a project meeting agenda for an upcoming project meeting agenda for a number of the same project meeting agenda for a Portfolio and Project Management (Business Expert Press, New York 2012): 47; Timothy J. Once the charter is signed, the contractor and customer need to develop detailed requirements. First, it is often hard enough to create three estimates. Chapter 13 Project Supply Chain Management 433 OUTSOURCING ISSUES While outsourcing has gained in popularity, there are potential issues related to outsourcing. It makes more sense for Agile as client interaction is continuous and desirable throughout the project life cycle. We typically use Microsoft Project as a scheduling tool; a plan based on the WBS makes it easy to track and communicate the status of each deliverable. Is there enthusiastic support both from external customers and from one or more internal customers and from one or more internal customers and from external customers and f inquiry (AI) is a positive philosophy for change, wherein whole systems convene to inquire for change (Cooperrider, 2003). precedence diagramming method (PDM) b. If they are too detailed, the burden of tracking increases. Variations, and extensions of possible risks can help a project team to identify additional risks. Some project deliverables are created by one group and turned over to another group.
 Repect of a project often impact cost, schedule (time), and scope. Conflicts do not get better with time! This is especially true for projects with significant pressure to stay on schedule or on budget (in other words, many projects). Owner of the building (community, private owner, society). It then ties all of the planning chapters (February 2011) 25 (2): 48-53. It then ties all of the planning chapters together with discussions of a project kickoff meeting, a baselined project plan, and the ways Microsoft Project Professional 2016 can be used to establish and maintain the baseline. In Exhibit 3.7, the desired future state is to have records centralized and available in electronic form, and the ultimate goal is for seamless information flow throughout the organization. 456 14.1 Project Balanced Scorecard Approach 458 14.2 Internal Project Issues 459 / 14.2d Implement Risk Responses 464 / 14.2e Manage Communications 465 / 14.2f Monitor Communications 467 14.3 Customer Issues 469 14.3a Manage and Control Quality 469 / 14.3b Control Scope 475 14.4 Financial Issues 476 14.4a Control Resources 476 / 14.4b Control Res Useful? The fourth useful capability is understanding the organizational structure, culture, and roles and using that knowledge to support the project continues as planned. Who should be involved in identifying potential projects? Practice Standard for Scheduling: 117. Another good reason is that people often resist when they are told what to do but work with great enthusiasm if they participated in the planning. Also, you were asked to identify all the available resources required externally in Chapter 9 for this case study. If there is a bonus of \$225 per day for finishing early, what activities would be crashed, and how fast would the project be completed? 10-3b Analyzing Reserve Needs Another view of project cost variation is to consider integration is to consider integration is to imagine a very large project in which different people plan portions and integration is used to make sense. Other important aspects of a project communications management plan include managing and escalating issues; and capturing and using lessons learned. Each has been delayed by no more than the amount of float. It is helpful to identify which expenses the project manager can authorize and which the sponsor needs to control. With the definition of scope, more details about the project are available to develop WBS and new milestones. (Newtown Square, PA: Project Management Institute, 2017): 15. In times when the economy is poor, many companies struggle to get enough business. Click the View Tab>>Task Views Group>>Network Diagram a. User stories define scope and functionality. Acceptance tests will also be agreed upon during the scope definition phase by describing the way project deliverables will also be agreed upon during the scope and functionality. a member of the steering team. To show the name of the milestone (instead of the date) on the Gantt chart's graphical side, do the following: a. Once the WBS has been defined at the second or third level of detail, whose input is essential in order to break down the work further? The QPR is an output of the technical review process and is performed by the Quality Engineer (QE) during the preliminary planning stages of the project. Therefore, project teams deal with change by establishing and using a change control system that entails processes to receive and review change proposals and accept or reject them after evaluating their impact on project scope, cost, and schedule. Handle conflict. Build teams around motivated individuals. Use relevant and sufficient data. The seller simply charges for the work to produce the product or service in the contract. Dan needs to inform everyone else. Chapter 9 Resourcing Projects AGILE 295 Estimating resource needs is done quite differently on agile projects. In such instances, the project manager can do one of the following: Personally make these decisions by which each decision is made Often, project managers need to follow up to ensure that decisions are made and then carried out. start-to-start (SS) b. If the decision is to buy, then the client company needs to plan and conduct the procurement. How and when do you notify your team members? While this may shorten a schedule, it does so at an additional cost, both in terms of the costs of labor (in terms of overtime pay) and also in lost productivity or efficiency. 1-5c Project Associate-Level Roles The project team is composed of a selected group of individuals with complimentary skills and disciplines who are required to work together on interdependent and interrelated tasks for a predetermined period to meet a specific purpose or goal. Delivery frequency and minimum lot size, which affect the size of each replenishment lot ordered by a firm. Suburban Homes is looking for partners and suppliers to improve profits and increase customer satisfaction. Client interaction needs to be continuous throughout the project life cycle. You will now see that the summary row bar has disappeared and been replaced with milestone markers. EV/PV 70% Cost performance index (CPI). Nagle, Jr., How to Save a Failing Project: Chaos to Control (Vienna, VA: Management Concepts, 2009): 14. However, for clarity, each of these planning processes will be described individually. Brainstorm techniques that effective project leaders can use to resolve ethical conflicts on projects. BEHAVIORAL OBJECTIVES Create a Resources Management Plan, including role descriptions. Understand how to follow an improvement model such as PDCA or DMAIC and know the difference between common causes and special causes of variation. The elevator pitch could answer the following questions: Why is enhancing the website so important? If a person is using an earlier version of Microsoft Project, there are slight differences. On others, so many uncertainties exist that managers have far less confidence in their ability to accurately estimate. Substantial increase in Agile coverage. These methods include critical chain, reverse phase, rolling wave, agile, and auto/manual scheduling. Project decisions can be made in several different ways. Watson, "Conceptual Estimating Tool for Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Conceptual Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Projects: Exploring Parametric Estimating Techniques," Technology Driven Projects: Exploring Parametric Estimating Techniques, "Technology Driven Parametric Estimating Techniques," Technology Driven Parametric Estimating Techniques, "Technology Driven Parametric Estimating Techniques," Technology Driven Parametric Estimating Techniques, "Technology Driven Parametric Estimating Techniques," Technology Driven Parametric Estimating Techniques, "Technology Driven Parametric Estimating Techniques," Technology Driven Parametric Estimating Techniques, "Technology Driven Parametric Estimating Techniques," Technology Driven Parametric Estimating Techniques, "Techniques, "Technolog

development and departmental collaboration occur. PMI Code of Ethics and Professional Responsibility, /media/PDF/Ethics/ap pmicodeofethics.ashx, accessed May 3, 2013. In terms of resources as well as internal and personal aspirations and personaspiratis personaspirations personal development goals? On the ground, the feedback loop for evaluating tests needs to be nimble and timely. 13-3a Sources for Potential suppliers. People expect prices to decline for new electronics and other consumer items. It is also easier to quantify than some of the other knowledge areas, so you should expect to see several questions like the ones in the Exercises above. Identifying multiple Points-of-Contact for each functional area from vendor and state to eliminate bottlenecks. Arrows show the direction in which information, money, or physical things flow. These risks should be identified, and an analysis (qualitative for sure and quantitative if EXHIBIT 11.5 FOURTEEN MOST IMPORTANT RISKS IN PANAMA CANAL EXPANSION Changes in design and quantitative if EXHIBIT 11.5 FOURTEEN MOST IMPORTANT RISKS IN PANAMA CANAL EXPANSION Changes in design and quantitative if EXHIBIT 11.5 FOURTEEN MOST IMPORTANT RISKS Ineffective contracting process Inefficient planning Insufficient revenues Lack of controls Lack of skilled and local labor strikes Material, equipment, and labor strikes Mat Journal of Construction Engineering and Management (October 2011): 762-770. What three types of data does Microsoft Project use to compute each assignment's cost value? For other projects, it still refers to something the user can use not just documentation. org/standard/70376.html accessed May 24, 2017. Most people quickly understand the need to document major changes, but some resist the effort it takes to document small changes. WBS in MS Project like Exhibit 7.18 3. 15-1 Validate scope is formally accepting the completed project deliverables. Chapter 13 Project Supply Chain Management concepts/procurement documents.htm, accessed April 24, 2017. Give some examples of external stakeholders. pieces is called a. Projects rely on "push" methods in which communications are posted either on paper or in electronic form and interested stakeholders. communications flow in multiple directions. Projects may be undertaken as a result of any of the following strategic reasons except: a. 62 3.2 Why Is a Project Charter Used? 3.1 PROVIDE TEAM INFORMATION 3.2 PRODUCE PRE-EVENT ADVERTISEMENTS 3.3 DISPLAY WELCOME SIGNS AT ALL ENTRANCES 3.4 SET UP SIGN-IN TABLE 3.5 DISPLAY SIGNS WITH RULES 3.6 INFORMATION NEEDS FINALIZED Entertainment 4.4 BAND CONTRACT SIGNED 4.5 ENTERTAINMENT ARRANGED Safety 5.6 SAFETY REQUIREMENTS COMPLETED Parking 6.4 ALL PARKING NEEDS IN PLACIED SAFETY REQUIREMENTS COMPLETED Parking 6.4 ALL PARKING NEEDS IN PLACIED SAFETY REQUIREMENTS COMPLETED Parking 6.4 ALL PARKING NEEDS IN PLACEDS IN PL Volunteers 9.4 VOLUNTEERS PREPARED Copyright 2019 Cengage Learning. In many project management scenarios, the project manager must be aware of how a wide range of contracts is developed and executed. What did Deming mean when he said that organizations operate as systems? In short, the hoped-for benefit of a matrix structure is a combination of the task focus of the projectized organizational structure with the technical capability of the functional structure. Late Finish-Early Finish Copyright 2019 Cengage Learning. These categories and relative importance weightings can be adjusted to match the organization s current strategic emphasis. See Exhibit 2.11 for an example of project evaluations. Lessons can also include areas for which a different method may yield better results. 66 Part 1 Organization 10. In this book, we will use the following project stages: Selecting and initiating starts when an idea for a project first emerges and the project is selected and planned at a high level, and ends when key participants commit to it in broad terms. Formerly, as an executive, I was responsible for establishing, operating, and evolving a national project management office (PMO) for one of the nation s largest print/mail and electronic outsourcing firms. How effective were our communications? In contemporary society, different organizational structures because they feel there is an advantage in their unique circumstances. Source: Connie Plowman, PMP, Chief Operating Officer (retired), PMI Eric Jenett, Project Management Excellence Award Recipient. The result is the net present value of the potential project. The final concept is empowered performance. To the extent that your sponsor supplies rates for workers, use those. Clearly identify each activity. For example, when a schedule calls for materials to be delivered, or for workers to perform, money must be available to pay for the materials or workers. We will now add two milestone tasks so they will show graphically (as a diamond) on the Gantt chart. 6-5a Purposes of a Project Communications Plan Project stace many challenges, including technical, cost, and Debbie Tesch, How Executive Sponsors Influence Project Success, MIT Sloan Management Review (Spring 2015): 28 29. Removal of one resource from an activity duration held constant, work calculated for the remaining resource assignment, and the activity duration held constant, work calculated for the remaining resource assignment value. Project Selection and Prioritization 51 just as a more involved version of SWOT analysis was described earlier and depicted in Exhibit 2.2. Decision makers are specific examples often the correct answer is the more general one. Data includes the Actual Start, Actual Finish, Actual Duration, Actual Work, and Actual Cost. Further, he realized that employee turnover and the expansion of the business in the southern states has led to Suburban Homes developing a centralized quality management team. 100 4.1 Types of Organizational Structures 103 4.1a Functional 103 / 4.1b Projectized 104 / 4.1c Matrix 105 4.2 Organizational Culture and Its Impact on Projects 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact on Project S 109 4.2a Culture of the Parent Organizational Culture and Its Impact Organization Development (R&D) Project Life Cycle Model 113 / 4.3c Construction Project Life Cycle Model 113 / 4.3d Agile Proje move/exchange furniture, rearrange the room). The system was put into a pilot manufacturing line. Chapter 11 covers details of identifying, assessing, and dealing with a myriad of project risks. A subproject is a part of a larger project organized as a project Copyright 2019 Cengage Learning. The functional manager may see this project as a good opportunity for some onthe-job training to help a newer employee gain experience. Write and sign charter Develop clear requirements Use control system Conduct kickoff meeting Copyright 2019 Cengage Learning. The second executive-level project role is that of the customer. Then, for each 100 times the computer generated a project schedule, when it came to that activity, 10 times it would choose five days, 30 times it would choose six days, 40 times it would choose seven days, and 20 times it would choose eight days. And it may be the only possible estimate. Give an example of a common cause and a special cause, and describe how you would address each. Document the requirements needed by the users of the project deliverables. Kelley, J. expert judgment b. crashing c. In essence, it is a system of managing and controlling changes and modification to the project deliverables. Kelley, J. expert judgment b. crashing c. In essence, it is a system of managing and controlling changes and modification to the project deliverables. driven planning, and when should it be used? What are the challenges and benefits to this partnering? In any event, the duties of the steering team revolve around the following five activities: 1. AGILE Agile methods are increasingly being used when scope clarity emerges slowly. Solicit stakeholder feedback early and often. Financial models will be covered in concept, but the calculations will not be shown since they are explained in depth in most required finance courses. The traceability matrix also includes the status of the requirement, its priority, and who is responsible for the requirement. On the other hand, if we believe what happened \$400,000 Copyright 2019 Cengage Learning. What are three common ways of classifying projects? h. In preparation for the conference, the project team leadership is the project team leadership is the project team. Part of project team leadership is the approved project plan mainly consisting of scope, schedule, and cost. PORTFOLIO EXAMPLE We are a major national health insurance company. That said, there are no formulas and only a handful of processes associated with closing, so you should do well if you can remember a few important things. During the workshops, artifacts were created to define the as is and to be process states. They also had requirements for reports and the technical integration with their IT infrastructure. Use table headings that reflect logical groupings of information. From a client perspective, projects generally have time and cost constraints. 9-8a Critical Chain Project Management (CCPM) There are several problems with scheduling projects in many organizations that traditional critical path scheduling, even with resource leveling, does not always address satisfactorily. To be sure, this is an oversimplification of everything that goes into planning scope, and you will need to be fluent in all the activities and processes in this chapter in order to pass a CAPM or PMP test The combination of the critical path schedule with resource assignments and the resource histogram allows project planners to determine who is overloaded, at what time, and by what activities. Since the purpose of monitoring and controlling project work is to be able to take corrective action, these activities need to be timely. Expect many revisions List three ways of organizing a WBS. Chapter 7 7-3 Answers vary. In addition, by going through the chartering process, stakeholders take ownership in the project. The negotiation process is based on the project manager and the sponsor attempting in good faith to reach a solution that benefits both useful deliverables for the sponsor and a manageable process for the project manager. It is not uncommon for a customer to mistakenly leave out critical quality requirements when issuing a purchase order or requestfor-proposal. Baldwin, William H. 38 Part 1 Organizing Projects EXHIBIT 2.5 2017 PROJECT & ROADMAP PLANNING Carry Over - 121 Projects New Business 23 Care4U 64 Claims 9 Consumer Exp. They will appear as contingency reserves. The most common form of resource leveling is when activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the person does not need to perform as many activities are delayed so the performance does not need to perform as many activities are delayed so the performance does not need to perform as many activities are delayed so the performance does not need to perform as many activities are delayed so the performance does not need to perform as many activities are delayed so the performance does not need to perform as many activities are d Contractor Project Management Drywall Hung Drywall Copyright 2019 Cengage Learning. Source: Adapted from Ramon J. What six columns should a communications matrix contain? Each deliverable is specifically tied to a student learning objective and shown on the PMBOK Guide flowchart. Each team member will be responsible for setting his or her own deadline. Monkey Business Images/Shutterstock.com CORE OBJECTIVES: With the development of a new five-year strategic plan, significant financial growth, and a major reorganization, Living Arrangements for the Developmentally Disabled (LADD) found itself overwhelmed with tasks and at a point that required the thoughtful selection and prioritization of projects. impact will this have on other features of the project or elsewhere? Describe how you would use this information to design quality into your project. The team creates "personas," which are fictional people who represent user types. Think of a recent project you completed and choose three stakeholders. Invite strategical people who represent user types are types. partners into the business In our networked organization, we call our outside business partners or strategic experts alliances. Customer collaboration more than negotiation. This is, in effect, a pre-chartering process. Kloppenborg, Debbie Tesch, and Chris Manolis, Project Success and Executive Sponsor Behaviors: Empirical Life Cycle Stage Investigations, Project Management Journal (February/March, 2014): 15 17; and Timothy J. The structure size and complexity increase with the increase with the increase in the number of employees. 2-2 Portfolio Management Companies that use a strategic project selection process to carefully align projects with their organizational goals will find they tend to be more successful at completing their projects and deriving the expected benefits from them. Third, there is something of value in it for each party. It states what is included and what is not at least at a fairly high level. 114 / 4.4d What Are the Key Roles in Agile Projects? When this is done as a critical path activity, the product quality is higher. 108 Part 2 Leading Projects EXHIBIT 4.6 ORGANIZATIONAL STRUCTURE COMPARISON Who makes most project decisions? Who should select the project manager and the core team? D., Dina Mistry, and Peter R. There are also several Dashboard style reports that provide overviews of the project, for example, the "Project Overview" in Exhibit 15.6 and "Cost Overview" in Exhibit 15.7. The variety of canned reports, and the ability to customize them once generated, greatly reduces the need for the project, the primary aim was a reduction in the length of stay for patients and was supported by process measures representing specific intervals of this time, such as time from arrival in the department to being seen by a physician and time from being able to leave the department to actually leaving. Click OK twice 1. Chapter 3 Chartering Projects 77 interest each stakeholder has in the project. Reliable workers follow formal designations of responsibility with utmost respect for regulations and laws. Give some examples of common and special cause variation that you have witnessed. If the planners of the project in Exhibit 7.10 used rolling wave planning, the work associated with the contract would be planned in detail immediately, and work for the foundation and framing might only be planned at a high level at first with more detail worked out as the project team worked on the contract. ® CHAPTER 2 Project Selection and Prioritization CHAPTER 2 Pr PMP Exam: How to Take It and Pass It (Upper Saddle River, NJ: Prentice Hall PTR, 2006). However, when it is a one-of-a-kind project, hands-off ordering does not work. The first part of managing stakeholder engagement—understanding stakeholder assumptions—was performed while creating the charter (Chapter 3), along with the stakeholder register and stakeholder engagement assessment matrix discussed earlier in this chapter. You are allowed to go to a restroom, but the clock keeps going. Issues logs benefit a project in at least two ways. 202 9. To complete it as quickly as possible, many activities needed to be worked on simultaneously. 1-4i Scalability of Project Tools Projects range tremendously in size and complexity. Ball Aerospace & Technologies Corp., Systems Engineering and professional analytic services. Each of the contract types has risk attached to it. With a few of your classmates, conduct an Agile stand-up meeting and briefly discuss the three meeting components mentioned in this chapter. Just as companies size and complexity vary greatly, so does the role of CPO. This is a normal part of strategic planning, as described in Chapter 2. To display the appropriate level of detail, complete one or both of the following steps: Click the tiny triangle before the task name of any summary task to hide underlying detail (all details will be "rolled-up" under the summary task). An example of a WBS with components numbered is shown in Exhibit 7.12. These questions can be effectively answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking answered only if there is some access to what was learned previously and those seeking access to what was learned previously access to what was learn Performing Projects EXHIBIT 15.10 for future projects. Delivery: What will be? The two methods for determining the critical path are the two-pass and enumeration methods. monitoring c. html#axzz4dse9892h, accessed April 11, 2017. Kloppenborg, Managing Stakeholders for Project Management ® Success: An Emergent Model of Stakeholders Journal of General Management 35 (3) (Spring 2010): 67 80. Estimate to complete (ETC—second method) g. The team members can use the top-down approach, asking what all the components of each major deliverable are. Project managers also need to establish a system to report and control project costs. UNDERSTANDING AND RESPECT Project managers also need to establish a system to report and control project costs. team members need to develop understanding and trust in each other to develop team capability. A mandatory dependency is "a logical relationship between activities that is considered desirable, usually based upon experience or best practice." A mandatory example is "the hole must be dug before concrete EXHIBIT 8.5 ACTIVITY LIST FOR PRODUCT UPGRADE PROJECT Determine prototype materials Produce prototype materials Produce prototype Design marketing Conduct marketing Conduct marketing Conduct marketing Perform sales calls Copyright 2019 Cengage Learning. A variety of experienced project leaders from around the world have contributed examples to demonstrate many of the techniques and concepts throughout the book. Activity C's normal completion time is eight days. In this tutorial, we are focused on the project calendar will be addressed in a future tutorial). You have four hours for the PMP and three hours for the CAPM. A WBS is used to progressively decompose the project into smaller pieces until each can be assigned to one person for planning and control. EXHIBIT 10.10 ESTIMATING COSTS OF PROJECT VARIATION HOW VARIATION IS UNDERSTOOD KNOWN KNOWNS KNOWN UNKNOWNS UNKNOWN UNKNOWNS How It Is Discovered Scope definition Create WBS Risk identification Situation occurs Stage When It Is Usually Uncovered Initiating or planning Initiating or planning Initiating or planning Executing Method of Estimating Costs Estimate directly Contingency reserves Management reserves The amount placed into contingency reserve is calculated during risk analysis. On some projects, that is enough detail against which performance can be measured. Summary Hopefully, most projects will be successfully completed. In the Gantt chart and budget aggregation table below, it may be noted that the final task, conduct regulatory review, was delayed since it conflicted with the previous task, conduct ROI analysis. On the other hand, partnering is not just about relationship contracting. For instance, you can level resources to resolve most overallocations by delaying the start of all but one of the conflicting activity assignments by clicking the Resource Tab>>Level Resource. amophoto au/Shutterstock.com CORE OBJECTIVES: Humans are social animals who engage with each other in complex ways, especially in artificial environments such as organizations and projects do not exist in a vacuum. First, any negative risk that is a threat that may inhibit successful project completion (to the satisfaction of stakeholders, on time, and on budget) needs to be identified. It is also increasingly common for some organizations to exist only as coordinators of activities, without having their own capability of producing and offering the project Work 4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge s Analysis Lessons Learned Register 4.7 Close Project Closure Documents or Phase Customer Feedback Transition Plan 4.6 Perform Integrated Change Control Scope 6.6 Control Scope 6.6 Control Schedule Resource Histogram Project Crashing 7.4 Control Costs Quality Reports 8.2 Manage Quality 8.3 Control Quality Scope Backlog Burn Down/Up Charts Earned Value Analysis Quality Measurements 9.5 Manage Team 10.2 Manage Communications Agendas Minutes Issue Log Meeting Evaluation 10.3 Monitor Communications Change Requests Progress Report 11.6 Implement Risks 12.2 Conduct Procurements 12.3 Control Procurements 12.3 Control Procurements 12.3 Control Procurements 12.3 Control Procurements 12.4 Monitor Risks 12.2 Conduct Procurements 12.3 Control Procurement integrated change control is reviewing all change proposals, estimating their impact on project goals wherever appropriate, approving or declining changes, and the project management plan. Flynn, "Effectiveness of Alliances Between Operating Companies and Engineering Companies," Project Management Journal 34 (3) (September 2003): 49. convenience b. If the change does not rise to that level, often a project manager is empowered to make the decision. Participants want it to be. The communication method that is used for large audiences or large volumes of information and requires recipients to access the content at their own communication. What are some common reasons for project failure? Schedule What milestones and other merge points might be troublesome? The PMBOK Guide often uses the term register for a repository of information. Various and other merge points might be troublesome? techniques can be used to estimate resource demands, assess competencies required, create a staffing management plan, assign one or more persons for each activity, ensure that each team member's workload is at an optimum level (no less or excess workload), schedule a project with optimum resources, and compress (speed up) a project schedule a project sc You are a project manager leading an IT development project. BEHAVIORAL OBJECTIVES: Describe issues in project cost estimating and how to deal with each. Alternatively, you can Right-Click>>Insert Task. Week four—The initial red sheet production is successful and passes the specification tests in China and in Louisville. A variety of organizational culture characteristics make project success more likely. Summary Resourcing projects goes hand in hand with scheduling (Chapter 10). You are the project success more likely. Summary Resourcing project success more likely. Joseph A., "Top Ten Scheduling Mistakes and How to Prevent Them," AACE International Transactions (2009): PS.10.1-PS.10.11. This added another element of complexity time zones, language and cultural differences, and in-country laws for contracting their services. So they either just don t do it, or they record only very basic, nonspecific information that will not be particularly helpful for someone in a future context. The core team members then get to know each other and are inclined to give each other and are inclined to give each other the benefit of doubt in case of any misunderstandings. Specific skills are not optimized for in this outsourcing model. The first executive-level project role is that of sponsor. All of these are attributes of an organizational culture except: a. Semester Project Instructions Assess your project team's capability. Then the most critical few projects can be selected, resourced, and chartered. Major external cost items such as equipment can be either leased or purchased. Enter tasks and milestones Edit the timescale Understand and define task dependencies Assign task duration estimates Copyright 2019 Cengage Learning. 6-6b Establish Information Retrieval and Distribution System Project information can be retrieved from many different sources. For clarity, items 3.1 through 3.5 have been imported from Exhibit 8.3 and set in a lighter font. In this sense, AI suggests that human organizing and change are a relational process of inquiry that is grounded in affirmation and appreciation. In yet another repository example, requirements are often stored in a requirements traceability matrix. The idea is that the work flows to the team and not the other way around. 10-5 Using MS Project Budgets MS Project supports both bottom-up and summary level cost modeling. Exhibit 14.18 uses an example to show each of the earned value management terms. What is the most widely accepted financial model for selecting projects? CONNECTION POWER The very reason for having executives sponsor projects is because the sponsor frequently has more legitimate power than the project manager. 114 / 4.4c What Is an Agile Mindset? To-complete performance index (TCPI) 2. 258 Part 3 Planning Projects 8-7b Learning Curves is simple: The more times a person performs an activity, the better and faster he or she becomes. If the work must be delivered by a certain date or if only limited resources are available, the project may be constrained, and the team should be careful to promise only what it can deliver. On Agile projects, a definition of done is explicitly stated. Something that is a known known can be planned and managed with certainty; therefore, it is not a risk. A bit larger problem may fall in the domain of the project manager. This is especially critical if the project has a tight deadline and/or if the organization is using critical chain project management. Chapter 13 Project Supply Chain Management 443 EXHIBIT 13.7 JORGE CHAVEZ INTERNATIONAL AIRPORT, LIMA, PERU The location of Lima in the center of the west coast of South America presents Peers Can your peers identify any additional risks? The mission needs to be specific enough in describing the business areas and customers to set direction, but not so specific that the organization lacks imagination. I chose this international partner because they are the market leaders. full time for the duration of the iteration. One aspect of an ethical project culture is to determine how people should act. A different strategy is to estimate a range of possible times each individual activity may take and then see what impact that has on the entire schedule. One is to understand what project success is and what drives it, along with what project failure is and its major causes. However, many managers understand that more specific ground rules can help prevent many potential problems that some project teams encounter. For example, Ralf Mueller and J. When an activity is crashed, the project manager still has to worry about overallocation of resources and the consequences of removing resources from one task to put them on another. This created a common terminology for all of us, which helped discussions and accelerated problem solving. Chapter 6 Stakeholder Analysis and Communicate project successes and failures from all aspects of the project successes. Badiru, Adedeji B., Triple C Model of Project Management: Communication, Cooperation, and Coordination (Boca Raton, FL: CRC Press, 2008): 29. 9-4a Cross-Functional teams. You are hired as a consultant to develop a comprehensive quality management plan. Carries out many of the project activities; produces deliverables on time. creating-budget-or-cost-baselines-for-projects/, accessed April 10, 2017. In each chapter of this textbook, more specific possible failure causes will be covered, along with how to avoid them, but some basic causes of failure are as follows: Incomplete or unclear requirements Inadequate user involvement Inadequate resources Unrealistic time demands Unclear or unrealistic expectations Inadequate executive support Changing requirements Inadequate planning 1-4g Using Microsoft (MS) Project. (Mason, OH: South-Western Cengage Learning, 2010): 6. In personal cultures, people show genuine interest in the needs of workers, consider worker development as critical to the organization s success, and display an attitude that collaboration is satisfying and stimulating.9 Many organizations will have one dominant culture modified by at least one of the other types. Value working software more than documentation. Given a project situation, determine which activities, supplies, or service should be purchased, create bid documents for one of them, determine the criteria you would use to select a seller, and then determine the criteria you would use to select a seller. Planning, Executing, Monitoring & Controlling, and Closing. customers A common method of prioritizing stakeholders is based on the stakeholders is based on the stakeholders?: a. Often, this may involve a leadership team, department heads (functional managers), and/or project team members. AGILE On Agile projects, the sequencing is performed at a high level for the entire project or for the product release (often three to six months). population, 407-408 sanity tests, 410 SAPTURF (Super Absorbent Polymer Turf), 426 satellite development project, 382-383 scalability, project tools, 17 Schawk, Clarence W., 286 Schawk, Inc., 286-287 schedule management, 11 schedule performance index (SPI), 479 schedule variance (SV), 478 Schwaber, Ken, 325 scope, 14, 122 scope change, 475 scope creep, 66 scope description, 218 scope management, 11 scope overview, 65-66, 70-71 scope planning, 210-243 change control, 229-232 collect requirements, 212-216 define scope, 216-220 flow, 212 plan scope management, 211-212 using MS Project in, 233-238 work breakdown structure, 220-229 scope statement, 218 scoring models, 45-48 evaluating projects criteria, 45 sensitivity analyses, 47-48, weighting criteria, 45 sensitivity analyses, 47-48, 373 sequence activities alternative dependencies, 255 definition of, 246, 253 lags, 254 leads, 254 share opportunity, 377 Shaw Industries, 427-428 Shelley, Arthur, 177-178 sigma, 390-392 SMART, 37 SMEs (subject matter experts), 126 soft skills, 7 Soldavini, Patti A., 287 source selection criteria, 51 Copyright 2019 Cengage Learning. The various life cycle models are all frequently adapted based on how they align with the organizational culture and language. Exhibit 14.7 displays a straight line, which is called the ideal line. For its stakeholder register Chapter 12 starts by covering project quality planning. Then, using the two-pass method, calculate and show the early and late starts and float for each activity and the critical path. demonstrate a constant focus on improvement. Project management knowledge, skills, and methods can be applied and modified for most projects regardless of size or application. Chapter 15 deals with how to end a project—either early or on time. 10 4 6 3 Complete the following scoring model. An additional trial is conducted to quickly check repeatability. PERT and Monte Carlo are two methods sometimes used for this strategy. AGILE Agile embraces the idea of building quality into the product at the smallest batch size. Therefore, at any status meeting, it's a good practice to ask project team members if they believe the estimates for any of their upcoming tasks need updating. In what type of contract does the buyer assume the greatest level of risk? List, by name, as many of their upcoming tasks need updating. In what type of contract does the buyer assume the greatest level of risk? Construction 8.1 ARCHITECT 8.2 CONTRACTORS 8.3 CONSTRUCTION 8.4 FURNISHINGS 9. Chapter 15 wraps up the project, showing how to successfully close a project and reap the benefits. It was not a clean and quick process. X ON TIME Customer STAKEHOLDER/ SUCCESS CRITERIA EXHIBIT 6.3 Chapter 6 Stakeholder Analysis and Communication Planning 183 If the project team developed the stakeholder identification and prioritization matrix without their sponsor, now would be a good time to share it with the sponsor and ask for feedback. methods), a. An example scope statement for the Alternative Breaks project is shown in Exhibit 7.4. 7-3c Defining Scope in Agile Projects AGILE Agile strives to use smaller iterations to get feedback because understanding the desired outcome tends to evolve as the customers see the work 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control 5.6 Control Scope 6.6 Control Schedule 7.4 Control Costs Scope Backlog Burn Up Chart Earned Value Analysis 8.3 Control Quality 8.2 Manage Quality 9.6 Control Resources 10.2 Manage Communications 11.6 Implement Risks 13.2 Manage Stakeholder Engagement 13.3 Monitor Stakeholder Engagement PMBOK® GUIDE Topics Direct and manage project work Monitor and control project work Perform integrated change control schedule C request Change Request projects, the utility s project controls staff can continuously find and highlight the information that requires leadership attention and project team action. Team members profile themselves and their stakeholders in order to understand what they are like and how they should engage with them. D) A D tier supplier has a rating of 64 or less. First of all, project managers need to do this both from legal and ethical perspectives. Only then can the project team determine how big a proposed scope change it. The biggest of these by far is the Project Management Institute. Mitigate risk external to the firm through contract clauses and risk internal to the firm through agreements. It takes time and effort that could be spent on other productive activities. How much time and effort that could be spent on other productive activities. Alternatively, a project team can test a new method and then collect data on it. You will see these graphical representations in future tutorials. Key Terms Consistent with PMI Standards and Guides portfolio, 38 program, 38 vision, 38 mission statement, 38 strategic objectives, 38 program management, 38 cost benefit X PROFIT REALIZED X X X X FOLLOWON WORK X X X X X MINIMAL OVERTIME X X X RECOGNITION SUCCESS CRITERIA FOR VARIOUS STAKEHOLDERS X CHALLENGE X X X X X X QUALITY Source: Adapted from Ralph R. Projectized organization structure provides an opportunity to maintain expertise on a given project Review and Signoff (Project Charter) Onboarding Project Team Depending on the project, the project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capturing lessons learned at the end of a project meeting Plus-Delta evaluation template shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an example of capture shown in Exhibit 6.14 is an exhibit 6.14 is an exhi customer requirements are gathered early in the project d. They also normally create a risk register to record each identified risk, its priority, potential causes, and potential responses. It is of interest to note that the initial analysis (see Exhibit 6.4) had identified risk, its priority, potential causes, and potential responses. It is of interest to note that the initial analysis (see they can alter the relative importance of different groups. Needs assessment begins with a high level of understanding of the client needs during the overloads is to reorder the activities. EXHIBIT 14.25 RESCHEDULING WORK ON A GANTT CHART Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Some teams use Post-it Notes to develop this schedule manually by making two logical passes through the network to determine both the earliest and latest any activity can be started and ended. following: AGILE How fast can the project be completed? procurement agreement 6. A war room is a single location where the project team can keep their stuff and use it for any purpose. Know the order! The partial flowcharts at the start of each chapter and the comprehensive flowchart in the inside back cover help one to visualize the order. For example, on a research and development (R&D) project, a customer may be willing to pay an extra \$5,000 to finish the project 10 days early. At small companies, the CEO, who also juggles many other time demands. Project management methods to further the team development: Agree on common goals and objectives for the project. Using summary cost estimates, a projected duration and cost estimates, a project stakeholders. The first set of general project stakeholders. global organization, this helps the company to increase utilization of the individual resource and of the group as a whole. Projects of any real size are rarely as straightforward as this example. Resources include the workers, tools, equipment, and anything else needed in order to execute your project. All important topics are openly discussed. A project manager's responsibility is to ensure that whoever needs certain information receives it in a timely manner, in a form they can understand, and with complete honesty and accuracy. An OCIP can potentially reduce an owner's total project cost by 1 to 2 percent compared to traditional fragmented programs. Click Close to close the Visual Reports dialog (Exhibit 15.10) in MS Project 1. However, the work package may require multiple resources (including more than one person) to complete it. What actions do you suggest to help the project team through the stages of team development? Her blend of experience in real estate—including working with many investors—and classroom teaching gives her a unique perspective and insights into many components of project management, including Planning, Communication, Stakeholder Management, and Project Control. The temporary members who are brought on board as needed are called subject matter experts. With a staff of seven directors in the room, all with varying levels of experience and understanding, many conversations transpired requesting clarification on why peers used criteria to rank projects higher or lower than the overall average. They develop skills as needed to produce the product needed by the business. It involves intricate issues such as a project organization's competitive analysis and demand analysis. To project teams, these have different levels of importance, depending on the wishes of the customer and the progress the project is making at the moment. They will work across departments, employing the strengths of many and be held accountable to their peers weekly when the prioritization plan is reviewed at the director s meeting. Sometimes this person leads an office called the project management office (PMO). Another key management role is the functional manager (sometimes called a resource manager). They should collectively represent all of the major functions of the organization. portfolio is evaluated as a whole. EFFECTIVE PROJECT PARTNERING APPROACHES Many differences exist between the way traditional project procurement takes place in a partnering mode. Organizational structure can be considered to include work assignments, reporting relationships, and decision-making responsibility. Agile emphasizes empowering teams. Another strategy is to overlap only a few activities so you can manage them closely. On routine projects using proven technology, with fewer uncertainties, and an experienced and wellknown project team, the causes may be relatively few and easy to categorize. Cost performance index (CPI) is a cost performance measure expressed as the ratio of earned value (EV) to actual cost (AC). In construction, for example, there are software packages that help estimate how long it will take to hang drywall or run electrical wire. A wrap-up, or owner-controlled insurance program (OCIP), is a single insurance policy providing coverage that help estimate how long it will take to hang drywall or run electrical wire. for all project participants, including the owner and all contractors and subcontractors. People come from all walks of life and from all over the world to have access to the best healthcare anywhere. Ideally, this is accomplished in a systematic manner not just by chance. Corporation (IFC), and the Fund for Investment in Infrastructure, Utilities and Natural Resources, managed by AC Capitales SAFI S.A. LAP's objectives are to improve both facilities and operation of JCIA. The industry and type of project often encourage managers to select or customize a project life cycle model. Communicate promptly—"Promptly—"Promptly—"Comparison of JCIA. The industry and type of project often encourage managers to select or customize a project life cycle model. Communicate promptly—"Promptly—"Comparison of JCIA. The industry and type of project often encourage managers to select or customize a project life cycle model. Communicate promptly—"Promptly="Promptly= means providing the information soon enough so that it is useful to the recipient to facilitate timely decisions. Notice that the rate of learning is very important since more rapid learning leads to much faster performance times for successive times an activity is performed. availability needs to be confirmed. Developing a team charter promotes collaboration and synergy among the team members and leads to better team performance. In the following tutorial, we'll determine the sequence of tasks before coming up with durations for them. It was working within thirty minutes of software installation and processed product through the pilot production facility the same day without a glitch. Which method of estimating can produce the most accurate estimate: parametric or bottom-up? foundational, accessed February 6, 2017. As with the brainstorming mentioned previously, it is better to identify many possible risks and later determine that some of them are no major, rather than to not identify what does turn out to be a big risk. Thomas, Does Executive Sponsorship Matter for Realizing Project or might be impacted by either the work or results of the project. Chapter 8 Scheduling Project Scheduling Project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the work or results of the project or might be impacted by either the proj Learned: This section highlights specific learnings from previous similar projects that will help the team copy good practices and avoid problems. get to know the location and the people involved and 2. Once stakeholders have been analyzed and communications are planned, the project team can get into more detailed planning of scope, schedule resources, budget, risks, and quality—the topics of the next six chapters. Adapted from Schlenkrich, Lara, and Christopher Upfold, "A Guideline for Virtual Team Managers: The Key to Effective Social Interaction and Communication," Electronic Journal of Information Systems Evaluation 12 (1) (2009): 110. BA a. -values-principles-agile-manifesto, beneficial to consider different perspectives in making decisions as it may help avoid major risks that a single perspective would not have uncovered. The first process overall is Close Project or Phase both are integration processes. What do we want? Some opportunities will present themselves. Remember, all projects require planning and control. com/2010/05/activities-configuration-management.html, accessed April 11, 2017. ESTABLISHING A SECOND PULMONARY FUNCTION TESTING (PTF) LAB PROJECT BUSINESS CASE An additional PTF lab will enhance patient access by: Decreasing wait times and Providing a convenient location close to primary care appointments. This means every change to a project needs to be formally proposed. An agreement is reached during iteration planning on the definition of done meaning exactly how each feature and function must perform. Project meanagers EXHIBIT 5.13 STYLES OF HANDLING PROJECT CONFLICT CONCERN FOR SELF CONCERN FOR OTHERS Forcing/ Competing High Low Only when quick decision is necessary, we are sure we are right, and buy-in from others is not needed withdrawing/ Accommodating Low High Only when we know we are wrong, it is more important to other party, or we are after something bigger later Compromising Medium Medium Only when an agreement is unlikely, both sides have equal power, and each is willing to get part of what they want without taking more time Collaborating/ Problem Solving High Whenever there is enough time, trust can be established, the issue is important to both sides, and buy-in is needed STYLE WHEN APPROPRIATE FOR PROJECTS Source: Adapted from Richard L. 7-4b Why Use a WBS? Cleland and William R. If the net present value is positive, then the project. Hard skills can include risk of the issue is important to both sides, and buy-in is needed STYLE WHEN APPROPRIATE FOR PROJECTS Source: Adapted from Richard L. 7-4b Why Use a WBS? Cleland and William R. If the net present value is positive, then the project. analysis, guality control, scheduling, budgeting, change control, planning other related activities, and project execution. Identify causes of conflict b. projectized organizational structure is another organizational decision that needs to be made that of organizational culture. Another suggestion is to be specific; identify stakeholders by name when possible. Resolve potential scheduling conflicts. PDCA c. The planning becomes iterative, with more detail as it becomes available. Since virtually everyone wants to complete projects at the promised time, the critical path gets a great deal of attention. Summary Deming, Juran, and many other people have contributed to the modern approaches to quality. Chapter 12 Project Quality Planning and Project Kickoff actions could you take to try to change those who are opponents into enthusiasts? identify changes in scope that will go through formal change control procedures 10. 115 / 4.4e How Do You Start an Agile Project? A listing of these deliverables is included in Appendix D. Clear roles and responsibilities for executive sponsors, project managers, and project team members were collaboratively established. About half of these are core, while the others are behavioral or technical. Glagola, Quality Performance Measurements of the EPC Process: The Blueprint (Austin, TX: Construction Industry Institute, 1994). participate in status or kickoff meetings 9. In practice, many agile methods and variations are utilized, but they all share a basis in iterative development, extensive verbal communication, team interaction, and the reduction of resource-intensive intermediate products Discussion Questions A new grocery store is being erected that will demolish a neighborhood basketball court. 3 An organization needs the assurance that the results are aligned with the original plan, and they are likely to serve the customer s intended purpose. However, project supply chain management is not just about contracting. The sponsor for a project, operations staff members may identify potential productivity-enhancing projects. This total cost is called the life cycle cost, in which life cycle denotes the life of the product or deliverable of the project. While the project manager does not need to be a slave to the clock, recognition of how long team members are in EXHIBIT 6.11 PROJECT MEETING AGENDA TEMPLATE Project Team Review agenda Date Time Place 2 min Topic 1 Topic 2 Topic 3 Summary 5 min Meeting evaluation 2 min Copyright 2019 Cengage Learning. 9-9 Using MS Project for Resource Allocation Up to this point in the Suburban Park Homes project, created the predecessor relationships among the tasks, entered the expected duration for each task, and shown the critical path. Both are approached by internal customers of their projects (managers, is important to me. What does a typical closeout report include? Suburban Homes is highly committed to employee development and functional expertise through training, mentoring, and collaborative learning. This often requires overtime pay, but could also require extra charges for expedited deliveries, more expensive machinery, or employing more skilled people who can do the activity faster and better. 7-4 Work Breakdown Structure (WBS) After scope definition is complete, the project when the project work and milestones as compared to the high-level understanding of the project when the project work and milestones as compared to the high-level understanding of the project when the project when the project when the project work and milestones as compared to the high-level understanding of the project when the project Organizational Systems Leader Roles and Responsibilities Project Selection And Prioritization Matrix 7.4 Project Selecting Project Selecting Project Selection Selecting Project Selection And Prioritization Matrix 3.4 Project Selection Selecting Project Selecting Project Selection Selecting Project Selection Selecting Project Selecting Requirements Requirements Documents Scope 6.1 Plan Schedule Management 10.1 Plan Cost Management Quality 8.1 Plan Cost Management Resources 9.1 Plan Resource Management 10.1 Plan Cost Management 10.1 Stakeholder Register Duration Estimates 7.3 Determine Budget Network 6.3 Sequence Activities 6.5 Develop Schedule Baseline Cost previous ones, and students can appreciate the interplay between the various knowledge areas and processes. Show any quality tools you have used and explain how you interpret and act appropriately upon the communication. In fact, some days I needed to bid more than one job. Blend of traditional and modern methods. Now Cost variance CV How efficient is the projects 65 3-4 Typical Elements in a Project So far with its schedule? Chapter 3 Chartering Projects 65 3-4 Typical Elements in a Project So far with its schedule? document used to manage points of discussion or dispute that arise during projects, in order to monitor them and ensure that they are eventually resolved and added to lessons learned, is called . These manufacturers are often financial supporters of suppliers through ownership or loans. Note the topics are classified as either dealing primarily with process issues or primarily with relationship issues. The single set of goals takes care of the customer requirements and the entire project instead of each individual organization. The name of the method is used should be described. and project goals are aligned. For external projects, it is a common practice to list specific workers who will be assigned to a project team in the proposal, and occasionally they must be approved by the client. Reinschmidt, "Combination of Project Cost Forecasts in Earned Value Management," Journal of Construction Engineering and Management 137 (11) (November 1. 2011): 958–966. Somehow, the conflicting desires of multiple beople in the customer's organization must be combined into one set of requirements that will be provided to the people who will perform the project work. Clicking Task Tab>>Schedule Group>>Outdent Task (left Green Arrow) will similarly decrease indentation o the selected row(s) or summary task. Create a request for information for one portion of the project work that could be contracted out. Develop project manager consult when performing resource leveling? Note that path ACFG is also reduced, as F is on it and F is one portion of the project manager consult when performing resource leveling? was crashed. Using MS Project to understand resource limitations includes five steps: 1. Exercises Consider a major team project for a class. CDIL c. However, Suburban Homes recognized the scope for managing resources effectively and efficiently to increase profits. Keep the description very short, and it will form an effective starting place. From his experience managing a few projects in the Midwest and based on the lessons learned from these projects, it was evident to Adam that Suburban Homes did not place a strong emphasis on people-related factors and team development. Source: Michael O'Brochta, PMP, director, PPMC Program, CIA. the drop-down list Right-click the form in the lower pane and select Resources and Predecessors In the upper pane, click the task row needing a resource name from the drop-down list Repeat Steps 6 and 7 to add additional resources to the assignment list Copyright 2019 Cengage Learning. What is uncontrolled change known as? Which projects will best help the organization achieve its strategic goals? Simultaneously, systems and processes were developed for electronic documentation of the historical data of projects using information systems (IS) and knowledge management tools. Since some of the milestones are often preliminary (drafts, prototypes, concepts, outlines, etc.), it is helpful to have the same person who will judge the final project deliverables judge them at the intermediate milestones. This hybrid of tacit and explicit knowledge was found to be highly effective for fast discovery of ideas. Some of this direction setting occurs when an organization is young or is being revamped, but some needs to occur repeatedly. Consider both positive risk (opportunity) and negative risk (threat). Kate is a certified project management professional (PMP). At each stage, the project management professional (PMP). At each stage and can create more accurate estimates. On a large, complex project, it may need more structure. Typically, relationship-building activities are most effective when they are used in the process of planning a project. Gallup has studied more than 6 million people, and we have found that individuals have much more potential for growth and productivity in areas of great talent than areas of weakness. accessed April 28, 2017. The project team members may choose to interview stakeholders, specifically when a project is big, complex, and is associated with many uncertainties. In the absence of competition, however, other methods may be required at this point. The other, more minor risks are not formally considered further in the charter, but they very well may get more attention in the planning and executing stages. a. As the project progresses, are there changing priorities that impact project importance?. response to change over following a plan. A conference was held for all HR leaders to begin developing this needed buy-in.
 Copyright 2019 Cengage Learning. Performance Improvement Consultant If the Sponsor and the Project Leader determine additional support/expertise: Provides direction to the Project Leader in establishing targets and a measurement and monitoring system. the "head of the fish" in the What three types of variation should one look for in a Run Chart? Lower production cost More control over quality and time Eack of suitable suppliers Obtain a customized item Utilize project team's expertise and time Protect proprietary design or knowledge REASONS TO BUY 1. Several questions that can be assigned to students are included with the videos that xx Copyright 2019 Cengage Learning. In the second case, adaptive or change-driven methods to iteratively determine the scope and plan for risks may be more important. When interpreting earned value management, cost and schedule must be considered independently. A communications plan was drafted because this change directly touched several hundred persons and indirectly many tens of thousands. This second level is indented one tab. Stakeholders validate that scope is complete with interim deliverables throughout the project and with final deliverables near the end. Adapted from Kim LaScola Needy and Kimberly Sarnowski, "Keeping the Lid on Project Costs," in David I. Setbacks for project teams can also come from losing or gaining core team members or SMEs, changes in project soften require much planning during the early phases of a project and have fewer activities to finish at the end. While roles can be shown on an organizational chart or described in a document as text, they are often also shown in a matrix. Process measures are tracked frequently as the teams conduct tests within the system and during the course of a project are often displayed in daily, weekly, and monthly formats. advise on project requirements c. 4-4d What Are the Key Roles in Agile Projects? This appendix offers general suggestions for study ® ® everal features of this text have been designed to help you study for and pass the CAPM and PMP exams. Each potential change to a project is normally documented by some sort of change request, which is a written request or a formal proposal to propose changes to any project planning component such as a document, project deliverable, or baseline (scope, cost, and time). However, one should remember that the project manager should have some leeway with one of the three constraints. How does it apply to project management? On other projects, a substantial portion of the budget goes to securing services and supplies from vendors and external sources. In addition to having a major stake in the project outcome and fulfilling the responsibilities described above, the following general behaviors and temperaments are desirable: Excellent communication and listening skills Ability to handle ambiguity Ability to self-manage Approachability Collaborative attitude Responsiveness16 Copyright 2019 Cengage Learning. The results of this are shown in Exhibit 9.13. The pace of work and amount of money spent may vary considerably from one life cycle stage to another. Remember that while many projects may have a primary deliverable such as a house, almost all projects have additional deliverables such as documentation and customer support. At the opposite end of the spectrum, when developing a new technology, very little may be determined in the project until the results of some early experiments are reported. Know what you want and who you will negotiate with. Daily Scrum sessions help it stay focused and deal immediately with impediments. We encourage you to use CPM 4e in conjunction with the PMBOK Guide 6e. The collaborative style is preferred for important decisions that require both parties to actively support the final decision. 4-5. Removal of resources works in reverse of the above Removal of the resource from an activity with one resource assigned results in zero task work. This structured process has helped reduce attrition, increased the company's profitability. move on to other components of the charter, since identifying risks is the only risk-related activity in the initiating phase. One comparison is costs internal Copyright 2019 Cengage Learning. 2 Copyright 2019 Cengage Learning. 2 Copyright 2019 Cengage Learning. Yang, Rebecca, Yaowu Wang, and Xiao-Hua Jin, "Stakeholder's Attributes, Behaviors, and Decision-Making Strategies in Construction Projects tend to be the primary method for implementing many objectives. Chapter 9 Resourcing Projects 303 If the noncritical activities must be completed at the rate of effort shown in the original schedule, some of them may need to be assigned to another worker. Dual responsibility and accountability can be demotivating for some people. Sometimes, this is because a decision needs to be made quickly or it takes higher authority. Consider multiple options. In the next section, we discuss the integrated project supply chain management approach. Some companies have a policy that they will not be awarded the project. A practical rule is to keep dividing the project until it no longer can be divided realistically. BEHAVIORAL OBJECTIVES: Explain the strengths an organization might possess that could improve its ability to perform projects. Describe how a strong (project managers may choose to delegate a decision to one or two team members— either members of the core team or SMEs. This strategy works well when not enough information or time is available at the current meeting and the decision needs to be made before the following meeting. activity on arrow (AOA) d. information.html, accessed April 10, 2017. How do you respond? Decide which baselines to keep (if there were multiples due to be made before the following meeting. to changes). Plant flowers. I worked for the same company in both cities. A project manager again or direct other potential customers her way by their enthusiastic singing of her praises. Equipment deliverables 12-2-16 Engineering & Manufacturing B.O.M. check 5. Project Cost Management Know how to construct a time-phased, bottom-up project budget and the difference between various means of estimating costs and needed reserves, as shown on CPM page 335 337. Describe how a WBS and a schedule work together. Did it work? To effectively plan for purchasing and acquisition of materials and services, a project team typically finishes identifying customer requirements and most of the project Quality Planning and Project Kickoff 415 a change is approved, the changed tasks must be re-baselined, as well as the WBS parents of the new or changed tasks (Step 3 below): 1. Key Terms Consistent with PMI Standards and Guides plan scope management, 212 collect requirements, 212 define activity, 221 work package, 224 WBS component, 225 rolling wave planning, 227 baseline, 229 decomposition, 228 change control system, 229 change request, 231 Chapter Review Questions 1. Many of the success factors require continuing work as the project progresses. Organizations that are new to formalized project management often start with functional managers having more power. In this case, 0 + 5 = 5 means the activity "Determine new product features" can be completed after five days. Understand the conflicts can be and grouped into those related to . 329 Copyright 2019 Cengage Learning. 344 Part 3 Planning Projects understood, unusual projects. For example, the U.S. Air Force has an engine procurement program. Working together to develop, sign, and distribute the charter greatly aids in communications and commitment. One intermediate level, or summary level 3. This explains each bit of information that is displayed for each activity. 536 Appendix C: Answers to Selected Exercises 14-6 \$4,000 \$3,000 \$2,000 \$1,000 \$0 Water Losses Poor Seals Broken/ Missing Tools Delays between Operations, and challenges of each of the executive, managerial, and team roles in projects and list important attributes for selecting each. Caution must be exercised to avoid overloading or assigning multiple tasks at the same time. These user stories define scope and functionality. In talk and in action, Midland tries to live out the core values that comprise its organizational culture. same from other team members, a project manager can expect most team members to demonstrate their trustworthiness. The planning team uses a top-down approach in creating the WBS. Target the communications. Scope statement like Exhibit 7.3 PROJECT M ANAGEM ENT IN ACTION Work Breakdown Structure Template This WBS for an industrial complex presents a deliverable-oriented approach to developing it by employing a consistency in the division basis for each level of the WBS. Our Approach 1. For both types of control, resulting change requests can include corrective actions, or defect repair. quality, and the Condition of Acceptance for each story is the definition acceptable to the customer. Therefore, even for geographically dispersed teams, it is common to bring people Copyright 2019 Cengage Learning. These events are classified as known unknowns, depending on the extent to which they are understood and predicted. What would prevent any further partnering? In other words, make them responsible and accountable by empowering people and delegating the work. Project data collection and management present the opportunity to simultaneously manage an organization s profit, people, and planet objectives in an optimal way. When can the first draft of a project schedule be constructed? From his initial realization that managing projects successfully requires implementation of various project. How do you anticipate that the organizational structure, culture, and role assignments help or hurt your ability to successfully plan this project? Projects are ripe for many kinds of conflict. Actively participates in team meetings. The goal is to improve the work processes. Ultimately, bringing products to market that help brands win at the shelf where the consumers vote with their wallets delivers measurable, longlasting benefits to brand owners. Scenario questions are often used to distinguish stages. project statement of work d. This is the process of planning risk responses. For example, many firms outsource information technology requirements, accounting work, legal functions, logistics, and so on. Start by identifying the three most important Copyright 2019 Cengage Learning. Then the sponsor should insist that a milestone schedule, preliminary budget, risk identification, assessment criteria, communication plan, and lessons learned be developed by the project manager and team. Manages project flow, including agenda setting, meeting documentation, and coordination of team assignments. Rawpixel.com/Shutterstock.com Source: Chris Bridges. This set is what actually happens during project execution as reported by the resources assigned to project tasks. Lee-Kelley, Liz, and Tim Sankey, "Global Virtual Teams for Value Creation and Project Success," International Journal of Project Management 26 (1) (2008): 51-62. Project completion is either pleasant and predictable or unpleasant and predictable or unpleasant and unexpected. Iteration planning meetings have the product owner share the highest value-added output he or she would like the team to work on next, along with a definition of what done or quality completion is. Make sure you know the relative benefits and weaknesses of using each. The stakeholders with the highest total scores are often considered to be key influencers for the project. 11-2b Reviews A project manager and team can review a variety of project documents to uncover possible risks. V. Payback period (PP) 7. Chapter 14 Determining Project Progress and Results b. gov/wp-content/uploads/filebase/cio document library/CIO-Council-State-of-Federal-IT-ReportJanuary-2017(12).pdf, accessed April 14, 2017. For example, construction of a multistory building in China would require a highly detailed construction schedule, but even a much simpler construction project of building a onecar garage also needs to follow a schedule. Identify supportive champions and stakeholder groupings for engagement. Second, everyone involved in the upcoming project needs to develop a common understanding of what the project entails. Contractual EXHIBIT 11.4 RISKS OVER THE PROJECT LIFE CYCLE

Number of Risks Discovered Initiating Planning Cost per Risk Discovered Executing Closing Project Life Cycle Stage Copyright 2019 Cengage Learning. They have also developed the decision matrix shown in Exhibit 3.2 to help people determine if a full charter, mini charter, or no charter is needed. The project manager can help the new team develop team-operating methods early—when they construct the project charter. A somewhat more involved example is shown in Exhibit 11.10, a scale of 1 to 5 is used with descriptions. Chris Tetrault, owner and founder, SAPTURF 13-1 Introduction to Project Supply Chain Management Can you provide a project example that is fully completed by the project organization itself, without using any products or services from outside suppliers? The primary source is the work breakdown structure. Maximize everyone's strengths www.linkedin.com/in/connieplowman Source: Connieplowman Source is the work breakdown structure. Plowman, PMP, Chief Operating Officer (retired), PMI Eric Jenett Project Management Excellence Award Recipient Copyright 2019 Cengage Learning. It is worth mentioning that if one party, even if it is only a perception, negotiation may not be the right option until the inequality issue is addressed. Brache, Alan P., and Sam Bodley-Scott, Which Imperatives Should You Implement? 4, accessed February 7, 2017. Chroneer, Diana, and Fredrik Backlund, A Holistic View on Learning in Project Based Organizations, Project Management Journal 46 (3) (June/July 2015): 61–74. Which organizational structure is often used for small projects that require most of their work from a single department? 176 6.1 Identify Stakeholders 179 / 6.1b Analyze Stakeholders 185 6.3 Manage Stakeholders 187 6.4 Identify Stakeholders 187 6.4 Identify Stakeholders 187 6.4 Identify Stakeholders 187 6.4 Identify Stakeholders 188 6.2 Identify Stakeholder Engagement 187 6.4 Monitor Stakeholder Engagement 188 184 / 6.2b Planning to Build 6.5 Plan Communications Management 188 6.5a Purposes of a Project Communications Plan Considerations 193 6.6a Determine Project Information Needs 193 / 6.6b Establish Information Retrieval and Distribution System 193 / 6.6c Project Meeting Management 197 PMP/CAPM Study Ideas Summary 199 199 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions @ 200 200 PMBOK Guide Questions 201 Integrated Example Projects 202 Casa DE PAZ Development Projects 202 203 204 206 207 Planning Projects 7 Scope Planning . That does not mean sharing confidential information inappropriately. When new people are added, they are given a formal introduction to the team and provided information about the project. Chapter 11 Project Risk Planning 365 EXHIBIT 11.6 TOP RISKS IN EACH FACTOR FOR INTERNATONAL PROJECTS CULTURAL VIRTUAL Number of languages Communication issues Trust level Number of languages Commun religions Number of time zones POLITICAL REGIONAL Government desire for project Crime rate Government unrest Climate/weather Laws and regulations Housing availability Relationship with government desire for project Crime rate Government Unrest Climate/weather Laws and procedures Source: Steffey, Robert W., and Vittal S. Engage deputy, provide skills and mentorship. Federal CIO Roadmap-[2010.07.02].pdf, p. Tatro, Inc., uses a hosted project management page on its website that clients can access with a password to witness project progress from anywhere in the world on a 24/7 basis. WHAT IS REPORTED? The main work of the next phase—the Planning Process Group—is creating the Project Management Plan. Ultimately, the project manager needs to make the decisions—often in conjunction with the sponsor. (New York: Van Nostrand Reinhold, 1983). Chapter 4 Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Roles 121 4-5d Chief Projects Officer/Project Management Office Organizational Capability: Structure, Culture, and Structure, and S for all the people who work on projects. With increased international competition and a borderless global economy, customers want their project deliverables on time and on budget. While sponsors represent their projects, they also represent the larger organization. Chapter 3 Chartering Projects EXHIBIT 3.21 CREATE A SUMMARY ROW Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Many people find that determining these relationships is easiest with Post-it Notes and a large work space. Schedule development is an iterative process. Schedule activities that are normally in sequence at the same time. Prior strategic plans were largely dictated by the former executive director, created in a silo of sorts. At Ball, we increase stakeholder buy-in by addressing and thinking about things up front; with an agreed-upon charter, this gives the project team 60 Copyright 2019 Cengage Learning. performance and progress" is called a. In resource-constrained projects, the project is limited by budget constraints. This is totally consistent with contemporary project management since many individuals do much better work when they actively plan rather than have work assigned to them. Many stakeholders have an interest in multiple aspects of a project. This allows a bit of realism in the schedule. Not only will the content and questions in this book help you prepare for one of the licensing exams if you choose to pursue a projects, but they will also help you learn the best practices for managing and executing projects, but they are projects as the CAPM or PMP. 8-9 Uncertainty in Project Schedules On some projects, it is easy to estimate durations of activities with confidence. This meeting should be widely attended, give everyone involved in the project. 244 8.1 Plan Schedule Management 246 8.2 Purposes of a Project Schedules 247 8.3 Historical Development of Project Schedules 247 8.4 How Project Schedules and Lags 254 / 8.6 Alternative Dependencies 8.7 Estimate Activities 248 249 8.6 Sequence Activities 248 249 8.6 Sequence Activities 253 8.6 Leads and Lags 254 / 8.6 Alternative Dependencies 8.7 Estimate Activities 248 249 8.6 Sequence Activities 248 249 8.6 Sequence Activities 248 249 8.6 Sequence Activities 253 8.6 Leads and Lags 254 / 8.6 Alternative Dependencies 8.7 Estimate Activities 248 249 8.6 Sequence Activities 255 256 / 8.7b Learning Curves 8.8 Develop Project Schedules 259 8.8a Two-Pass Method 259 / 8.8b Enumeration Method 258 / 8.9b Monte Carlo Simulation 8.10 Show the Project Schedule on a Gantt Chart 268 266 8.11 Using Microsoft Project for Critical Path Schedules 268 8.11a Set up the Project Schedule 269 / 8.11b Build the Network Diagram and Identify the Critical Path 270 PMP/CAPM Study Ideas Summary 275 276 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions 276 277 277 Copyright 2019 Cengage Learning. When estimating how long activities are expected to take, each activity should be evaluated independently. Workers are already familiar in general with the technology being used on the project. Identify prospective partners for supply of materials and construction work. Tuesday of the final week appears to be an outlier (it is considerably below others near it). Budget your costs at the starting salary you expect to receive when you graduate (or your current salary, if you are employed). AGILE Agile projects are similar to other projects in regard to developing early risk planning, assessment, and response planning at a high level. When considering any of these quality control tools, remember that it is easy to get lost in the details, but the purpose of quality control is to make sure the agreed-upon scope and quality are met per the project charter. Likewise, each work package in the WBS must be examined to identify risks associated with it. In dealing with task-related conflicts, project charters are meant to help the project core team, project manager, and sponsor understand many aspects of the project at a high level and head off potential conflict between individuals. These can be used to assign responsibility to each item concerning project Risks Risk Owner Contingency Plans County approval and permissions Suburban Homes, PM None County Property Taxes hike Client, Suburban Homes Document as contract clause Traffic congestion Client, County, DMV None Commitment to project schedule: Project team and contractors will complete their assigned work as per schedule. The more routine a process is and the more work is driven by machines, the less variation occurs. Signatures and commitment Who? Bear in Mind: 1. mutual agreement c. TECHNICAL OBJECTIVE: Create a WBS, including work packages and a numbering system for the code of accounts, both by hand and using MS Project. Work (hours assignment) is calculated by multiplying the Duration value (converted to hours) by the Units value. One extreme is to never start doing anything because the plan is not yet complete, which is also known as analysis. Part 4 Performing Projects Stephen Coburn/Shutterstock.com 442 13-6a Project Partnering and Collaboration Companies are constantly in need of outsourcing or contracting significant segments of project work to other companies. It also serves as an outline for integrating all these planning elements. G. Teams often brainstorm key ideas and then craft the parts on which they agree into smooth-flowing statements. What makes someone a project stakeholder? This includes both technical ability and communications ability. Resources can include people, materials, supplies, facilities, or office spaces—anything necessary for the completion of a task. Finally, project teams disband when the project is over. Agile builds upon established technical approaches with an increased emphasis on human behavior. Hashem, Sherif, The Power of Design-Build: A Guide to Effective Design-Build Project Delivery Using the SAFEDB-Methodology (New York: Business Expert Press, 2014). At Atos-Origin (a leading IT consulting company), a structured process is followed to manage resources. Telegraph, etc.) Habitat for Humanity Calendar Current events Volunteer Opportunities Donation of construction materials Furniture Recruiting Volunteer Date Action Steps March 1-10 Visit St. Bernard Rectory Facebook Service Leaning Visit Casa de Paz Chicago SM to get website access from Ashley and start collecting information that needs posting March 15-30 Contact Phoenix Group (Alejandra, Laura) Support Gill for March 21 presentation List of potential building contractors and volunteers (Alejandra) List of Education groups (Kathleen) List of Health organizations (Laura April 1-15 Zoning/Building permits Copyright 2019 Cengage Learning. Responsible for supplying requirements. The second section deals with various activities needed to develop the project team's capability—many of which require leadership from the project 2016 Introduction MS Project 2016 Interface and interaction with the software should seem familiar. When new project team members arrive, they need to be on-boarded; that is, they need to understand the project and start to develop working relationships with their new team members. Control means assessing actual performance, determining variances, analyzing trends to identify and implement process improvements, evaluating possible alternatives, and finally, recommending appropriate corrective action as needed. Mason, OH: South-Western Cengage Learning, 2010: 110-117. An effective leader creates and shares a strong vision for the project. The project organization can be a seller in dealing with the project owner or customer and a buyer in a more prevalent procurement setting. EXHIBIT 3.24 SUMMARY TASK DIALOGUE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. This involves utilizing appropriate forms of power in managing the project team to obtain desired results. The specific measures vary, but essentially, they focus on whether the project helped the performing organization. In the second approach, teams invite the SMEs to the WBS planning meeting right from the start and utilize their input throughout the WBS development. Project managers are generally held more accountable for performance than they have the responsibility to direct people to perform. The next step is to identify potentia solutions to the conflict. ents/, accessed January 9, 2017. The project team capability building cycle is shown in Exhibit 5.8. Project team capacity building is performed in the context of planning and executing project work. Understands the entire range of the project team capacity building cycle is shown in Exhibit 5.8. Project team capacity building is performed in the context of planning and executing project work. specific supply chain techniques can help project managers make better trade-offs between project costs and time to create better customer satisfaction. If so, the scores from the selection matrix could serve as one method of prioritizing the projects. To the students' surprise, proficiency increases average a full point; student feedback virtually always includes statements to the effect that they didn't realize just how much more effective they can be in projects 63 change to the project. Dell, University of Texas at San Antonio Kevin P. value engineering Exercises Create a requirements traceability matrix like Exhibit 7.2 for a project in which you plan an event on your campus. Rather, you will be expected to understand the best practices we describe and to apply them to mock situations. The cost estimate is derived from the resource effort required. specifically addressing questions such as the following: Did the project results or outcomes meet the customers needs? create WBS 2. Examples of risk assessment and major risk response planning for a hardware upgrade project get back on track; however, make sure the appropriate stakeholders agree with the changes because many times, a change that improves one aspect of a project degrades another. Stakeholder List: Identifies those individuals and groups who have an interest in either the project process groups, paraphrased from the PMBOK Guide, are as follows: 1. Senge, Peter, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley, The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World (New York: Broadway Books, 2008). Kloppenborg, "Managing Stakeholders for Project Management Success: An Emergent Model of Stakeholders," Journal of General Management 35 (3) (Spring 2010): 67-80. How can the website help us do other work we desire to perform? In traditional project procurement are usually used interchangeably to refer to the integration of related functions to purchase or acquire the needed materials and services for the project team. Costs for all the activities under the same WBS element at the next higher level are rolled up. After an organization has developed a list of potential suppliers, how should the organization evaluate each supplier individually? Walker, A Balanced Score-card Approach to Project Management Leadership, Project Management Journal 35 (4) (December 2004): 47-56. convenience of buyer d. In the rare instance in which a partner consistently takes advantage of the situation, the partner is eventually dropped. However, it is good practice to follow up with the members between meetings to ensure that project tasks are completed as planned. Name at least four things that a mission statement should include. Comments on the left side give advice from a communications perspective regarding the content of each section. SUBURBAN HOMES CONSTRUCTION PROJECT Purchasing a new home is the single largest investment most of us will make in our lifetime. More unique project needs 2. Finally, the project meanager must understand cash flow—both in terms of funding and requirements to meet costs for activities on a day-to-day basis. At this level, changes are tested for short periods of time. 136 5.1 Acquire Project Team 138 5.1a Preassignment of Project Team Members 139 / 5.1b Negotiation for Project Team Members 139 / 5.1c On-Boarding Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Characteristics of High-Performing Project Team Members 139 / 5.2b Charact 147 / 5.2d Assessing Project Team Capability 148 / 5.2e Building Individual and Project Team So / 5.3c Project Team Management Outcomes 5.4 Relationship Building Within the Core Team 159 160 5.5 Managing Project Conflicts 161 5.5a Sources of Project Conflict 162 / 5.5b Conflict-Resolution Process and Styles 163 / 5.5c Negotiation 164 5.6 Countries and Project Conflict 162 / 5.5b Conflict-Resolution Process and Styles 163 / 5.6c Countries and Project Conflict 162 / 5.5b Conflict Communication Preferences 167 PMP/CAPM Study Ideas Summary 167 168 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Integrated Example Projects 170 170 Casa DE PAZ Development Project Semester Project Instructions 171 171 Copyright 2019 Cengage Learning. If it is accepted, the project plans are changed to reflect the impact of the change. 484 Part 4 Performing Projects Anniston reports Task A's performance was as scheduled through the end of day on Thursday, December 7 is the Status Date). Crashing is called swarming in agile; actually, it comes from XF (Extreme Programming—one type of agile). Cost-reimbursable contracts, unlike fixed-price contracts, provide lower risk for the seller and higher return if only one can be chosen. In these cases, it is common to look for methods of accelerating (or compressing) the project schedule. It requires a great deal of reeducation and communication on everyone's part to make it successful, and when resources are reallocated from the buffer to a task in trouble, more work may be created. Clarify both parties' interests Learn what the other party really wants and share your true interests to determine a common goal. project scope statement One output of the Plan Procured "in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services or results." a. Adherence to team charter elements promotes mutual understanding and conflict resolution. Dayan, Mumin, and Said Elbanna, "Antecedents of Team Intuition and Its Impact on the Success of New Product Development Projects," Journal of Product Innovation Management 28 (S1) (2011): 159–174. Diffin Compare Anything, Quality Assurance vs. What will the impact be if the client wants to add another module? On some projects in which the services or materials are commodities, the selection decision is made mostly or entirely on price. 3 1.2 History of Project Management 5 1.3 How Can Project Work Be Described? Chapter 13 Project Supply Chain Management 439 EXHIBIT 13.6 TYPES OF CONTRACTS CONTRACT TYPE COST RISK ABSORBED BY APPROPRIATE WHEN Firm-fixed-price economicprice-adjustment Both Project may be long duration and inflation and by a second s commodity prices may fluctuate Cost-plus-incentive-fee Mostly buyer Costs are not well known and buyer wants to maximize some performance on stated criteria Cost-plus-fixed-fee Buyer Costs not well known Time and material Buyer Cost rates known, volumes are unknown 13-4a Fixed-Price Contracts A fixed-price contracts c. A deliverable as defined in Chapter 1 is a unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. Negotiate with your sponsor to see how you can best accommodate her requests without agreeing to unreasonable expectations. culture An output of the process Develop Project Team, an evaluation of the team's success in achieving project objectives for schedule, budget and qual. 2 2f Using a Cost-Benefit Analysis Model to Select Projects Cost-benefit analysis is a financial analysis tool used to determine the benefits provided by a project against its costs. People who feel valued often work with much more enthusiasm and commitment. Tatro understands it needs to have self-motivated workers who are very presentable to discriminating clients. Agile projects are planned in a rolling wave fashion. Choose the answer that is most correct most of the time, not one that is sometimes correct in certain circumstances. staff the project properly with the right skill sets b. Building Acceptance 9.1 BUILDING AND GROUNDS ACCEPTANCE 9.2 BUILDING OCCUPANCY 9.32 BUILDING OCCUPANCY 9.32 BUILDING AND GROUNDS ACCEPTANCE 9.2 BUILDING OCCUPANCY 9.32 BUILDING AND GROUNDS ACCEPTANCE 9.2 BUILDING OCCUPANCY 9.32 BUILDING AND GROUNDS ACCEPTANCE 9.2 BUILDING AND GROUND BUILDING DEDICATION 9.4 WARRANTY CORRECTIONS Copyright 2019 Cengage Learning. Five types of useful project team member capabilities are as follows: 1. Imagine you are creating a lessons-learned database for a recent project you have completed. Hence, a quick SWOT analysis could be used to decide whether to pursue a potential project, Nappiness/pixabay.com 50 Copyright 2019 Cengage Learning. Closely related to open discussion is the issue of protecting confidentiality. This includes acceptance criteria of features; agreement of what done is for each iteration, and a demonstration to prove the deliverables work. The key to making this work for the project manager is how she responds to any deltas. Lead associates, customers, and suppliers with empowering style and principles Serve as good stewards of the resources of both the parent and customer organizations. For emphasis in the remainder of their planning. should be used on rare occasions, for exceptional performance b. Assumptions that are not true often cause more work or other problems for a project such as changes in scope, cost, and schedule. Note also the dark line. G., et al., "Applications of a Technique for R and D Program Evaluation (PERT)," Operations Research 1 (5) (1959): 646-669. The evening had a much different tone, with live music, local delicacies, and drinks flowing freely. That means some activities will run over their estimates, while others will cost less. To change the timescale: 1. as a. Many of the methods can be used together and reinforce each other. After my training, I was transferred to Kansas City. We will use the project in Exhibit 9.11 to illustrate crashing. If an activity on the critical path falls behind schedule, what effect will this have on the entire project? Cost control often has one additional consideration—that is, ensuring that no more money is spent than the authorized amount. 6 1.3a Project Life Cycle 7 7 / 1.3c Authority 1.4 Understanding Projects 10 1.4a Project Management Institute 10 / 1.4b Project Management Body of Knowledge (PMBOK) 10 / 1.4c The PMI Talent Triangle 11 / 1.4d Selecting and Prioritizing Projects 14 / 1.4c The PMI Talent Triangle 11 / 1.4d Selecting and Prioritizing Project Success and Failure 15 / 1.4g Using Microsoft Project Project Success and Failure 15 / 1.4g Using Microsoft Project Project Success and Failure 15 / 1.4g Using Microsoft Project Project Project Success and Failure 15 / 1.4g Using Microsoft Project Proje to Help Plan and Measure Projects 16 / 1.4h Types of Projects 16 / 1.4h Types of Project S0 / 1.5b Project Roles 17 1.5a Project Roles 17 1.5a Project Roles 10 / 1.4b Part 2: Leading Projects 1.6c Part 3: Planning Projects 23 PMP/CAPM Study Ideas Summary 23 24 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions @ 25 26 Integrated Example Projects 27 Suburban Homes Construction Project Casa DE PAZ Development Project Semester Project Instructions Project Management in Action Endnotes 24 25 PMBOK Guide Questions References 21 / 27 28 28 29 30 31 viii Copyright 2019 Cengage Learning. Assigning resources like this requires a prioritized project list such as shown in Exhibit 2.13, a list of resources and how much of each is available, and an estimate of how much of each key resource each project will need. These objectives should provide focus on decisions regarding which Copyright 2019 Cengage Learning. The extreme of rolling wave planning is agile. Exhibit 8.8 includes suggestions for creating realistic time estimates. Kloppenborg and Laurend J. Establish roles. As such, these aspects are often not managed with anywhere near the time and thought investment of the tangible aspects of a project. Prioritize them, using the six-criteria model. Chapter 10: Budgeting Projects Teams may use rolling wave planning to estimate costs. Weekly progress report summary included D. Anderson Cancer Center of the University of Texas Medical Center, 358 Microsoft (MS) Project. In the "check" step, the project team evaluates the potential approaches and selects one. However, instead of creating one time estimates: optimistic, most likely, and pessimistic. Then a facilitated meeting is being held to determine the minimal viable product (MVP) to build. However, project managers need to understand that if they have the power and take advantage of their negotiation partner, that partner may not work with them on a future project. Purchase flowers, potting soil, and tools. To do so, make the following changes: 1. There is not a separate step for quality. What is scope creep and how can it be prevented? If the input from stakeholders. Personnel directives The objective of the process is to improve competencies, team member interaction, and overall team environment to enhance project performance. These institutions include thirteen renowned hospitals and two specialty institutions, two medical schools, four nursing schools, and schools of dentistry, public health, pharmacy, and virtually all health-related careers. The contractor needs to prepare and submit proposals for desired projects and be prepared to follow up and often negotiate in order to secure them. What are the advantages of using a WBS? Chapter 14 Determining Projects and be prepared to follow up and often negotiate in order to secure them. What are the advantages of using a WBS? major perspective included in a balanced scorecard approach to project control is that of the customer. 3-4f Risks, Assumptions, and Constraints A risk is an uncertain situation that could negatively or positively affect the project if it occurs. Definitions in this book that have specific nuances come from the most current edition of PMI standards and guides. To visualize resource leveling, think about the game Tetris. Terminations for default often result from a prob, , lem with the project's . rolling wave planning c. Within the team, however, it is often helpful to assign roles regarding items such as who plans a meeting, who watches the time, and who records the minutes. Brown, PMP and Thomas F. The first part of stakeholder analysis is to prioritize the stakeholders. respect Exercises Given a scenario, select a preferred organizational structure and justify your selection. There is a diverse array of business and financial reasons for each project to be evaluated. Regardless of the level of success achieved by the project, going out on a strong note is good for everyone involved. Lindsay, The Management and Control of Quality and Performance (Mason, OH: Cengage Learning, 2015): 6-8. Put another way, an organization s future direction through strategic planning. The ten PMBOK Guide knowledge areas can be a useful starting point when determining useful categories. While different companies use different titles for this position (such as project managers), we will use the title chief project sofficer (CPO). The companion website for this book has Excel and Word Project templates, data sets for selected chapters, and instructions for how to get access to a trial version of Microsoft Online Professional Trial. What is the "time value of money," and why is it relevant to project activities. Design and implement a decision-making protocol for all the projects and in all locations. C, Purchasing and Supply Management (New York: McGraw-Hill, 2007). This can cause a bit of extra work or conflict in the short term, but it is the only appropriate behavior and pays great dividends in the long run by encouraging (and even demanding) everyone else to do what is right. The WBS is a tool that project teams use to progressively divide the deliverables of a project into smaller and smaller pieces. Key people should be identified as early as possible. If completing projects is analogous to putting puzzles together, then project charters are the initial steps. A schedule is preliminary until needed resources are committed to the project. Agile is a form of adaptive or change-driven project management largely reacting to what has happened in the early stages of a project rather than planning everything in detail from the start. Click Task Tab>>Insert Group>>Task. It details all identified risks, including description, category, cause, probability of occurring, impact(s) on objectives, proposed responses, owners, and current status." At this point (the end of risk identification), the risk register includes only the risk categories, identified risks, potential causes, and potential responses. AGILE Agile techniques are often used when the client does not fully understand their needs at the project start, when a rapid rate of scope change will probably occur on the project, and/or when multiple short deliveries are possible. But the true impact of the project team members as they received the sincere thanks of their CEO had already proven the value of the event. Often, spending limits are intertwined with work authorization (e.g., "Please perform this activity and do not spend more than \$X on it. What Copyright 2019 Cengage Learning. Other test questions you may see from this chapter include the stages of team development-forming, and adjourning-and both capturing and utilizing lessons learned. Key Terms Consistent with PMI Standards and Guides plan quality management, 387 project quality. 392 stakeholder satisfaction, 393 process, 394 control, 395 four aspects of fact-based management, 396 quality metrics, 397 data, 397 information, 397 quality management plan, 404 manage quality, 404 Copyright 2019 Cengage Learning. Schedule compression techniques of crashing and fast tracking are demonstrated, and multiple alternative scheduling techniques including Agile are introduced. The first type of skill is technical. Sometimes, it is necessary to recruit project team members from outside of the parent organization. Then they ask how important in comparison each of the parent organization. Then they ask how important in comparison each of the parent organization. Hopkins University Connie Plowman, Portland Community College Mark Poore, Roanoke College Antonios Printezis, Arizona State University Joshua Ramirez, PMP, MSM-PM, Columbia Basin College Chris Rawlings, Bob Jones University Ioshua Ramirez, PMP, MSM-PM, Columbia Basin College Mark Poore, Roanoke College Mark Poore, Roanoke College Chris Rawlings, Bob Jones University Ioshua Ramirez, PMP, MSM-PM, Columbia Basin College Mark Poore, Roanoke College Mark Poore, Roano Division of GOAL/QPC Kim Roberts, Athens State University David Schmitz, Milwaukee School of Engineering Sheryl R. Although in its infancy, LADD has taken the topranked 12 projects and broken down quarterly expected outcomes for each. In a smaller organization, it can be straightforward. When would a background section be helpful? A strengths-based approach improves team cohesion and generates better results. If there are no resource assignments, the project allows the project user to view costs from different perspectives in order to better understand where costs are coming from and which tasks are cost centers for the project. The first pass is called the forward pass. Quality List of defects: Cert accuracy missing information/incomplete documents delayed product receipt. Two types of control are used extensively on projects and both compare actual performance against the project plan. weighted scoring model 7. Most firms begin conducting a strategic outsourcing analysis by identifying their major strengths and then building on them. Communications from stakeholders are necessary in EXHIBIT 6.7 FIESTA SAN ANTONIO COMMUNICATION PLAN NEEDS In August 2012, the Institute of Texan Cultures, a museum specializing in Texas culture and diversity, forged a partnership with the Fiesta San Antonio's premiere festival. The same house project shown in Exhibit 7.5 in indented outline format is shown in Exhibit 7.6 in org chart format and in Exhibit 7.7 in free format. A major U.S. electric utility company is continuously faced with the daunting task of managing over 1,200 simultaneous projects in all phases of planning, execution, and completion over a geographic area consisting of five states. HydroChill creates a substantial and sustained temperature difference. Your company is hoping to outsource some of its work constructing a new development of condominiums. WBS codes allow the Project tasks in the WBS. This is essentially what the team does when it reviews the project schedule, provided it looks at the arrows that show which activities must precede others. A resource may be a single unit, such as a person, or a resource may be a pool of like units, such as five crane trucks. Activity B at \$50 is the least expensive of the choices, so that is the one to crash first. As those other functions are planned, items are commonly identified that should be added to the WBS. No extra space will be provided. CONTINUE UNTIL DELIVERABLES ARE THE RIGHT SIZE At this point, the WBS has been formed and can be reviewed for completeness. Wagner, Rodd, and James K. Ability to utilize specialized suppliers 3. The results of the first pass are shown in Exhibit 8.12. Explain multiple methods through which project managers can lead by example. Task costs are summarized at the parent WBS levels (summary tasks). The "ToComplete Performance Index" (TCPI) is a measure of the cost performance required in order to finish the outstanding work within 491 the remaining budget. communications plan. In many organizations, project management plan. Kloppenborg, and Priscilla O'Clock, "Project Measurement and Success: A Balanced Scorecard Approach," Journal of Healthcare Finance 36 (4) (2010): 38-50. 136 Copyright 2019 Cengage Learning. In the Resource Usage view (View Tab>>Resource Usage), the Work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource to that resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the sum of the work field value in a resource row (e.g., Bruce) is the work field value in a resource row (e.g., Bru practical advice. Once the overall cost is estimated, the next step is to develop the budget by aggregating the costs and determining the project's cash flow needs. The plan provides guidelines to the project's cash flow needs. and timely information on cost that the project manager, sponsor, and other stakeholders can use to make intelligent and ethical decisions. In the "do" step, the project team then uses this knowledge to develop shared meaning and potential approaches that they may use. specific 3. To-complete performance index (TCPI) 3. Utilize project management tools. Design 2. 272 Part 3 Planning Projects c. Documents covered in previous chapters (Charter in Chapter 6) are needed inputs for the first two processes. As with many organizations, if asked what worked well and what did not many team members initially do not have much to offer. We use an Agile icon to draw attention to these. The project is a follow-up study of a Phase I clinical trial conducted at CCHMC. However, every investment is selected with the hope that it will yield a positive return. Each member performs better by understanding both his or her own role and those of all the other executives, managers, and associates that are part of the team. There is only the judgment of how well the product works. Provide consultancy support to team to redesign and promote new services (including student website). Then the project manager can go through one top issue at a time by asking leading questions to determine what went wrong and how it might be avoided in future projects. What are some characteristics of almost all project life cycles? Volunteers 9.1 RECRUIT VOLUNTEERS 9.2 PRODUCE A MASTER VOLUNTEER ASSIGNMENT LIST 9.3 MAKE NAMETAGS FOR ALL VOLUNTEERS for each milestone. BA can enter custom list of lookup value 2. Not every team reaches this level. quality boundaries Preventive action . An agile team is a cross-functional team with general EXHIBIT 9.1 ACTIVITY VS. Functions we do not have to do ourselves are outsourced to experts such as human resources (we have seven employees), information technology (we had seven computers), fulfillment (packing and shipping training materials), marketing (branding and social media), and independent contractors (hired as expert trainers and consultants under contract with the firm As a seven-person company, we must have a highperformance team and a solid network of business partners who are considered part of our payroll. If both parties agree to stop the project before its planned completion but cannot reach an 1. It is integrative, iterative, and collaborative. Describe each method of decision making a project team may use. © Jakub Jirsák/Dreamstime.com CORE OBJECTIVES: How does a more than fifty-five-year-old prepress company transform its business from that of a manufacturer to a service provider? 14-5a What Makes a Schedule Useful? The integrated supply chain perspective further shifts traditional channel arrangements from loosely linked groups of independent businesses that buy and sell products or services to each other toward a managerially coordinated initiative to increase collaboration, customer satisfaction, overall efficiency, continuous improvement, and competitiveness. PowerPoint Presentations. One reason is that people often do not like to be told what they must do, but are usually enthusiastic if they get a chance to help in creating a project plan. If days are being used, an adjustment can be made up or down with the arrows b. Cost control is discussed in Chapter 14. It does no good for anyone to deliberately start a project with insufficient funds. CLASSIFYING BY TIMING OF PROJECT SCOPE CLARITY A third method of classifying projects deals with how early in the project manager and team are likely to be able to determine with a high degree of certainty what the project scope will be. Special causes, however, are handled more as risks, as discussed in Chapter 11. For the first estimate of each activity, a normal level of labor and equipment and a normal workweek should be assumed. The Agile mindset includes four key ideas: 1. In the "plan" step, project teams are challenged with using lessons learned from previous projects to drive their improvement efforts. How does celebrating the completion of a project benefit the project manager? We would also ask, What do we think our competition will bid? 3-4c Business Case is the project purpose or justification statement. Since the world is changing more rapidly than in the past, many people spend an increasing amount of their working time on projects. All definitions used are from the PMBOK Guide, sixth edition. Likewise, similar terms are used in the seller selection process, and you will need to know the difference between a Request for Information (RFI), Request for Quotation (RFQ), and Request for Proposal (RFP) and to apply that knowledge to a variety of questions/problems. Sponsors represent the customer to the project team. One frequently asked question when breaking the deliverables into work packages is how small is small enough. Internal rate of return (IRR) c. Projects often experience changes during the execution because everything cannot be anticipated. BEHAVIORAL OBJECTIVES: Explain how to use the contemporary approach to project partnering and collaboration. High-performing teams also have leaders who meet the needs of trust, compassion, hope, and stability. The following examples will continue to use the Suburban Park Homes project from previous chapters' examples. nothing; they are ready to proceed c. Chapter 8 Scheduling Projects 261 EXHIBIT 8.12 SCHEDULE EXAMPLE FIRST PASS COMPLETE marketing") are complete. 15-5 Using MS Project for Project Scheduling Project Sc occasions where you must generate project reports to share with stakeholders. COST-PLUS-INCENTIVE-FEE (CPIF) CONTRACT The cost-plus-incentive-fee contract in which the buyer reimburses the seller's allowable costs and pays the seller a fee if it meets defined performance criteria. Using the same project described in question 2, what are a few examples of milestones at which you might measure cost control? Anderson Center for Health System Excellence. Other less familiar activities have many uncertainties, and estimating their cost is more like guessing. If a project team is designing a new system that is to be used in the field, the team member should get down in the mud with the mechanic and hand the mechanic's point of view how the new system will be used. Work toward a common goal in mind: seek and share information, make concessions, and search for possible settlements. 164 Part 2 Leading Projects understand it the same way? Remember the concept of rolling wave planning—the plan for the later part of the project might still be evolving, but what is known about it right now? LADD is a medium-sized nonprofit corporation that is mission focused and considered a leader in the field of supporting individuals with developmental disabilities. Does the company have the resources needed? Identifying people who might work on a project differs significantly from one organization to another. Delegation on ______ issues. The ideal team member on an agile project is described as a generalized specialist, meaning that she can accomplish very specific things, but she can also be quite flexible when needed. It allows the project manager to track project tasks, set milestones, create corresponding schedules, and administer resources and budgets. For example, in the next chapter, you learn how project selection flows from an organization s strategic goals of the organization. The team charter also specifies professional performance and the personal behavior of the team members to achieve harmony, teamwork, team spirit, and dedication. 482 Part 4 Performing Projects needed to make adjustments before that meeting. majeure (an unforeseen event that prevents a contract from being fulfilled)4 Another recent study found that green retrofit projects classify their biggest risks as coming from eight areas: 1. You can easily "roll-up" (or "un-roll") subtasks underneath their parent summary task to hide (or show) detail. Show how long each path will take. End Budget at completion BAC How much is the project schedule ahead or behind? Chapter 3 details how to initiate a project usually by composing and ratifying a charter. triple constraint management d. However, one must remember that project usually by composing and ratifying a charter. Cengage Learning. A third method is called free format because the facilitator is free to draw it in any manner. However, that is not the case in most situations (Anantatmula, 2014). Typically, after an effort is under contract, a kickoff meeting is scheduled to review the objectives of the project sponsor and the chosen company. As competition drove the need for more rapid completion, systematic methods were developed for scheduling projects. Clarify and document your agreement. Think in terms of three time horizons, as shown in Exhibit 14.6. It is often helpful to establish an agenda for progress report meetings based upon what sponsors wish to know concerning each of these three time horizons. Typically, the WBS is created after the scope is defined on large projects. Melkonian, Tessa, and Thierry Picq, "Opening the Black Box of Collective Competence in Extreme Projects: Lessons from the French Special Forces," Project Management Journal 41 (3) (June 2010): 79–90. Essentially, this WBS is developed from the client s perspective and not from the project team s perspective, which is focused on how the project is likely to be executed (scheduleoriented WBS). It is vital to include communication of the solution to all concerned parties. If you are following along in MS Project, you will notice "Start" and "Finish" columns to the right of the Duration column that also have not been defined. Kloppenborg, Projects and Processes for Sustainable Organizational Growth, SAM Advanced Management Journal 75 (2) (Spring 2010): 22 28. Given a project situation, explain ethical behavior consistent with PMI s Code of Ethics and Professional Conduct. Together, the product scope (the outputs the team will deliver to its customers) and the project scope (the work they need to perform to create the project's outputs) form the total scope. These projects are associated with fewer unknowns and uncertainties. However, the basic Gantt chart does not show other useful information such as predecessor-successor relationships, late start dates, and so forth. Finally, progress reporting meetings are a great time to capture lessons learned. One additional consideration is that various stakeholders often have competing interests. How long should the project take? First, the project take? First, the project take? First, the project take? resources to cover these unknowns. STAKEHOLDER: A PM deals effectively with stakeholders by robustly identifying all who are interested in the project team maintains effective relationships with each. For example, if a project manager of a new team wants to help his or her team progress through the stages without too much trouble, he or she can look at the top and bottom rows of Exhibit 5.4. New members often feel a combination of excitement about being picked for the new team and concern that the work may be difficult. They are usually covered by a management reserve, and the amount of this reserve is often negotiated based upon the confidence level the project manager and key stakeholders have regarding how well they understand the projects EXHIBIT 7.15 GANTT CHART VIEW THREE-LEVEL WBS Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. If the customer wants blue food coloring in a food item, the project team developing the item needs to know the precise desired shade of blue, the quality grade, the tolerance for color variation, and how the blue color may interact with other ingredients. cell 3. familiarize herself with the long-term objectives of Company X b. composite organization b. Methods that project teams often use to make decisions include the following: The project teams often use to make decisions include the following: Management of Complex Engineering Projects," Proceedings Project Management Institute Research and Education Conference 2012, July 2012, Limerick, Ireland. Business Case Objective The agency needs to overhaul its information systems to increase productivity for staff, and create additional learning opportunities for clients. Regardless of whether a project was terminated early or on time, a variety of closeout procedures are required. Discuss the costs of conformance versus nonconformance versus nonconformance and how they both factor into the remaining projects and canceled many early, but the remaining projects and canceled many early of closeout procedures are required. typically grew to be very large. 4-5b Sponsor We defined a sponsor in Chapter 1 as a senior manager serving in a formal role given authority and responsibility for successful completion of a project deemed strategic to an organization s what percent of your budget would you put toward conformance-related tasks compared to nonconformance-related tasks? Beyond the core team, it is helpful to get key subject matter experts (SMEs) on board early if possible, not only to help plan the project, but also to help develop the project culture and get it off to a quick start. PMBOK ® Guide Questions The process where project deliverables and project work are subdivided into smaller and smaller. The team charter describes group norms, which are either written or unwritten rules that dictate behaviors and expectations of the team members. Adapted with permission. Chapter 2 Project Selection and Prioritization 39 should be undertaken first. Chandler, Dawne E., and Payson Hall, Improving Executive Sponsorship of Projects: A Holistic Approach (New York, NY: Business Expert Press, 2016): 83 88. These processes use inputs and create outputs. Likewise, if the sponsor knows he or she will only approve a charter with one of the elements written a particular way, he or she should tell the team that up front. However, in modern organizations, this is becoming increasingly difficult to achieve because of challenges such as high use of contracted team members, high employee mobility, regular restructures, incomplete records in lessons-learned systems (which may be poorly designed), and the fast change of supporting technologies. www.youtube.com/watch?v=IExA5fuWFgg, accessed May 22, 2013. Organizations that embrace a triple bottom line, and projects that are selected will contribute toward each. PA RT 4 PERFORMING PROJECTS ORGANIZE Chapter 13 Project Supply Chain Management Chapter 14 Determining Project Progress and Results Chapter 15 Finishing the Project and Realizing the Benefits LEAD PLAN PERFORM Performing a project includes leading, managing, and controlling all of the various knowledge areas of the PMBOK® Guide simultaneously so as to ensure progress is being made and results will be delivered. Continuous internal communication w/security 3. AGILE Resource overloads are not a serious problem in agile since the team is cross-functional and the tea MINOR (2) MODERATE (3) MAJOR (4) CATASTROPHIC (5) Almost certain (>90% chance) High Extreme Extreme Extreme Extreme Extreme Extreme Unlikely (3-10%) Low Moderate High Extreme Set Baseline 2. The project manager and the core team should also plan to periodically review this prioritized list of stakeholders, as the relative importance may change as the project goals are not clear at the outset. Exhibit 4.6 summarizes a comparison of organizational structures. Variance analysis includes determining how large the difference is between the actual and planned scope (or schedule or budget), the reasons for the difference, and whether any action is necessary to resolve it. Many project team members tend to use all the time available to them. EXHIBIT 14.13 PARETO CHART CAUSE AND EFFECT RELATIONSHIP People Methods \$50.000 \$45,000 \$40,000 \$35,000 \$30,000 \$25,000 \$20,000 \$15,000 \$10,000 \$5,000 \$0 Incorrect scope used Mathematical error Quantity of labor Hourly rate Pace of labor learning Unexpected experience level Category of labor Other (be specific) Incorrect scope used Timing Deliverable design Copyr ant 2019 Cendade Learnind in a design-to production Copyright 2019 Cengage Learning. The sponsor of a large multiphased project you are managing suddenly decides to terminate the project early. References A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed. Wheatley, Malcolm, Beyond the Numbers PMNetwork 23 (8) (August 2009): 38 43. Hopefully, for most projects and most workers, this additional oversight will not be necessary. Describe the extent to which any partnering makes sense for this projects and reports are the extent to which any partnering makes sense for this project. Regular progress meetings and reports are the extent to which any partnering makes sense for this project. needed. Teams formally report after each 90-day cycle to a group of senior leaders using a preestablished reporting template. Use character formatting hierarchically. The contractor should understand the project s source selection criteria, the basic minimum criteria the sellers have to be fulfilled to get shortlisted. Describe how to plan, conduct, control, and close project procurements. SECURING COMMITMENT TO PARTNERING When developing a project supply chain partnerships. Once identified, organizations need to prioritize among the potential projects. Sponsors and other stakeholders want to understand progress made on the project, current plans, and what might derail the project. However, occupancy would depend largely on the local economy and could prove to be risky. 48 Part 1 Organizing Projects Selection of projects based on certain criteria is a decision-making process that varies geographically as priorities and thinking styles tend to be different. Chapter 14 (Determining Projects and Results) will focus on controlling the schedule. How can you apply this as a program is made up of multiple projects, a large project manager? 2-2c Projects and Subprojects I ust as a program is made up of multiple subprojects. Not all project managers will become equally adept at each behavior, but an understanding of the behaviors exhibited by excellent project managers is a great way to start. 4-3c Construction projects differ greatly in size and complexity, a variety of project life cycle models are in use. Describe what the results of each calculation mean to you as a project manager. The chosen company is then under an official formal contract to complete the project team. The most common procurement document is the request for proposal (RFP). Kloppenborg, Projects and Processes for Sustainable Organizational Growth, SAM Advanced Management Journal 75 (3) (Spring 2010): 24. The event has the twin purposes of establishing contacts with long-lost alumni and raising awareness of the newly reopened museum. 3-7b Setting up Your First Project 2016: Auto Scheduled and Manually Scheduled. The team then commits to the amount of work they can perform in the first iteration. He personally recognized everyone associated with the projects, other individuals may be involved as subject matter experts. Having the same supervisor also acts as a motivating factor for several employees to maintain and improve their technical expertise. A project manager needs to ensure that the cumulative amount of cash coming into the projects, a scope statement needs to be developed prior to development of the WBS. Quickly screen out obviously poor projects First, a project charter is a document that formally authorizes the existence of a project activities. 524 Appendix A: PMP and CAPM Exam Prep Suggestions Several knowledge areas refer to audits. A strategy is then developed and some parts are shared with "partner vendors" so that there is a clear understanding of the needs, available supply, and the satisfaction criteria of procurement. All activities must be completed, money paid and accounted for, documentation completed and distributed, workers reassigned and rewarded, lessons learned recorded, and success celebrated. Ideally, then, the project manager and the sponsor candidly discuss each part of the charter. A self-aware individual is more effective in establishing relationships by better appreciating and valuing the contributions of others and being willing to learn from them. Make sure all time units are identical: workdays, work weeks, months (consider time off for company holidays), or another measure. Finally, celebrations of success ease the stress of working hard for a project. A milestone schedule should list major milestones and deliverables that the project team especially wants to ensure are completed both on time and to the satisfaction of key decision makers. 64 Part 1 Organizing Projects 3-3 When Is a Charter Needed? At this point, the project manager can accomplish the third purpose of the talk, which is to assign the new team member to specific activities and develop a plan for personal improvement. Thus, the database only grows when unique and useful new lessons are added. Gather the facts instead of arguing over opinions. The Start and Finish columns are not shown in the following exhibits for clarity's sake. From the process, it was evident that a small handful of projects. Kloppenborg, and Charles R Glagola, Quality Performance Measurements of the EPC Process: The Blueprint (Austin, TX: Construction Industry Institute, 1994): 16. lessons learned Most project stakeholders while they: Develop a communications plan (later in this chapter 12) Define the scope of the project (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality objectives (see Chapter 12) Prioritize among cost, schedule, scope, and quality schedule, process is a stakeholder register. For example, if the executives in a consumer products company thought development of new products was most important, it would be assigned a weight of 10. Next, the stakeholders have a chance to agree or challenge the expectations before committing to them. input d. Task conflict is a bit more complicated. EXHIBIT 13.2 REASONS TO MAKE OR BUY REASONS TO MAKE 1. What unique advantages will this project provide? However, a wise project manager is not going to let a project manager is not going to let a project manager will this project manager. Judah reports that no work was done for two of the five days on Task D. How much more money will need to be spent to finish? Project sponsors provide initial statements of work or objectives defining their goals for the task and then select among several proposals from interested companies such as Ball to fulfill their requirements. PMP/CAPM Study Ideas It has been said that the discipline of project management lends structure to compared to an analogous estimate. Companies can use different purchasing modes for specific purchasing items when dealing with large projects. Whoever makes the decision is still expected to document it appropriately. Their individual costs to the task are calculated in the cost column cells at \$1,320 and \$400. Identify potential solutions for the conflict. Describe various risk assessment techniques and tell when each is appropriate to use. Why might it be helpful to bring out the charter when people are arguing over a decision? At Ball, our project sponsors are typically U.S. government customers, and we provide work for them on a contractual basis. The way this works is that each day, the members of the Scrum Team let the Scrum Master know how many effort hours of work they have left to complete for the current iteration. CURRENTLY KNOWN VALUES In this example, the first several items are provided: PV \$250,000, EV \$200,000, AC \$400,000, and BAC \$750,000 Each of these terms also has a formal definition. Many of the quality assurance activities fall in that category. You need to follow a systematic 2. Estimate versus reserve costs form the next comparison. Experienced and knowledgeable project leaders understand the value in capturing lessons learned, as an embedded part of normal daily activities. Chapter 4 Organizational Capability: Structure, Culture, and Roles Supports the team with tools and methodologies to accomplish goals. Change request form like Exhibit 7.13 5. Pritchard, Carl L., Project Termination: The Good, the Bad and the Ugly, in David I. Right after those suggestions, ten example questions, typical of those seen on the actual exams, are given on the chapter material with the answers, rationale, and page references in the instructor s manual. The reason is simple: under close examination, some potential projects may not be a good fit. First, if nothing unusual is happening, a normal or bell-shaped EXHIBIT 14.15 RUN CHART EXAMPLE 100 90 Percent Acceptable 80 70 60 50 40 30 20 10 0 M T W R F M T W R understanding the longest sequence of activities, which determined how long the project would take. Sholtes, and Brian L. accessed April 10, 2017. The project Work Be Described? Networks representing the activities were developed and the schedule calculated. Chapter 8 Scheduling Projects AGILE 253 On Agile projects, typically the product owner and the team agree on what work will be completed in an iteration. The Project Management Institute was founded in 1969, grew at a modest pace until the early 1990s, and has grown quite rapidly since then. use effective time management, including for meetings. For some very small projects CASA DE PAZ DEVELOPMENT PROJECT Casa de Paz is an ambitious project with several dimensions to it. How do you secure the services of those people? The contract may also include an agreed-upon date for completion. Many organizations use them all. A list of questions executives may use to develop their list of criteria is shown in Exhibit 2.10. Often, these sections are included in the mission. Some of these methods are as follows: Assign certain activities to other workers. Demonstration meetings are held at least once per iteration where the team demonstrates usable product. Since the workers know their regular manager often has other tasks for them and will be their primary rater, they are tempted to concentrate first on the work that will earn rewards. Some organizations (including NASA and the U.S. military) have developed quite sophisticated lessonslearned databases. Having to balance competing demands can be difficult, but it is often the norm. Such requests were generally met with equal banter, advocacy for one s own project, and ultimately ended in a fruitful discussion that resolved any discord. Collaboration and cooperation—As different firms take care of their own interests, it is essential to coordinate their project activities to ensure the deliverables are produced as scheduled. stakeholder management strategy d. 3-5 Constructing a Project Charter It is wonderful if the sponsor can work with the project management strategy d. 3-5 Constructing a Project Charter It is wonderful if the sponsor can work with the project management strategy d. 3-5 Constructing a Project Management s members who have been preassigned to construct the charter. The team informs the stakeholders that all the planning documents reflect the team's understanding of what has been asked to do. The amount of cost and budget reserves that are included can vary extensively based upon the customer's perception of risk and the type of project that is involved. They also use behavioral approaches such as frequent and effective communication and creating incentives for discovery.6 11-2 Identify Risks Once the risk management planning is in place, it is time to begin identifying specific risks. The more-detailed planning tools such as the WBS, schedule, and budget help to identify other conflict sources. Throughout the text (Exhibit 3.16), various MS Project processes will be demonstrated in a series of tutorials using the textbook s running. Create a process either for your own project or for another one. I chose Shaw Industry, a Berkshire Hathaway company. Common sense must be exercised in assigning work and determining the level of support required for everyone in the team. Timothy J. 26 Part 1 Organizing Projects PMBOK ® Guide Questions The purpose of these questions is to help visualize the type of questions on PMP and CAPM exams. Relate how an organization s structure influences the implementation of its strategic plan. Team building is an effective approach for involving all the key players from different firms. Caron, Franco, Mauro Fumagalli, and Alvaro Rigamonti, Engineering and Contracting Projects: A Value at Risk Based Approach to Portfolio Balancing, International Journal of Project Management 25 (2007): 569 578. As the work on the first iteration nears an end, the team then creates a definitive estimate for the remainder of the project. define activities b. A company frequently considers risks both of pursuing and not pursuing a potential project13 Finally, does the company have the capability to perform the work if it is awarded? Chapter 3 3-1 Answers vary depending on the assignment. 3-2 Why Is a Project Charter Used? Given these six options, Suburban Homes has approached you to develop a project selection model to maintain a balanced portfolio. Bottom-up cost modeling is primarily based on the cost of each resource assignment to WBS tasks. The third section details the impact expected from the potential change. How was it bigger or smaller than a recently completed job? Armed with this elevator pitch, the series of processes that collectively are used to select, prioritize, and initiate projects begins. Existing facility 9-19-16 2. Project customers, whether internal or external to a company, can provide valuable feedback concerning both the project process and results. Second, which critical path activity costs the least on a per-day basis to speed up? certification of occupancy is obtained. 3-7 Starting a Project Using Microsoft Project Starting a Project St 2.3, 1.2, 3.4 1 Clive 2 Clive Obtain approval of definition Resource Targets 2.4 Obtain approval of partners 3 5. Click the Format Tab>>Bar Styles Group>>Baseline>>click the Baseline you want to view the difference between a task's baseline value versus its actual value is side by side. Besides developing the project charter—which is like a mini pre-plan that gives th many behavioral issues are involved in completing project resourcing tasks, such as: Selecting the right people Identifying exactly what each person has the capability Dealing with difficult individual work schedules Getting people to work overtime when there are schedule conflicts Making honest and open estimates of the amount of work required Assembling an effective team Dealing with people from diverse backgrounds Deciding where each person will work Deciding how a geographically dispersed team can work effectively and virtually 9-1a The Science and Art of Resourcing Projects The science and art of project resourcing are to perform the technical and behavioral aspects together in a manner that reinforces and complements each aspect. 7 project life cycle, 7 project management processes, 10 planning processes, 10 planning

executing processes, 10 monitoring and controlling processes, 10 closing processes, 10 integration management, 11 scope management, 11 cost advance agenda EXHIBIT 6.10 PDCA MODEL APPLIED TO PROJECT MEETINGS perform in-between meeting tasks evaluate meeting trom Timothy J. People-related conflicts can be effectively addressed by developing a team charter, as discussed in Section 5-2b of this chapter. Gagnon, Michel, "A Method of Integrating Personnel into the Project Schedule," Proceedings, PMI Research Conference 2006 (Montreal, July 2006). In essence, the estimate is based on a more detailed understanding of the project Tasks to Complete The resource expenditure of each lowest-level WBS activity is estimated. Since they are the only two resources assigned to the task. "Remove Trees," summing the two values provides the total cost of the task. 288 Part 3 Planning Projects AGILE People management that an agile approach embodies. Project Management Journal (October/November 2015): 47. Leads are helpful if a project needs to be completed quickly since they show how a successor activity can be overlapped with its predecessor instead of waiting until the predecessor is completely finished. This has proven to be useful in research and development projects involving individual activities that are hard to estimate precisely. performance assessments c. 126 Part 2 Leading Projects need to focus their thinking by selecting from many options (a project, an approach, a contractor, or a mitigation strategy). The estimating process that Jason's sponsor is using is called . This was unheard of previously using traditional development methods and would have taken a year or more to get to beta delivery, with many more issues. Sometimes, firms develop a qualified sellers list and only allow listed companies to submit a proposal on the upcoming projects. That constraint can be modified to select a more likely resume date. 120 Part 2 Leading Projects, a spreadsheet works fine for a risk register. Different organizations sometimes develop their own unique variations of projects Date Day Complaints 15 Mon 27 16 Tue 11 17 Wed 29 18 Thu 31 19 Fri 35 Using the data below, construct a schedule in MS Project. Within the engine program are many individual projects. Chapter 3 Chartering Projects, some people will spend a smaller percentage of their time on a project since they have other responsibilities, and because some activities may require only a small fraction of their time during the activity. How are project scope and product scope similar and different? They also are incorporating the triple bottom line into their vision statements. Sometimes throwing more resources at a task isn't always the best option. personal effectiveness attitudes, core personality traits, leadership b. Products are defined and delivered one iteration. Chapter 15 Finishing the Project and Realizing the Benefits 503 Project managers can pursue two avenues to possibly head off early termination. Brainstorm a list of criteria by which you would select and prioritize projects. Identifies, communicates, and facilitates the removal of barriers to enable successful project completion. goals may be too difficult to successfully complete. This involves work between project meetings to complete assigned activities and to quickly resolve project has difficult periods, and the measure of project states are successfully complete. This involves work between project states are successfully complete. This involves work between project has difficult periods, and the measure of project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves work between project states are successfully complete. This involves are PRODUCT UPGRADE PROJECT can be poured into it," and a discretionary example is "past experience tells us it is better to delay designing product graphics until the marketing plan is complete." The team needs to include all of the mandatory dependencies and use its judgment on which discretionary dependencies to include. Chapter 12 Project Quality Planning and Project Kickoff 423 References A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed. This approach emphasis only on the economic return for shareholders. Water flowers. Collaborative effort and communication, specifically with the client, are common features of Agile project teams. For each activity, the output to be created and the skill level required to perform the work should be identified. 128 Part 2 Leading Projects although the team can change from one iteration to the next. Within two attempts, a product that is within the customer-requested specs is produced. It is typical to mark the critical path in red and/or in boldface to call attention to it. 22. The WBS is normally developed by listing deliverables—major deliverables first and then progressively smaller ones until the team feels that every deliverable has been Copyright 2019 Cengage Learning. Skulmoski and Francis T. K., Earned Value Management: A Tool for Project Performance, Advances in Management 6 (5) (May 2003): 37-42. A ratio above 1.0 means the project planning is iterative, normally the first steps are to identify stakeholders, plan communications, and determine what will be created on the project. Role cultures motivate everyone to understand and closely follow their appointed roles. See the summary in Exhibit 2.9. BENEFIT-COST RATIO (BCR) A second financial model sometimes used is benefit- cost ratio (BCR). As a project manager, Adam Smith worked for several years in the construction industry and supplemented his experience with project management education. Time boundaries are crossed. Semester Project, complete the following at a minimum: 1. 138 Part 2 Leading Projects A n experienced project manager envisions project performance as two related activities. Project managers often hold informal conversations with various stakeholders to ensure that they fully understand and agree with all of the planning details. depends on which, if either, is on the critical path A addresses when and how project team members will be acquired and how project team members wil no sense to develop it. A WBS usually has one or more intermediate levels, which generally represent items that need to be created to produce the final deliverables, such as drafts, prototypes, and designs. There does not appear to be a strong repeating pattern. Many industries have typical project life cycles, but they vary greatly. Using the data below, create the project schedule using normal times. This section often spells out methods of decision making, meeting management, and demonstrating professionalism. motivation and reward systems b. Likewise, the participants can list significant successes on the project and discuss factors that contributed to each. A list of potential problems, remedies for those problems, and the chapter in which each is discussed is EXHIBIT 8.8 SUGGESTIONS FOR CREATING REALISTIC TIME ESTIMATES 1. 2-2a Portfolios Organizations require many work activities to be performed, including both ongoing operational work and temporary project work. The project manager needs to understand who is overloaded, when the overload occurs, and what activities cause the overload. What is the probability of success? The single-family home will have the following features: 3,200 square-feet home with 4 bedrooms and 2.5 bathrooms Flooring hard wood in the first floor, tiles in the kitchen and bathrooms, carpet in bedrooms Granite kitchen countertops, GE appliances in the kitchen 3-car garage and external landscaping Ceiling 10 in first floor and vaulted 9 ceilings in bedrooms In the previous chapter 7), you were asked to develop a WBS. Celebrations mark transition points as people leave one project and move on to another. As with any enterprise, the electric utility capital budget is restricted by annual spending targets necessary to maintain prudent financial ratios. A generic Agile project life cycle model is shown in Exhibit 4.13. If a sponsor does not take time for this, the project manager needs to ask questions to elicit this business case and scope overview information. In our example, these critical path activities are 1.1.1, 1.1.2, 1.1.3, and 1.2.3. Next, place all of the noncritical path activities above the critical path activities at the earliest time they can be scheduled. 14-1 Project Balanced Scorecard Approach To successfully accomplish all five aspects of project determination (direct, regulate, limit, decide, and conclude) in managing project progress, a project manager can think in terms of a balanced scorecard approach. A) An A tier supplier has a rating of 85 - 100. Agile project schedules are limited to the amount of work the assigned resources can handle. Rad, Parviz F., Project Estimating and Cost Management (Vienna, VA: Management Concepts, Inc., 2002). The MindTap product for this book features videos from the authors that explain tricky concepts, videos that explain the finer points of what you can do with Project 2016, and quizzes and homework assignments with detailed feedback so that students will have a better understanding of why an answer is right or wrong. For this investment option, Suburban Homes must look for investment opportunities closer to densely populated areas, and the investor must provide parking areas. In RACI chart, the single individual who will have to provide an explanation if something goes wrong is indicated with a(n). Chapter 4 Organizational Capability: Structure, Culture, and Roles 117 The steering team generally sets overall organizational priorities with the CEO. This trend is even more pronounced with global and virtual teams. The budget estimate is \$45,000. Cooper, Winning at New Products: Pathways to Profitable Innovation, Proceedings (2006). The needed maintenance, upgrades, and training take place. 5-1b Negotiation for Project Team Members Depending on the norms of the organization, a project manager may need to negotiate with the functional manager and/or a prospective team member directly to secure his or her services for a project. It is impossible to remove all sources of risk. People seeking insights can ring a service desk with their questions and the (experienced) employee answering the phone discusses what it is they need to find out. Additional requirements will be gathered in those sessions and documented in subsequent versions of the Requirements Validation Documentation. Gower Handbook of Project Management, 5th Edition. The sponsor s presence demonstrates corporate commitment. It was decided to create a program board made up of key decision makers—to Copyright 2019 Cengage Learning. Helping the project teams make team decisions may be relatively easy. The project management team members will complete their assigned work on time. Not all rewards cost money. A thorough investigation is clearly complicated by the dynamics and uncertainties of various project activities. PROB CATEGORY IMPACT 5 4 4 4 4 IMPACT PARTIAL RISK REGISTER RISK DESCRIPTION (EVENT) EXHIBIT 11.9 10 16 16 12 20 SCORE Add lead time as early as possible. Kloppenborg Cengage Learning Customer & Sales Support, 1-800-354-9706 www.cengage.com/permissions 2017947974 978 1 337 40645 1 Cengage Learning 20 02210 40 125 www.cengage.com. As stated earlier in this chapter, they often need to negotiate with functional managers for the people they wish to have on the project sexpertise that puts them together on a long-term basis. Rad, Parviz, and Vittal Anantatmula, Integrated Project Planning (Berkeley Heights, NJ: Project Management Excellence, 2009). 130 3. PROJECT M ANAGEM ENT IN ACTION Information Systems Enhancement Project Charter The following charter was used when a nonprofit agency formed a project team to upgrade its information systems. Make decisions. Some activities are impractical to speed up, even for extra cost. Overcoming obstacles, managing changes, resolving conflicts, reprioritizing work, and creating a transition plan all lead up to customer acceptance of the project deliverables. If your project impacts more than one department, requires expertise or resources beyond your own department, or could affect the operations in another area, the standardized templates should be used. 11-2d Risk Register The primary output of risk identification is the risk register. This shift in power was always going to meet resistance, and the program manager would need to carefully consider the positions of the three key stakeholder groups to find an appropriate strategy. Teams use it to develop strategies to either capitalize upon stakeholder support or to mitigate the impact of their resistance. Agile leverages the progressive elaboration mindset. SECOND OR BACKWARD PASS The second pass is sometimes called the backward pass. There are multiple lists in this knowledge area, so try to understand the differences between items dealing with topics such as teams, power, conflict, and negotiation, as shown in the exhibits in CPM. Decide what level of risk premium to charge for the project. Gathers input from the areas they represent, if appropriate. The deliverable basis of WBS development is far superior to the other bases because it is customer focused and easy to facilitate during project execution. Do individuals and their respective levels? In certain cases, SWOT analysis, which is a detailed analysis of the project management's strengths, weaknesses, opportunities, and threats exhibit leadership at their respective levels? might be used. External projects can be viewed either from the perspective of the contractor company that wants the project to be executed or from the EXHIBIT 2.15 RESOURCE ASSIGNMENT MATRIX PROJECT/RESOURCE PM/DEJI PM/BUD PM/CORY TEAM/ BRADLEY TEAM/ RAJEEV TEAM/ LARRY MONEY Maximum Availability 200 400 300 150 150 \$30 million Project C: PM 300, Team 150, \$14M 300 \$10M 150 \$14M 0 \$11M Project D: PM 150, Team 180, \$4M Remaining Availability 0 160 0 100 0 Copyright 2019 Cengage Learning. How many customers are there for the expected results? Monitoring and controlling track, review, and regulate progress and performance, identify changes 5. An Agile team is a cross-functional team with general expertise that puts them together on a long-term basis. A recent software system developed to be used in manufacturing data acquisition and control for products requiring complete traceability, including raw materials and projects EXHIBIT 10.5 WBS DEPICTING ESTIMATING METHODS Level 1 Analogous 2 PM Bottom-up Project AB Analogous CD Parametric EF 3 4 5 Syda Productions/Shutterstock.com Source: Kevin P. Resource is used on project so at least a weekly basis. The PMO s first mission was to establish national project management standards and manage a select few strategic national projects with a limited set of project management Journal 34 (2) (June 2003): 34-47. Others are smaller. Projects come and go, but departments generally remain. Jim Asplund, Gallup Consulting 137 Copyright 2019 Cengage Learning. HR started its transformation by creating a process improvement team to lead toward a process improvement team to he upper pane and the Detail Gantt view in the lower pane. Click the tiny triangle again to show underlying detail (all details "un-roll" under the summary task and are again visible). Fast tracking speeds up the schedule by performance entry that are normally held accountable for more performance. issues than they have responsibility to direct people to perform. If the volume expands a little, the costs may go up significantly. The initial look at stakeholders is shown in the matrix below. For example, if activity B is to order material for the part, the normal routine. would be to wait until the part is designed to be sure to order the correct materials. The next major section of this chapter deals with the customer-related issues of quality and scope. Chapter 14 Determining Project Progress and Results Vanderjack, Brian, The Agile Edge: Managing Projects Effectively Using Agile Scrum (New York: Business Expert Press, 2015). Change is a reality on virtually all projects. Abbott, PMP 245 Copyright 2019 Cengage Learning. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT A well-known aspect of the construction industry is that it is a fragmented industry with a large share of working people engaged with it. A project vision is developed and shared early. Davis, Project Management with CPM, PERT, and Precedence Copyright 2019 Cengage Learning. Bruce Miller, PMP, managing partner, Xavier University P roject shown below that. Describe, with examples, how a project manager on a project you have observed did or did not 1. Chapter 8 Scheduling Projects 257 EXHIBIT 8.9 ACTIVITY DURATION ESTIMATING PROBLEM REMEDY CHAPTER Omissions Refining scope and WBS 7 Checklists, templates, devil'sadvocate 8 Lessons learned 15 Rolling wave planning 7 Reverse phase schedule aggressively 14 Risk analysis 3, 11 Resolve risk events 14 PERTMonte Carlo 8 Project buffer 8 General uncertainty in estimate Special cause variation Common cause variation 9 Merging (multiple predecessors) Queuing Multitasking Student syndrome (starting late) Not reporting early completion of rework Milestones 3, 8 Reverse phase schedule 9 Feeding buffer 9 Manage float 14 Staggering project start dates 2 Resource leveling 9 Resource buffer 9 Prioritizing projects 2 Carefully authorize start of noncritical activities 9, 14 Float 8 Critical path meetings 14 Project communications 6 Contract incentives 13 Project leadership 5 Progress reporting 14 Source: Adapted from Larry Leach, "Schedule and Cost Buffer Sizing: How to Account for the Bias between Project Performance and Your Model," Project Management Journal 34 (2) (June 2003): 44. During which phase(s) of a project do nonrecurring costs typically occur? BEHAVIORAL OBJECTIVES: Describe the importance of formal reporting and tem c. An example is for a project to replace an old system where the new capability must be started before the old one is completely discontinued. The final section of the chapter deals with how to use Microsoft Project to aid in cost management activities. VALUE ENGINEERING Value engineering is "a formal, structured process to ensure projects meet or exceed cost objectives without compromising quality ... divides the total project scope into components, examining each individual component for alternatives that offer benefits."10 It is aimed at increasing the value or productivity of a work element while minimizing the cost. Start-to-start (SS) is "a logical relationship where initiation of the work of the predecessor schedule activity."14 For example, perhaps the graphics design could not start until the design marketing campaign started. When assessing the project meeting with a Plus-Delta method, a project manager can simply draw the form on a flip chart or market not start until the design marketing campaign started. give. All student resources are also available on the instructor companion site. A program may include components such as portfolios, projects, and subprograms. Contracting is commonly used to specify and manage supplier-buyer relationships. What five aspects of project success are evaluated in the balanced scorecard approach? Finally, the project manager must work with his or her company's finance department or CFO to get the project as accounts payable, accounts receivable, and other information. These serve as living documents of issues that arise while managing the project team. The project team also needs to list intermediate deliverables—those things that need to be developed while making progress to complete the project. What is co-location, and why is it used? Suburban Homes, as an organization, realizes the importance of long-term partnership with various suppliers and contractors and the many benefits of such a partnership. Skilton, Paul F., and Kevin J. However, sometimes adding more people resources can actually end up increasing the time it takes to complete a task. Some activities are easy to estimate with higher levels of accuracy. Chapter 5 also includes communications planning for the project because poor communication can doom an otherwise well-planned and well-managed project. The instructions for using MS Project to create and print Gantt charts are covered in the following section. List advantages of functional, projectized, and matrixed and well-managed project. forms of organization. Another idea some companies use is to have the person who submitted each lesson list her cell phone number and e-mail so another person considering the lessons, a method must be established for documenting and sharing the lessons. Chapter 9 discusses resource scheduling in detail. Nobody loves a project as much as the project managers keep issue logs. This is easy once both parties understand what the other party really needs because various creative solutions can then be developed that help to satisfy those underlying needs. 262 Part 3 Planning Projects EXHIBIT 8.13 SCHEDULE EXAMPLE SECOND PASS COMPLETE date of the predecessor. Four types of relations are possible, and the default relation is finish-to-start. Chapter 11 demonstrates project risk planning. REPORT PERFORMANCE Performance reporting includes gathering work performance data and using it to create work performance information and reports. Close the contract properly to avoid future legal implications. Coordination between departments is frequently conducted at the manager level as the functional managers have a great deal of decisionmaking authority. Annual spending for major capital projects is typically over \$250 million, representing approximately 500 projects to be completed across a fivestate area. Later in the book, we discuss how they often need to negotiate with functional managers for the particular people they wish to have work on the project; with customers concerning schedule, budget, scope, and a myriad of details; and with sponsors, suppliers, SMEs, and core team members. The end of each chapter contains specific suggestions for PMP and CAPM test preparation pertaining to the chapter's topics plus ten PMBOK Guide-type questions that are typical of what would be seen on PMP and CAPM exams. 526 Appendix A: PMP and CAPM Exam Prep Suggestions each risk costs the most money if identified late in the life cycle after decisions are already in place. When negotiating with a potential team member, a project to the person. 100% to 200% accuracy b. 63 64 3.4 Typical Elements in a Project Charter 65 3.4a Title 65 / 3.4b Scope Overview 65 / 3.4c Business Case 66 / 3.4d Background 66 / 3.4e Milestone Schedule with Acceptance Criteria 66 / 3.4f Risks, Assumptions, and Constraints 67 / 3.4g Resource Estimates 69 / 3.4j Lessons Learned 70 / 3.4k Signatures and Commitment 70 3.5 Constructing a Project Charter 70 3.5a Scope Overview and Business Case Instructions 70 / 3.5b Background Instructions 75 / 3.5c Resources Needed Instructions 75 / 3.5d Risks, Assumptions, and Constraints Instructions 75 / 3.5f Stakeholder List Instructions 75 / 3.5e Resources Needed Instructions 75 / 3.5e Resou projects— such as the PMBOK Guide and Agile—are introduced, as well as the executive-, managerial-, and associate-level roles in managing projects. Greater possibility of delay in finalizing requirements. Know the stage of team development, such as on CPM page 143. designing and launching a new website d. In other words, there may be tasks later in the project whose details cannot be known early in the project. Source: Louise Worsley. Consequently, he gained considerable experience and developed expertise in managing construction projects. A modern definition of executive sponsor is a senior manager serving in a formal role given authority and responsibility for successful completion of a project deemed strategic to an organization s success. lessons learned 6. If any activities remain incomplete when the deliverables are transitioned, they should be itemized, and responsibility for each should be clearly identified. Your result should look like Exhibit 7.19. Organizational structure, culture, roles and responsibilities of project participants, and project life cycle standard processes and tools were critical influencers to achieving project success. What does the acronym TQM stand for? The division basis for the second level of the Factory is a product basis as it is divided into receiving equipment, and packaging equipment. In small organizations, these acronym TQM stand for? performance is inadequate, the project deliverable may no longer be needed, or project constraints such as time or cost prevent the team from completing the project. If so, 75 percent would be the Max Units for that resource. A sna From an operations perspective, there was a strategic need to implement a centralized approach to project. For example, when a team works together to create a good charter, they rapidly work through the project-forming stage and often begin to develop the openness, understanding, and trust that help make their storming stage faster and easier. The most essential role is the customer representative sometimes called the product owner. New to This Edition Core, behavioral, and technical learning objectives. For example, a research study in the Middle East involving a range of public sector contracting agencies revealed that when a client selects a design-build contractor (one who supervises both the design and construction for a project with many other companies involved), several tangible and intangible and intangible and intangible selection factors are considered, as shown in Exhibit 13.4. In essence, the selection of a design-build contractor is chiefly guided by clients' business needs, functional requirements, and expectations of the outcome of the design-build process. End a meeting with clear action date and cost of the project. Document the flow of a project work process. End a meeting with clear action items and due dates for each team member. Finally, sometimes things happen that are totally unexpected and can cause an increase in cost and/or schedule. In taking care of each party's own interests, mistakes and problems are often hidden. In some cases when second- or even third-tier suppliers are involved, the project team needs to evaluate all these suppliers as well. Purchasing can contribute to the achievement of benefits such as higher product quality, shorter lead times, and lower costs. The reason a project is performed is that some person or organization needs the resulting deliverables. Alternative approaches for creating and compressing schedules are shown. National Contract Management Association: The Contract Management Standard Final Edition Version 1.0, accessed April 24, 2017. Turkulainen, Virpi, Kirsi Aaltonen, and Paivi Lohikoski, "Managing Project Stakeholder Communication: The Qstock Festival Case," Project Management Journal 46 (6) (December 2015/January 2016): 74-91. While all five are useful, if a project manager wants to develop a strong project team, the last two capabilities may be more important. project deliverables. This eliminates waste. Chapter 14 Determining Project team, the last two capabilities may be more important. project deliverables. This eliminates waste. Chapter 14 Determining Project deliverables. This eliminates waste. Chapter 14 Determining Project deliverables. This eliminates waste. Histogram Once the additional data are gathered, they can be analyzed using a histogram, run chart, and/or control chart. The cost was estimated for each item. Discussion. 4-7b Subject Matter Experts While core team members are typically assigned to the project from start to finish, many projects also have a specific and temporary need for additional help. The second type of skill needed is behavioral. Hold each other mutually accountable with individualized feedback. internal costs, 332-333 F facilitator, 19, 124, 126 fact-based management, 396-399 failure mode and effect analysis (FMEA), 372 fast tracking, 303-304, 307-309 Fiesta San Antonio Commission, 189 final report, 228 financial issues, 476-480 control resources, 476 earned value management, 476-480 schedule and cost control, 476 finish-to-finish (FF) relationship, 255 finish-to-start (FS), 254 firm-fixed-price (FFP) contract, 439 first pass, 260-261 fishbone diagram, 371, 471 fixed costs, 330 fixed-price contracts, 439-440 fixed-price-economic-price-adjustment (FP-EPA) contract, 439 fixed-price-incentive-fee (FPIF) contract, 439 fixed-price-ince ACCEPTANCE CRITERIA Project plan Secured housing, Agreement with organization Fundraising Adequate money Education Syllabus Reorientation Digital archives Trip itself Return safely, pre- and post-evaluation Exclusions: No alcohol, drugs, or romances; ratio number of trips to student population Constraints: Van holds only 12 people—11 students and one faculty or staff; number of highly qualified site leaders Assumptions: Service builds active citizens; international trips add more value than expense; a trip is better with a staff or faculty member. Make sure you understand the differences between various roles, as described in Chapter 4 of CPM. Run Chart Perhaps the project team wants to see how one specific aspect of the work process may change over time. The parties identified stakeholders who would be impacted by the project. Whether a customer, sponsor, or team member requests a change, if you have already completed your project management plan, any change must go through a change request process. Therefore management methods. a three-day delay on an activity with five days total float b. Face-to-face communication tends to be the most effective, the telephone less so, and e-mail and formal reports even less. You are working for a multinational organization and need to relay information to Japan. Continuing to reinforce the project's purpose, encouraging and supporting workers, and trying hard to understand their concerns can go a long way toward boosting morale. Three methods are shown in Exhibit 7.10. SET (OR UPDATE) THE PROJECT START DATE In the Chapter 3 tutorial, we set the start date for the project. (That means at the start of the sixth day.) To calculate the early finish for each of these activities, add its duration to the early start of 5, for early completion times of 25 and 15, respectively. The three variations of commonly used cost-plus-incentive-fee, and cost-plus-incentive-fee, and cost-plus-incentive-fee. We now use definitions both from the PMBOK Guide, Sixth Edition and also from more than a dozen Project Management Institute specialized Practice Guides and Standards. EXHIBIT 9.10 PARTIALLY LEVELED RESOURCE SCHEDULE Source: Microsoft Corporation. This change shows up in the Start and Finish Variance columns as a two-day variance. However, by being familiar with the customer s quality systems and manufacturing needs, GTC is able to work with the development team deficiencies prior to beginning the manufacturing process. A key stakeholder, often called the product owner or customer to correct any deficiencies prior to beginning the manufacturing needs. both for initial chartering and requirements gathering, but also for ongoing prioritization and evaluation. Resources can include key personnel such as sponsors, project management also includes monitoring and controlling the risks according to plan. Describe the four most common types of logical dependency. The basic logic of these techniques still serves as the backbone of many project schedules today. Variance analysis is the process of determining both the cause and the amount of difference between planned and actual performance. 10-5a Developing a Bottom-Up Project Budget Estimate To develop a bottom-up project budget estimate, a project manager needs to understand the assignment and task costs for each task of the project. A project manager has the ethical responsibility to determine a schedule that is possible to achieve, persuade all stakeholders that the schedule makes sense, and then see to it that the project is delivered according to that agreed-upon schedule. We are repeatedly told that by comparing the what from PMBOK Guide with the how and examples from this book (Contemporary Project supposed to cost? Each project team will need to determine who will make which types of decisions. Another method that is frequently used is to confirm meetings and calls with quick meeting minutes or e-mail follow-ups. Learn what the other party really wants and share your true interests to determine a common goal. CHAPTER 3 Chapter 3 discusses chartering projects. Indirect costs are those that are necessary to keep the organization running but are not associated with one specific project. If agreement cannot be reached by direct negotiations, either courts or alternative dispute resolution can be used to reach a settlement. However, especially for core team members, it may be more critical to be an excellent generalist and skilled at communication and making decisions. In fact, if a question deals with one of those three items (such as cost), the correct answer may include the other two. He decided to formalize 171 project team management philosophy and practices. The WBS serves as a basis for determining the project schedule, budget, personnel assignments, quality requirements, and risks. Other large early projects involved waging wars and building empires. Chapter 10 Budgeting Projects 349 EXHIBIT 10.15 DUMMY ACTIVITY FOR LATE PHASE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Project teams sometimes need to rely on co-located and/or outsourced team members. Of course, if using agile, the overall scope is only confirmed at a high level and the scope for a given iteration. What project quality tools did you use, and why did you select each? All projects, regardless of size, complexity, or application, need to be planned and managed. Once an individual resource is no longer available, the organization is limited in the number of projects that it can take on during a particular time. Describe the relationship between a predecessor activity and a successor activity. create a desirable team identity. These projects are supported by over 40 departments within the utility and hundreds of external contractors and equipment suppliers. Other project managers who want to understand the potential variation use Monte Carlo simulation. Then, armed with that information, I would put together an estimate. BEHAVIORAL OBJECTIVES: Describe potential problems in estimating time accurately and how to overcome them. We will delve into more specific quality tools in Chapter 14. PAYBACK PERIOD (PP). Historical data for measures, along with current performance, yearly goals, and immediate past quarterly performance, are indicated. Value engineering is so common in some industries that a separate stage is incorporated late in the project cost and/or time and to improve project schedule gets. In this case, the project schedule gets and/or time and to improve project schedule gets and/or time and to improve project schedule gets. extended. 32 Copyright 2019 Cengage Learning. Sometimes, an additional background statement is helpful. Note since a milestone typically has zero days of duration, MS Project automatically populates the Finish column with the same date 5. 490 Part 4 Performing Projects What is the difference between efficiency and effectiveness? expedited costs, 332 relationship building within core team, 160-161 stakeholders, 185-186 relationship topics, 153-155 replanning a project, 487 reporting performance, 465-467 request for proposal (RFP), 433 request for proposal (R Development (R&D) project life cycle model, 112-113 research risk strategy, 376-377 reserve, 333 reserve needs, analyzing, 342-344 resource(s), 69, 75 assignments, 297-299 resource(s), 75 assignme changes to your risk register with new risks added and/or old ones removed. The old saying that a person should spend \$1,000 to save \$1,000, but should use lessons learned from previous projects and previous projects and previous phases of the current project. These unknown unknowns (commonly called unk unks) also need to be covered in the project budget. One application we are currently commercializing is Equestrian footing product. Serious project failure when some of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount and/or when several of the success criteria are missed by a large amount a effectively determine that the desired project progress is being made and results are being delivered, a multitude of things need to be monitored and complexity exist in the outputs they plan to create. As such, project managers need to be worthy of that trust by possessing both integrity and necessary skills. How competitively can the company price the project results? Project management adds crucial skills you need to generate cooperation from your resources 16 hours without implicit or granted hierarchal authority. %resource available converted to decimal 8 hours workday 2 work days 1 number of resources 16 hours without implicit or granted hierarchal authority. of the resource working on the task An assignment of two 75 percent available resources (Units 75%) results in 24 hours of the charter lists who is involved and sometimes describes the extent to which each person can make decisions the two-day duration. 3-4k Signatures and Commitment The commitment section of the charter lists who is involved and sometimes describes the extent to which each person can make decisions and/or the expected time commitment for each person. When project managers authorize project work, they should empower others to the extent necessary. Michael O Brochta, PMP, founder of Zozer Inc. 3 Provider 10 Reg/Complince 6 Dashboard Initial Draft Complete Backloger and the extent possible, yet control them to the extent possible, yet control them to the extent possible and the extent - 75 Projects New Business n/a Care4U 37 Claims 9 Consumer Exp. Some organizations first create a bottom-up estimate and then compare it to a top-down view yields a much higher number. Set the start date to 12/4/17 3. Ensure common understanding of success criteria and value. Large organizations often have many projects underway at the same time. Facility Needs 2.1 VISION STATEMENT 2.2 STAKEHOLDER INPUT 2.3 OPTIONS 3. EXHIBIT 11.7 TOP RISKS IN EACH FACTOR FOR SOFTWARE PROJECTS EXECUTION MANAGEMENT USER COORDINATION Configuration management system User evaluation of progress Formality of status reports User understanding of complexity Specification approval process Care in user manual preparation Post-project audits Coordination with user Regularity of technical reviews Informal communication channels HUMAN RESOURCE MANAGEMENT PROJECT PLANNING Flexibility of working hours Frequency of software reuse Individual performance incentives Planning tools used Technical assistance availability Minimum cost software design Recognition for extra work Removal of unnecessary requirements Enforced attendance system Individual accountability Source: Thomas, Sam, and M. stakeholder register Which of these is not a component of a Project Scope Statement? An example could be a 100-year flood that covers a construction site that everyone thought was on high enough ground to stay dry—an event so rare it is expected to happen only once a century. By creating a WBS in MS Project, the project manager lays the foundation for automating many other planning and communication tools the software has to offer. This person is the main communicator, is responsible for the planning and execution of the project, and works on the project from start to finish. If the customer relations factor was deemed almost as important as new product development, maybe it would be assigned 8. Change is greatly resisted within an iteration. What is your advice to the company to address all these issues comprehensively and coherently? Frees project team to deal with other important activities 2. Regular costs are preferred and occur when progress can be made by normal work hours and purchasing agreements. implementing them. Do we have a teamwork attitude, free and open communication, creativity, and empowered decision making? 122 Part 2 Leading Project. The wait for the project Manager is the focal point of the project state of the project manager is the focal point of the project. teams. The customer representative does much of what a sponsor might in traditional projects and also works with the team on a continuous basis, often performing some of the work a project. A detailed understanding of the project scope and work to be performed must be simplified for execution, and it is essential to divide the total work into smaller and manageable elements. All company executives and their spouses were joined by everyone associated with the project. When organizations consider their entire portfolio of work, they sometimes envision projects as means of developing knowledge that can be capitalized upon in ongoing work processes to provide profit, as shown in Exhibit 2.8. Furthermore, new knowledge encourages organizations to be created as a living document to record all assumptions and the findings of whether they proved to be true or false. Milosevic, Dragan Z. and Sabin Srivinnaboon, A Theoretical Framework for Aligning Project Management with Business Strategy, Project Management Journal 37 (3) (August 2006): 98 110. QUALITY: A PM achieves project quality by learning customer expectations and how they relate to organizational objectives, insisting project decisions are based upon facts, utilizing lessons learned, ensuring effective work processes are used, and leading testing. Everyone comes with unique experience, knowledge, IQ, and personality type and these differences can be a source of conflict. The scoring models are useful in providing input into the starting order of projects. Building Documents 7.1 FACILITY AND SITE SPECIFICATIONS 7.2 SCHEMATIC DESIGNS 7.3 DEVELOPMENT PLANS 7.4 CONTRACT DOCUMENTS 8. If the amount of work for an activity on the critical path is increased, then the project will be delayed and it will end at a later date. 287 Copyright 2019 Cengage Learning. For each question, you can answer it and move on, answer it and mark it to return, or not answer it. It uses Sprints to group similar requirements and provide a two-week window of work for its developers. Testing can be done by gathering more data on the project as it is currently operating. Write the scope overview and business case sections of a charter. Capturing lessons learned and archiving or distributing them are both part of an executing process called manage project knowledge and last activity (Close Project or Phase) to be performed as part of project closure. Exhibit 14.6 in CPM is an easy visual to help understand performance reporting. These systems work best when people make it part of their normal work activities to record both errors and their solutions as well as what went right and why. INTEGRATION: A PM is an effective integrator by leading the chartering process, coordinating assembly of a detailed and unified project plan, balancing the needs of all stakeholders, making logical trade-off decisions, and keeping focus on primary objectives. functional design c. 386 12.1 Development of Contemporary Quality Concepts 388 12.1a Quality Gurus 388 / 12.1b Total Quality Gurus 388 / 12.2c FactBased Management 396 / 12.2d Fact-Based Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 / 12.2c FactBased Project Quality Concepts 392 12.2a Stakeholder Satisfaction 393 / 12.2b Process Management 396 Management Example 398 / 12.2e Empowered Performance 399 / 12.3c Quality Management Plan Contents 403 409 12.7 Develop Project Management Plan 409 12.7a Resolve Conflicts 409 / 12.7b Establish Configuration Management Plan 410 / 411 413 12.10 Resolve Conflicts 409 / 12.7b Establish Configuration Management Plan 410 / 411 413 12.10 Using MS Project for Project Baselines 413 12.10a Baselines 413 / 12.10b Create the First Time Baselines 417 418 Copyright Study Ideas Summary 416 417 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions 417 418 Copyright 2019 Cengage Learning. does this stakeholder need to know? An RBS is very useful in identifying resources that are available for the project. Understand the network diagram view STEP 1: ENTER TASKS AND MILESTONES In the Chapter 7 tutorial, you populated the Gantt chart's table with project tasks and used the milestones from the Suburban Parks Home project as WBS deliverables (summary tasks). First, the team needs to determine both what they will be successful in the end of the project stakeholders at the project stakeholders at the end of the project stakeholders at the project stakeholders at the project stakeholders at the project stakeholders at the project and to realize how each individual strength can be productively applied on projects, as shown on the student website. What is the first step in developing a project scope management plan? In this chapter, management is concerned with making decisions and working in teams to improve operational efficiency and effectiveness. In a case like this, when they negotiate, the project manager may want the best resource (who is available). Proactively identify and solve problems. Presidential candidate unavailable 4. Executing making things happen Influencing reaching a broader audience Relationship building holding the team together Strategic thinking focusing on all the possibilities The student website describes these strengths. These personas provide information about what they will do with the project deliverables and how they will benefit. Or, even better, have the people doing the work provide the initial estimates of the activity completion time. When establishing cost control, a typical measuring point is a milestone. close project d. Endnotes ® Construction Extension to the PMBOK Guide 220. It needs to be a living document that adapts to changing project needs. Logical order Activity completion time. duration Resource availability Imposed dates Cash flow The first factor is the logical order in which activities need to be completed. True consensus means each person actively supports the decision—even if it is not his or her first choice. interactive INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Suburban Homes realizes the importance of maintaining excellent relations with all its key stakeholders. 11. project team member d. Semester Project sponsor (the manager or executive who came to class when projects were announced). By identifying the primary customers, everyone will understand which groups of people need to be satisfied and who is counting on the organization. Cite example, so the network diagram is not as useful as it could be in more complex projects. It will also improve patient outcomes by assisting in: Diagnosis, Accurate assessment, and Chronic management of pediatric lung disease. Key Terms Consistent with PMI Standards and Standards where they are distinct. This cycle occasionally involved being given relatively short notice near the end of the year that funds unspent by some other department were up for grabs to whoever could quickly make a convincing business case. An agenda and handouts were created to drive the workshops. 209 Copyright 2019 Cengage Learning. Lists are written in parallel structure, with the first word of each item having the same grammatical form, such as all nouns, all verbs, or all -ing words. withdraw/avoid c. How would you address each of these issues in your project? Hayden Jr., State University of New York at Buffalo Jim Ford, University of Delaware Sarai Hedges, University of Cincinnati Lynn Frock, Lynn Frock & Company Marco Hernandez, Dantes Canadian Lei Fu, Hefei University of Technology Stephen Holoviak, Pennsylvania State University Patricia Galdeen, Lourdes University Bill Holt, North Seattle Community College Kathleen Gallon, Christ Hospital Paul Gentine, Bethany College Kathleen Galdeen, Lourdes University Bill Holt, North Seattle Community College Kathleen Gallon, Christ Hospital Paul Gentine, Bethany College Morris Hsi, Lawrence Tech University Copyright 2019 Cengage Learning. When using the actual time from a previous project, adjust the estimate up or down based upon size, familiarity, and complexity differences. Incomplete requirements were identified in the RFP and Exhibits (see Risk 7). Describe what an effective charter, articulating requirements, developing and using project control systems, and conducting an informative and energetic project kickoff. And Agile organizations as defined in Chapter 6 is all the work connected with the project communications plan, starting with planning for it; generating it; organizing and sharing an fourth column is a reminder that a project team needs to consider timing issues when developing a project at the outset, stakeholders do want to have a ballpark idea of total cost, schedule, and functionality before approving a project. However, there ht 2019 Cengage Learning. To the extent possible, letting people self-control their work adds to their enthusiasm. Soft skills, communication, negotiation, and leadership activities. Kloppenborg, Timothy J., and Warren A. The olect manager at a soltware compa predicts her project's costs based on previous projects she has worked on that were similar. MS Project can be used for this progress reporting and for making adjustments. Have a plan. "Leadership is the influencing process of leaders and followers to achieve organizational objectives through change." To further elaborate on the focus of this chapter, management is generally focused on traditional functions such as planning, organizing, and controlling. Explain the importance of creating a cost management plan. ACTIVITY-BASED COSTING (ABC) Another issue project management plan. ACTIVITY-BASED COSTING (ABC) Another issue project management plan. These choices require both some fixed and some variable costs. personalities; deadlines d. How will your project plan be different because of what you learned? Students' needs are considered. Be able to schedule using activity on node (AON) (also called precedence diagramming method or PDM). WBS tasks can also be viewed in Gantt views with different graphical shapes: For instance, a summary task might also be a milestone that you would want to denote graphically in your Gantt chart (typically a diamond in MS Project). life cycle 2. 334 Part 3 Planning Projects 10-2b Accuracy and Timing of Cost Estimates Project managers need to understand when cost estimates should be developed, how accurate they need to be, and how they will be used. As the project progresses, the scope is described more closely. 3.3 When Is a Charter Needed? While this is necessary, it can be confusing to show people a network diagram. 284 Part 3 Planning Projects Business Requirements and Functional System Design At the end of each of these stages in the project, the project. Assess your individual capability for project teamwork. While the leadership group of a company may make portfolio decisions and delegate the program management decisions to a program manager, both portfolios and programs are managed at a level above the typical project manager. As part of my training, before I was sent to the field, I would look over the estimates made by the sales staff. Initiating a project requires some preliminary actions, including understanding the needs and concerns of stakeholders, most critically the project sponsor. (She takes into account the differences between her current and previous projects, as well.) What type of cost estimating is she using? staffing management plan c. Be specific. Then, while the project is under way, the project manager and team need to determine any additional information needs that were not already uncovered, collect information on executed work and work in progress, and then report progress, and then report progress, and then report progress, and then report progress to all stakeholders. Potential critics can be turned into allies if their concerns are included. Eskerod, Pernille, Martina Huemann, and Claudia Ringhofer, "Stakeholder Inclusiveness: Enriching Project Management with General Stakeholder Theory," Project such as schedule, resources, budget, risks, and quality. Some of the project such as schedule, resources, budget, risks, and quality. Some of the work is Copyright 2019 Cengage Learning. 368 Part 3 Planning Projects 11-2c Understanding. Relationships Project managers can also seek to identify risks by learning the cause-and-effect relationships of risk events. Assumptions should be outlined because two different backgrounds may view a situation different backgrounds may vi sponsor should only sign a charter authorizing the project to begin when at least one or two good, specific lessons from the successes and/or failures of recently completed project save included. Pareto diagram c. 9-4 Project Team Composition Issues Project to begin when at least one or two good, specific lessons from the successes and/or failures of recently completed project to begin when at least one or two good, specific lessons from the successes and/or failures of recently completed project to begin when at least one or two good, specific lessons from the successes and/or failures of recently completed project to begin when at least one or two good, specific lessons from the successes and/or failures of the suc company. Identify external resources to fill need EXHIBIT 3.11 RESOURCES NEEDED ESTIMATE MONEY PEOPLE OTHER Marketing \$10,000 Project Manager, 250 hours 1 Dedicated Conference Room Core Team Members, 500 hours AV and Communications \$5,000 Internal Consultant, 100 hours Miscellaneous \$5,000 Data Analyst, 100 hours Focus Group Participants, 50 hours Total \$20,000 Total 1,000 hours 1 Room Copyright 2019 Cengage Learning. The work package is the lowest level on the WBS. They are also useful in managing project communications. Frequently, however, at least a few expenses are incurred. Kloppenborg and Debbie Tesch, How Effective Sponsors Influence Project Success, MIT Sloan Management Review (Spring 2015): 28 30. The other will be a development project teams. The simple web-shopping scenario is just one example of how our customers use information to improve their relationship with you. project organization chart d. Chen, Hua Chen, and Hong Tau Lee, "Performance Evaluation Model for Project Management 25 (6) (2007): 543-551. Monitoring and controlling are not activities that are done only once. Many different project life cycle models are used for different types of projects, such as information systems, improvement, research and development, and construction. Create, test, and deliver carefully considered communication strategy. 478 Part 4 Performing Projects EXHIBIT 14.18 EARNED VALUE MANAGEMENT EXAMPLE Now \$000s BAC 1,000 900 800 \$750,000 700 600 500 400 300 400 = AC 250 = PV CV SV 200 200 = EV 100 Start Expected Completion of a major deliverable, completed to date. Common milestones include completion of a critical activity, or the time just before a large amount of money needs to be committed to the project. They also closely watch activities with little float—think of these as "near-critical" activities. We have reached agreement that one common process is acceptable to all regions asked. Agreement, trust, communication, and commitment among the sponsor, project manager, and project team develop. Does it vary among organizations? A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th ed. REWARD AND COERCIVE POWER Reward and coercive power are opposites of each other. 4-6a Functional Managers are often department heads. Did it enhance the customers satisfaction? default d. List two team behaviors that can enhance these personal values. It is hard to work effectively together if team members are concerned that important issues could be shared inappropriately. This is the process of risk identification. EXHIBIT 5.10 TYPES OF PROJECT MANAGER POWER TYPE OF POWER BRIEF DESCRIPTION WHEN USED Legitimate Formal authority based upon user's position Asking people to perform within their job description Reward Persuading others based upon giving them something If team members perform well and if negotiating for resources Coercive Punishing others based upon personal relationship Frequent since project managers often lack legitimate power based upon position Expert Persuading others based upon your own knowledge and skills When others respect your opinions Information Connection Information Frequent, as a large part of a project manager's role is to convey information Connection Information Since project manager's role is to convey information Frequent, as a large part of a project manager's role is to convey information Connection Information Since project manager's role is to convey information Control of information Since project manager's role is to convey information Frequent, as a large part of a project manager's role is to convey information Connection Information Since project manager's role is to convey information Control of information Control of information Since project manager's role is to convey information Control of information influential people When working with project sponsors and when negotiating for resources Source: Adapted from Robert N. One risk management technique that is rapidly becoming popular for insuring large projects is the use of wrap-ups. (Upper Saddle River, NY: Prentice Hall, 2009). However, more detailed and timely risk management occurs in planning each subsequent iteration, in daily stand-up meetings, and in retrospectives at the end of each iteration. Create a strong vision to rally the team. The closeout report also normally includes lessons learned. For example, if a project entails constructing a house, the homeowners probably want not only the house but also documentation on systems within it, perhaps an explanation (training) on how to use certain items such as an innovative thermostat, and a warranty procedure. For example, in Exhibit 7.5, the house would not be framed until the framing contractor, wood, and assembled frame interim deliverables were complete. Scrum is facilitated by a scrum master, who organizes the project like any good project manager. One easy way to accomplish this is to have each project report lessons learned at key reviews and at project completion and to have the lessons learned knowledge base. Programs often last as long as the organization lasts, even though specific projects within a program are of limited duration. After that, we alternate chapters, with each chapter showing what one project did using the concepts and techniques of a chapter and posing questions for the students to answer about the other project team then commits to how much output it can deliver in the iteration. Developing the WBS and defining the activities form an example of how two separate work processes are sometimes performed together (especially on small or simple projects). What kind of organizations can Casa de Paz partner with for professional services such as nursing, English as a Second Language, occupational readinesses are sometimes performed together (especially on small or simple projects). counseling, and so forth? Turkulainen, Virpi, Kirsi Aaltonen, and Paivi Lohikoski, "Managing Project Stakeholder Communication: The Qstock Festival Case," Project Management Journal 46 (6) (December 2015/January 2016): 76. In other words, a known unknown may or may not happen. 11 The business case generally includes both why the project is needed and, if the firm uses financial justification as part of project selection, an estimate of costs and benefits. This indicates that the activity B can be delayed up to 10 days without delaying the entire project, any delay to activity B would delay the start of activity C. He is a retired U.S. Air Force Reserve officer who served in transportation, procurement, and quality assurance. Urgency-time sensitivity and legitimacy of claim1 Some organizations use additional criteria such as interest, influence, and image insertion follow the same conventions as other Microsoft Office applications. The necessary help may be an expert who can help make a decision. 59 Steffey W. During all five stages of team development, is it important that the project manager keep in mind the needs of which three groups? issue log Which of these is not a challenge of working on global and virtual teams? (Mason, OH: South-Western Cengage Learning, 2010). 119 Nejron Photo/Shutterstock.com Chapter 4 Organizational Capability: Structure, Culture, and Roles 4-5c Customer While the sponsor particularly for projects internal to a company. If you lack confidence regarding any of your choices, what would you prefer to do about it? Bringing them on before these reports with any MS Project file. A more detailed background statement may be helpful in these cases. Depending on the organization, some teams give detailed thought to the project name and "brand." Military organizations and sports teams often do well in developing and maintaining team identity by associating themselves with pride and prestige. If you can remember to conduct your planning with the end goal in mind, many of the processes and activities in this chapter will seem intuitive. Chapter 2 Project Selection and Prioritization 35 EXHIBIT 2.2 SWOT ANALYSIS FOR THE BUILT GREEN HOME AT SUNCADIA STRENGTHS WEAKNESSES Green building has a buzz Green building has not reached mainstream Seattle has a strong green building has not reached mainstream Seattle has a strong green building has a buzz Green building has not reached mainstream Seattle has a strong gree Distance away from Seattle Green building is perceived to be costly Strong community support Growth in green building on green building on green building value Committed developer and builder OPPORTUNITIES THREATS Uniqueness of product Existing thinking on green building and its niche focus Location Community surrounding house Lack of data on green building (wealth) value Building schedule Community (location) Rumors Source: Brenda Nunes, developer, Built Green Home at Suncadia. Many times, we need these resources for simultaneous execution of project activities to reduce project duration and to utilize resources efficiently. 8-6 Sequence Activities Once the activities have been identified, it is time to determine the logical order in which they can be accomplished. What three sets of data should a project manager have after completing a project manager have after complexity. complete a project is also a risk. These questions are for both clarification and agreement. Howard, Dale, and Gary Chefetz, What's New Study Guide Microsoft Project 2010 (New York: Chefetz LLC dba MSProjectExperts, 2010). Project Management Institute, Practice Standard for Work Breakdown Structures 2nd ed., 2006 (Newtown Square, PA) 121. Wise project managers keep active but informal contact with team members between meetings to ensure action items are completed on time. All parties can commit to the intent of the charter with confidence. Some other stakeholders may need more details to understand the rationale and purpose behind these statements. division bases remains a crucial component of the structure. 4-4e How Do You Start an Agile Project? For example, a project working on a government contract may not be able to start until the government contract may not be able to start until the government contract may not be able to start an Agile Project? stability, stronger brakes, and so on. Team members are often assigned to just one project, even if the project only needs part of their time, which leads to idle time. Lecturers Unaware to neutral Neutral or supportive Very large group with veto power through unionized actions. The project manager manager the people side of the project by effectively using the stages of project team development, assessing and building the team members capability, supervising their work, managing and improving their work, managing and effective time management. teams, and some is performed at different times as requirements and scope emerge gradually instead of just at the project start. Many issues may be involved in securing specific knowledge or skills. How well is the entire project start. Technological University Robert Judge, San Diego State University David L. Monitoring and controlling activities occur along with project. Norming • Participation & empowerment • Commitment to team goals • Roles and Responsibilities Source: Anantatmula, Vittal, Project Teams: A Structured Development Approaches even approaches even approaches that solve only part of the issue. 3-5a Scope Overview and Business Case Instructions When possible, the first draft of these two sections should be provided by the sponsor or the leadership team. (Mason, OH: Southwestern Cengage Learning, 2010): 519-520; Ramon J. Understand contracts, both in general and each specific type. The project selection and prioritization process was a key tool to build a framework that would inspire agency success over the next five years. Project dynamics accounted for Although the three-year budget plan is updated annually, there are still elements of uncertainty associated with implementation of a large project portfolio. Our sales manager forwards the request to our VP sales and our R&D department. To understand the importance of fixed versus variable costs, a project manager ideally structures costs and the impact of changes on those costs. In each of these cases, the contract can call for the seller to receive a bonus if it does better than the agreed-upon target and/or a penalty if it does worse. One of my colleagues tells organizations they have these options for managing a project s triple

constraint no matter what methodology is used Agile, waterfall, or hybrid: Scope-driven: deliver what is requested no matter how long it takes (Schedule-driven: meet the deadline by Delivering whatever Scope you can within the budget (Cost) 244 Copyright 2019 Cengage Learning. Roles and responsibilities for project participants can be documented in role descriptions. WELLS Keller Williams Real Estate Australia • Brazil • Mexico • Singapore • United Kingdom • United States Copyright 2019 Cengage Learning. If the project is similar to past project is similar to past project is similar to past project singapore • United Kingdom • United States Copyright 2019 Cengage Learning. If the project is similar to past project is similar to past project singapore • United Kingdom • United States Copyright 2019 Cengage Learning. If the project is similar to past project is similar to past project singapore • United Kingdom • Un resource assignment, then the project calendar is used to determine task scheduling. Notice that project management is the first section of the WBS and that each row in both exhibits has a unique number. Obviously, there will be exceptions for especially large or small projects. How uncertainty in project schedules is handled by PERT will be discussed more in Section 8.9. CPM was developed in the Engineering Services Division of DuPont. If a customer's needs change, it might decide that the resources assigned to a different project could be more popular among those who prefer urban areas and a busy social life. 480 / 14.5b How MS Project Recalculates the Schedule Based on Reported Actuals 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Cost Variance 481 / 14.5c Current and Future Impacts of Time and Future Impacts of Time and Future Impacts of Time Study Ideas 488 Summary 488 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Exercises 490 491 Integrated Example Projects 492 Casa DE PAZ Development 492 Casa DE PAZ Development 493 Casa DE PAZ DEVELOPMENT CHAPTER 488 493 493 494 496 497 15 Finishing the Project communications Matrix At this point, project teams will normally assemble a project manager. This allows the client s project manager to manager a single Schawk point of contact, allowing him or her to spend more time focusing on higher-value strategic issues. However, many things can happen as a project is conducted. Chapter 8 Scheduling Projects 267 EXHIBIT 8.17 NEW PRODUCT DEVELOPMENT SCHEDULE IN CHINA EXAMPLE Week one—Request is received from the customer for a product that is darker than anything we have in our current offering. Some of these issues, such as developing the procurement management plan, qualifying and selecting vendors, and determining the type of contract to use are planning issues, but for simplicity, they are covered in one chapter with sections on how to conduct and control procurements and to improve the project supply chain. The scrum master is a more limited, yet more empowering role than that of a traditional projects decreases and management of the entire group of projects as a portfolio becomes paramount. In this WBS example, the existing milestones will double as the main deliverables (summary tasks). In many cases, companies have to rely on external suppliers for acquiring many of the unique resources they need. Suburban Homes developed a set of criteria to select partners for construction work and supply of materials: Collaboration Reliability Value engineering (higher quality at a competitive price) Performance Trust Transparency in commercial deals and communication With its ambitious plan of expanding its business to several southern states and its vision to deliver high-quality, Suburban Homes is willing to identify, negotiate, and partner with competent and reliable suppliers and contractors. One way is to design a contract with specific incentives and penalties. deliverables c. The single-family home will have the following features: 3,200 square-feet home with 4 bedrooms and 2.5 bathrooms Flooring hard wood in the first floor, tiles in the kitchen and bathrooms, carpet in bedrooms Granite kitchen countertops, GE appliances in the kitchen 3-car garage and external landscaping Ceiling 10 in first floor and vaulted 9 ceilings in bedrooms 7-year warranty for structure and 2-year warranty for finishing components Using the WBS and RBS, you were asked to develop a bottom-up cost estimate. Resource effort (duration and cost) in monetary terms is estimated for all the resources. Therefore, you need to consider how you will transition responsibility over to the parent organization near the end of the class. Perhaps these greater details could be considered "quarter-mile stones"—giving the ability to check progress more frequently. Agile project teams typically employ co-located teams to manage rapid changes and increments. The fourth executive-level project role is that of project role is that of project related governance processes and facilitates the sharing of resources, methodologies, tools and techniques. One tool that is helpful for allowing such engagement and for navigating through complexities is appreciative inquiry (Al). In some organizations, an additional manager will be in the president). To understand cost implications completely, a project manager will be in the reporting chain between the project manager needs to understand what the work of the project includes, what schedule demands exist, and what people and other resources can be used. Simultaneously, the team seeks acceptance beyond their team through articulating the project's business case, involving key stakeholders, proactively communicating according to plans, and not acting until enough support is in place. The second level in this example depicts major deliverables from the house project, namely the house in its framed state, when it is wired, and when it is drywalled. Once a project team discovers something that may cause a need to change the scope, their first effort is typically to head it off. That is the question and the rest is the background. Activity A Predecessor Normal Time Normal Cost Crash Time Crash Cost 5 200 4 350 8 220 8 2 activity (ies) we choose to speed up, and how much it costs. Petrick, "Meeting Management and Group Character Development," Journal of Managerial Issues (Summer 1999): 140-159. Each aspect used can be rated on a simple scale of 1 to 3, with 3 representing the highest priority. employees? How is it different from a contract? It collectively represents and understands the entire range of project stakeholders and the technologies the project will use. By identifying and collecting just the right amount of financial, scheduling, resource, and risk management data, and by focusing intently on turning raw data into actionable information for the groups leading and supporting the 456 Copyright 2019 Cengage Learning. -a-blue-lake-1882095827.html, accessed January 9, 2017. Part 2 Leading Projects Neale Cousland/Shutterstock.com 162 for example, assumptions, risks, roles, responsibilities, and acceptance criteria are examples of potential sources of conflict. Cab (Change Approval Board) IT (information technology) departments usually have a committee that meets regularly to assess, approve, or reject any system changes planned for implementation. B. The completion of all levels underneath. resource histogram c. _____, "Influences of Environment and Leadership on Team Performance in Complex Project 175 Environments," Proceedings, Project Management Institute Research and Education Conference 2010. This reduces possible duplication of Topics The book is divided into four major parts. The following overview showcases the visible features of the main MS Project interface once a blank project has been created. SMEs are not on the core team but still are essential to the project. Chapter 7 Scope Planning 225 Resources are assigned Many of the control features are developed Work packages need to be detailed enough to facilitate further planning and control. duration has changed Now assume that the project manager decides the Plumbing task needs to be completed more quickly, and the decision to crash that task is made. Source: William Charles (Charlie) Slaven, PMP. For valuable information on pricing, previous editions, and alternate formats, please visit www.cengage.com/highered to search by ISBN#, author, title, or keyword for materials in your areas of interest. 29. 14 While criteria will vary extensively from one project to another, generally, financially, and operationally competent. Smart project managers recognize that their reputation is based on how they act in all situations. List and describe each of the managerial and associate project roles. This software helps pinpoint exactly when each worker is needed, for what activity, and where there are overloads. The underlying principle that influences some of these trade-off decisions. when the product will be created through a series of repeated cycles To be effective, a project manager needs to possess all of the following competencies except . However, the exact task activities are only determined during iteration planning. 516 Part 4 Performing Projects What should be done with any activities that remain incomplete at the time of project closure? All team members and suppliers assigned to tasks that were scheduled during the past reporting period need to report. The "County clearance & Certificate of Occupancy" summary row has the dummy task "Codes rework" added. They also often need to negotiate with sponsors, suppliers, SMEs, and core team members. CHAPTER 4 Organizational Capability: Structure, Culture, and Roles CHAPTER OBJECTIVES CORE OBJECTIVES compare and contrast the advantages and disadvantages and disadvanta when to use each. Kim, Yong-Woo, et al. What is adaptive or change-driven planning, and when should it be used? Chapter 10 shows how to create a time-phased projects with a similar payback period, it would look equal, but if one has substantially higher revenue after the payback period, it would look equal. clearly be superior. Project managers have many project tools to guide a team—charters, stakeholder analysis, communications plans, scope statements, WBSs, schedules, and kickoff meetings. termination for cause 517 c. It could also be partly due to events that would have been so unlikely that the team could not have been expected to plan for them. At this point, a very rough order of magnitude estimate could underestimate the project by as much as 100 percent (that is, the final cost could be double the initial estimate). Be sure to include quality items throughout the project plan life cycle. SB7/Shutterstock.com CORE OBJECTIVES: I sold escalators and elevators for my first job out of first job out of the project plan life cycle. business school. Answers (sometimes definitive, sometimes representative, depending on the nature of the technique) are included in the instructor's manual (IM). The calculation of the cost performance index (CPI) is 107 percent. on the project team is responsible for this communication? Right-click the Task Mode column heading and click Hide Column. Other tests are not as critical and may be performed, just not immediately. They then implement this plan and adjust as circumstances change. It is especially useful with multifunctional, virtual, and global project teams. Do small businesses often outsource project work? a two-day delay to a noncritical path activity with two predecessor activities How do you calculate Late Start, using the twopass method? Next covered is the culture of the parent organization and the important to distribute information promptly and accurately according to the communication plan. Why is it important to distribute information promptly and accurately according to the communication plan. for assumptions to be listed in the cost estimate? A simple summary is on CPM page 107. They are investments in purchasing land for future development, communities for single-family homes, multifamily properties, small-scale apartment buildings, largescale apartment building to make the final decision on how to resolve the overload. Aligning individual aspirations with project goals in determining individual roles and responsibilities is desirable and productive. the sponsor's directives for the project's level of quality are expressed in the requirements. What would you include in the transition plan to help them be successful? Sometimes a person does not want to interrupt her thought process, but would casually ask a person at the next desk a question. If a supplier has two key people who can each perform the necessary work, the second worker is sometimes considered to be "truck insurance" in case the first worker gets run over by a truck. The WBS is easily modified and thus can handle the changes that often occur on projects. nonrecurring costs, 332 referent power, 157, 158 regular costs, 332 referent power, 158 referent power, 158 referent power, 158 these characteristics. In the example below, label which activities are predecessors and which activities are successors. Third-party inspection companies were hired to conduct on-site assessment and quality approval for the incoming materials of multiple projects at the same time. MS Project then recalculates the schedule for future tasks based on a combination of what actually happened and the estimates of the remaining tasks. Also, the length of time to perform an activity is often dependent upon who will do that work. Glagola, Quality Performance Measurements of the EPC Process: The Blueprint (Austin, TX: Construction Industry Institute, 1994): 16. This was quite a topic since originally it was thought that a float lump sum of money could be spent on the whole project moving money between sites according to need. A cost criteria example is the buyer of a small house negotiating a total project cost of \$150,000. Show how you will use these lessons both to improve the remainder of your project and for the next project on which you may work. 144 Part 2 Leading Projects other. Once the initial forming is over, it is common for teams to "storm"—that is, to feel more stress as they begin to understand how big and difficult the projects, a great deal of time and effort may also be expended during project planning. Greg Todd, "Five Considerations to Improve Project Estimates," Information Management (November/December 2009): 47. The overall project schedule may be developed only at a high level. Through internal growth and external acquisitions, this company has become a Fortune 500 company called a(n) a. It provides information at a detailed level for those who need details and at appropriate summary levels for those who need that. The hierarchical approach with the boss having supreme authority has long vanished in many places. More general progress may be reported formally but on a less frequent basis to sponsors, senior management, and clients—perhaps semiweekly or monthly. Hide (or show) the desired amount of detail in the WBS. Develop an improvement strategy for that team based on the audit results. Supply flexibility: It is the amount of variation in order quantity that a supplier can tolerate without letting other performance factors deteriorate. EXHIBIT 8.23 Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. Hansen, Don R., and Maryanne M. 276 Part 3 Planning Projects EXHIBIT 8.25 BANK PROJECT WITH EXECUTING AND CLOSING ACTIVITIES Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. Chapter 15 Finishing the Project and Realizing the Benefits 501 If the punch list is small enough, as a customer you agree to formally take possession of the house subject to the contractor finishing the punch list items. To improve customer satisfaction, Suburban Homes is planning to redefine its closeout process. An example of a schedule criterion is a contract for constructing a college dormitory that calls for completion by August 15 so it is ready for the fall semester. Cost variance (CV). All sixth edition PMBOK Guide knowledge areas, processes, and process groups, plus major deliverables from each process and the primary workflows between them, are specifically included in an interactive, color-coded flowchart that is included in full inside the back cover of the text. Cost planning entails developing a cost management plan for your project, you realize you need to hire an additional worker in order to complete the project on time. see MS Project Midland Insurance Company, 9, 111 milestone list, work breakdown structure with, 252 milestone schedule, 66-67 with acceptance criteria, 66-67, 72-73 constructing, 72-74 constructing, 72-74 constructing in MS Project, 83-88 definition of, 66-67 example, 67 Six Sigma, 74 Miller, Bruce, 499 Minimum Viable Product (MVP), 408-409 mission statement, 35-36 mitigate risk strategy, 376 monitor and control project work, 23 monitor communications, 467-468 monitoring and controlling project work, 460-463 monitoring risks, 463-464 monitor stakeholder engagement, 188 Monte Carlo simulation, 266-267 morale changes, 159 motivated team members, 116 Motorola, 390 MS Project constructing milestone schedule, 83-88 for critical path schedules, 268-275 defining, 82-83 introduction to, 80-81 to monitor and control projects, 445-349 for project closure, 511-514 for project quality baselines, 413-416 setting up, 81-82 for work breakdown structure (WBS), 233 238 Mueller, Ralf, 167 mutual agreements, 501 N negotiation, 51, 80, 164-166 net present value (NPV) model, 44 networked organization model, 452-453 network for product development schedule, 267 nonrecurring costs, 332 O O'Brochta, Michael, 3 on-time schedule delivery, 267 opportunity, 361 order of magnitude estimates, 334-335 organizational culture impact on projects of, 108-111 of parent organizational structures comparison of, 107 types of, 102-108 organizational understanding, 147-148 Organizational Zoo, 177-178 outcomes of project team management, 159-160 outsourcing, 296 outsourcing issues, 433 owner, 429 owner-controlled insurance program (OCIP), 441 P parametric estimating, 337 Pareto chart, 469-470, 472 partially leveled resource schedule, 302 partial risk register, 370 Copyright 2019 Cengage Learning. ® ® ® ® ® Student Resources Students can access the following resources by going to www.cengagebrain.com and searching 9781337406451. Work responsibilities are shown by code in the cells. Clarify and confirm agreements. Another means of maintaining focus is referring to the stakeholder analysis and the trade-off decisions that the key stakeholders have indicated. Quite a few different stakeholders will judge various milestones in the project in Exhibit 3.7. Step 6 Finally, determine expected completion dates for each milestone. 242 Part 3 Planning Projects CASA DE PAZ DEVELOPMENT PROJECT Note that this is a larger project and from this point forward in the book, we will focus on the features and the work for the Promotion and Community Relations Working Group only. All projects should be aligned with their organization s strategic plan, which includes the organization s vision, goals, and objectives. Adherence to the other ground rule topics will help regardless of which decision-making method is chosen. Others may serve a social need, an environmental consideration, a customer request, or a legal requirement. One method is by industry, which is useful in that projects in different industries often have unique requirements. project charter is a. What would you list as your top issues? Click the View Tab>>Resource Views Group> click Resource Sheet 2. The team operating methods section helps guide team member behaviors as they resolve conflicts, the applied learnings help create a stimulating work environment, and the acceptance criteria help team members understand when they satisfy project stakeholders. In other words, even though the charter and its components represent a high-level project plan, you should think of this as the preplanning because it is still in rough-draft form and will be significantly expanded upon during the Planning phase. Needless to say, a charter is much quicker to put together than a full, detailed project plan and schedule. We would discuss each bid that was due. Activities B, C, and E each have float and are not on the critical path. Be prepared Copyright 2019 Cengage Learning. The key to understanding the difference is there are some things the project manager can only influence. It is a good idea to have someone on your project team play devil's advocate to challenge the team to identify additional activities The team continues with this analysis until all activities have been placed on the work surface with arrows showing the predecessor-successor relationships. List three functional areas that are frequently outsourced by business organizations. Now, the project officially moves into execution. I understood that the top 2 percent of project managers, referred to as Alpha Project Managers in a 2006 book of the same name, spend twice as much time planning as the other 98 percent of project managers. Display the schedule from Exercise 5 on a Gantt chart showing critical activities, and float. Several of the soft skills discussed in this book, such as involving your team in planning, treating everyone with respect, keeping communications open, and establishing trust, also simplify negotiations. When a past project is being used as a guide, it is preferable to use actual time to perform the activities and not the estimated or planned time. and use it to identify resources needed (human and other). Future time period—The third time horizon is after the next reporting period. Chapter 5 Leading and Managing Project Teams 161 managers need to provide leadership in various ways. Often, a new project includes a few unique activities that need to be included. 1-3a Projects versus Operations. It also takes people a little time to remember where they left off when they resume work. Click the View Tab>>Task Views>>click Other Views>>Task Sheet 2. A normal practice is for the company s leadership team to jointly determine what criteria will be used to select projects. At that time, the team should mentally go through the network to ensure that no "dead-ends" are present where the chain of arrows from the project start to end is broken. 527 Appendix C Answers to Selected Exercises . More difficult to understand 3. These changes are best planned and managed as projects. (BAC EV)/(EAC AC) What is the final step in the Perform Integrated Change Control process? exceeding customer expectations by delivering more than they requested. improve productivity. Some people choose to make a finer distinction in their risk analysis by coding the biggest risks red, moderate ones yellow, and strategic. AGILE See Exhibit 1.1 for a predictive or plan-driven project life cycle and Exhibit 1.2 for an adaptive or change-driven project life cycle. values describe deeply held views concerning how everyone should act especially when adhering to those values is difficult. "Communications Plan Considerations A myriad of considerations must be kept in mind when creating a communications plan. What should your initial response be if a customer asks for a change to your projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Competence in Extreme Projects: Lessons from the Frenching the Black Box of Collective Comp Special Forces," Project Management Journal 41 (3) (June 2010): 79-90. The team concepts that were applicable to this project will not be completed on time and within the budget. BAC EAC b. 9 This was introduced in the Sarbanes-Oxley requirements. Few spaces offer stability and encouragement in such circumstances, much less cultural sensitivities and professional services to facilitate the transformation to selfsufficiency and success. Most of the same work still needs to be accomplished in organizations using Agile. Project managers and sponsors need to create a culture in their project that is consistent with, or at least can work effectively with, that of the parent organization. pages/value-engineering.aspx, accessed April 10, 2017. One difference on this project is that your student team will likely do most of the planning and only part of the execution, while members of the organization for whom you are planning the project will need to complete the execution. Navy, Special Program Office, 247 project life cycle stage, 124 definition of, 19 desired behaviors, 122-123 ® joint tasks with, 120 judgment calls, 124 power and leadership, 157-159 project manager power, 157-159 project meeting agenda template, 195-197 project meeting management agenda template, 195-197 project meeting and collaboration, 442-446 advantages of, 444 sources, 442-443 effective approaches to, 445-446 mutual goals in, 443 resolving conflict sources, 443 securing commitment to, 446 project processes, 11 project processes Engineering, 457 DuPont, Engineering Services Division, 247 duration definition of, 255 example, 256 learning curves, 258 problems and remedies in estimating, 256-257 suggestions for, 255-256 E early finish date (EF), 259 early start date (ES), example, 478 indexes, 479 known values, 477-478 terms, 477 variances, 478-479 effective communications, 193 Elevator World journal, 42 empowered performance, 399-400 enhance opportunity, 377 enumeration method, 263-264 estimate(s), 333. Scheduling the whole procedure was a challenge because due to different sizes and varying numbers of equipment, totally different buildings, etc., there was no chance to cut everything into weekly time boxes à la sprints in Agile scrum. Facilitate that engagement through servant leadership and visible and continual communication. He created a project charter to define the scope, objectives, problem statement, outcomes expected, benefits, team members, and inputs for this project. All risk management processes occur throughout the project life cycle. Network diagrams, Gantt (bar) charts, and milestone schedules are all approved means of showing project schedules. This is especially helpful because it is hard to document all tacit knowledge, and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long, many people know how to act and have the courage to do so yields better ideas; when a spirit of mutual trust prevails, everyone participates and even if a person did so, the lessons would be so long. with their ideas and effective partnering relationships within and beyond the project team. Charters typically include sections such as a scope overview, business case, milestone schedule, acceptance criteria, risks, and signatures. behaviors as described in Exhibit 4.17. Agile focuses on delivering value to the customer guickly, so feedback can get to the development team quickly. The external analysis (elements over which the project team has little or no control) consists of asking what opportunities and threats are posed by competitors, suppliers, customers, regulatory agencies, technologies, and so on. Currently, over 650,000 people hold the PMP certification. In some cases, this knowledge base remains only in the heads of those involved because there is no attempt to capture it in explicit form. If you re using the MindTap product for this book, you have access to short videos demonstrating how to use the software. They are not vendors. Construction Project as a basis. 268 Part 3 Planning Projects 8-10 Show the Project schedule on a Gantt Chart The discussion in this chapter so far has been how to determine the project schedule on a Gantt Chart The discussion in this chapter so far has been how to determine the project schedule. April 10, 2017. Anderson Cancer Center of the University of Texas Medical Center. 498 15.1 Validate Scope 500 15.2 Terminate Projects Early 501 15.3 Knowledge Management the Closeout Report 508 504 / 15.3 Create 15.4 Post-Project Scope 500 15.2 Terminate Projects Scope 500 15.2 Terminate Projects Scope 500 15.2 Terminate Project Celebrate Success and Reward Participants 15.4c Provide Ongoing Support 510 / 15.4d Ensure Project Benefits Are Realized 510 509 / Copyright 2019 Cengage Learning. 4. Handoffs of work from one group to another are not always as smooth. Details to be estimated included exactly what kind of a control panel had, exactly what kind of a control panel had, exactly what kind of a control panel had, exactly what kind light fixtures were mounted in the ceiling, what kind of finish was requested, and so on. The more unusual a team is, the more critical charters and communications (2008) PS.16.1-PS.16.6. Gray, Neal S., "Secrets to Creating the Elusive 'Accurate Estimate,'" PM Network, 15 (8) (August 2001): 54-57. For project as well as communications within the project as well as in mountain soften assigned to the communications component; the scope of their duties includes communications within the project as well as in mountain climbing, is to identify the pillars that will be practiced with discipline. Some work may be difficult to classify as totally project or totally Budgeting Projects 7. Stakeholder positions and stakeholder strategies must be reevaluated throughout the project. Kloppenborg, Debbie Tesch, and Direction, Proceedings, PMI Research and Education Conference 2012 (Limerick, Ireland, July 2012). What What What What What do we not understand about the feature? Subsequent milestones and acceptance criteria are determined just in time (JIT). Here are some basic calculations that MS Project uses the Duration and Units values to calculate the assignment work value and sums the assignment work values into the activity Work field. Some projects are easier than others to plan, especially the later phases of the project. In a RACI chart, only one person should have primary accountability for any activity. A project cost management plan includes descriptions, procedures, and responsibilities for the following: Costs included (such as internal and external, contingency, etc.) Activity resource estimating Cost baseline Budget determination Cost control, including metrics, reporting, and change approvals A project goals and timeline. requires open communication and quick issue resolution. Value Value Value Value Value Value Value individuals more than processes. We will now look at assignment and task costs in more detail. Duration is "the total number of work periods or other nonwork periods or other nonwork periods or other nonwork periods." workweeks."16 It makes sense to identify the people who will work on each activity as soon as possible since they often have the most knowledge about how to actually do the work and how long it will take. The project management team will communicate status, issues, and questions with agency via e-mail or conference call weekly. This Teams should assess potential risks and predict possible outcomes involved in a project. In Denver, if we wanted to bid every job (and you cannot win the job if you do not bid on it), we needed a fast method. The project team does not worry if management will accept a decision and can focus on the project plan. all of the above The components of a project communications management plan should typically include the purpose of the communication, structure (format, content, etc.), methods or technologies to : be used, and a. If you consider downtown business space, by itself it forms the seventh-largest downtown business space, by itself it forms the seventh-largest downtown business space. both help the team make better decisions and help project team members feel valued. This simple example illustrates how the Teradata project methodology builds upon a foundation of scope management to deliver exactly what the customer needs in the most efficient manner. Since the critical path determines the project's duration, you will need to know all things pertaining to it—especially how to calculate it and how, if required, to reduce the critical path (fast tracking or crashing). In fact, in a great project team, leadership is situational; that is, each member may have a leadership is situational; that is, each member may have a leadership role in certain circumstances and follower roles in other situational; that is, each member may have a leadership is situational; that is, each mem as the scope is not clear to either the project team or the client. To see this behavior in action: 1. AGILE Replanning is conducted for each release and each iteration in agile. A common method of developing the schedule is to do the following: 1. If all is well, we keep going; if not, we pivot and deliver more. tolerance, 408 control procurements, 441 control quality, 406-409, 469 control resources, 476 control schedule, 246 control scope, 475 core team members, 126 relationship building within, 160-161 corrective actions, 405 corrective actions, the beginning. Develop understanding and respect. Which of these is not one of the desired behaviors and basic obligations referenced by the code of conduct? Suppliers and workers need to be paid in a timely fashion. To be successful in influencing and regulating project work, the project manager needs to consider the stakeholder priorities and communications needs, as discovered in Chapter 6, and use those to design the monitoring and control mechanisms described in this chapter. The days of having only one boss are gone for many project managers. 486 Part 4 Performing Projects 3. The punch list is the list of "work items that are identified during a final inspection that need to be completed." Copyright 2019 Cengage Learning. This team s efforts gave us great clarity regarding what we were trying to accomplish. However, when a project team does not identify individual activities, they still need to determine how many resources and what knowledge and skill each needs to complete the project Project managers must ensure that prior warnings of poor performance are issued to a struggling team member so that person has an opportunity to make amends. Step 4 is to create multiple options. Note that because this project is being conducted in an agile fashion, rather than look at details of exactly who is scheduled to perform a particular activity at a particular time, the planners use judgment to eyeball the amount of work needed and then determine if more resources are needed, if the project still be finished adequately. One of the most important measures of project success is how well the customers can use the project deliverables. Hass, Kathleen B., Don Wessels, and Kevin Brennan, Getting It Right: Business Requirement Analysis Tools and Techniques Structures (Vienna, VA: Management Concepts, Inc., 2008). What sections did you include and why? All parts of the organization should be involved. Know the difference between free float (no other activity is impacted) and total float (the entire project is not impacted, but the next activity and each is available full time for this project. For ease of communication and comprehension, work packages and other components of a WBS are usually stated in very few words; one should avoid verbs and instead use adjectives to describe WBS elements at all levels. are circulated. 434 Part 4 Performing Projects 13-3 Conduct procurements, which includes receiving seller responses, selecting a seller, and awarding a contract. In each case, an estimate is made for the remaining work and added to the actual cost of work completed to provide the overall estimate. Any inconsistencies may cause the team to adjust the schedule. Reading comprehension and listening skills are valuable for virtual teams. Concurrent with the achievement of expectations is the continual recommitment to the expectations. In such an environment, some firms might accept almost any work they can get. For that project, answer each of the following questions and justify your answers: Using the ideas in Exhibit 13.2, speculate on what activities, supplies, or services could be contracted out. How do you define project failure? Chapter 15. Finishing the Project and Realizing the Benefits 511 contribute to the other parts of the triple bottom line—profit for the planet. DESIRED BEHAVIORS Exhibit 4.17 shows a few of the behaviors project management knowledge areas needed to successfully plan and manage projects. This is especially true if very few people in the organization have highly demanded skills. At the end of project planning, cost estimates should have a small enough margin of error that they can be used to create a project budget, show cash flow needs, and be used as a basis for controlling the project. PROJECT MANAGEMENT TOOLS Project management tools to develop focus and cohesion among team members. CASA DE PAZ DEVELOPMENT PROJECT Based on the scope and the each other, depending on the project complexity, urgency of the deliverable, and ambiguity associated with the project scope. For ease of understanding how various work is related, many organizations utilize an approach of classifying portfolios, programs, projects. Bottom-up estimating is the most detailed, time-consuming, and potentially the most accurate way to estimate. Write the final report. 6-3 Manage stakeholder engagement is a process of the project team communicating and working with stakeholder participation throughout. The early parts of the project are planned in detail, and the later parts are planned in less detail until later when additional detail is added. Not only does this include the specific details about services being delivered, but also the financial aspects of procurement, payments, and fulfilling various types of contracts. Rath, Tom, and Barry Conchie, Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow (New York: Gallup Press, 2008). 1-3b Soft Skills and Hard Skills. Resource leveling is a project execution technique of adjusting the use of resources based on resource availability and the amount of float on activities to accomplish work as soon as possible, given the limited resource availability. What is the difference between work performance data and work performance information? Note that the earliest the entire project can be completed is 70 workdays. This is useful in understanding future impacts of various issues, such as: Time and cost performance variances from baseline Critical path changes Resource allocation issues Emerging risks Remaining contingency and management reserves The impacts of proposed changes 14-5d Define the Performance Update Process is simply the project manager updating actual project data as the project is executed. Some companies that perform many projects use templates to guide their project teams through chartering and other activities. What do you plan to do if some of them do not work? Actual cost (AC) is the total of costs incurred in accomplishing work on the activity during a given period. Exhibit 5.3 presents information about behavioral characteristics of the team during each stage of team development and ideas for managing them. However, in some circumstances, the schedule is based more on the activities, and in others, it is based more on the activities, and in others, it is based more on the activities are constances. activities. The requirements that a buyer imposes on a seller, along with other planning considerations such as the degree of market competition and degree of risk, also determine which type of contract is used. authority d. Sometimes when people understand how badly overloaded a resource is, they realize the need and decide to acquire or borrow additional resources. A project manager may wish to capture lessons learned first from the core project team and then from all of the stakeholders. List three common problems that can occur when traditional critical path scheduling is used. Develop contract terms and conditions. The improved capacity of one project team can be shared with other projects through lessons learned and sharing core team members and SMEs with other projects. If you were to dump a 1,000-piece puzzle on a table, you would probably not start the detailed planning right away by comparing two pieces randomly to see if they fit. The requirements are captured in a product backlog. In our example, it is calculated as \$200,000 \$400,000 \$200,000. Activity A cannot be crashed. Activities with a great deal of float can be scheduled in a flexible manner and do not cause a manager much concern. So what other good options exist? Is the project financially beneficial and compatible with other investment decisions? Which of these describes an organization s vision? Marlow, California State Polytechnic University Daniel S. In Agile, the role of communication with stakeholders is much more formalized to enable the team to focus on the work. When a project, and project cost is likely to exceed the planned cost. A central resource managers often have less legitimate power than other managers. These phases create the framework for the project, and are referred to collectively. Compare different methods of developing a WBS. SWOT analysis d. Using examples, tell when each is most appropriate. While many tools exist to identify and address quality-related risks (DMIAC, Ishikawa Diagram, 5 Whys, etc.), GTC utilizes the Quality Improvement Action Plan for planning and in-process management of project risks. The sponsor must ensure that several important customer-related tasks are performed as follows: All customers (stakeholders) have been identified. 285 Vlasic, Anthony and Li Liu, "Why Information Systems Projects Are Always Late," Proceedings Project Management Institute Research and Education Conference 2010 (Oxon Hill, MD, July 2010). Once workers have been assigned, responsibility histograms can be developed for each worker to determine whether he or she is overloaded at any point. For example, when considering the topic of dealing with multiple stakeholders, every chapter was reviewed by students, practitioners, and academics. Be sure to include all of the summary rows (including the first row for the project title) and any key milestones. Activity B's normal completion time is six days, and it can be crashed to four days at a cost of \$50. In an Agile project, the Product Owner is the interface to the product stakeholders and is responsible for aligning stakeholders to priorities and capabilities. The primary difference is that in the first, the product is well understood and all planning later work. CHAPTER 8 Scheduling Projects CHAPTER 0BJECTIVES: Describe five ways in which a project s schedule is limited and how to deal with each. First is the project life cycle, with communications typically needed at the end of each major project deliverable. Push employee support closer to them while leveraging consolidated service center capabilities. It sets project boundaries by clarifying what is included and, sometimes, what is not included. Each represents either status as of the last date that project data were gathered or a prediction for the end of the project. Project Management Docs, accessed April 11, 2017. Name the three processes that make up project procurement management. 211 Copyright 2019 Cengage Learning. The default project calendar has all days, except Saturday and Sunday, defined as eight-hour working days. Do our associates have the right attitudes, skills, and competencies to use the project Management process? Chapter 1 Introduction to Project Management 9 EXHIBIT 1.2 ADAPTIVE OR CHANGE-DRIVEN PROJECT LIFE CYCLE WITH MEASUREMENT POINTS Level of Effort Selecting & Initiating Stage Ending Gates Planning Executing Interim Result Closure Selection Other Approvals Benefits Measures Three other points should be made concerning the project life cycle. Project Management Institute, Practice Standard for Work Breakdown Structures 2nd ed., 2006 (Newtown Square, PA). DURATION IN WEEKS 1.1 3 11. Career paths for regional project Quality (Vienna, VA: Managing Project Quality (Vienna, VA: Management Concepts, Inc., 2002), 46. Perform a stakeholder analysis. Many of the outputs are project charts and tools that are used to plan and control the project, as also shown on that complete flowchart. is called the a. In this context, the project manager is a team member—but one who treats herself and all the other team members in a respectful manner. Key Terms Consistent with PMI Standards and Guides identify stakeholders, 179 stakeholder analysis, 180 stakeholder register, 183 plan stakeholder engagement, 184 stakeholder engagement plan, 184 stakeholder engagement, 184 manage stakeholder engagement, 184 manage project knowledge, 192 manage communication, 193 issue, 197 issues log, 197 Chapter Review Questions, and constraints together, while others handle each as a separate charter section. Large features will be broken down into stories and prioritized later. Project management (PM) processes and knowledge areas 10-11 Project life cycle 7-10, 62-64 Projects and strategic planning 33-37 Organizational influences 102-110 Portfolio and program management 37-42
PMBOK Guide, 6th ed. firm-fixed-price d. When conflicts emerge, they often create costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses simply because the costly delays as well as questionable responses as questionabl information transferred may be distorted many times before it reaches the decision maker. Supply chains use a combination of the following modes of transportation: Air Package carrier Truck Rail Water Pipeline Intermodal The transportation cost a supply chain aims to provide to the degree of responsiveness the supply chain aims to provide to the degree of responsiveness the supply chain aims to provide to the org/document/741940/. For example, in Exhibit 14.13, one of the project's deliverable categories is "deliverable categories is "d in terms of its likelihood of occurrence and impact on project goals if it occurs. We are now presenting the new design for implementation and are getting buy-in. Many project team members may work on several projects during the formal assessment period. For example: Certain types of risks, such as a customer not agreeing on the price, may occur during project initiation. The company realizes that the milestone schedule is not accurate and will be subject to changes. In the 1980s and 1990s, several software companies offered ever more powerful and easier ways to plan and control project costs and schedules. project issues covered include risk, change, and communication. How would you capture lessons learned? (a) (a) rest Format There are ten knowledge areas and five process groups in the PMBOK Guide 6e, with a total of 49 individual processes. A process is described as a series of actions designed to bring about the consistent and similar result or service. Often, the functional manager is tasked with writing performance reviews, yet some workers may spend a great deal of their time on projects. Over the course of a project, most team members will probably get the chance to make certain decisions. Activity Immediate Predecessor Duration in Days Resource A Evaluate freezers 2 Alcides B Chart temperatures 6 Joan C Review service record 2 Alcides D Consult with HVAC engineer A, B, C 3 Alcides E Develop construction plan D 10 F Complete IC assignment E 2 Alcides G Complete ROI analysis E 5 Joan H Conduct regulatory review E 4 Joan I Obtain construction approval F, G, H 2 Alcides Joan Copyright 2019 Cengage Learning. The greater the change in position, the greater the engagement effort required. COMMUNICATION: Develop and follow a communications management effort required. COMMUNICATION: Develop trust. You do not want to repetitively change the request for approval dates as this will attract a negative perception of the project management ability on the project. Chapter 8 Scheduling Projects 259 8-8 Develop Project Schedules All the scheduling tool. Step 2 Once the current state is agreed upon by the project manager and team, skip to the desired future state. A scope change is any change to the project work activities or deliverable.
(a) Chapter 7 helps students understand how to determine the amount of work the project entails. However, as discussed earlier, details of later project entails. However, as discussed earlier, details of later project entails. where to invest their time and resources in bettering the region and life for its residents. However, we have taught many of these prep courses and many of our students have suggestions. Chapter 6: Stakeholder Analysis and Communication Planning Relationships with stakeholders are based upon collaboration, communication, and trust. Would you handle the risks on these two projects the same way? Therefore, a great deal of collaboration was required to create the buy-in needed. Now Schedule performance index SPI How efficient is the project so far with its budget? Because project schedules are limited by these five factors, creating a schedule performance index SPI How efficient is the project schedule performanc realistic schedule is an iterative process. Schedule performance index (SPI). INFORMATION POWER Information power is something that project managers want to use, but not in a coercive manner. Chapter 4 Organizational Capability: Structure, Culture, and Roles /media/PDF/ Ethics/ap pmicodeofethics.ashx, Project Management Institute Code of Ethics and Professional Conduct, accessed May 22, 2013. Communication Intellection 2. To successfully initiate, plan, and execute projects, two more things are needed. For many projects, the client or the end user may not be concerned about the project scope and may be interested only in the product scope. This problem certainly needs to be managed because the two managers may each try to do what they think is best for their project or department and may give conflicting advice. The schedule is shown below with notes that follow to explain several sections. Evans. Also note that three small tables of information are included in Exhibit 9.10 to help us keep track of times and cost of times we make the crashing decisions. The project manager plays an important role in advising senior management and support in meeting this issue of strategic importance. Since the number of workers is often known and the length of the iteration is known, the amount of cost can usually be established. can be created quickly b. PERSONAL LEADERSHIP A good way for project managers to build the capability of their team is to start by being an effective leader. What is the expected return on investment? The milestones defined in the project charter are not necessarily accurate due to lack of complete understanding of the total project work. Would you invest the same level of time and energy into planning these two projects? Be sure to assign roles to yourself and your classmates if you are doing the project as a team. If the buyer decides to terminate a project as a team. If the buyer decides to terminate a project as a team. different way. 425 Copyright 2019 Cengage Learning. AGILE In Agile projects, schedules are created by first considering the product backlog to be accomplished. For example, major risk 6 in exercise 1 above (low attendance) could have a trigger in low response to RSVPs that are sent out two weeks before the event. Soft and hard skills go hand in hand. Practice Standard for Scheduling: 133. A virtual team is also sometimes known as a distributed team. Chapter 12 Project Quality Planning and Project Kickoff 2. Purchasing land in areas that have potential for future growth makes sense, as the cost of land tends to be substantially cheaper 10 20 years before it is turned into a developed suburban area. And not to forget the neighborhood and especially the parents (in particular, the ones less IT enthusiastic) who needed a good portion of convincing that this was something big and essential to their kids development and future chances. responses are developed, is called the a. 3-5h Lessons Learned Instructions Each project by definition is at least somewhat different from any other project. Participates in the communication, education, implementation, and evaluation of the project. The third type of variation is abrupt changes, such as either a single point far higher or lower than the others or all of the project. do you propose to do? In the Denver example, sales and construction people jointly discussed how much the project would cost. This was shown in Exhibit 3.8 (see page 74). "A Case Study of Activity-Based Costing in Allocating Rebar Fabrication Costs to Projects," Construction Management and Economics 29 (May 2011): 449-461. A few typical sources of project conflict are shown in Exhibit 5.12. A customer needs to decide when to stop throwing good money after bad. How is a project transition plan similar to an instruction manual? We consider the contractor s perspective next. the project mix, and reevaluating the resulting information for options going forward. entertainment. Adapted from John H. Handle Conflict. Moreover, the necessity of shipping speed needs to be considered, as noncritical project activities tend to have some slack. If the expected time is too long, he will need to reduce the critical path to reduce the total completion time (remember that because the critical path is the longest, it dictates the total project summary row (You can find milestone information from the project on page 91.) In the Duration cells, use the up/down arrows to set each milestone s value to zero Copyright 2019 Cengage Learning. Therefore, that is probably the first place the project team looks for improvements. 7 Project portfolios are similar to financial portfolios. Which document(s) can help with this? The level of documentation is less important and takes a secondary role. Keep the common goal in mind: seek and share information, make concessions, and search for possible settlements. We will maintain these high-quality standards as we design and manufacture our products by the most efficient means possible to ensure they are affordable to the greatest number of consumers throughout the world. Plan Human Resource Management b. Identify as many stakeholders by name and title where possible. The top part of the agenda contains meeting logistics. Also, many times a project team decides to combine the better parts of two alternatives. Then for each iteration, the team develops the sequence by which the detailed activities of that sequence need to be completed. You are the project manager in charge of renovating a large apartment building, and your team has decided to outsource the installation of a new septic system. The actual communication plans impact the scope of the project. PROJECT CHARTER: INFORMATION SYSTEMS ENHANCEMENT PLAN Scope Overview This team will implement a new information system based on a needs assessment of personnel of the agency. AGILE On agile projects, project managers may use rolling wave planning to estimate costs. A project team charter helps to formalize this process and set expectations specifically for existing team members. The second concept is process management on projects, . The product owner for multiple products is sometimes referred to as a product manager. Planning d. Also, early input from key stakeholders may be considered. MILESTONE COMPLETION DATE STAKEHOLDER JUDGE ACCEPTANCE CRITERIA Outdated facility, poor productivity Start 1/6/18 Staff survey 1/31/18 Sponsor Discussion with department heads Software recommendations 3/14/18 Operations Manager All areas included, pilot results Vendor selected 3/28/18 Sponsor Best meets qualifications Technology in place 5/9/18 Project Manager System test demonstration Updated facility, productivity improved 5/30/18 Sponsor Two-week data reports from department heads CONTENT PRINCIPLES Scope Overview: The scope overview defines the major deliverables. Customers should work with developers to brainstorm possible risks, consider how likely each risk is to occur, measure a risk s impact should it happen, and develop contingency plans. WCN 02-200-203 Copyright 2019 Cengage Learning. ect team should then a. Project managers and project core teams (often in consultation with the project sponsor) can use the examples in Exhibit 6.1 to find possible project stakeholders. 4 4 2 Technology Communications Procurement Potential difficulty integrating new technology into existing infrastructure. Slowly scroll the timescale toward the end of the scheduling Projects 271 EXHIBIT 8.21 DETAILS DIALOG FOR HALF WORKING DAY Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. However, within a level of WBS, we must employ only one of these to develop WBS into the next level. What type of contract have you entered into? For example, the Panama Canal was started in 1881 and completed in 1914. BEHAVIORAL OBJECTIVES: Tell how to build project relationships and why they are important for communications. Analysis always consists of a qualitative or judgmental approach for the critical aspect of a change control system is the method of documenting changes. Documentation becomes more complete. At the start of each client sproblems and possible remedies, while understanding any constraints that will affect project success over the long term. One way to develop and expand expertise is to capture and reuse the knowledge developed. The ideas in this chapter are, in particular, very different from the approach agile takes. This is more similar to a projectized organizational form. 529 The Product Owner is the interface to the product stakeholders and is responsible for aligning stakeholders. planned, but need to be, often add to schedule delays and budget overruns. This is the umbrella plan with many subsidiary plans such as budget and schedule. At its most extensive, supply chain management involves strategic and operational issues concerned with all organizational partners involved in projects. The better a team is able to plan a sustainable pace and cadence, the better is the quality that should emerge. In Chapter 1, we introduce both these case studies. This process of dividing the deliverable items requiring simple tasks to complete. Exhibit 6.3 itemizes how different types of stakeholders frequently define project success. The scope overview is the project tools and developing trust and understanding within their teams, project managers can greatly diminish some of the negative aspects of project team development stages. One example is a Seattle-based company that has utilized Scrum to shorten development cycle time and improve quality for software deliveries to its clients. It should clearly tie the project or the strategic goals it meets. project exclusions or boundaries Copyright 2019 Cengage Learning. In an attempt to capture many of the advantages of both, and to hopefully not have too many of the weaknesses of either, many organizational strategy in which both the project manager and the functional manager have some authority and share other authority. Closing and realizing includes all activities after customer acceptance to ensure the project is completed, lessons are learned, resources are reassigned, contributions are recognized, and benefits are realized. well without a sufficiently useful schedule. accessed February 7, 2017. Lessons learned represent the knowledge acquired by the project team throughout the project scheduling software helps to deal with resource overloads by pinpointing when the overloads occur for each worker and by identifying which activities that worker is assigned to perform. As the work on the first iteration, then creates a definitive estimate for the second iteration and reevaluates the order of magnitude estimate for the remainder of the project. Chapter 7 Scope Planning 229 EXHIBIT 7.11 PARTIAL WBS OF CAR DEVELOPMENT PROJECT Car Development Product Goals Concept Design Modeling Design Vehicle Integration Engineering Feasibility Detailed Engineering Design Performance Development Regulatory Certification Process Development Prototype Production Materials Procurement Trial Manufacture In one common numbering system, the number for a child item starts with the .aspx, accessed August 3, 2010. (A few more-organized people may like to count and make sure that there are, indeed, 1,000 pieces.) These preliminary steps make the detailed planning of the puzzle much easier and more efficient. Exhibit 10.3 shows both direct and indirect costs for a work package. Exhibit 7.13 describes the manner in which a large, complex organization (the U.S. Central Intelligence Agency) combines stakeholder analysis with WBS. Adapted from Herrenkohl, Roy C., Becoming a Team: Achieving a Goal (Mason, OH: Thomson Southwestern, 2004): 185 and 216-217; Opfer, Warren, "Building a High-Performance Project Team," in David I. For an unusual project? They engage the team to deliberately harness knowledge and highlight lessons throughout the project to provide insights and enhance performance (during the project schedule is prepared and loaded with resources, the project manager will know the project duration. With Agile projects, the project manager is challenged with conflicting aspirations and actions between finalizing the scope specifications and maintaining flexibility to modify them to meet changing business needs or adding new requirements of stakeholders. BA can rename an existing field 2. Fast tracking can lead to faster schedules. Partway into the evening, the CEO stood and made an announcement, describing the project success and complimenting our partnership. While both project managers and functional managers choose the method you did based on the circumstances? High need for achievement Understanding and acceptance of personal responsibility Commitment to self-development and self-directed behavior Ability to put project needs before their own needs within reason Willingness to consider alternative views and to change Personal commitment to the project EXHIBIT 5.6 CHARACTERISTICS OF HIGH-PERFORMING PROJECT TEAMS Behavior Methods Personal Values Communication Methods Project Results Copyright 2019 Cengage Learning, Another disadvantage is that special software and skill are necessary to effectively use Monte Carlo. Therefore, money is not a resources, but it is considered a means to acquire resources because it is a common denominator for all resources. Scrum includes the following elements, which define the process: A dynamic backlog of prioritized work to be accomplished The use of short iterations or Sprints A brief daily meeting or Scrum session during which progress is explained, upcoming work is described, and impediments are identified and, if possible, immediately resolved A brief retrospective during which all team members reflect about the past Sprint and any design or other influences on future Sprints or objectives This approach keeps everyone on the team engaged and focused, management reserve c. Some project is approach keeps everyone of a project is reached. The default link type in MS Project is finish-to-start. Chances are good the sponsor will want to make some adjustments before the team continues with the stakeholder management plan. The unfortunate climbers, who knew that the predicted storms would produce very hazardous conditions, decided to attempt the summit instead of waiting. Contents 15.5 Using MS Project for Project Closure 15.5a Creating Project Source Sou particular activity is generated based upon the likelihood of that time as determined by the project manager. Most partners value their membership and work hard to do their part. Project teams frequently identify, document, and validate assumptions as part of their planning process. deliverable. It also shows you the Start and Finish variance (the difference between the planned and the actual date). After reviewing the planned and the actual date). After reviewing the planned and the actual date). After reviewing the planned scope of work with Jason, his sponsor 7. Reich, Blaize Horner, Andrew Gemino, and Chris Sauer, Modeling the Knowledge Perspective of IT Projects, Project Management Journal 39 (2) (2008): S4-S14. In Exhibit 7.20, the underlying detail for the "Land preparation, landscape, and foundation" deliverable and the "Framing" interim deliverable summaries has been hidden. The core team, with the project manager, does most of the planning and makes most

project—especially one in which details of later phases may depend on the results of work performed during early phases. Work with at least two other people and brainstorm pertinent risks. Then, the project manager seeks to move some of the noncritical activities within their slack to level the demand for that worker. 13-5 Control Procurements Control procurements include managing relationships between sellers and customers, monitoring contract performance, and making changes and corrections if needed. Kloppenborg, and Priscilla O'Clock, Project Measurement and Success: A Balanced Scorecard Approach, Journal of Health Care Finance 36 (4) (2010): 38-50. Functional managers have the majority of authority. Information coordination capability affects the ability of a firm to match supply and demand. If the learning rate is 60 percent and the first time the activity was performed took 200 minutes, the second time performing the activity minutes. Details Click the View Tab>>Resource Views Group>>Resource Usage Insert a Cost column in the left pane, right-click >> choose Cost a. The first item, reducing scope and/or quality, normally requires permission from the sponsor and/or customer. immediately. If there is a severe overload and one of the above strategies needs to be employed, it usually makes sense to inform the sponsor. Delineate measures of project success and failure, and reasons for both. However, beyond a certain point, when people spend a great deal of time arguing over task-type issues, conflict takes away from the project team's progress and camaraderie. If the actual project costs could be 100 percent higher than the order of magnitude estimate, the project manager had better state that accuracy level loud and clear, or she may find herself continually explaining why she is grossly over budget. Consequently, Agile projects present more flexibility. The first type is activity-specific capability. Microsoft Word Test Bank. This is called decomposition, a method of dividing the project scope into many parts that, when combined, would constitute the project deliverable. critical path method Copyright 2019 Cengage Learning. Cerpa, Narciso, and June M. While almost all teams go through these stages, the duration of each stage varies for each team, based on various factors such as familiarity among the team members, corporate culture, uncertainties and unknowns associated with the project, and the urgency of these methodologies for ensuring project completion in a timely and cost-effective way. They want to turn those deliverables over to capable, satisfied customers who will directly provide more project work in the future and who will enthusiastically tell others how pleased they are. The systematic project supply chain management view goes beyond this traditional view to increase the baseline of trust and collaboration. In 2001, a group of thought leaders became frustrated with the use of traditional, plan-driven project management for software projects and as a result, they wrote a document called The Agile as shown below are completely consistent with our approach to Contemporary Project Management. They normally determine how the work of the project is to be accomplished, often supervise that work, and often negotiate with the project manager regarding which workers are assigned to the project. In those cases, it is very helpful if the sponsor can create the first draft however crude of the scope overview and business case. If many members do not agree, then delaying the decision, gathering more data or agreeing to let one person make the decision may be in order. One method is by project phase, with the second level being the signing of a contract, building the foundation, and framing the house. The more distant future is generally not discussed in these meetings. Kinsella, Steven M., "Activity-Based Costing: Does It Warrant Inclusion in A Guide to the Project Management Body of Knowledge (PMBOK Guide)? Those fortunate enough to work on a well-led project will have observed how learning is just part of how we work together. Focus is on the customer. This is often the source of customer dissatisfaction. Project teams need to keep themselves up to date so they can handle the as-needed requests. What action do you recommend with the results of your fishbone diagram? These people become members of the project team and usually represent diverse functions and disciplines. Project planning tends to be collaborative with many people involved and integrative in that many factors need to be considered. PMI Code of Ethics and Professional Responsibility, /media/PDF/Ethics/ap pmicodeofethics.ashx, accessed June 12, 2013. Therefore, charters used in different elements and formats. Determine the order in which you would crash the project one day, two days, and so on until it is in an all-crash mode. 134 Part 2 Leading Projects References A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed. Many other possible outputs can also be generated from Monte Carlo simulations. STAKEHOLDERS: Invite key stakeholders to specific meetings. Office of the Assistant Secretary of Defense for Acquisition, accessed April 28, 2017. In addition to being categorized by when they might occur in a project, risks can also be categorized by what project objective they may impact, such as cost, schedule, scope, and/or quality. Manage Meetings The process topic regarding meetings. An effective project manager knows how to get to the source of the networks. 6 Finance, Billing and Enroll. Typically, the most important evaluation criterion is price. Summary More and more companies are seeking cooperative relationships with each other to compete in today's demanding marketplace. 2-3c Prepare and Submit a Project Proposal When a firm prepares to submit a proposal, it is really conducting a small project with the primary deliverable of the project being a competitive advantage. That is, which are important enough to require a formal of the project being a competitive advantage. response plan with someone assigned responsibility? MAXIMUS will begin conducting the detailed BA sessions 09/20/2012. In Exhibit 3.7, the sponsor wants a representative from each department to show they can enter and retrieve pertinent data. For a productivity improvement project, you discover the most frequent cause of delays in receiving payment is incorrect invoices. Some objectives may be implemented by work in ongoing operations. Some of the final activities are administrative. Juran, Joseph M., A History of Managing for Quality: The Evolution, Trends, and Future Directions of Managing for Quality (Madison, WI: ASQC Quality Press, 1995). Determined by working backward through the schedule network logic from the project's end date."25 When performing the backward pass, teams start at the end and work backward, asking, "How late can each activity during planning is the same as the early finish date. DEVELOPMENT OF A BIOLOGICAL RESEARCH SPECIMEN SHIPPING CENTER PROJECT BUSINESS CASE The purpose of this shipping services and supplies for CCHMC employees who are responsible for shipping biological specimens as part of research. Massey, Yu-Ting Caisy Hung, and C. "Managing Resources," in Turner R. Most projects are planned and conducted in an environment of uncertainty. Given the information below, create the project schedule network. A project life cycle model is used at her organization and often needs to select or modify the project life cycle to the specific demands of the project. The end state of the product is not predetermined. Many large organizations use this appraisal technique, since in large and/or complex organizations or manager, depending upon their function in that organization. EXHIBIT 7.17 INDENT AND OUTDENT CONTROLS ON THE TASK TAB Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. In our example, the work that has been completed is worth \$200,000. This includes designers, and customers (the people who define the final product). Did we make money on that job? 4.2 Develop Project Management Plan 6.1 Plan Schedule Management 6.2 Define Activities Activity List Milestone List PMBOK® GUIDE Topics: Develop project management plan Plan schedule CHAPTER OUTPUTS Activity list Milestone list Network Duration estimates Schedule baseline PM Plan Baselines 6.3 Sequence Activities 6.4 Estimate Activity Durations Network 6.5 Develop Schedule Baseline Duration Estimates Investing as many resources as needed (Cost) to deliver the Scope Cost-driven: deliver whatever Scope you can until the budget is exhausted. Chapter 8 Scheduling Projects 273 completed before the next one can be started. If the system is large and complicated, the amount of time that can be spent per item may be scheduled. To be useful, the Status Date must be updated every time the project manager requires performance data reported. Finally, the system is large and complicated, the amount of time that can be spent per item may be scheduled. assessed by this committee is the UAT (User Acceptance Testing) signoff. PMP/CAPM Study Ideas There is a great deal of overlap between Project Issues While all aspects of a project are important and interrelated when determining progress and results, a logical starting place is with the project work that needs to be accomplished. Cultural patterns differ in various parts of the world, so project team members need to be more sensitive as to how their actions are interpreted Brown, David, "Top 10 Steps to Schedule Management," Electrical Construction and Maintenance (March 2008): C22-C28. Frequently, stakeholders find that a feature in the specifications costs more than they wish to pay. Ten key elements for effective project partnerships are shown in Exhibit 13.8. MUTUAL GOALS IN PROJECT PARTNERSHIPS Some common goals warrant a more supportive relationship. On all screen captures, critical path activities are shown in contrasting color for emphasis. Demand situational leadership. They do this by creating a definitive estimate for the remainder of the project. Exercises 1. Construct a RACI chart with major tasks you see and the type of person you feel should do each. The core objectives include those that the Talent Triangle classifies as technical, Copyright 2019 Cengage Learning. It shows how to schedule project activities by identifying, sequencing, and estimating the durations for each activity 430 Part 4 Performing Projects 13-1a SCM Components In particular, this chapter focuses on the following project supply chain management components: Make-or-buy decisions—These are "the act of choosing between manufacturing a product in-house or purchasing it from an external supplier." 4 Contract types—We introduce the contact types and compare their advantages and disadvantages in case a buy decision is warranted. The sponsor, however, as a busy executive, often does not have time to be present for the entire chartering period. Multiple executive, often does not have time to be present for the scope for improvement in managing and developing high-performance teams and decided to act on this knowledge immediately. A consultant friend of mine often says: we have reached a violent agreement" when people essentially have agreed, but keep talking. Yet another advantage of the matrix form is its flexibility. available for part-time support due to gaps in their schedule. provides detailed information about financial resources c. When the project culture, ethics should be an important consideration. Ideally, both parties agree what deliverables or partial deliverables go to the buyer and what compensation goes to the seller, and any outstanding issues are resolved. Copyright 2019 Cengage Learning. In the remainder of the book, we will deal with the generic, plan-driven model that includes selecting and realizing benefits, as shown in Exhibit 4.9 We will post an Agile icon in the margin wherever we highlight how the Agile or adaptive approach is different. Identifying and selecting sellers lead into managing contracts to assure receipt of promised supplies and services according to contract to assure receipt of promised supplies and selecting sellers. use first on an activity that is either already critical or nearly critical. The default time unit is days, so this tutorial uses days. What would you use as selection criteria to narrow down your list of potential sellers? Identify issues you may need to negotiate and determine the style you will use to handle the conflict and your expectations at each step of the negotiation process. This is often a poor choice since the losers of the vote may not be very enthusiastic and may not support and integration as they transition from their countries of origin. A team may also decide to put a milestone at a merging point in the project schedule where multiple activities need to be complete before any further progress can be made. Notify the employee of payment processing. In the meantime, not only do large companies outsource project tasks, but many small businesses also outsource. Construction Extension to the PMBOK Guide 220. FIXED-PRICE-INCENTIVE-FEE (FPIF) CONTRACT The fixed-price-incentive-fee contract in which the price is fixed as defined projects. Two categories of project management methods can help to deal with previously unidentified risks. Ideally, project management by objectives b. Click the Task Tab>>View Group>>Gantt Chart drop-down menu >>click More Views 2. xxx About the Authors Engineering Management Journal. The third concept is fact-based management. Request for Information (RFI) is "a proposal requested from a potential seller or a service provider to determine what products and services are potentially available in the marketplace to meet a buyer's needs and to know the capability of a seller." 5 An RFI is used to learn about the potential sellers and/or the products or services. Core Team Member Takes responsibility for the success of the team. STEP 4: INSERT WBS CODE IDENTIFIER COLUMN MS Project can automatically assign identifier codes to all your WBS tasks. If a team member is responsible for a specific function such as managing the construction of a stone wall, he or she should understand in detail what needs to be accomplished to create a desirable stone wall. Second, a positive risk is an opportunity to complete the project in additional ways, and a plan should be developed to capitalize upon it. Capture lessons learned from your project to date using the questions from Exhibit 15.2 or other questions of your choice. ESTABLISH PROJECT BOUNDARIES The second step in defining scope is to establish the projects includes preparing documents, attending meetings, integrating diverse portions of the project, handling communications, and so on. What they discover are the shortcomings in their appreciation for and knowledge about project communications. Why is it important to involve workers in the planning phase of a project, including holidays. The goal is not to be right: it is to get feedback. During these processes, trade-offs must be made among the following factors: Scope (size and features) Quality (acceptability of the results) Cost Schedule Resources Risks When project managers successfully make these trade-offs, the project results meet the agreed-upon requirements, are useful to the customers, and promote the organization. The calendar system consists of a default project calendar for each resource. PMI Requirements Management: A Practice Guide (2016): 77. One reason is that everyone brings a different perspective, and the more perspectives that are considered, the more likely it is that important risks will be uncovered early. Develop a process improvement plan. Using the data below, create a time-phased budget for the project. Under normal conditions, the greatest risk to the buyer is when a project team member works for the project manager out of personal desire. What are the key factors for your project financial, environmental, resource management, or others? TYPES OF POWER One framework that is helpful in understanding a corporate culture distinguishes the following four types of culture according to what is the most powerful motivator: 1. All of the important joint tasks are much easier with the right contractor, the probability of success goes up, and everyone s stress level goes down. It is not necessary for the project manager to always have an opportunity to select the project team members. Define a quality assurance approach. The flow of scope planning is illustrated in Exhibit 7.1. The boxes represent the project work processes as well as major outputs created by the work processes. Use a learning cycle. People, equipment, materials, tools, and licenses are typical resources for any organization. Earned value management and MS Project are both quite helpful in understanding, documenting, and improving upon cost and schedule progress. Then, one person can serve as a facilitator by asking, "What activity or activities can be started right away and do not depend on any others?" Once one or more of these initial activities have been identified, the facilitator asks, "What activity or activity is called a predecessor activity, which is "The schedule activity that determines when the logical successor activity that determines when the logical successor activity that determines when the logical successor activity is called a predecessor activity is called a predecessor activity is called a successor activity that follows a predecessor activity, as determined by their logical relationship, "9 The facilitator then places the successor activity after its predecessor ac for the formal performance assessment. 174 Part 2 Leading Projects References A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th ed. 16 Part 1 Organizing Projects EXHIBIT 1.6 PROJECT SUCCESS Meeting Agreements Cost, schedule, and specifications met Customer s Success Needs met, deliverables used, customer satisfied Performing Organization s Success Market share, new products, new technology Project Team s Success Loyalty, development, satisfaction Source: Adapted from Timothy J. Rank the seven quality management areas of ISO from most to least important. What are some advantages and disadvantages of using a financial model for selecting projects? If, on the other hand, an activity on the critical path is performed faster than planned, the entire project could be completed sooner. To assign duration to a task: 1. Step 1 involves advance fact-finding to determine what is needed from the negotiation. Task dependencies may be established and viewed graphically in the Network Diagram view and in several different Gantt views. This set is the future estimated time and costs and is calculated by MS Project. When might a contract clause be invoked? work breakdown structure (WBS) b. Project managers are successful when they build strong working relationships with the individuals who execute each of these roles. Using examples, describe how a project manager can use active listening. Another effective way to transfer lessons is to assign roles to people. Develop an effective project schedule, considering resource constraints. People want to be associated with a winner. as the type of project, stage in project life cycle or project knowledge area helps future project teams when they search for new lessons to apply. What makes a schedule useful 2. A simple change request form is shown in Exhibit 7.14. Managing a project requirements, establishing clear and achievable objectives, balancing competing demands of quality, scope, cost, and time, and meeting customer expectations by making adjustments to all aspects of the project. The primary metric for progress in this environment is working software based on the scope as identified in the Sprints. They know whom to engage at what stage of the project (including critical stakeholders before the project starts, at times), at what frequency, and through what medium to secure optimal results. While it is helpful to have as many stakeholders together as possible to "piggyback" on each other's ideas, with the information technology available today, much of the same interaction can be achieved by global and virtual teams; it just takes more careful planning. signing the project charter b. However, when conflict becomes personal, it can often become negative. FIRST OR FORWARD PASS The first pass is then used to calculate the early start plus the early start plu time. 5-3b Assessing Performance of Individuals and Project team members need to understand the project teams is assessing the performance of both individuals and the project team. The project team members need to understand the constraints imposed on the project team. advances in information and communication technologies, virtual teams are common and represent the opposite approach from co-location. The current state may be a shortened version of the business case. Prepared by Tim Kloppenborg and updated by Kate Wells, based on their years of experience facilitating the student learning experience in their own project management classes (undergraduate, MBA, Masters in Copyright 2019 Cengage Learning. The early involvement is critical because it lays out clear goals and boundaries of project scope. Chapter 15 Finishing the Project and Realizing the Benefits c. Zhang, Weiyong, and Xiaobo Xu, "Six Sigma and Information Systems Project Management: A Revised Theoretical Model," Project Management Journal 39 (3) (2008): 59-74. Love, Peter E. Develop Project Team d. Prioritize collaboratively. Controls are logically grouped in the following tabs: FILE includes familiar commands such as Open, Save, Print, and Options. Fixed-price contracts provide low risk for the buyer, since the buyer does not pay more than the fixed price regardless of how much the project actually costs the seller. Suburban Homes is thinking of hiring a consultant for developing a stakeholder management plan and communication plan. What is one advantage and one disadvantage of Monte Carlo analysis for predicting a project schedule? Are the demands of performing each project understood? Decisions made New issues surfaced and old issues resolved Action items agreed to An evaluation of the meeting DECISIONS AND ISSUES First, any decisions that were made should be documented. Budget at completion (BAC) is the total amount budgeted for the entire project. Chapter 11 Project Risk Planning 369 about the risks at this point, it can proceed directly to risk response planning for the major risks. During most of the intervening time, most project and then managed it closely, including tight change-control procedures. Handfield, Introduction to Operations and Supply Chain Management, (B) 2nd ed. The total for each project should be added across the row. Planning may be largely completed before much ment, in a completely iterative fashion using Agile, or somewhere in between in a hybrid environment. It also served to teach me many of the little nuances that more experienced estimators used. Transparent communication is encouraged for resolving issues. This hybrid alternative proved to be far less expensive and more practical than either alternative proved to be far less expensive and more practical path, such as B or E on the first path and D or F on the second path. However, this is common territory for most people. Forming 2. Leadership in this sense, the sponsor is normally an individual who has a major stake in the project outcome. The outcome is concerned with both price and performance, including delivery time. Exhibit 2.14 shows how the Alternative Breaks (AB) planning committee at a university ranked spring break projects. Project Risk Management The purpose of project risk management is to reduce the risk to a level acceptable to decision makers. They will be convinced that their efforts will pay off and that they will have a chance to learn and grow professionally. cost management (CM) Copyright 2019 Cengage Learning. 28 Part 1 Organizing Projects CASA DE PAZ DEVELOPMENT PROJECT Casa de Paz is an intentional community supporting the transformative journey of recovery for Latina women and their children. Product scope is the entirety of what will be present in the actual project deliverables. Should the project manager choose to continue the project manager choose t DELIVERABLES Once the major deliverables have been defined, it is time to break them into smaller deliverables or components. Those definitions that are common knowledge are defined in typical terms. Employees learn through classroom exercises to use the organizational chart as a roadmap for identifying the stakeholders. It is important to understand aspirations and recognize individual strengths of all the project team members to recommend future project assignments. Part 1 Organizing Project swavebreakmedia/Shutterstock.com 68 generally involve a degree of risk. While information is unethical. In addition, project plans undergcine assignments and recognize individual strengths of all the project plans undergcine assignments. changes due to uncertainties and unknowns associated with the project. 14-3a Manage and Control Quality have previously defined in Chapter 12, manage quality is the process of using and improving the quality plan and policy to perform tasks that will most likely lead to creating project outputs to customers' satisfaction. Our project manager facilitates an analysis of the technical, schedule, and cost impact, and then all parties reach an agreement on how to proceed. (Thousand Oaks, CA: Sage Publications, Inc., 2009): 89. Plan, conduct, and improve project meetings. Project managers frequently add a contingency reserve to cover the activities that run over their aggressive estimates. duration of time spent on project b. For example, a proposed change may impact the scope, quality, schedule, and/or cost. Specifically, team members work in concert with one another. When creating a dummy task, the project manager estimates both duration and cost of the task. Those in formal authority control competition, conflict resolution, and communication. 3-7c Define Your Project Next, you need to define your project by entering the following information: 1. Attends meetings for duration has updated to six days and extends through the end of day Monday, as shown in Exhibit 14.23 Jack reports that Task C finished two days early. An issues log template is shown in Exhibit 6.13. In our example, we owe \$400,000 for the work that has been completed. Communication about change needs to be ongoing. (BAC EV)/CPI d. Chapter 2 Project Selection and Prioritization 37 EXHIBIT 2.4 INTERNET SOCIETY STRATEGIC OBJECTIVES FOR 2012 2014 PLANNING CYCLE 1. They are critical to the success of our business and are invited to either ignore all risks or to make contingency plans for all risks. PMBOX Guide 526. 1.2 Foundational Elements Project Success Definition Life Cycle and Development Approach Elevator Pitch 2.4 Organizational Systems 3.3 The Project Manager's Sphere of Influence 3.4 Project Manager Competencies Selecting Projects Integration 4.1 Develop Project Charter Realizing Benefits Leader Roles and Responsibilities Project Selection and Prioritization Matrix Charter Assumptions Log 4.2 Develop Project Management Plan PM Plan Baselines Life Cycle and Development Approach 4.5 Monitor and Control Project Work 4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge Lessons Learned Register 4.7 Close Project Closure Documents or Phase Customer Feedback Transition Plan 4.6 Perform Integrated Change Control Retrospectives 5.1 Plan Scope 6.1 Plan Schedule Management Schedule Management Schedule Management Scope 6.1 Plan Scope 6.1 Plan Schedule Management Schedule Management Schedule Management Scope 6.1 Plan Scope 6.2 Define Activities 7.1 Plan Cost Management Quality 8.1 Plan Quality Management Resources 9.1 Plan Resource Scope Statement Activity List Milestone List 6.4 Estimate activity Durations Cost 5.4 Create WBS Duration Estimates 7.3 Determined Budget 6.6 Control Schedule Resource Histogram Projects Cost Baseline Quality Mgt. 54 Part 1 Organizing Projects b. If necessary, the team probably brainstorms ideas and then combines them into a single smooth statement. Design collaboration capability. It is not uncommon to use Gantt chart for small projects. Dobson Michael S., and Ted Leemann, Creative Project Management (New York: McGraw-Hill Company, 2010). This example is in days, but it works equally well with its contingency plan and owner. This strategic analysis is often called strengths, weaknesses opportunities, and threats (SWOT). When you first open MS Project, you have the option to create a new (blank) plan, open a recently used or saved plan, or start a plan based on a template. Rather than using a single outcome measure to gauge progress, teams utilize a number of process measures, the collection of which typically represents the main identified outcome measure of a given project. When providing staff, sponsors ensure they are adequate in number and skill. Once the roles and responsibilities of project team members are identified with all the WBS activities, it is captured as a responsibility matrix. default b. accessed April 28, 2017. This works ideally, in that it keeps tasked are identified with all the WBS activities of project team members are identified with all the WBS activities. scope to a minimum for the developers, and everyone on the team is aware of what is transpiring throughout the development process. This disadvantage is not as large as it once was because more software is available and most students are learning at least the fundamentals of simulation in statistics or operations courses. Chapter 5 Leading and Managing Project Teams 149 EXHIBIT 5.7 PROJECT TEAM SUCCESS FACTORS PROJECT TEAM SUCCESS FACTORS CPM CHAPTER TOPIC 1 Team leadership in setting direction and project cultures 2 Mutual trust, respect, and credibility among team members and leaders 4 Project management roles 6 Build relationships 5 Develop project team Cross-functional cooperation, and support 3 Project charter 6 Communications planning Clear project charter 6 Communications planning Clear project charter 6 Communication 3 Project charter 6 Communication 3 Project charter 6 Communication 3 Project charter 6 Communications planning Clear project charter 6 Communication 3 Project 2 Project 8 Project Communications planning 6 Information distribution 14 Report project source conflicts Clearly defined and pursued project team 14 Manage overloads and resolve resource conflicts Secure customer acceptance 9 Resource project source project source conflicts clearly defined and pursued project source project source project source conflicts clearly defined and pursued project source conflicts clearly def relationship behaviors to resolve conflicts and problems 3 Team operating methods 6 Build relationships, meeting management 11 Risk planning 3 Applied learnings 3 Acceptance criteria 15 Celebrate success 3 4 5 6 7 8 9 10 Effective communications including feedback on performance Team skills and experience appropriate and adequate Stimulating work environment with opportunities for improvement and learning Opportunity for team and personal recognition when project satisfies stakeholders Source: Adapted from Hans J. Show the information you have collected using the information retrieval and distribution system you set up (introduced in Chapter 6). The answer is, "It depends." In Exhibit 7.8, work packages occur at levels 3, 4, and 5. Exhibit 15.4 shows thirteen categories used by a company along with two or three lessons in each category. When good relationships are built and maintained, the project team can enjoy the trust that is so helpful in successfully completing the project. Exhibit 10.12 shows the Resource Sheet with standard rates assigned to the project resources. Adam s primary task was to improve the performance of project management and increase the project success rate, so he wanted to address project team selection and the team development processes. Chapter 9 Resourcing Projects 297 unlikely to secure all the necessary highly qualified resources he needs. Use Data The fifth process-oriented ground rule topic is to always use data when possible. Determine an organization s propensity to accept risk and use that knowledge to strategize about which risks to accept. In other words, once the near-term work is complete, the next phase of the project is planned in detail. Which sequence of activities would you, as a project manager, choose to crash? At Western Carolina University, he was recognized with the University Scholar Award in 2017. This chapter begins with the project manager controlling internal project managers need to create an expectation that all changes be formally documented using a simple change request form so all team members will document proposed changes. The organization would normally have a stated period that projects should be paid back within, and shorter payback periods are more desirable. If you change Units and click OK, MS Project holds the assignment work value constant and changes the task duration. 9-9b Step 2: Set Up a Resource Calendar Resource calendar Resource calendar are used to block out vacation days and other resource-specific nonworking days. Clients look for a sound business partner who is capable of and committed to delivering the design-build promise of producing better projects. faster and at a reduced cost. Put a Post-it note on page 61 of the PMBOK Guide. Find different venue/ renegotiate contract 5. Sponsors should mentor the project manager to ensure that person understands his role and has the skills, information, and desire to successfully manage the project. Build relationships 3. 5. Statisticians classify variation as coming from either normal or special causes, as shown in Exhibit 10.8. Variation occurs in all work processes. When creating an estimate, many also include will not be approved until all of the related planning is in place. Further responsibilities of a project supply chain may also include will not be approved until all of the related planning is in place. receiving, inspection, storage, inbound and outbound transportation, and disposal. Many project management initiating and planning tools exist to reduce destructive aspects of conflict, at least partly. Provides data collection and reporting. broad range of expanding customer needs. Failure to manage any of them well can throw off a project. Gantt Click the Work column header>>Insert Column Enter Max Units>> click Enter In the lower pane, right-click the Work column header>>Insert Column Enter Work>> click Enter In the upper pane, click the empty box to the left of the Indicators icon to select all rows Click the View Tab>>Data Group>>Outline>> click Hide Subtasks The results of these steps can be seen in Exhibit 9.19. Key Terms Consistent with PMI Standards and Guides direct and manage project work, 459 monitor and control project work, 460 monitor, 460 control, 460 Copyright 2019 Cengage Learning. (Note that while we are happy to provide instructions for accessing this trial, Microsoft controls that access and we are not responsible for it being removed in the section on estimating activity duration. Project team members are moved to Copyright 2019 Cengage Learning. Discussion Questions A rockslide closes down a major highway on your delivery route and leads to unforeseer costs. Getting people with the right talents on your team. We know we are behind schedule because calculated as \$200,000 \$250,000 the variation is negative (unfavorable): SV EV PV Cost variance (CV) is the difference between earned value (EV) and actual cost (AC), which reflects cost performance. Baldwin, Timothy T., William H. Be sure to use both the predecessor relationships and the resource assignments. How many resource types are required, and are they available? 212 Part 3 Planning Projects EXHIBIT 7.1 SCOPE PLANNING FLOW Charter Plan Requirements Traceability Matrix Scope Statement Scope Baseline with WBS Perform Integrated Change Control Stakeholder Register Approved Changes and Updates The first scope process, plan that includes the total scope of what needs to be done and what is excluded from the project, implementation and validation of the scope and control deviations from the scope statement. For example, a sponsor may perform some or all of the activities normally expected from the customer. In addition, many face many obstacles to stability and flourishing. A firm's competitive advantage is often defined as lower cost, product differentiation (better quality), and/or responsiveness (fast delivery). Weekly meetings are held with senior management teams to understand the open staffing requirements. Exhibit 9.3 is an example of an RBS. 256 Part 3 Planning Projects EXHIBIT 8.7 ACTIVITY DURATION ESTIMATE IN WORKDAYS ACTIVITY NAME 5 Determine new product features 20 Acquire prototype materials 10 Produce prototype 10 Design marketing campaign 10 Design graphics 30 Conduct marketing 25 Perform sales calls Conduct an independent review. In other parts of the world, however, eye contact is considered rude; in these cultures, people may look slightly downward in deference to authority. Evaluation criteria are used to rate proposals and other supplier characteristics. Therefore, the project manager clarifies the assumptions, challenges and negotiates some of them, and uses them in project planning. EV/AC 64% Estimate to complete (ETC first method). A Burndown Chart is useful to Scrum Masters as it project show close to plan the team is within a given time boxthat is, it is a graphical representation of work effort remaining in an iteration (or similar) versus the days left in an iteration. Brand point management helps companies create compelling and consistent brand experiences across brand touch points. The project management helps companies create computing in an iteration such as keeping people informed, demonstrating that everyone's input is valued, personally sharing feelings, and respecting confidentiality. In planning, people make assumptions about dates, times, and availability of resources; for example, a shipment of required materials will arrive by the date the supplier promised. If not, they need to ask clarifying questions, summarize how the other person has stated the problem, and confirm that they have a common understanding. requirements documentation captures the stakeholder expectations use databases. Click Task D 2. Project procurement management can also be extended to cover various stages of the supply chain for providing the necessary goods or services (e.g., the supplier's supplier). Dobson, Michael S., and Ted Leemann, Creative Project Management (New York: McGraw-Hill Company, 2010), 216. estimate costs c. Project Management (New York: McGraw-Hill Company, 2010), 216. for employees to walk across campus every day to 2. Include between four and eight milestones. Student support Neutral Leading Not considered important by academic staff—services currently limited and not highly rated. As they discuss, they start generating a dense web of understanding and an appreciation of all their capacities that make moments of excellence possible. Why are more organizations using project management? One project is a construction project is a construction project is a construction project by a for-profit company that is planned and managed in a traditional fashion. Management at Williams College of Business, Xavier University. business case seem detailed enough for all important stakeholders, an extra background section may not be needed. Note that even in that circumstance, activity D is not reduced the full amount possible since reducing it further would not make a difference in the length of the overal project. (New York: McGraw-Hill, 2006). However, this is not always the case. 6-5 Plan Communications Management The project team should next create the communications management plan. Use the four-column format of Exhibit 3.6. Both the current and future state descriptions should be very brief about three or four words. DOE d. Cognero Test Bank. This should be one deliverable that your sponsor asked your team to create when you wrote the charter. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Suburban Homes, like any other real estate company, has many strategic directions to pursue to expand the company operation and increase revenue and profits. When using these systems, overhead (indirect) costs are assigned to a cost pool, which is often allocated to direct costs based on volume. As a rule, this does not seem to be the case in practice because, if properly implemented in the Sprints and Scrum sessions; and the testing, user, and technical documents complete the documentation set. Generally, it is better to deal with conflict on projects Designing (What should be?): This phase creates design principles that will help the participants realize their dream. The more common method used today is called activity on node (AON) or the precedence diagramming method (PDM). In fact, it is the ratification of the project charter that allows us to proceed from the Initiating to the Planning phase. A project manager needs to decide when some of the more specialized techniques are worth the extra effort for a project. ject s a. Meier, Steven R., Causal Inference of the Cost Overruns and Schedule Delays of Large-Scale U.S. Federal ® Defense and Intelligence Acquisition Programs, Project deliverables) or the project scope (the work that must be done to create the deliverables). Also, it helps busy people rushing from another meeting to manage their time and focus on relevant agenda items. Rawpixel.com/Shutterstock.com CORE OBJECTIVES: You re browsing a favorite retailer s website and you notice the onscreen recommendations are just right for you. The outcomes may be revenue based and focused on generating income for the organization or task based with a method of planning and implementation. Construction Extension to the PMBOK Guide (Newtown Square, PA: Project Management Institute, 2016. (Mason, OH: Cengage, 2011). Know the types of information that each may include Stakeholders also have a better understanding of how their needs and wants link to and lead them to a desirable future state. This book follows a chronological approach throughout a project success. Thus, decision makers must consider the trade-off between responsiveness and transportation cost when making the relevant logistics decisions. Identifying a Point-of-Contact for each functional area from vendor and state to eliminate bottlenecks. Chapter 14 Determining Project Progress and Results 479 both cost and schedule. (2006): 121. project management information system (PMIS) c. The sponsor or customer may try to dictate a schedule before anyone knows whether it is feasible or not. Each potential change is proposed, approved or disapproved, and documented, and logical method for dividing the project into small, manageable components to manage project scope and for planning, estimating, and monitoring (Rad and Anantatmula, 2009). If so, how and when have they done so? An example of an elevator pitch is: There is a need to acquire a building and there is competition for both buildings under consideration. Work with the State to define infrastructure requirements and ensure we are providing any necessary information to the MN-IT staff. 15-3a Write Transition Plan A project manager may decide to create a transition plan to help the customer to use the project work statement—the project scope. Site visit/audit 9-22-16 PM/Customer Site data verified 3. Teams approach this task in two ways. The publisher reserves the right to remove content from this title at any time if subsequent rights restrictions require it. Monkey Business Images/Shutterstock.com After completing the likelihood for project success. Provides direction to the team with integrity, leadership, and communication skills. It is an approved budget usually in a time distribution format used to estimate, monitor, and control the overall cost performance of the project."12 The work packages of a WBS not only take time, but also cost money. Projects often require a variety of people to work together for a limited time, and all participants need to understand that completing issue that can occur early in a project and a potential timing issue that can occur at the end of a project. Resource calendars inherit project-wide working day definitions from the project calendar (set up in the Chapter 8 tutorial) when the resource is first defined. The following steps will create a customizable report, as seen in Exhibit 15.9: Click the Report Click the Rep View The report will build and then open in MS Excel (where is can be customized and distributed) 5. Walker, "Visualizing Stakeholder Influence: Two Australian Examples," Project Management Journal 37 (1) (March 2006): 5-21. verifying the correctness of all deliverables and components of them d. Define quality control and the primary methods that can be used to achieve it. accuracy, 408 predecessor activity, 253 prevention vs. EV/AC d. Sometimes, on an especially important project, the organization s leadership team may draft more than just the business case and scope overview statements. Chapter 10 Budgeting Projects 335 each of the other planning areas can quickly give enough information to approve the project charter and begin to invest time and money into detailed planning. Constructive conflict over ideas often yields better approaches, but destructive conflict that gets personal needs to be headed off when possible and dealt with when it occurs. Up to that point, task conflict can be useful. In our example, we know the earliest we can finish the entire project is 70 days, so we will use that as the late finish date for the last activity. The third timing scheme is on an as-needed basis. Fearon, Purchasing and Supply Chain Cases, 13th ed. Chapter 1 Introduction to Project Management risk management, 11 procurement management, 11 stakeholder management, 11 deliverable, 12 scope, 13 project scope, 13 project scope, 13 project scope, 13 project management office (PMO), 17 25 customer, 17 steering or leadership team, 17 project management office (PMO), 17 25 customer, 17 steering or leadership team, 18 project management office (PMO), 17 25 customer, 17 steering or leadership team, 18 project management office (PMO), 17 25 customer, 18 project management office (PMO), 17 25 customer, 17 steering or leadership team, 18 project management office (PMO), 17 25 customer, 17 steering or leadership team, 18 project management office (PMO), 17 25 customer, 17 steering or leadership team, 18 project management office (PMO), 17 25 customer, 18 project management office (PMO), 18 project management office (PMO), 19 project man control project work, 21 close project or phase, 21 Chapter Review Questions 1. Both financial and scoring models are frequently used to evaluate potential projects. For this reason, proposed scope changes are processed through the integrated change control system to determine what impact each might have on other critical aspects of the project goals. Click the Task Tab>>Schedule Group>>click Mark on Track 3. Many organizations today use a more collaborative approach some much more than others. conduct procurements c. What is the name of the process that identifies which quality standards are relevant to the project and how to comply with them? These schedule adjustments will be considered in Chapters 9 and 10. The best lessons learned are only of value if they are used! Closure of a project entails ensuring that all work has been accomplished, all resources have been reassigned, and all documentation is complete. VIEW offers multiple ways to visualize your project data, including Calendar, Gantt Chart, Network Diagram Resources, and Teams. special cause, 408 communication channels, 123 communications management, 11 communications management plan communications matrix, 191-192 considerations, 189-191 manage project knowledge, 192-193 purposes of, 188-189 communications matrix, 191-192 communications plan, 189-190 structures column, 191 purpose column, 191 purpose column, 191-192 communications plan, 189-191 timing column, 191-192 communications plan, 189-190 structures column, 191-192 communications plan, 191-192 communications gathering phase includes defining the scope for the procurement, analyzing the needs of the end user, and the articulation of upstream market forces. Including advance understanding of criteria is similar to the old saying that a trial lawyer never asks a question without knowing how the witness will answer. If the project looks market forces. promising, both the contractor and the customer normally sign the charter and feel morally bound to its spirit. In this step, stakeholders reflect on the past to recollect instances when their needs and wants; and when their needs and wants were folded into the project scope. Once we have our stakeholder priority matrix, we will ask each stakeholder what they want from this project. Second, we show the amount of overload in red. Who generally writes the rough draft of a charter? Shorten activities that cost the least to speed up. external, 332-333 other cost classifications, 332-333 recurring vs. Ideally, the cost curve for the expected project is ahead and/or behind schedule. The team members on an Agile project decide among themselves who will do each work activity. Working product is the primary measure of progress. Edwards, 388 demonstration meetings, 115 desired behaviors, 122-123 determine, 457 determine budget, 342-344 aggregating costs, 342 cash flow, 344 definition of, 342 reserve needs, analyzing, 342-344 ement, establish, 410 resolve conflicts, 409-410 sanity tests, apply, 410 develop project team, 141-157 activities for, 141 capabilities, building individual/team, 150-153 characteristics of high-performing teams, 144-147 definition of, 141 ground rules, establishing, 153-157 individual olect management plan, 409-410 config member capabilities, assessing, 147-148 stages of, 142-144 team capabilities, assessing, 148-150 Copyright 2019 Cengage Learning. Resource smoothing also reduces the demand for overloaded resources, but not beyond the point where the project schedule would need to be lengthened. In choosing the right type of contract, the nature of the outsourced project activity influences the decision. Therefore, relationship-building activities that lead to respect and trust should be planned and carried out carefully. How do you make sure that each project teams in your class and have them audit your team. Normal variation comes from many small causes that are inherent in a work process. Microsoft Project Professional 2016 is shown in a step-by-step manner with numerous screen captures. Establish and communicate wins for faculties. Once all the risk management planning has initially been accomplished, the response plans are incorporated into the overall 359 Copyright 2019 Cengage Learning. What strengths and weaknesses are inherent in each of these approaches? The Organizational Zoo describes a set of 27 characters that collectively represent the most common behaviors in the Zoo (that is, your team, project, organization, or community). Each edition of the PMBOK makes changes with and between these two groups, so be sure you are using the sixth edition if you are studying for one of the PMI certification tests. After understanding the total cost of procurement, a Go to Market position needs to be developed. Gale, Sarah F. Exactly how will they become confident that the project results will work as desired? Practice Standard for Scheduling 2nd ed.: 122. However, some R&D projects do not need this level of sophistication. Nagle, Jr., How to Save a Failing Project: Chaos to Control (Vienna, VA: Management Concepts, 2009). Demonstrate personal leadership. A project manager can interpret several things from a histogram such as the one shown in Exhibit 14.14. The project manager is a central role and the subject of this book. Every test item is labeled according to its difficulty level, allowing instructors to quickly construct effective tests that emphasize the concepts most significant for their courses resource-dominated schedules, 289-290 alternative scheduling methods, 309-311 considerations, 288 estimating resource needs, 290-295 Gantt chart, 297 MS Project for, 311-319 project for, 311-319 resourcing overloads, 300-303 science and art of, 288 staffing management plan, 290 timing issues, 294-295 responsibility, 7, 151 responsibility assignment matrix (RAM), 297 retrospective meetings, 115 reverse phase schedule, 310 reward and coercive power, 157158 reward participants, 509-510 risk, 67, 75, 122 risk analysis, 368-373 cause-and-effect diagram, 371-372 cause-and-effect relationships, 371 major and minor risks, 369-371 qualitative, 368 quantitative, 372-373 risk register, 373 techniques, 372-373 risk breakdown structure, 364 risk management, 360-366 categories and definitions, 362-366 definitions, 362-366 definitions, 362-366 definitions, 362-366 definitions, 364 risk management, 360-366 categories and definitions, 362-366 definitions, 364 risk management, 360-366 categories and definitions, 362-366 definitions, 364 risk management, 360-366 categories and definitions, 364 risk management, 360-366 definitions, 364 risk management, 364 risk management planning, 360-366 relationships, 368 reviews, 367 risk register, 368 roles and responsibilities, 362 satellite development project, 373 updates, 373, 377 risk register, 368 risk response planning, 373 risks, identifying, 366-368 545 risk strategies. In Improving Executive Sponsorship of Projects: A Holistic Approach, additional insight on each influencer, considerations, pitfalls, and tips for project management implementations/presentations, pitfalls, and tips for project management implementations and/ or team meetings, as needed. Tatro, Inc., uses this strategy, as described in Exhibit 5.1. 5-1c On-Boarding Project Team Members The ideal time to bring team members and even a few SMEs on board, is when the project Charter is being written. Thamhain, Hans J., "Team Leadership Effectiveness in Technology-Based Project Environments," Project Management Journal 35 (4) (December 2004): 39. He holds a BS in business administration from Benedictine College, an MBA from Western Illinois University, and a PhD in Operations Management from University of Cincinnati. On the More Views dialog>> scroll to Resource Allocation>> click Edit 3. The emphasis on verbal communications has proven to be particularly useful for international teams where written communications alone may not be clearly understood. Through the QPR process, the QE may (and often does) uncover project risks previously unknown to the team. followed d. The Chief Projects Officer s or PMO s responsibilities might include: a. Resource optimization techniques include resource leveling and resource smoothing. Chapter 5 Leading and Managing Project Teams 163 EXHIBIT 5.12 TYPICAL SOURCES OF PROJECT CONFLICT RELATIONSHIP SOURCES TASK SOURCES Roles and responsibilities Lack of commitment Communications failure Different personal motives of participants Energy and motivation Next project assignment Individual rewards Stakeholder expectations Unique project demands Money and other resources Technical approach Priorities Differing goals of stakeholders Task interdependencies Schedule Risks Virtually all studies have determined that relationship conflict can be detrimental to project team success. In subsequent chapters, we will choose one to demonstrate techniques and concepts from the chapter and ask leading questions of the other one. This may include checking with the sponsor and/or other stakeholders and determining the impact that various settlements may have on the project. Currently known values for the example are stated, followed by their definitions. The difficulty in quantifying all consequences reinforces the need for sound judgment in key decisions. In the Summary tab, enter Suburban Park Homes in the Title box Add other information as needed for future reports Click OK 3. This is when a person meets another waiting for an elevator and asks, I hear you are on XYZ Project. 7-4c WBS Formats There are various formats for constructing a WBS, but they all have the same purpose. How will you convince your project sponsors to authorize the hire? Contents 4.8 Role Differences on Agile Projects PMP/CAPM Study Ideas Summary 126 128 128 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Integrated Example Projects 130 Casa DE PAZ Development Project Semester Project Instructions Endnotes CHAPTER 131 131 Project Management in Action References 128 129 PMBOK Guide Questions Exercises xi 132 134 135 5 Leading and Managing Project Teams . Your screen should now look like Exhibit 10.13 (with adjustment of view dividers) 1. 310 Part 3 Planning Projects Proponents of critical chain say it is a major innovation that helps to overcome some of project management's most difficult scheduling and resourcing problems. The second table, activity B is now shown as seven days since it has been crashed one day. When a project team determines a detailed list of activities that must be performed, it makes sense to ask what type of person (by specific knowledge or skill) is needed to perform each of these activities. Streibel, Peter R. 7-4d Work Packages The house example above has only three levels as follows: 1. Thus, processes are repetitive and projects are unique: each projects are unique: each projects are unique: each projects are unique: each project delivers results that are distinct from other projects. Create a logical network using the activities listed below. They would like to have enough milestones to keep track of progress, but not so many that they become an administrative burden. Sometimes a project requires the expertise of many people who are geographically dispersed, and it is impractical to have them all work in the same area. Now Planned value PV How much work is done? Charters have become nearly universal in initiating projects in recent years. Vittal S. Click the Task Tab>>Schedule Group>>click the Mark on Track drop-down>>click Update Tasks EXHIBIT 14.24 GANTT CHART VIEW WITH ACTUALS APPLIED TO ACTIVITIES A THROUGH E Source: Microsoft Corporation. 238 Part 3 Planning Projects EXHIBIT 7.20 HIDE OR SHOW UNDERLYING DETAIL Discussing these deliverables and what it will take to produce them is a good chance for the team to further "define scope," or determine what is included—and not included—in your project. If her project is relatively low in priority, she may have trouble getting people and resources to perform the project-related activities as per the planned schedule. The project manager assigned to this project immediately interviewed the various management members of the HR organization and the retail operations transition team. Leading by example gives team members a model to follow. System turnover 1-13-17 Customer System throughout of 35,000 cases per day accomplishment of the scope The project manager needs to simultaneously champion the needs of the project, the team, and the parent organization. (Newtown Square, PA: Project Management Institute, Inc., 2017). 4-2b Project managers can do many things to promote good working cultural norms within the project. Ishikawa diagram b. The ongoing involvement helps to ensure stakeholders know what they will get from the project and will be pleased. For example, one needs to dig a hole before cement can be poured in it. One specific and important skill that project managers can use to retrieve information is active listening. Most knowledge areas include quite a bit of vocabulary. We define project supply chain management as a system's approach to managing the entire flows of physical products, information, and funds from suppliers and producers, through the project organization for creating customer satisfaction. Brief Contents Preface xx About the Authors xxix PART PART 1 Organizing Projects 4 Organizational Capability: Structure, Culture, and Roles 100 5 Leading and Managing Projects 136 6 Stakeholder Analysis and Communication Planning 176 3 Planning Projects 7 Scope Planning 210 8 Scheduling Projects 286 2 244 10 Budgeting Projects 13 Project Supply Chain Management 14 Determining Project Progress and Results 456 15 Finishing the Benefits Appendix Appendi always. A plan is baselined at the end of planning when all parties agree on the scope, schedule, and budget. Chapter 3 Chartering Projects DESIGN PRINCIPLES Tables: Use tables to organize complex information into an easy-to-follow column and row format. This is discussed in Chapter 9 in the section on resource availability. 13-4c Time and Material (T&M) Contracts Time and material contracts containing aspects of both costreimbursement and fixed-price contracts generally used when the deliverable is labor hours and/or amounts of materials. Cooperrider, D. Key Outcome Going through this entire process allows stakeholders to elicit and articulate their expectations from the project. Some companies have created databases, shared folders, or wikis for this purpose. Important Notice: Media content referenced within the product text may not be available in the eBook version. Many of these new recruits have prior experience in the construction industry. Chapter 4 Organizational Capability: Structure, Culture, and Roles 107 EXHIBIT 4.5 PROGRESSION OF ORGANIZATIONAL FORMS Copyright 2019 Cengage Learning. How will you on-board your new worker? Good luck and let us know how you did! ® Timothy J. In his capacity as the founding collection editor of portfolio and project management books for Business Expert Press, he has edited 14 books with more in the pipeline. When a buy decision is made, the client company is attempting to create a situation in which prospective contractor companies have the capability and motivation to provide useful and complete proposals that are easy to evaluate in order to determine which one best suits the client company's needs. It works best if one dimension is considered at a time. Also keep in mind that crashing is simply one option available to the project manager. What are the ascribed values? Many great projects have been derailed because someone stroked the ego of a project manager who then agreed to changes without understanding their impact. The fundamental ideas behind Agile project planning are to use a collaborative approach with the project team and other stakeholders heavily involved in planning. Effective sourcing decisions thus have a significant impact on project performance. 437 arindambanerjee/Shutterstock.com Chapter 13 Project Supply Chain Management Technical requirements Management Technical requirements Management Technical requirements are classic supplier selection decision is a classic supply clain Management Technical requirements Management Technical requirements Management Technical requirements are classic supplier selection decision is a classic supplier selection decision decision is a classic supplier selection decision de decision tree problem. On-time performance: This affects the variability of the lead time. On a small project, it can be very simple. The Scrum Master serves and leads in a facilitating and collaborative manner. graphically represent each task against a calendar along the top of the view. Few people are good at memorizing encyclopedias. Many of these workers will be eager to work again for that project manager and will share their good experience with others in the organization. 6-1a Find Stakeholders One way to understand who stakeholders are is to ask, "Who will use, will be affected by, or could impact this project?" The answer includes users of the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon them by the project results and others who may have some changes forced upon the may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below, create the project results and others who may have some changes forced upon the information below. schedule network. PMI has established eight professional certifications, with the most popular being Project Management Professional (PMP). The first column on the RACI is usually the WBS coding of work packages and activities. How would you put your life back together if you were a mother fleeing violence in your country of origin, and once in activities. new country, that same violence continues in your new home? 13 The project manager is normally directly accountable for the project results, schedule, and budget. Agile projects use four types of meetings (often called ceremonies): 1. Project actions will be distributed to the team every Monday. Aronson, Zvi H., Aaron J. Further, co-located teams and highly skilled resources often require more detailed resource planning. The project team uses consensus to make the decision. The project team uses consensus to make the decision. presentations to better fit the needs of their classroom. The important thing for project managers to remember is that developing respect and trust among all project stakeholders is a goal that must be Copyright 2019 Cengage Learning. This is especially true when a project requires special knowledge. Another part of assigning roles is to assign tasks to project team members between meetings. What items are generally included in a request for proposal? Chapter 10 Budgeting Projects Immediate Predecessor Duration in Weeks Resource Schedule with target audience 2.4 2 Becky 4.2 Conduct beta test 3.4, 2.4 2 Clive 4.3 Process feedback from target audience 4.2 2 Ann 4.4 Conduct pilot 4.3 2

Clive 4.5 Analyze results 4.4 2 Clive WBS Activity 4 Pilot process 4.1 Hourly Cost 353 Hours per Week INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT You developed the WBS of multiple levels, including work packages, at the lowest level based on the initial project requirements below, which were further elaborated. 324 Part 3 Planning Projects INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Refer to the project schedule in Chapter 3, wBS in Chapter 7, and the project schedule in Chapter 7, and the project schedule in Chapter 3, wBS in Chapter 3, wBS in Chapter 8. Other direct costs may include such items as materials, travel, consultants, subcontracts, purchased parts, and computer time. A method must be created to approve potential changes, document their impact, and ensure that they are carried out as agreed. 5-2d Assessing Project team capability, the project team capability, the project manager should remember that his or her responsibilities are to simultaneously support the parent organization, the project, and the project team. This set is the original stakeholder-approved scheduled values (as discussed in Chapter 12). In addition to these constraints, the project manager and team frequently propose refinements on the original draft. This is an open and operating facility. INDEPENDENT TASKS The first requirement is to prioritize each project. Exhibit 7.5 used the indented outline format for the WBS method, but other methods are sometimes used. There are several different methods of systematically selecting projects. Project relationship-building activities (described more fully below) that are especially useful include the following: Share individual motives. We used these questions to compare an upcoming job to other recently completed jobs. 204 Part 2 Leading Projects During an IT rollout of servers, clients, networking equipment, and a central data center involving a range of subcontractors at each of the roughly 50 regional schools, the original communication plan After being appointed PM for rollout and implementation, I noticed that this was far from enough and needed to be amended. Build the visibility and influence of the Internet Society as the trusted source on global Internet issues. The critical path method (CPM) is "A technique used to determine the minimum total project duration."6 Both CPM and PERT were founded on the concepts still in place today of identifying activities, determining their logical order, and estimating the duration for each. close procurements d. Remember, "people learn, not organizations. Acceptance criteria stipulate which conditions must be met in order for the deliverables to be approved. However, if none of the alternative strategies discussed above is feasible and delaying the noncritical activities within their slack is not sufficient, the projects, most or all of the cost is internal to the parent organization. Make sure resource names are relevant to your project team and other key stakeholders who may interact with your MS Project data. PMNetwork (May 2012): 26 27. However, conflict that becomes personal can be destructive and demotivating. An example is a contract for rebuilding a bridge for a fixed price of \$1,250,000 with an incentive of an extra \$3,000 for every day it is complete before the scheduled date of September 15. 94 Part 1 Organizing Projects DESIGN PRINCIPLES Headings: Headings facilitate scanning by identifying information covered in each section. Format >>Bar Styles b. Which of the following is part of a Configuration Management System? Badiru, Adedeji B., Triple C Model of Project Management: Communication, Cooperation, and Coordination (Boca Raton, FL: CRC Press, 2008). We know our project is behind schedule because we only accomplished 80 percent of what we planned: SPI EV PV With performance indexes, 100 percent means right on plan, less than 100 percent means less efficient than planned, and over 100 percent means more efficient than planned. Key Work with nominated representatives to identify and seek out solutions to barriers to change. WEIGHTING CRITERIA Next, the leadership team determines the relative importance or weight of each decision criteria. These approaches have been variously called iterative, incremental, adaptive, or change-driven. Some of these are relatively important with regard to the goal of project activities Lack of cost control for outsourced activities Loss of special skills for doing some specific activities Loss of project focus and a potential conflict of interest Ineffective management as a result of complicated business interactions Loss of confidentiality and double outsourcing when a third party is used Sharing of proprietary knowledge that impacts competitive advantage The concepts and techniques of these potential issues related to outsourcing. The examples and illustrations in this book use Microsoft Project 2016. A project manager may try to gather data to answer the following typical questions: How well is this particular activity proceeding in terms of time and budget? Quality is also covered, with an emphasis on achieving client satisfaction. To display baseline bars in the Gantt view: 1. However, maybe the graphics design could start five workdays before the marketing campaign design is complete. Smaller iterations are used to get feedback. 4.2 Develop Project Management Identify risks Perform qualitative risk analysis Perform quantitative risk analysis Plan risk responses 11.5 Plan Risk Responses 11.5 Plan Risk Responses 11.7 Monitor Risks With hurricane season approaching, TMC held a conference for over 100 contractors to review how to prepare for a potential hurricane. With an equity contribution of \$30 million, the consortium founded Lima Airport Partners (LAP). Let the team know as soon as possible and tell them exactly why the decision was made. Parking 7. 2-2h Prioritizing Projects Once all projects have been selected, they will need to be prioritized that is, the decision makers will need to determine which ones will get assigned resources and be scheduled to begin first. While both determine the critical path, each also determines other useful information. At this point, very little detail is understood regarding the project, so the estimates are only approximate. The client company typically uses procurement documents, which are documents that define the requirements and contractual relationship between suppliers and customers of services and products used on a project. Refuse to change the project, where volumes of reliable data are not available for making estimates, the harder it is to be predictable. 9-7a Actions to Reduce the project scope and/or quality. accessed March 2, 2017. PROJECT M ANAGEM ENT IN ACTION Sample Project Schedule for an Iterative/Incremental Software Development Project This is a typical schedule for an iterative/incremental software development project as used by an African consulting company. One of the challenges in using lessons-learned information is that most people are busy. procurement strategies can change often and differ from corporate procurement strategies because of constraints, availability of critical resources, and specific project requirements that change dynamically. This technique is called a. Determine cost estimates d. This shipping center will improve compliance, streamline shipping processes, enhance research productivity, reduce time and money invested in employee training, and reduce potential liability for noncompliance. Exhibit 7.2 lists requirement, which can be either high level or very detailed (using specification in measurable terms). 25. All of the activities related to managing engagement increase support from those stakeholders. For practical purposes, project and decrease resistance from other stakeholders. For practical purposes, project managers should attempt to understand how both portfolio and program decisions impact their project and decrease resistance from other stakeholders. project. Revenue can also be tracked to interim deliverables in the project schedule to show when revenue can be expected. Executing complete the work defined to satisfy project schedule. Chapter 3 Chartering Projects Kloppenborg, Timothy J., and Laurence J. Remember, these are intermediate deliverables, and often it is not as easy to determine desired performance. What purpose do sensitivity analyses serve in using scoring models to choose projects? Associate with innovation. Once all these plans are complete and any impacts to scope have been accounted for it is time to baseline the scope statement and the entire project plan. Manage conflicts during the project execution TECHNICAL OBJECTIVES: Describe project quality control tools, including how and when to use each. The brainstorming often works very well with each team member writing one risk, constraint, or assumption per Post-it Note. EXHIBIT 10.11 PROJECT CUMULATIVE CASH AND REVENUE Cost/Revenue (\$) Revenue Cost Start End Time Copyright 2019 Cengage Learning. Does the decision maker wish to trade a higher price against supply assurance under all circumstances? Project man- agers can tap into this desire by using expert power. Client feedback summary included Copyright 2019 Cengage Learning. If an assumption proves to be false, it frequently increases the project risk and may also limit the project risk and may also limit the project risk and managed to improve performance. motivation often comes in handy during difficult stretches in a project. Develop a project schedule at the lowest level of WBS work elements after defining logical relations. This person is responsible for the return on investment earned by the project and accepting acceptance of deliverables at the end of each iteration. subject matter experts b. In contemporary business, pleasing the customer is desirable. State of Federal Information Technology, . CHAPTER 11 Project Risk Planning CHAPTER 0BJECTIVES: Describe how to plan for risk management, identify risks, and create response plans for identified risks. Alternatively, your instructor may ask you to identify potential projects. See the next section for more on Scheduling Mode. In our example, these are 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.4.4, and 1.4.2. For example, all of the other activities have some float and can be delayed if needed. This point may differ from project to project to achieve its objectives b. Success of the product is predicted by having team members, including the product owner, use the product before users do. Other good opportunities need to be discovered. Create a schedule for your sample project. His articles have appeared in MIT Sloan Management Review, Project Management Journal, Journal of Management Education, Journal of General Management, SAM Advanced Management Journal, Information Systems Education Journal, Journal of Small Business Strategy. 12 The PMO work can range from supporting project management Research News, and Journal of Small Business Strategy. in actually managing projects. This information can include factors such as: Work functions (may include experience and performance ratings) Physical location (may include willingness to relocate and travel) Organizational/administrative unit (may include costs and contractual issues)1 Once the required information is identified for the most likely pool of people to the estimated resource needs to identify both gaps in specific skills that are needed and gaps in the number of people available versus those needed. triple bottom line b. Through the last three decades of project work, we have been privileged to learn from thousands of people, including students, co-trainers, co-consultants, co-judges, clients, research partners, trade book authors, and others. 304 Part 3 Planning Projects project, one way to accomplish this is to overlap the design and production phases. With the sponsorship of a national film festival focused on disabilities and its work in the civic and government sectors at local and national levels, LADD has been able to influence positive change in legislation and the inclusion of people with disabilities at all levels of society. As issues are raised, they are added to the log, and once they are resolved, they are deleted. BEHAVIORAL OBJECTIVES: Identify project roles and distinguish key responsibilities for project team members. PARAMETRIC ESTIMATING Parametric estimating is "an estimating technique that uses a statistical relationship between historical data and other variables (e.g., square footage in construction, lines of code in software development) to calculate an estimate for ... scope, cost, and duration."8 Parametric estimating can be used to determining the critical path is the enumeration method. 6 Part 1 Organizing Projects: 8-8b Enumeration Method The second method of determining the critical path is the enumeration method. AGILE Throughout this book, we will present concepts and techniques that are either unique to Agile projects or are emphasized more on Agile project is progressing. Consequently, stakeholders are more likely to feel that their expectations are in line with the project team's plans Decisions will be made by: Team leader on issues. One more discussion frequently occurs in the prioritizing process if there is a conflict between resource needs for two projects, which one gets the needed resources first? On still other projects, price is one of multiple considerations. The glossary also uses commonly understood definitions where terms are standard. Step 3 is for the project manager to understand the underlying needs of the sponsor and to share his or her own needs. For example, suppose a project manager estimated that for a particular activity, there was a 10 percent chance of taking five days, a 40 percent chance of taking six days, a 40 percent chance of taking seven days, and the remaining 20 percent chance of taking eight days. 60 3.1 What Is a Project Charter? This great customer service is enabled by the retailer s web intelligence solution from Teradata. Project team members use the information to motivate and improve their performance. TECHNICAL OBJECTIVES: Initialize a project in Microsoft Project and set up a milestone schedule. Many times, trade-off decisions are considered that might involve spending more during its useful life. Create a template of a change request form. In the 1950s, two project scheduling methods were developed: program evaluation and review technique (PERT) and critical path method. If a USE CASE approach is followed, these components will represent individual USE CASES. Anantatmula, Projects, Inc., 2005). Projects, Inc., 2005). Projects, Inc., 2005). the editorial board of several scholarly journals. Know how to calculate the number of communication channels based upon the formula channels = n)/2, when n is the number of people on a (n2 team. Suppose you are purchasing a new car, and you decide to use a scoring model to decide among four options. manufacturing a standard commodity b CAPTURE LESSONS LEARNED Lessons learned are the useful knowledge gained by project team members as they perform a project and then reflect on both the process of EXHIBIT 15.2 PROJECT CUSTOMER FEEDBACK FORM Customer: Date: 1. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Scope Overview Business Case Building a single-family, partially custom-designed home as required by Mrs. Many organizations also use project activities and/or deliverables. This is where IT comes into play. Cultural differences make communication challenges more difficult. 21. Risks are recorded in a risk register in a similar fashion. 13-1c SCM Decisions Some of the major project supply chain management decisions are: Distribution strategies Supply chain integration and strategies Product design Information technology and decision-support systems Matching internal inadequacies with external expertise Copyright 2019 Cengage Learning. Small, simple projects may use a simplified single-page charter. What benefits do you achieve by utilizing an Information Systems project life cycle model as opposed to other project life cycle models? All levels of the WBS with at least one level EXHIBIT 7.5 HOUSE WBS IN INDENTED OUTLINE FORMAT HOUSE - Drywall - Hung Drywall Contractor - Word - Assembled Frame Wired House - Drywall Contractor - Word - Assembled Frame Wired House - Framing Contractor - Word - Assembled Frame Wired House - Drywall Contractor - Word - Assembled Frame Wired House - Wiring - Installed Wiring Drywall Contractor - Word - Assembled Frame Wired House - Framing Contractor - Word - Assembled Frame Wired House - Frame Wired House - Frame Wired House - Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Frame Wired House - Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wired House - Wiring Contractor - Word - Assembled Frame Wired House - Wir Learning. 5 Excellent 1 Poor Avg. Conchie, Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow (New York: Gallup Press, 2008). The opposite extreme is not planning at all because of fear that planning will take too long; this is known as ready, fire, aim. Student representative council not well resourced or highly valued by students. Success is celebrated, and the project team ensures that customers receive the ongoing support they need to successfully use the project schedule and cost estimates at the work element level. What is the difference between common and special causes of variation? Have consistent sponsorship of the project. A project requires an organized set of work efforts that are planned with a level of detail that is progressively elaborated on as more information is discovered. International Organization for Standardization, "Quality Management Principles," obp/ui/#iso:std:iso:10006:dis:ed-3:v1:en, accessed April 10, 2017. PMI Requirements Management: A Practice Guide (Newtown Square, PA: Project Management Institute 2016). Operators in the dressage, jumper, and rodeo categories have embraced the Equestrian footing application. Source: TriHealth. And, if it is a major risk, a plan must be developed to overcome it. Project managers should keep the immediate project needs along with the training needs in mind as they approve training. These models have weaknesses that need to be understood before they are used. Alderman, N., and C. Then, using the enumeration method, calculate and show all of the paths through the network. Some iterations may generate new products or capabilities, but most are integrated into larger groups to be released as new products. Making contingency plans for even minor risks is a terrible waste of time and draws focus away from the critical risks. Management, accessed August 3, 2010. This list of must-do projects should be kept as small as possible since these projects automatically get selected and can crowd out other worthwhile projects. Compare and contrast the various strategies for dealing with risks. A simple version of this model is shown in Exhibit 4.10. Practice Standard for Project Estimating, 84. Begin by identifying what it would take for your product and your project—to be successful. The remainder of the project planning and execution are greatly enhanced by effective communication channels with key project stakeholders. link requirements back to their origins c. accessed February 7, 2017. 4-4f How Do You Continue an Agile Project? Identify Stakeholders b. It can provide a great deal of information about how activity times may vary. Monitoring and controlling activities allow a project manager to keep an eye on many project activities that can indicate how well the project manager to keep an eye on many project activities that can indicate how a project manager to keep an eye on many project activities that can indicate how well the project manager to keep an eye on many project activities allow a project manager to keep an eye on many project activities allow a project manager to keep an eye on many project manager to keep an eye on include trade-offs between the needs of your sponsor's organization, the project, and your project team needs to construct a WBS, it needs to include in its planning team a subject matter expert (SME) who understands how each segment of the work will be accomplished. In a WBS, an element at the lowest level is called a work package, which is usually the work component at the lowest level of the project. He worked in the petroleum and power industries for several years as an electrical engineer and project managers know it is not only ethical to treat their members well, but if a project manager also develops a reputation for taking good care of team members, it becomes much easier to recruit team members, it becomes much easier to recruit team members, it becomes much easier to recruit team members. relationship management by establishing and nurturing personal contacts at various levels and functions. (a) 1-4a Project Management Institute Project Management Institute Project Management as professions and industry groups. Monitor Quality c. In building relationships both within the project core team and with other stakeholders, project managers need to remember that mutual respect and trust greatly enhance the prospect of project success. The goal is not to be right; it is to get feedback. Being first to market can confer long-lasting benefits to the brands seen as the original. The new management team at a large company has reevaluated ongoing initiatives and has identified new goals and objectives for the year. In this example, you can see the critical activities on the bottom are still scheduled as originally planned. A contract is then developed. Give three categories of internal project issues and an example of each. Fraport AG operates the Frankfurt Airport, considered one of the largest in continental Europe. A project management processes to achieve specific project objectives. Do they understand our business to be a key contributor? Give two examples of why a project might be terminated early for cause and two examples of why a project might be terminated early for convenience. Depending on the emphasis your professor chooses, you may need to perform some, most, or all of these assignments. modifies a nonconforming product or product subcomponent According to the PMBOK, which of the following is not a quality management process? Summarize how to develop highperformance traditional and virtual teams. FLOAT AND THE CRITICAL PATH Once both passes are complete, the early and late start dates for every activity and the amount of time the entire project will take to complete are known. If you were sponsoring a project, would you want to be updated in terms of cost and schedule variance or cost and schedule performance indexes? TIME: A PM is an effective schedule development, understanding resource and logic limitations, understanding resource and logic limitations. Leads the team in developing recommended next steps. Satisfy the customer by placing emphasis on outputs that fulfill their needs. Perhaps one way to understand the many reasons is to utilize a play on the very word celebrate: Challenge Energize Limit Exert Believe Recognize Acknowledge Transition Ease Stress When people are reminded of their recent accomplishments, they are complexed and the many reasons is to utilize a play on the very realize they just met a large challenge and are motivated to undertake new challenges. Opfer, CCP, PMP. BAC EV \$850,000 Estimate at completion (EAC). What types of constraints are common to most projects? We use the identify stakeholders process to determine the people, and groups, who might impact or be impacted by some aspect of our project. the formal approval of the detailed project schedule c. One way to improve the project meeting process is to apply the simple and effective plando-check-act (PDCA) model. The second responsibility is to trust his or her teammates unless and until one proves unworthy of trust. prioritize potential projects. 195 wavebreakmedia/Shutterstock.com Chapter 6 Stakeholder Analysis and Communication Planning PROJECT MEETING AGENDA TEMPLATE When applying the PDCA improvement model specifically to improving project meetings, the first step is planning the project meeting in advance. 12 These models compare expected project costs to expected projects once all projects have been prioritized, it is time to assign resources to each. Journal of Management Education 33 (6) (2009): 772 792. As always, you will need to be familiar with the inputs, tools and techniques, and outputs that go into each. 226 Part 3 Planning Projects 7-4e How to Construct a WBS is drawn primarily from the project objectives statement, and from historical files containing 4.5a Steering Team 116 / 4.5b Sponsor 117 / 4.5c Customer Projects Officer/Project Management Office 121 / 4.6b Project Management Roles 121 / 4.6c Facilitator 4.7 Traditional Project Team Roles 126 / 4.7b Subject Matter Experts 124 126 Copyright 2019 Cengage Learning. Adapted from Rad, Parviz, and Vittal Anantatmula, Project Planning Techniques (Vienna, VA: Management Concepts, Inc., 2005): 68-72.
Source: Warren A. There is a risk, however. Your top successes? EXHIBIT 14.17 EARNED VALUE MANAGEMENT TERMS QUESTION TIMING ANSWER ACRONYM How much work should be done? An organizational chart for a functional organization is shown in Exhibit 4.2. Note that everyone in the organization reports up through one and only one supervisor. If there is a conflict between resource needs for two projects, who decides which one gets the needed resources first? 156 Part 2 Leading Projects For example, in a project to install a suite of equipment at a customer's site, a final site investigation revealed that a major piece of equipment was not functional. Preface xxv Health Informatics, and continuing education on six continents), with teaching in classroom, hybrid, and online formats, each chapter of the instructor's manual includes an overview of core, behavioral, and technical learning objectives, detailed chapter outlines, teaching recommendations for both classroom and online, and many specific suggestions for implementing community-based projects into your project management class. They wish to have polite, skilled workers with no interruptions. At any place in the PMBOK Guide where you find a list of three, the question might ask which of the following is not. By discipline, I am referring to doing what I already know needs to be done. It read Mr. Bruce Miller cordially invites you and your guest to join us in a celebration of our project success. Does the extra money needed come from contingency reserves, management reserves, or elsewhere? Delete a dependency definition by again selecting both tasks, and then clicking on Unlink Tasks (broken chain icon) 5. BA can select to extract data to an Excel supported file 2. Project managers and teams can enhance stakeholder satisfaction by learning the cultural ethics and values of all their stakeholders, working hard to establish trust, and ensuring that they use fast and reliable information systems. The stakeholder register provides input to relationship building with the various stakeholders and helps determine their requirements. Structurally, the decision was made to consolidate 100 Copyright 2019 Cengage Learning. Whatever the method, program managers are held responsible for the project being supervised, and project progress will be reported directly to LADD s board of directors. CHAPTER 6 Chapter 6 begins by identifying the various project stakeholders, their wants and needs, and how to prioritize decisions among them. communication has been vitally important to managing the schedule. Finally, a clear understanding of the project's objectives helps if the project standing of the project standing development management. If the leadership team feels something is very important, they can save everyone time by just stating it up front. This was an awkward arrangement as most of the work was outsourced, but two internal consultants were retained. stakeholder register c. For example, activity 4.2, contact local bands, is needed for higher-level deliverable 4. Student support Be able to prepare and train staff on how to roll out new schemes to current and prospective students. Data includes the Start, Finish, Duration, Work, and Cost. Build a communications matrix for a real project. While the portion of this pertaining to team development is covered in Chapter 5, the portion concerning knowledge management is covered here. Commercial investment, in its truest sense, is an investment for growth and diversity in a portfolio. If one considers a project as a temporary organization, the same perspectives make sense when monitoring and controlling a project. project decisions, and is the primary person who coordinates project communications outside the functional areas by contacting his or her peer functional managers. Once validated, these best practices will be roled out to all operations. Key Terms Consistent with PMI Standards and Guides management, 138 leadership, 138 acquire project team, 138 develop project team, 141 manage project team, 157 negotiation, 164 virtual teams, 166 Chapter Review Questions 1. 531 Teams plan for continuous improvement and reflection rather than optimizing a process. What are some of the things they need to do concurrently? Media who supported the project in terms of regional development and marketing the initiative to improve education and bring up-to date learning facilities also to the more rural areas. If the actual progress is very different from the original intent, perhaps the project still makes sense. Further, diverse opinions help to consider more creative approaches. For simplicity, this chart shows each function with four team members. 13.4 Monitor Stakeholder Engagement State how confident. Think of one thing you have to do this week. PMBOK ® Guide Questions 1. Meetings at the frontline level are usuall more frequent than reports to higher levels within the organization. The final sections deal with the financial issues of resources, schedule, and cost. Only after this is answered, ask how big the impact will be if it happens. The organizational structure changed with selected regional project managers reporting to the national PMO. Many people live up to the expectations of others. A formal leadership letter follows each team presentation summarizing key discussion points and action items. The reverse phase schedule is developed by the people closest to the work (often either the hands-on workers or the forepersons who directly supervise work) by starting with the final project deliverables and continually asking what needs to be completed prior to starting work on this deliverable. When assessing the performance of individual workers, if one individual workers, if one individual workers, if one individual workers, if one individual workers are serious about improving their capability repeat this cycle quickly within project stages, at key milestones, and from project to Copyright 2019 Cengage Learning. RESPONSIBILITY Project team members need to understand they all have three responsibilities. Chapter 13 Project Supply Chain Management 429 possible price. Project managers are more effective if they understand the impact the organization has on the project. SMEs are brought in for meetings and for performing specific project activities when necessary. Is it a must o project or did it get chosen over other competing projects? You will find the unique aspects of the application in the project specific tools and visuals the software provides the project manager. project contract d. Defining activities is considered a schedule management process. This esti. If the project were to proceed exactly according to plan, it would be on time, on budget, and with the agreed-upon quality. Part 1, Organizing Projects, deals with getting a project officially approved. A business case typically contains case typically contains a project officially approved. information regarding the business need and a financial analysis. The procurer needs to be armed with the best alternatives. This could result in "yard, foot, or inch stones," depending on the level of oversight deemed necessary. Why or why not? Use new methods if use- ful, but do not discard proven methods just for the sake of change. Another major output is the procurement statement of work, which documents the portion of work to be purchased, described in enough detail so potential suppliers can decisions. 12 At these formal reviews, the steering team can tell the project team to continue as is, to redirect their efforts in a specific manner, or to stop the project altogether. Briefly described in Exhibit 4.15. measurable objectives and acceptance criteria c. Let each team member be responsible for setting his or her own timetable to the extent possible. How do you make sure each worker has a steady amount of work to do, but not an overwhelming amount at any time? Grant, University Raye Guye ILSCO Corporation Jeff Flynn, ILSCO Corporation William M. I still controlled the intellectual property (IP) and entered into an agreement to further test my technology to calibrate the value. annual review d. Also as previously defined in Chapter 12, control quality is "the activities ... used to verify that deliverables are of acceptable quality and that they are complete and correct. xii Contents Project Management in Action References Endnotes CHAPTER 172 174 175 6 Stakeholder Analysis and Communication Planning . Dependencies can be either mandatory or discretionary. A fledgling website exists, but there are so many communication, fundraising, volunteer soliciting, and other possible uses of the website that early development is attractive. List the major sections that should be included in a change request form, and tell why each is important. Visions often require extra effort to achieve but are considered to be worth the effort. accessed May 24, 2017. Cost estimating can be challenging because some activities may have a great deal of variation. These challenges underline the importance of soft skills. collaborate/problem solve d. The customer representative prioritizes the scope based upon business need, value, cost, and risk. Agile projects often use a burndown chart to show the amount of work remaining. Encourage collaboration. What are the two favorable outcomes of fostering a high-performing project team? If they need help, they ask; if they need to learn, they learn. In addition to making the overall uncertainty more visible, calculations often show that the expected time is actually longer than the most likely time; if many things go very well on an activity, generally only a little time can be saved, but if many things go terribly wrong, a great deal of time can be lost. FORMAT displays formatting controls that apply to the current active view. The second column lists the person responsible for each topic on the agenda. These can all be easily displayed on a Gantt chart that is developed using scheduling software such as Microsoft Project. What are the 10 project management knowledge areas? Most shelters for women and children are temporary; the average stay is seven to twelve days. Once all proposals have been delivered and evaluated, the client company may elect to either award the project or enter into negotiations with one or more potential contractors. Appendix B: Agile Differences Covered The Agile project team members are also responsible to check for deviations regularly and should be capable of detecting aspects that violate the specifications. It serves as a good staff management plan and helps the project manager to promote teamwork and productivity. expertise of your core team, while partnering and networking with specialized organizations and experts where you build trusted alliances and long-term relationships. Moder, J. Therefore, if a project manager decides to organize the WBS by work function, extra care needs to be taken in establishing interfunctional communications. Commitment Sponsor Project Manager Lead User Core Team Member References A Guide to the Project. Wetter, and Frank T. We crash activities one day at a time. In addition to stage-ending approvals, frequently projects are measured at additional points such as selection, progress reporting, and benefits realization, as shown in Exhibit 1.1. 1-4 Understanding Project Management Institute (PMI); the Project Management Body of Knowledge (PMBOK Guide); methods of selecting and prioritizing projects, project goals and constraints; project success and failure; use of Microsoft Project success and failure coverage allows a professor to teach project management emphasizing an Agile approach, if desired. Chapter 9 Resource with one that has time for the assignment. More unique needs, more reliance on electronic means 5. . In short most projects have a combination of experienced and inexperienced resources. Similar to the WBS, the RBS provides a consistent framework for dividing the resources into small units for planning, estimating, and "Does the approval for a change need to be escalated to higher management?" Changes a project manager may need to recommend include reassigning activities so at least some work can get started, reordering activities so they may be accomplished sooner, borrowing or acquiring additional resources, reducing activities so they may be accomplished sooner. scope, and so on. Review Change Proposals 6. CONTENT PRINCIPLES Major Risks RISK OWNER System may not work properly Technical lead Define top defect and focus on it exclusively until fixed. Officially, a charter is drafted by either project manager or sponsor and then negotiated; however, as projects are often conducted in a more collaborative fashion, some organizations are assigning core team members early enough that they can help draft the charter. Describe the project success also includes other considerations. Task F is also scheduled to resume on Friday. The Agile method for defining scope is primarily applicable when the project scope is unclear or poorly defined. CASA DE PAZ DEVELOPMENT PROJECT accomplished and determined the first few they would accomplish during their first iteration). Ramamurthy, "Evaluating the Success in International Sourcing of Information Technology Projects: The Need for a Relational Client Vendor Approach," Project Management Journal 40 (3) (September 2009): 56-71. Likewise, one can find multiple sources of suppliers nationwide for all the hardware items such as windows, doors, drywall, doorknobs, and HVAC equipment. The project budget is The sum of work package cost estimates, contingency reserve, and management reserve.18 Cost planning, estimating, budgeting, establishing cost control, and using MS Project for project budgets are all included. We identify and help remove process bottlenecks, offer online collaborative project management. Contracts differ by type with regard to how the risk is distributed and how the project is performed. Manage Project Team All of these are techniques for managing project conflicts except: a. Calculate current project schedule and budget progress, and predict future progress, using earned value analysis. What are some examples of supporting detail pertaining to cost estimates? shown in Exhibit 8.9. These techniques are not mutually exclusive. In the Update Tasks dialog: a. An example of a vision and mission statement from Cincinnati Children s Hospital Medical Center is shown in Exhibit 2.3. 2-1c Strategic Objectives With the strategic analysis, mission, and vision in place, leaders turn to setting strategic objectives, which should be the means of achieving the mission and vision. As soon as the construction work is complete, the resources are assigned to new projects and the closeout phase is often managed by only a few people responsible for tying up any loose ends. Team operating principles that are especially useful are those that The key players of a project show their commitment to the project by signing the commitment section of the charter. Well-developed project charters, effective stakeholder management, and clear communications help the project manager make sensible trade-off decisions. The assignment Units and Work values for the "Remove Trees" task are shown in the Task Form View in the lower pane. Whatever the approach, project managers need to understand it and the impact it creates on their project. Schroeder, and Keyin W. In complex projects, the communications plan can form a major proportion of the project scope. This does not mean that other organizations cannot have a PMO. Both Tuesdays are up from Mondays, and both Thursdays are low, but day of week does not seem like the major source of variation. At a minimum, your professor will probably assign the charter, we will primarily discuss human resources. The budget is set at the people level and then the product is produced at the pace the team can maintain. Often, many organizations practice a lean approach for staffing and have few people from whom to choose. BEHAVIORAL OBJECTIVES: Secure customer feedback and acceptance of the project. Many active listening techniques are useful for this purpose, such as summarizing what was said asking the listener to restate what was conveyed, or asking for an example. In reality, some functions may have more workers than others, and some projects may have more team members than others. For the first aspect, power, a stakeholder who could order the project shut down or changed in a major way would be a 3, and a stakeholder who could not change the project much would be a 1. Describe the importance of the project closing activities and how to perform them. They are sometimes considered to be the elevator speech that a person would use if given a very short amount of time, such as a one-floor elevator ride, to describe their project. Agree on conflict-resolution goals. Second, as a practical matter, a project manager's reputation goes a long way for good or for bad. Among the stakeholders are clients who purchase homes, local law enforcement agencies, potential buyers, county leaders, contractors, subcontractors, local construction material suppliers, and the list goes on. Crawford, Lynn, Developing Organizational Project Management Journal (August 2006): 74 86. Choose the "Working Time radio button and modify the "From:" and "To:" values in the table 5. control procurements Exercises Find a story in your local newspaper about to start. These early estimates are often created during the project. As is the case with scheduling and budgeting, resourcing projects is a hands-on skill, and you should anticipate that the majority of resource questions you may see will be exercises, such as those given above. All Agile roles are more collaborative than confrontational. Data collection and determining project schedule used by D Zhang, He, and Peter C. On Agile projects, arguably the most essential role is the customer representative sometimes called the product owner. A little pre-work in initiating the project team, and a single way forward toward achieving the products and services of the project. Chapter 5 includes acquiring, developing, and leading the project team. The best known is A Guide to the Project schart without evaluating and analyzing them. Exhibit 2.1 depicts the steps in strategic planning and how portfolio management should be an integral part. Wikipedia, accessed May 28, 2010. One common strategy for handling this potential problem is to construct the best schedule possible and then manage the project very closely. Rubin, Developing Management Skills: What Great Managers Know and Do (Bostor McGraw-Hill, 2008): 307 318. Specifically, you are requested to develop templates and checklists to do the following: 493 Review and modify the change management plan Revise the quality assurance plan and incorporate new quality control tools and techniques Develop a communication (formal and informal) plan with details about frequency, intended receivers, and medium of communication CASA DE PAZ DEVELOPMENT PROJECT As with many development projects managed in a largely agile fashion, Casa de Paz has proceeded in unexpected ways. However, the schedule may become unrealistic if required resources are not available at key points in time. While there are often conflicting goals on projects, all stakeholders typically want useful deliverables on time and on budget. The WBS also is an important project team success factors are adequately accomplished, the last two are often realized. On some types of projects, the customers' wants and needs have been captured. List and describe several issues that pertain to each stage of the project life cycle. For example, a noncritical activity may be outsourced with a focus on minimizing cost but not necessarily receiving the fastest delivery. 88 Part 1 Organizing Projects EXHIBIT 3.27 UPDATED SUBURBAN PARK HOMES MILESTONE SCHEDULE PMP/CAPM Study Ideas Whether you are studying for the CAPM or PMP exam, you will likely see many questions pertaining to the order in which processes occur and deliverables are produced throughout the lifecycle of a project. A partially completed project communications matrix for the Modular courses program is shown in Exhibit 6.9. This identifies the information needs of the program team and the stakeholders. Howard, Dale, and Gary Chefetz What s New Study Guide Microsoft Project 2010 (New York: Chefetz LLC dba MSProjectExperts, 2010). 494 Part 4 Performing Projects team. For example, a person assigned primarily to one project may be available about six hours per day (or 75 percent of eight hours) for that project. This is a clear violation of the unity-of-command principle; however, it is necessary to enjoy the benefits of a matrix organization. A few of the other applications include: Athletic field HydroChill application, .com/, .com/watch?v=ZR-B68MBdJY, And the Beat Goes On Our flexible contracts for licensing the technology and for supporting further development allow us to continue our first love developing exciting new projects. Projects may not start until the budget is approved, but progress may also be slowed until enough revenue arrives to cover expenses. Formal performance assessments are often the primary responsibility of the manager toward people who directly report to him. Regardless of the negotiation size or complexity, the six-step process shown in Exhibit 5.14 can serve as a guide. Using the information for Exercise 8.9, input the data into MS Project. Potential projects are identified based on business needs such as capability enhancement, new business opportunities, contractual obligations, changes in strategic direction, innovative business ideas, replacing obsolete equipment, or adopting new technology. Exhibit 10.4 indicates that as more detailed estimating methods may be used. The culmination of the strategy phase is to obtain clear mandates to negotiate. Will they have time for our projects while they are working with other organizations? Those goals can be described both by scope and by quality. Therefore, we discuss these factors first and then explain who provides information needs to the project team and to whom the team needs to the project team and to whom the team needs to supply information. in an iteration. It is important for new project teams to learn together; otherwise, they risk repeating mistakes from previous projects. Provides coaching to the Project Leader on key strategies for successful planning, implementation, and sustainability of the project Leader on key strategies for successful planning. chapter, you should be able to: Describe what a project charter is and why it is critical to project success. The first major task in developing the project schedule is to identify the critical path, which is "the sequence of schedule activities determining the duration of the project. All of the following statements are true except: a. The charter is the primary deliverable of a prophase. However, many companies traditionally have been concerned with purchasing and procurement, where the goal was to obtain necessary goods and services at the lowest Copyright 2019 Cengage Learning. 13-6 Improving Project Supply Chains Project Supply Cha innovative use of partnering, third-party involvement, lean purchasing, sourcing, logistics, and information. In Agile projects, the customer representative role is so continuous and active that we show it as both an executive- and managerial-level role. Subsequent iterations are planned in a rolling wave fashion. Using the normal time for all activities, the project is expected to take 25 days. Chapter 5 Leading and Managing Project Teams 143 development. A team that invests as little as a couple of minutes of time can ensure that they have considered alternative approaches. Approve or Decline change requests Which quality control tool is a special type of vertical bar chart that is used to identify the primary (vital few) sources that are responsible for causing most of a problem's effects, often referred to as the 80/20 rule? COMMUNICATIONS: A PM displays good communications by listening and speaking well, advocating the project vision, maintaining enthusiasm, focusing attention on key issues, establishing order, working through conflict seeking support, and openly sharing. Management by objectives d. Project procurement personnel need to understand the differences between types of requests so they use the correct one. 114 Part 2 Leading Projects EXHIBIT 4.13 AGILE PROJECT LIFE CYCLE MODEL Incremental Implementation Project Requirements Envisioning Gathering Charter Sprint Sprint Sprint Develop Develop Develop Plan Replan Close Test Product backlog Plan Replan Close Test Plan Re based accounting), number of batches run, number of product variations, and amount of facility utilized. plan procurement management 451 b. An astute person will look for actions, decisions, symbols, and stories that guide behavior. If you were an executive, how would you justify your decision to use project management to the board of trustees? Trust is also needed as the client needs to commit to creating certain working output during each iteration. Needs more time 4. the project is called a. The next level is known unknowns, which are risks that can be identified as risk but the likelihood of them is not known. The contract should articulate clearly, without contradictory clauses, the legal aspects, technical requirements, and commercial terms. At the end of every two- to four-week iteration, a ceremony (meeting) called a retrospective is held to determine what worked well and what can be improved with an eye toward improving the current projects. The method of understanding risk relationships is to ask why a certain risk event may happen. An example is a contract that states the contractor will receive \$400,000 to supply all of the Copyright 2019 Cengage Learning. Then you and a small team will likely need to select one of the potential project cost. Topics include how to secure customer feedback and use it along with the team s experiences to create lessons learned for the organization; reassign workers and reward those participants who deserve recognition; celebrate success; perform a variety of closure activities; and provide ongoing support for the organization that is using the results of the project team members. This process can be visualized as shown in Exhibit 6.6, with managing on the left and monitoring on the right. The difficult part of calculating the first pass comes when an activity has more than one predecessor. This is displayed in Exhibit 10.10. Use rationale for the chosen structure. Chapter 4 Organizational Capability: Structure, Culture, and Roles Suburban Homes is considering various options to expand its operations while retaining its focus on managing resources effectively and efficiently to increase profits: Given the nature of its projects, Suburban Homes is considering various options to expand its operations while retaining its focus on managing resources effectively and efficiently to increase profits: Given the nature of its projects, Suburban Homes is considering either a project performance data for each task is demonstrated in the next steps. Project management is collaborative since there are many stakeholders to be satisfied and a team of workers with various skills and ideas who need to work together to plan and complete the project. Determine budget c. Further, historical data from Earned Value Management (EVM) of previously executed projects, which provide actual and realistic data, can improve accuracy of cost and time estimates of the current project, specifically for similar or identical WBS elements. The results of monitoring and controlling project work, schedule, budget, risks, or anything else can range from minor to major, depending on how close the actual progress is to the plan. 20. The problem was that creating a detailed estimate would generally take at least half a day. An expectation Copyright 2019 Cengage Learning. What is used to compare actual project spending with planned expenditures to determine if corrective action is needed? Dr. Kloppenborg has developed and delivered innovative corporate training, undergraduate, MBA, and Executive MBA classes in project management, leadership, teamwork, and quality improvement and he teaches PMP Prep classes. The old saying "What is in it for me?" describes what each stakeholder wants, and that is what the project team needs to understand. Project teams can often identify risks from each type of review shown in the exhibit. 342 Part 3 Planning Projects 10-3 Determine Budget Once the project costs have been estimated, it is time to establish the project team can develop a workable communications plan, use it, and improve it as the project progresses. These demonstrate the use of many of the techniques in a by-hand or spreadsheet fashion as well as using Microsoft Project 2016. What are some ways to build relationships with key stakeholders, as shown in Exhibit 6.2. Specifically identify each stakeholders, as shown in Exhibit 6.4. Recognize that some stakeholders, as shown in Exhibit 6.2. Specifically identify each stakeholders, as shown in Exhibit 6.2. Specifically identify each stakeholders may have an interest in multiple aspects of the project process or results. Reduce distractions. For a project manager to successfully help a team develop, he or she should be aware of how team members feel and what behaviors they frequently attempt at each stage. The scores from the aspects are added to form a total prioritization score. 14-5c Current and Future Impacts of Time and Cost Variance With the three sets of data, comparisons can be made between any two of the sets. What is a WBS dictionary used for? Project managers primarily deal with networks of people both within and outside their parent company. Kansas City had less construction than Denver. 8-8a Two-Pass Method The two-pass method is used to determine the amount of slack or float each activity has. 499 Copyright 2019 Cengage Learning. Contrast project managers and functional managers. a one-day delay to an activity with 0 total float d. This often adds risk to the project. Meet with customers to ensure their needs are addressed Prepare for the handover with warranty documentation. accessed January 13. 2017. Identify potential causes and then verify which cause(s) are contributing to the conflict. Responses are summarized and recirculated for further comments. Huston. Larry, and Nabil Sakkab. "Connect and Develop: Inside Procter & Gamble's New Model for Innovation." Harvard Business Review 84 (3) (March 2006): 58-66. It is helpful to keep in mind the ultimate goal while focusing on the many details of information, sometimes important, and exploring possible solutions. In a small organization, one particular person may often be the logical choice for certain types of work on a project. issues are not raised, and poor decisions are made. An example of a milestone schedule with acceptance criteria for a project converting to a centralized electronic record system for a major research hospital is shown in Exhibit 3.7. SIX STEPS IN CONSTRUCTING A MILESTONE SCHEDULE The most effective way to construct the milestone schedule with acceptance criteria is to use the six-step procedure described below. Reginato, Justin, and C. Keep in mind that we are continuing with the Suburban Parks Home project from the tutorial in Chapter 7 (if you have not completed that tutorial, this one will not make EXHIBIT 8.19 GANTT CHART EXAMPLE 0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 Determine new product features Acquire prototype materials Produce prototype Design marketing campaign Design graphics Conduct marketing reprint 2019 Cengage Learning. Encourage open communication. Each company has strengths and weaknesses compared to its competitors. However, it would be productive if you split an activity into two activities and then execute them in parallel, but with different resources. 452 Part 4 Performing Projects CASA DE PAZ DEVELOPMENT PROJECT Casa de Paz has multiple supply chain issues. If all the three constraints (cost, time, and scope) are fixed, it is unlikely that the project manager and the team will be successful in completing the project within time, on budget, and with the promised scope and acceptable quality. AGILE The team members in Agile projects are assigned fulltime as much as possible, so there are few subject matter expensive. Kloppenborg, Timothy J., Deborah Tesch, and Chris Manolis, Project Success and Executive Sponsor Behaviors: Empirical Life Cycle Stage Investigations Project management knowledge d. Describe a work breakdown structure (WBS) and its importance to project planning and control. Alternatively, the team members may use a bottom-up approach by brainstorming a list of both interim and final deliverables that they feel need to be created. Activities that need to be created after the final schedule is approved will add time and money to the project, perhaps driving it over budget and causing it to fall behind schedule. That said, we cover the various aspects of planning in distinct chapters to clarify what needs to be done in each. While these models appear to be somewhat different, they all strive to use facts to make logical decisions and to ensure that the results are as desired. Instead of shooting the messenger when there is bad news, reward the messenger if the message is delivered quickly enough to bring the projects EXHIBIT 2.6 COMPARISON OF PROJECTS, PROGRAMS, AND PORTFOLIOS Scope Defined scope Progressive elaboration Larger scope Significant benefits Organizational scope Changes with strategic goals Change is norm Change management Internal and external changes of program components Strategic changes, risk Resource allocation Success Scope quality, cost, time Customer satisfaction Needs and benefits of the program staff and PM Vision and leadership Portfolio staff Adopted from PMI, Standard for Program Management, 3rd ed. control limit, 408 tornado diagram, 373 total float, 262 Total Quality Management (TQM), 389 tradeoff decision making, 461 training needs, 160 transfer risk strategy, 374-375 transition plan, 503 trigger conditions, 368 Trinmar Limited, 498 trust, 116 Turner, J. none of the above 6. PMP/CAPM Study Ideas When it comes to studying for the CAPM or PMP exams, make sure you know the Project Management Code of Ethics & Professional Conduct (referenced on p. This should be used to work out a more detailed plan and communicate the project objectives, milestones, deliverables and timelines, as well as roles and responsibilities, with the project team. Maintain highly visible information registers. Is it important to choose a member from every impacted function of a project for the core team? 4-3 Answers vary. Assumptions Can you verify that each assumption is correct? They are easy to remember (one for each letter of the alphabet, plus one double), and the cartoon characters help to make the conversation fun. This impact can be something that poses a threat, which is "a condition or situation only and the cartoon characters help to make the conversation fun. This impact can be something that poses a threat, which is "a condition or situation on si use two or three criteria; others may use up to six. At this stage, the participants should be encouraged to imagine a perfect world without any constraints. A schedule of future Business Architecture and Technical sessions is being developed. frantic00/Shutterstock.com CORE OBJECTIVES: I have returned from a successful climb of Mount Aconcagua in Argentina; at 22,841 feet, it is the highest peak in the world outside of the Himalayas. This large feature, and copyright 2019 Cengage Learning. Members of IBB come from a variety of faith and social backgrounds, share a passion for social justice and the empowerment of people, and value community, cooperation, opportunity, and solidarity. also project team members; project teams co-located, 295 cross-functional, 295 global, 167 virtual, 166-167, 295-296 Teradata, 211 termination of projects for convenience of buyer, 501-503 for default, 501 mutual agreements, 501 Tetrault, Chris, 428 Texas Medical Center (TMC), 358-359 Texas Medical Center News, 359 third parties, 447 threat, 361 360-degree performance reviews, 108 time, 122 time and material (T&M) contracts, 440-441 time horizons, 467 time period, 297-299 time value of money, 341 to-complete performance index (TCPI), 480 tolerance vs. We also want to thank Charles McCormick, Jr., retired Senior Acquisitions Editor, for his extensive help and guidance on the first and second editions of Contemporary Project is the highest priority project for the company). It also allows for further board and working group development so the people side of the infrastructure will be able to communicate effectively and handle the increased demands when the building opens. Project management eventually emerged as a formal discipline to be studied and practiced. Members should prepare for these meetings with information required for review. that many speakers are not especially skilled in communications, so paying more attention to their message than their style of delivery also helps. An example from Colgate follows: Colgate follows general advice that can be applied in making this determination. End Estimate to complete ETC What do we now think the total project will cost? Our goal is to take discoveries in behavioral economics and apply them to management and business problems. If you have not already done so, Suburban Homes is requesting that you complete the WBS to several levels such that the lowest level represents work packages and activities. What type of contract is good to use if it is necessary for both parties to share the risk? High-level trend lines are provided, and links to individual charts are embedded within the dashboard itself. The key output of the scope planning process is an approved version of the scope baseline. The Midlands Company is eager to develop a project schedule. List the various elements of a charter and why each is used. Often, a few little things are not yet finished, and these can form a "punch list" of items to complete. AGILE On Agile projects, duration estimates improve with each iteration and as early iterations are completed. Other important criteria include the vendor's technical capability, reputation, and so on. Eskerod, Pernille, Martina Huemann, and Claudia Ringhofer, "Stakeholder Inclusiveness: Enriching Project Management Vith General Stakeholder Inclusive of helping the customer use the project's products effectively. Often, this is left to the project sponsors to iron out; especially for important project, stopped altogether, or continued as a lesser project or a further phase of the finishing project. It is amazing what seven people in an organization can do. It is known that some early projects were accomplished at great human and financial cost and that others took exceedingly long periods of time to complete. from a resource using the Resource Usage View. What might be an example of a lead you encounter when scheduling work activities? On the other hand, once the specified project can be finished on a faster and less-expensive basis, either party is in a better position of getting better operational rewards. If regular reports and meetings already exist within the parent organization that can serve for performance reporting vehicles for a project, they can Copyright 2019 Cengage Learning. Then the project team needs to determine the acceptance criteria for each deliverable. review and accept project deliverables d. Project management plan that describes how project communications will be planned, structured, and monitored" is the: a. If you are a project manager and have the choice of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approval, which would you do and why? An example of a project scale of forming your core team before or after charter approved.

successful conclusion, with all deliverables meeting specifications and pleasing customers. It provides feedback, thereby showing how the project's success is linked to the business objectives for which it was undertaken. accessed February 7, 2017. The other aspects can be analyzed in a similar fashion. Sole source is when only one vendor is available, but single source is when a decision is made to select a specific vendor. The part of this variation that is due to specific possible events taking place can be managed by risk management techniques, as discussed in Chapter 11. What would be your top three criteria, and what would be each criterion s relative weight? Part 2 Leading Projects The process of communicating with stakeholders and working with them to meet their expectations, address issues as they occur, and obtain their continued commitment to the success of . 3 2 2.1 2 Identify characteristics of targets 2.2, 3.1 1 Obtain approval of partners 2.3, 1.2, 3.4 1 Question set 3.1 Identify process group members 2 3.2 Develop question set 2.3 4 3.3 Prototype and validate question set 3.2 3 3.4 Add partners 3.1, 2.1 3 4 Pilot process 2.4 2 4.1 Schedule with target audience 4.2 2 4.4 Conduct pilot 4.3 2 4.5 Analyze results 4.4 2 279 IMMEDIATE PREDECESSOR DURATION IN DAYS A Evaluate freezers 2 B Chart temperatures 6 C Review service record 2 D Consult with HVAC engineer A, B, C 3 E Develop construction approval F, G, H 2 Using the information for Exercise 8.8, input the data into MS Project. Through storytelling, they collectively discover the process of project selection and prioritization and articulate a gauge of project success. Deming b. 6-2b Planning to Build Relationships with important stakeholders. Finally, after the project deliverables have been used for some time, an assessment should determine if the promised benefits are being realized. Activity 323 Question set 3.1 J dentify process group members 3.2 Develop question set 3.2 J Becky 3.4 Add partners 3.1, 2.1 3 Becky 4 Pilot process 2.4 2 Becky 3.4, 2.4 2 Clive 4.1 Schedule with target audience 4.2 Conduct beta test 4.3 Process feedback from target audience 4.2 2 Ann 4.4 Conduct pilot 4.3 2 Clive 4.5 Analyze results 4.4 2 Clive Using the data below, create the project schedule in MS Project. (Something that did not work before might now if the context is different.) If we did it the same, would it still work, or do we need to adapt it? Identifying these new risks is vital—and the sooner the better. The variety of industries, locations, and sizes of the project shelp the students to visualize both how universal project risk by openly identifying risks and opportunities, honestly evaluating each, developing avoidance strategies when practical and mitigation strategies when needed, and courageously recommending needed actions. Chapter 14: Determining Project Progress and Results Self-directed teams are largely empowered to decide what work to do and when to do it, consistent with the prioritizing of deliverables by the product owner. EV PV \$150,000. For example, delays in construction are common and expensive, and litigation related to design and construction is rising. Herrenkohl, Becoming a Team: Achieving a Goal (Mason, OH: Thomson South-Western, 2004): 9, 25. In this type of contract, the unit rate for each hour of labor or pound of material is set in the contract as it is practiced in a fixed-price contract. Linderman, Project Management Research 1 (1) (September 2008): 40 52. If people involved in the project are not reflective and not willing to invest a little time to capture and share their insights, the lessons are not captured. Quick Access Toolbar As with other Microsoft Office applications, this customizable area allows you to create shortcuts to regularly used commands. What marks the transition between the planning and executing project phases? In other words, the first activity can begin after zero days. Page Breaks: When possible, complete entire sections on the same page. PROJECT SUMMARY REPORT FOR PROJECT TASK OR ITEM DESCRIPTION SATISFACTORY UNSATISFACTORY UNSATISFACTORY UNSATISFACTORY COMMENTS A. LIMA AIRPORT PARTNERS Fraport-Bechtel-Cosapi Consortium won the international public tender for the concession of the JCIA. For each location there were between 5 and 20 people involved who all needed special information (depending on their role), thus multiplying the planned effort of communications choose other forms of organizations. In this deliverable-basis or design-basis mode, the project is divided into individual distinct components that ultimately comprise the project, such as hardware, software, physical structure, concrete foundation, or steel roof. Discussion Questions Why does the project team require a project scope statement prior to planning procurements? It also facilitates rolling wave planning. If the project manager responds defensively, the team members may not want to offer further suggestions. 6-6c Project Meeting Management Planning and conducting projects since many important decisions are made at meetings and much time of expensive project personnel is invested in meetings. Practice Standard for Project Estimating, 85. How does the organization like to communicate internally and ending points. What are the three "r" activities that take place near the end of a project, regarding team members and timing issues? If the project is secured, it is helpful to bring the workers onto the project as quickly as possible. Chapter 6 introduces methods for understanding and prioritizing various stakeholder demands and for building constructive relationships with stakeholders. project deliverables c. Who would you share these lessons with? On small projects, often the project manager or a core team member is responsible for most risk activities. WBS 1 Activity Immediate Predecessor Duration in Weeks Resource Operational definition 1.1 Research literature 1.2 Identify and define terms 1.1 3 Becky 1 Ann Copyright 2019 Cengage Learning. Just as when buying a car, a project manager needs to understand when to walk away. Armed with more specific knowledge of how long certain activities take, later iterations can be estimated more accurately. Vendor bid analysis is used to determine whether the price being asked by the vendors appears to be reasonable. 4.2 Develop Project Management Plan 9.3 Acquire Resources 9.1 Plan Resource Management RACI Team Charter PMBOK® GUIDE Topics: Acquire project team Manage project team Manage project team CHAPTER OUTPUTS Team charter Resource requirements Team assessments 9.2 Estimate Activity Resources Resource Requirements 9.4 Develop Team Team Assignments 9.6 Control Resources Team Assessments 9.5 Manage Team is as small as practical. By understanding what is included and what is not, the project team is more likely to accurately estimate cost, resource, and schedule needs and to understand and handle project risks. 3 Potential duplication of rules or conflicting rules that lead to different outcomes. His work has been published in schedule needs and to understand and handle project risks. Management Journal of Knowledge Management, Journal of Knowledge Management, Journal of Information and Knowledge Management Systems, and xxix Copyright 2019 Cengage Learning. The customer and the contractor often collaborate on the setup and use of several project control systems. EXHIBIT 1.1 PREDICTIVE OR PLAN-DRIVEN PROJECT LIFE CYCLE WITH MEASUREMENT POINTS Level of Effort Stage Selecting & Initiating Stage Ending Gates Other Selection Approvals Planning Charter Executing Kickoff Closing & Realizing Project Administrative Result Closure Progress Reports Benefits Measures Copyright 2019 Cengage Learning. On the right-hand side of the screen, click Project Information >> Advanced Properties. AGILE Collecting requirements is the same no matter what type of project approach you undertake; however, in more iterative projects, the documentation of the requirement is normally much less formal. It is the process of breaking down the project scope until it has been divided into manageable, discrete, and identifiable components requiring simple tasks to complete. 355 Consistent organizational strategy ensured Projects are submitted for budget consideration in the capital portfolio from throughout the utility s five-state operating area. You first need to create the project schedule, create resource assignments, assign costs to each resource, and assign resources to each task. Collectively, the earned value management terms give project managers insight for monitoring and controlling project cost and schedule. Wang, Xiaojin, and Lonnie Pacelli, Pull the Plug, PMNetwork 20 (6) (June 2006): 38-44. The organizational chart plays a central role in how the CIA approaches the analysis of stakeholders. AGJQ-2 days \$300 CDIL-3 days \$400 2. In this book, we first demonstrate concepts and techniques up or down. Using the simplified Suburban Park Homes project from Chapter 14, the following will demonstrate how to create a canned project report. 3-3 Answers vary. In addition to what is in the PMBOK Guide, know the quality tools on pages 469 474 of CPM and the product features. Communication is frequent and rapid on agile projects. Project managers can use the cash flow projections they have made to determine how much funding they expect to need to reach each milestone. J., and D. EXHIBIT 9.8 PARTIAL SCHEDULE AND RESOURCE HISTOGRAM EXAMPLE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Effective team leadership can lead to mutual trust, respect, and credibility among all parties. Petrick, Management Concepts, 2002): 46. Those people who work on the project should learn new skills and/or refine existing skills. Both alternatives were expensive, and neither looked very promising. The customers need to be able to use the outputs effectively as they do their work (meet quality goals). Only one group of users is normally in this meeting at a time, while the project manager and the technical workers are in the session for its duration. Click the Task Tab>>Bar Styles Group>>check Critical Tasks 2. On Agile projects, the scope definition starts with large chunks of work; for example, we want to be able to take credit card payments on a website. If the project as a project set the end of projects. Sustainability Learning Guide: Successful Partnerships, SLG successful partnerships, pdf, accessed April 24, 2017. The functional department head. Simple Language: So all readers understand your language easily, substitute short, actionoriented, easily understood words for long, unfamiliar, and unpronounceable words. Ad hoc analysis supplements these measures, particularly for tests that are run for discrete periods of time. In either case, a transition plan can ensure that all responsibilities are considered and all deliverables—whether complete or not—are handed over with appropriate documentation to the people who will use them. A straightforward presentation of each tool is demonstrated. Chapter 4 Organizational Capability: Structure, Culture, and Roles 125 EXHIBIT 4.21 A DOZEN PROJECT LEADERSHIP CHALLENGES General Project Leadership Provide situational and shared leadership Develop trust Manage and negotiate conflicts Manage political, social, cultural, and ethical issues Team Leadership Develop high-performing project teams Overcome team-building obstacles Facilitate team decision making Stakeholder Leadership Engage all stakeholders Influence stakeholders Influence stakeholder behavior Maintain effective multidirectional communications Deal with changes in the environment and within the project Source: Adapted from unpublished discussion of Project Management Executive Forum meeting, October 10, 2106, Cincinnati, OH. Programs and program management are of great importance, specifically for the government and large and multinational corporations. Retrospective meetings are held at the end of each iteration where the project team, scrum master, product owner, and possibly other key stakeholders openly share what worked well and what could work better by making a change of some sort. In projects, the use of creative tools such as metaphor and reflective conversations is becoming more common and makes a significant contribution to success and the learning experiences of those involved. CLASSIFYING BY INDUSTRY Projects can be classified in a variety of ways. At every iteration, the delivered product should be ready for use, if the customer would choose to do so. The product owner is the primary contact for all stakeholders and acts as a buffer between stakeholders and team members while the iteration is under way. It has participated in more than 1,000 projects in 67 countries, of which 80 have been airport projects. Missing criteria or new alternatives can be added and the decision revisited. One way to overcome this issue is for sponsors to sign the project charter only if lessons Copyright 2019 Cengage Learning. EXHIBIT 4.10 DMAIC MODEL Approval: to proceed Problem statement Fact gathering defined and facts collected Root causes identified Solution implemented and statistically proven Methods in place to maintain improvements Copyright 2019 Cengage Learning. Petrick, "Leadership in Project Life Cycles and Team Character Development," Project Management Journal 30 (2) (June 1999): 8-13. What is it all about? EV AC d. The resulting criteria with weights are shown in Exhibit 2.11 in the top row of the selection and prioritization matrix. Both types are necessary, and the project manager will have to manage a balance by developing or recruiting team members. As a small, independent individual, I developed and patented a polymer that solves this problem in many situations. Others take a carrot approach and Copyright 2019 Cengage Learning. While reward power is the preferred method, there are times when a person is not performing and a threat, or coercion, may be necessary. Preface While project managers today still need to use many techniques that have stood the test of several decades, they increasingly also must recognize the business need for a project, sort through multiple conflicting stakeholder demands. issue log 8. Fleming, John H., and Jim Asplund, Human Sigma (New York: Gallup Press, 2007). Taking all these issues into consideration, a project can be defined as a time-bound effort constrained by performance specifications, resources, and budget to create a unique product or service. If you are a contractor looking for project work, why might you decide not to pursue a particular project can be defined as a time-bound effort constrained by performance specifications, resources, and budget to create a unique product or service. costs of individual activities or work packages to establish an authorized cost baseline."11 To develop the budget, the project manager starts by aggregating all the costs. APPENDIX B Agile Differences Covered The points listed in this appendix are described in more depth in the chapters indicated. 9-5 Assign a Resource to Each Activity Once you have identified the people needed for the project, you will be able to easily get them if your project is a high priority for your organization or if you have already developed a reputation as a project manager with whom many people would like to work. The project team wants to understand what that demonstration will be at this early point so they can plan to achieve it. ADVANTAGES The advantages of the projectized organizational form are very differ- ent from the advantages of the functional form. Yet another method of identifying Copyright 2019 Cengage Learning. However, the list needs to be updated during the risk management planning to assess if all these assumptions are correct. To their surprise, upon further investigation, multiple opportunities developed: Product development staff working on separate projects had some idle time. At a minimum, identified risk must be investigated by the project manager so as to EXHIBIT 12.19 SUPPLIER SCORECARD Supplier Rating: Quarter 1, 2, 3 & 4 of 2012 General Tool Company Suppliers will be categorized into one of four tiers; A, B, C or D. Regardless of how easy or difficult it may be to define scope and despite industry-specific methods that may be to define scope and despite industry-specific methods that may be helpful in doing so, all project teams need to complete each part of this process. Dvir, Reinventing Project Management (Boston: Harvard Business School Press, 2007). The product development team performed a review to find potential resources. PMI has also established a second certification Certified Associate in Project Management (CAPM) that is geared toward junior people working on projects before they are eligible to become PMPs. PMI also has established six additional credentials plus multiple practice standards and extensions to the PMBOK Guide in areas such as program management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, Agile, risk, scheduling, resource estimating, work breakdown structures, earned value management, e (PMBOK®) 8 8 A Guide to the Project Management Body of Knowledge , known as PMBOK , consists of three introductory chapters 2, and 3 of this book; five processes. environmental considerations 3. The first step in project scope management is to mutually agree on what the project will deliver, or in the case of Agile, what we will focus on. In some organizations, the leadership team is also present for this meeting. 5-2.1.6 Establish team ground rules (team charter). Experienced and motivated team members are needed. Contracts are closed. Chapter 7 Scope Planning 237 EXHIBIT 7.19 WBS COLUMN INSERTED Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. EVALUATING PROJECTS BASED ON CRITERIA Now the leadership team evaluates each project on each criterion. Perform a qualitative assessment to prioritize risks. Yan, "An Empirical Study on Incentives of Strategic Partnering in China Views from Construction Companies," International Journal of Project Management 25 (2007): 241-249. One easy method is to end the file name of every document with six numbers representing year, year, month, and day, day. 428 Part 4 Performing Projects The cooling effect of HydroChill after watering can last two to three days. Below are a few choices: Copyright 2019 Cengage Learning. Laning, Strategic Leadership of Portfolio and Project Management (New York: Business Expert Press, 2012). Flow charts show clearly where a process starts and ends. You will see a new row (or rows if you added multiple) with the words in the Task Name field. For most organizations, this strategic alignment of objective setting occurs annually, but some organizations may review objectives and make minor revisions at three- or six-month intervals. In the stakeholder groups. Microsoft Project 2016 is used in eight chapters to illustrate how to automate various planning, scheduling, resourcing, budgeting, and controlling activities. Matrix c. Ultimately, they must be able to report the major risks to decision makers. Also be able to compute the enumeration method so you can more quickly answer what-if questions, such as what will happen if an activity now takes five days instead of eight. Help the project manager, sponsor, and team members commit to the spirit of the project 4. Members of the keiretsu are assured long-term relationships and are therefore expected to function as partners, providing technical expertise and stable quality production to the manufacturer. Finally, a strong matrix is one where the project managers have more power than functional managers. names; locations d. Baldrige National Quality Program, "Criteria for Performance Excellence," default/files/documents/baldrige/publications/Baldrige 20 20.pdf, accessed April 10, 2017. process b. Arranger Individualization 3. Embrace changing requirements, even late in the process. quality thresholds c. To use PERT, a project team starts by sequencing the activities into a network, as described in Section 8.6 earlier in this chapter. It should also include instructions for how the quality assurance and quality control will be handled. Click OK STEP 4: ENTER THE DURATION-BASED PERFORMANCE DATA Exhibit 14.21 shows a simplified Suburban Park Homes project schedule in the Gantt Chart View with resource assigned tasks A-F (Task IDs two through seven) and beginning and end milestones (Task IDs two through seven) and two through seven) and two through seven (Task IDs two through seven) and two through seven (Task IDs two through seven) and two through seven (Task IDs Part 2 Leading Projects 3. CHAPTER 15 Finishing the Benefits CHAPTER OBJECTIVES After completing this chapter, you should be terminated early and the process for terminating a project in normal completion time. Documentation often starts very tersely and becomes more complete as the deliverables are better understood.
 [®] MindTap Solution for your project Management Initiating Process Group Develop Project Charter 60-79 Planning Process Group Develop Project Management Plan 409-410
 Executing Process Group Monitoring & Controlling Process Group Direct and Manage Project Work 459-460 Manage Project Knowledge 192-193, 504-508 Monitor and Control Project Scope Management Plan Scope Management 211-212 Collect Requirements 212-216 Define Scope 300-501 Control Scope 475-476 Project Schedule Management 246 Define Activities 249-253 Sequence Activities 253-255 Estimate Activity Durations 255-258 Develop Schedule 259-267 Control Schedule 476-480 Project Cost Management Plan Costs 345, 476-480 Project Quality Management Plan Costs 345, 476-480 Project Quality Management Plan Resources Management Plan Management 290-295 Estimate Activity Resources 290 Aquire Resources 138-141 Develop Team 141-157 Management Plan Communications Management Plan Communicati Risk Management 360-366 Identify Risks 75, 366-368 Perform Qualitative Risk Analysis 75, 368-372 Perform Quantitative Risk Analysis 372-373 Plan Risk Responses 464-465 Monitor Risks 463-464 Project Procurement Management Plan Procurement Management 431-433, 438-441 Conduct Procurements 434-438 Control Procurments 441 Plan Stakeholder Engagement 184-186 Manage Stakeholder Engagement 187-188 Monitor Stakeholder Management Identify Stakeholders 75-77, 178-184
 Guide), 6th ed. The "project document that includes the identification, assessment, and classification of project ... Altwies, Diane, and Frank Reynolds, Achieve CAPM Exam Success: A Concise Study Guide and Desk Reference (Ft. Lauderdale, FL: J. Chapter 4 Organizational Capability: Structure, Culture, and Roles 123 EXHIBIT 4.18 PROJECT MANAGER COMMUNICATION CHANNELS Stakeholders Projects. The fifth step is deciding how to resolve the conflict. The trade-offs can also be within the project objectives and constraints of scope, quality, time, cost, other resources, and stakeholder satisfaction. Which of these is not a component of this type of Gantt chart? Project managers carefully monitor the critical path activities. Regardless of how early you bring a person on a project, it is helpful to keep communications open with the prospective team member and his or her boss so they understand when the person is needed. Chapter 3 describes how to construct each portion of a charter. Achua, Leadership: Theory, Application, Skill Development, 4th ed. Team members who are co-located, while learning more about the broader project issues, often do not keep up their discipline-specific competence as well. Reference Copyright 2019 Cengage Learning. The addition of a 100 percent available resource assigned results in 32 hours of activity work across the two-day duration activity, with each resource assignment work. Generate a Project Summary task row gives you another overview of the entire project in the top row of the Gantt Chart view Click File tab>>Options>>Advanced On the Advanced page, scroll to the Display options for this project section Click the checkbox for Show project summary row at the top of the Gantt Chart table! 3-7d Create a Milestone Schedule You will now create a milestone schedule that will capture significant deliverable completion dates and be viewable in your Gantt Chart view. Notice that Task E is marked complete Oliver and Liam report that no work was done on Task F. The team members in Agile projects are assigned full time as much as possible. Once the charter is complete, the project team can usually turn their attention to planning the details of the roject managers will then be able to determine possible courses of action. Many people report that if they have met another person. 24 Part 1 Organizing Projects While either of these credentials can open doors for you professionally. them should not be underestimated. Larger organizations will continue this effort with one or more levels of planning in which the overall objectives that are appropriate for each organizational level. For each major negative risk identified, an owner is assigned responsibility. However, when both the technical and behavioral aspects are addressed well, the project will have a much higher probability of achieving good results. Project team and what they need to know from the project team and what they need to share with the project team, along with the most effective methods and times for these communications to take place and who on the project team is responsible for each communication. In your own words, what is the difference between Manage Quality and Control Quality on a project? Knowing the tools and techniques of project management and even knowing the content of the PMBOK Guide is useful, but not enough to be a great project manager. This improves performance if it is done regularly, as timely and specific feedback is most effective. Kloppenborg 10-1 Plan Cost Management This chapter starts with estimating project costs. Tasks to Complete You are asked to obtain requirements from the client. 448 Part 4 Performing Projects 13-6f Information is also key to the success of project supply chain management to make decisions over a broad scope that crosses both functions and firms. REPORT offers a variety of customizable visual and print reports of project data That is not to say that the team produces no documentation, as it is important to have requirements, design, and other aspects of the software product documented to facilitate maintenance and support and in some cases to meet industry regulatory compliance requirements. If the project has been successful, team members often feel both excited about facing new challenges and sad about leaving a satisfying experience and good friends. GTC implemented Corrective Actions. This can entail designing more recyclable parts (even at a higher cost) into the product and adopting sustainable approaches for project execution that would reduce the project cost in the long run. Step 6 is actually a reminder to reach an agreement and then to document that agreement. In a nutshell, the WBS presents the entire scope of the project and serves as an excellent communication and integration tool. Reporting at this level occurs monthly to department leadership and three times a year to institutional leadership. First, executives determine which criterion is most important and give that a weight of 10. Weight the criteria. With the right resources, the right contracts, and the right relationships, we can make an international footprint as a leading project management training and consulting firm. Chapter 8 is the first scheduling chapter. In our example, it is calculated by \$200,000 \$400,000 50%. Ground rules are acceptable behaviors adopted by a project team to improve working relationships, effectiveness, and communication. Are any of the resources overloaded? Project managers need to present the facts of project progress and make recommendations for early termination if they feel it is warranted. Goodpasture, John C., Project Management the Agile Way: Making It Work in the Enterprise (Fort Lauderdale, FL: J. Use a simple method if it will suffice, and use more rigorous methods, if necessary. Kate has a passion for teaching, in both academic and corporate settings. Many minor decisions are made every day. Usually, the sponsor makes decisions regarding larger scope decisions, but the project manager and team still have many detailed scope decisions to make. Invitations/Adv./PR in timely manner 7. Clients realize that it is easy to rent, sell, and finance. Be prepared that you may see questions that ask you to calculate estimates to complete in different ways depending on whether the work to date is deemed to be representative of future work or not. This ensures all requirements tie end to end from the contract through project testing and customer acceptance. These changes might be items such as significant shifts in public policy or regulations, fundamental changes to the business model, unexpected weather events, and sc on. This is true even though "Produce prototypes" and "Design graphics" have earlier finish times, because "Conduct marketing" cannot be complete the remaining project work within the remaining budget. Facilitate and promote policy environments that enable the continued evolution of an open and trusted Internet. However, if project management methods and concepts help one to better plan and manage work, it does not really matter how the work is classified. This is an example of a. Agile teams have these seven desirable traits: Question everything Focus on innovation Fail their way to success Communicate thoughts and ideas Deliver value Change incrementally Connect with their purpose6 The Agile project team members are also responsible for regularly checking for deviations. Expedited costs occur when the project must be conducted faster than normal and overtime for workers and/or extra charges for rapid delivery from suppliers are necessary. A key role is the Product Owner who represents the business area and determines which activities (stories) go into each sprint. While only eight pages long, this code generally shows up multiple times on either test, thus providing a great deal of bang for your buck in terms of studying. Research has shown that this can be an effective method of expediting. These are known as a keiretsu. FINANCIAL MODELS FOR PROJECT SELECTION NET PRESENT VALUE (NPV) BENEFIT-COST RATIO (BCR) INTERNAL RATE OF RETURN (IRR) PAYBACK PERIOD (PP) Calculation PV revenue PV cost Cash flows Neutral Result NPV Ratio IRR Payback period Accepted length If used to screen projects outright NPV > Acceptable amount Ratio > Accep VALUE (NPV) Net present value (NPV) is the most widely accepted model and will be covered first. We will meet our comprehensive Global Colgate Quality Standards in the design, manufacturing, and distribution of our products as well as meet or exceed all government requirements and consumer expectations worldwide. The teams are selfgoverning, so they perform many of the planning and coordinating activities that a project manager would typically perform. Their progress toward achieving strategic business goals through the 286 Copyright 2019 Cengage Learning. Anantatmula, "International Projects Proposal Analysis: Risk Assessment Using Radial Maps," Project Management Journal (April 2011): 62-70. Chapter 3 Chartering Projects 83 EXHIBIT 3.19 SET PROJECT START DATE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Various methods of communication are proposed, depending on the purpose of the communication and the constraints within which the stakeholder engagement must take place. Depending on the number of resources available and the system being developed, the development and testing of these components may be arranged differently. Consider alternatives. This approach will require you to identify resources required for each lowest-level WBS activity. Then he can compare it with what the sponsor or customer wants. The question teams ask when trying to find this variation is: "How big of a change is big enough to count?" Control Chart Quality control charts are helpful in answering this question. calculate the Estimate to Complete (ETC) Which of the following formulas represents the schedule performance index (SPI)? A Human Resource Management plan, including role descriptions and staffing management plan 2. Therefore, many times, the simple set of operating principles is expanded into a broader set of ground rules. 1 Many project management plan 2. Therefore, many times, the simple set of operating principles is expanded into a broader set of ground rules. different on Agile projects; others are methods and behaviors that are emphasized more or in a different manner on Agile projects. A few major milestones are identified during project schedule planning. Exhibit 5.2 illustrates how one consulting company that has many projects acquires and on-boards resources. A wise project manager may purposefully recruit an assistant who excels in his area of weakness. Which of the three competitive advantages do you think companies are most willing to outsource for? The customer can also make the request. Broaden b. Too many teams have not achieved the expected success because team members were content with their individual performance. Another consideration is that each project was selected to support a specific business purpose and that purpose should help determine the relative importance of various stakeholders. An example follows. 480 Part 4 Performing Projects so far will not be repeated and our original plan is good for the remaining work, it is calculated by \$400,000 \$550,0000 \$550,000 \$550,000 \$550,000 \$550,000 \$550,000 over the budget in the end. Variance is often measured in quantitative terms, but qualitative measures cannot be EXHIBIT 14.2 PROJECT TRADE-OFF DECISIONS AT TATRO, INC. In areas in which a junior team member has specific knowledge, he or she should ensure that everyone understands the situation. While it is unrealistic to believe that the team can think of every single thing that could go wrong, the more comprehensive this section is, the more likely the team is to uncover problems before they occur and while there is time to easily deal with them. Closes project with Sponsor and ensures lessons learned are captured. Using the data below, construct a run chart to visualize how the number of customer complaints is changing over time. Often I have found myself under pressure to cast aside or shortcut project management practices that I have come to rely on. The lowest level is known as a work package. Note these six activities build upon each other and are overlapping. accessed February 7, 2017. earned value management (EVM) 10. Define activity is a project planning process that identifies and determines specific actions to develop and deliver the project. J. However, this requires tedious calculations and is greatly simplified by using software such as MS Project. iStock.com/wragg 9. CHAPTER 12 Chapter 12 begins with a discussion of how modern project quality con- cepts have evolved. Chapter 7 Scope Planning 9. EXHIBIT 11.8 PROJECT RISK REVIEWS TYPE OF REVIEW QUESTION Charter Is there clarity and common understanding in each section? If an early termination of his project seems likely, wha two avenues can a project manager explore to increase the likelihood of being able to continue the projects 3-1 What Is a Project Solution and paraphrase to ensure that he or she understands exactly what is meant. Chapter 3 Chartering Projects 93 CASA DE PAZ DEVELOPMENT PROJECT Questions for Students to Answer: 1. Also, for projects with few predecessor-successor relationships, manual scheduling Copyright 2019 Cengage Learning. One of the most recent and notable HydroChill projects is a complete par three golf course in the French Riviera town of Grimaud. IRR and BCRs have problems if used for choosing between mutually exclusive projects because they can favor smaller projects that create less total value for the firm but have high percentage returns. 14-5b How MS Project Recalculates the Schedule Based on Reported Actuals As actual data is entered into a task's Actual field, MS Project copies that data into the task's Scheduled field replacing the estimated values. 18 Part 1 Organizing Projects EXHIBIT 1.7 TRADITIONAL PROJECT ROLES EXECUTIVE ROLES MANAGERIAL ROLES ASSOCIATE ROLES Sponsor Project Management Office In a large organization, a person often fills only one of these roles; sometimes, more than one person fills a particular role. The experience also has the potential for joy if the project is a successful endeavor. Chapter 11 Project Risk Planning 361 EXHIBIT 11.2 SPECIFIC PROJECT STAKEHOLDER PRIORITIES IMPROVE KEEP Scope X Quality X Time Cost 3 month to save \$5,000 Want to save Contribution to Organization X Contribution to Society X Source: Adapted from Timothy J. Create an agenda for a kickoff meeting for your project. Quantity Total 120 hrs @ \$ 75/hr 9,000 Direct Labor Programmer Systems Analyst 40 hrs @ \$ 100/hr 4,000 Systems Architect 20 hrs @ \$ 120/hr 2,400 Other Direct Hardware 20,000 Software 8,400 Consultant Services 12,000 Indirect Costs (.6 * DL) 9,240 Total 65,040 Source: Kevin P. In a fixed-price contract, who assumes the greatest level of risk? critical path b. As long as the Air Force intends to fly aircraft, it will need to acquire engines. xxiv Preface risks for probability and impact, quantitatively analyzing risks if needed, and deciding how to respond to each risk with contingency plans for major risks. These categories and their relative weightings are published, communicated, and used throughout the organization. Verner, Why Did Your Project Fail? Click Project Tab>>Project Information 2. see project budgets budget at completion (BAC), 478 budget optimization, 354-355 Built Green Home at Suncadia, Washington, 35 burndown chart, 468 business case, 43, 66, 70-71 Butorac, Mark, 387 C capable vs. Organization culture plays an important role in sustaining and promoting efficiency. Chapter 10 Budgeting Projects Describe a few normal causes and special causes of variation on a project you have worked on. Delegating to two team members has the secondary benefit of their getting to know each other better and working well together for the rest of the project start with more questions than answers: Has this been done before? Snyder, Winona State University Tony Taylor, MidAmerica Nazarene University Rachana Thariani, Atos-Origin Jayashree Venkatraman, Microsoft Corporation Dawn Tolonen, Xavier University Rachana Thariani, Atos-Origin Jayashree Venkatraman, Microsoft Corporation Dawn Tolonen, Xavier University Rachana Thariani, Atos-Origin Jayashree Venkatraman, Microsoft Corporation Dawn Tolonen, Xavier University Rachana Thariani, Atos-Origin Jayashree Venkatraman, Microsoft Corporation Dawn Tolonen, Xavier University Rachana Thariani, Atos-Origin Jayashree Venkatraman, Microsoft Corporation Dawn Tolonen, Xavier University Rachana Thariani, Atos-Origin Jayashree Venkatraman Castellini Company Scott Wright, University of Wisconsin- Platteville And we especially want to thank our family members for their love and support: Bet, Nick, Jill, Andy, Cadence, and Ellie —Timothy J. external costs, 332-333 International Finance Corporation (IFC), 443 International Organization for Standardization (ISO), 390 Internet Society, 37 Copyright 2019 Cengage Learning. -or-sliding.html, accessed August 3, 2010. The activities that are on the critical path are identified by a triangle symbol. The teams are self-governing. a formal acknowledgment of the sponsor s commitment to the project b. Loucks, St. Edward's University Diane Lucas, Penn State University – DuBois Campus Clayton Maas, Davenport University S. Describe an Agile "stand-up" meeting. It won't be possible to meet with the program board every day, so weekly meetings, supplemented by short one-on-one stand-ups with the Vice Chancellor are planned. It works very well when everyone is co-located to facilitate verbal communications, but has been shown to work well in virtual teams or geographically dispersed teams as well. working software more than documentation. measure progress for the next 90-day cycle. If the scope is hard to define early in the project and/or when much change is expected, an Agile approach often works better. and unknown unknown you might encounter. If the project manager is not personally adept at using such software, the finance department representative might be included in the project team member or in SME capacity. Chapter 9: Resourcing Projects Agile techniques are often used when the client does not fully understand their needs at the project start, a rapid rate of scope change will probably occur on the project, and/or multiple short deliveries are possible. Inadequate capacity 6. 518 Part 4 Performing Projects CASA DE PAZ DEVELOPMENT PROJECT Since the primary Casa de Paz project vision is to enable Latinas and their children to be able to live independently and achieve success in work and school, it is critical for those women to take a very active role in running Casa de Paz. Third, Close Project or Phase is the very last step of a project. The risks will be assessed next. Source: Naomi J. Drive all outside agreements toward negotiated service level agreements. Third, the estimator needs to have experience with the methods and processes by which the project will be performed. Team members must develop a sense of ownership of the product and commitment to the team. AGILE Agile projects commonly use dummy tasks to summarize the work for future project iterations that have not yet been defined. To understand Agile, one needs to know both the methods and the mindset of Agile practice. This is covered in the section on sequencing activities. This tends to be a time of considerable work. Chapter 8 Scheduling Projects 283 Semester Project Instructions Take the WBS you have already developed. This focus can reduce risk because many details are handled as they arise However, Exhibit 10.5 shows that even at the end of project planning, a project manager may sometimes use a combination of cost estimating methods. David R. Many charters include additional sections. The company recently decided to centralize merchandizing, retail operations control, advertising, and sales planning for the enterprise. QUARTER MILE STONES TO INCH STONES When constructing the projects 4. It may be easy to construct this chart on a large work surface such as a whiteboard or flip chart. Crashing is speeding up the critical path, often by adding additional resources or employing existing resources for longer hours and/or more days per week. In the Task Name field, select the row below where you want the new row to be (after making your selection, holding the SHIFT key and selecting a different row will highlight all rows between the two selections and result in that number of blank rowselection. being inserted in the next step). This is comparable to deliverables with acceptance criteria for each milestone as just described. resource leveling d. Connectedness Harmony 4. Mentors the Project management process. One of the key responsibilities of a project management process. expectations. If she will personally build the wall, she also needs the skills to do so. It is amazing how many project teams simply agree with the first suggestion that someone makes. Rhonda Wendler, Texas Medical Center News I magine you are asked to plan for risks on two different projects. RBS is a very useful tool for developing a staff management plan. A WBS can be used as a pictorial representation of project deliverables. Most projects have multiple stakeholders with conflicting desires, and the increased focus created by establishing stakeholder management as a distinct process group reflects this. Eastern Mennonite University Peerasit Patanakul, Stevens Institute of Technology Paul Hudec, Milwaukee School of Engineering Linda Levi, Edmonds Community College Kenneth R. The use of project management has grown quite rapidly and is likely to continue growing Use the charter to guide joint decision making. Know the differences among functional, matrix, and project success. 221 / 7.4c WBS Formats 222 / 7.4d Work Packages 224 / 7.4e How to Construct a WBS 7.5 Establish Change Control Summary 239 Chapter Review Questions Discussion Questions Discussion Questions 239 240 241 Integrated Example Projects 241 Casa DE PAZ Development Project Semester Project Semest have an interest in the project. Monitor Communications d. action items need to be accomplished if we do this? PMP/CAPM Study Ideas While PMI absolutely recognizes the importance of the "soft skills" regarding management and communication, you shouldn't expect to see many—if any—questions directly from the lists in this chapter. You should now see all your critical tasks shown in red (as in Exhibit 8.23) STEP 6: UNDERSTAND THE NETWORK DIAGRAM VIEW The Network Diagram view shows all tasks, and milestones as shown in Exhibit 8.24. Therefore, the timing of cash inflow and outflow for a project is just as important as the amount of money required. The closeout report usually includes a summary status of the project that can be gleaned from progress reports. On other projects, where it is difficult to plan the later phases or parts in detail until results from the early parts of the project are known, change control is still used, but it is not enough. with your progress, yet not so detailed that you feel micromanaged. If not, either the work needs to be redone or the project can find and understand resource overallocation to help project managers determine solutions; however, most solutions cannot be automatically implemented. They did not have the discipline that we demonstrated to act on our earlier decision to curtail summit attempts after the agreed-to turnaround time or in severe weather. Identify the quality policy for a local company. Guidance from the steering team includes feedback during formal reviews as well as informal suggestions at other times. Every organization has an enormous, but largely untapped, potential for breakthrough improvements in productivity through leveraging how human nature drives business performance. The projects and the customer for external projects need to be very clear if the necessary funds exceed the limit of what is available Consistency Includer 1. Once the WBS is completely developed, please perform the following tasks. Regardless of whether your project is student or faculty generated, one of the first things you should do when assigned to a project is student or faculty generated. REIMBURSEMENT PROJECT SCOPE OVERVIEW This project will design, develop, and implement an online tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will provide employees with a selfservice tool to submit a request for tuition reimbursement system that will be a submit a request for tuition reimbursement system that will be a submit a request for tuition reimbursement system that will be a submit a request for tuition reimbursement system that will be a submit a submit a request for tuition reimbursement system. formally define roles of project executive sponsor, project leader, performance improvement consultant, core team member, and subject matter expert. It is hard for many core teams to distill this to the ideal three or four words, but keeping it concise helps the team develop a better understanding of what is Copyright 2019 Cengage Learning. Indent to create deliverables, interim deliverables, and work packages until your WBS resembles the outline shown in Exhibit 7.15. 7-2a Gather Stakeholders. Be sensitive to the political climate within your client's organization. Then the next iteration is planned. When brainstorming project communication plan considerations, what would you list under "purposes"? Practice Standard for Scheduling: 121. refreshments b. The phases. The project manager and the team often send their understanding of the project objectives and deliverables in advance to all the users so that they are better prepared to discuss their needs and provide clarifications. Equally, culture influences the motivation to look at what has been learned through the discovery process before the project starts. coverage of each chapter's essential concepts in a clean, concise format. What does the strategic analysis acronym SWOT stand for? At what stage of a project manager assures that the agenda is prepared and distributed ahead of time. PMBOK ® Guide Questions The process of meeting with customers and/ or key stakeholders to formalize acceptance of completed project deliverables is called . cost baseline b. need to keep workers busy during slow times d. Strengthen Internet Society leadership in Internet Society leaders communication. Even a junior team member is often expected to lead in certain situations. risk management d. In larger organizations, there may be steering teams at more than one level. 3,200 square-feet home with 4 bedrooms Granitee in bedrooms Granitee in bedrooms and 2.5 bathrooms and 2.5 bathrooms and 2.5 bathrooms for a steering teams at more than one level. kitchen countertops, GE appliances in the kitchen 3-car garage and external landscaping Ceilings in bedrooms Milestone Completion Date Stakeholder Judge Acceptance Criteria Approval of final drawing and all the options 2nd Client PM and the client to approve Land preparation, landscape, and foundation 15th January CM PM and CM approval External work completion and utilities hookup 3rd April CM PM and CM approval Internal and external finish work and painting 10th May CM PM and CM approval County clearance and Certificate of Occupancy 30th Ma CM County Inspectors and PM Financial settlement and handover of home 21st June PM, Client Design Specifications approval by PM and the client Copyright 2019 Cengage Learning. A contemporary and complete view of project success is shown in Exhibit 1.6. Many projects are fully successful in some ways but less successful in other aspects. It is preferred for a project team to develop a team charter to improve its performance by defining norms for common understanding and agreement, as shown in Exhibit 5.5. This chain of high-performing project team charter is shown in Exhibit 5.6. Remember, this is the ideal. The first part is an open and honest assessment of the organization s ability to perform projects. Hulett, David T., "Project Schedule Risk Assessment," Project Schedule Risk Assessment," Project Schedule Risk Assessment," Project Schedule Risk Assessment of the project Schedule Risk Assessment," Project Schedule Risk Assessment, "Project Schedule Risk Assessment," Project Risk Assessment, "Project Risk Assessment," Project Risk Assessment, "Project Risk Assessment," Project Risk Assessment, "Project Risk Assessment," Project Risk Assessment and by the cultural norms of the company. issues log 10. DISADVANTAGES That said, the functional form of organization can slow down communications when multiple functions need to have input. The team tells stakeholders that after discussion they understand the decision that was made is the best one for the project. durations As a project manager, which of the following situations would concern you the most? Source: Clive Enoch, PhD, PMP, PfMP. Also, on many large projects, subject matter experts (SMEs) may be added during the early stages. CPM helps with the application. This stated desire to be a good corporate citizen with a longterm view of the world can motivate efforts that achieve both economic return for shareholders. The active view can be changed in the View Shortcut buttons. Source: Brad Brezinski, Jim Stewart, Korey Bischoff, and Mark Butorac of General Tool Corporation. It takes time and resources to put together a good proposal, so it makes sense to increase the acceptance rate by developing a bid/no-bid decision strategy. Since the output of one process, noting inputs and outputs will help you identify what goes first or last. What is the earliest date a particular activity can start, and when will it end? procurement statement of work c. This early building of a coalition of supporters and engagement of opposition can help to positively shape the social and political context of the project. Ignoring all risks is not desirable because it almost warrants that the project has problems. The lowest level of the WBS is the "work package," which is small enough that it can be easily planned and overseen by one person. The remainder of this chapter and the other planning in an approved schedule and project plan that all stakeholders believe is reasonable.
 ® 9. Sequencing is performed at a high level for the entire project or for the product release (often three to six months). What is the difference between free float and total float? Cost variance (CV) c. The product owner must remain closely involved throughout the project. What is project management? 7-4a What Is the WBS? Both buyers and sellers administer contracts to make sure that the obligations set forth in the contract are met and to make sure neither party has any legal liability. We suggest that you never return to the questions you feel confident enough to answer without marking. provide consideration for them."8 A contract establishes a legal relationship between parties, and it is subject to remedy in the court system. Microsoft Project is utilized in eight chapters to demonstrate how to automate various project planning and control techniques. Crashing is simply adding resources to a task in order to shorten the time it takes to complete it. often the primary limitation to the schedule, but logical order may also be considered. On the other hand, teams on agile project typically employ co-located teams to manage rapid changes and increments. Once those are totaled, it is time to determine how much money is required for reserve funds. For example, a lightning strike could cause such a large power surge that it overwhelms the normal protectors and destroys some of the computers. Have a realistic time line, including buffers for all sorts of risks and additional stakeholder involvement wherever necessary. When I arrived back at the hotel early the next morning after settling the evening s bill, I saw the gift bag and finally opened the card. The first level, or project title level 2. PMI Lexicon of Project Search 2 consists of three chapters on 3.0, 2015 (Newtown Square, PA). In these circumstances, I ve had to keep reminding people what option was chosen for the project, and why, throughout its duration, sometimes years. 1-6b Part 2: Leading Projects Part 2 consists of three chapters on leadership aspects of projects. perform integrated change control d. 4 This co-location often results in enhanced project team identity as well as trust, collaboration, coordination, strong customer focus, and effective integrated change control d. 4 This co-location often results in enhanced project team identity as well as trust, collaboration, strong customer focus, and effective integrated change control d. 4 This co-location often results in enhanced project. It is a systematic approach of aligning multiple components of the program to achieve the program goals while optimizing the integrated cost, schedule, and effort required to execute the program. Since the customer is often the recipient of communications, he needs to know it, and what format will be most convenient. Casadepazcinci.org Why Is This Project So Important? Practice Standard for Project Estimating, 81. 115 / 4.4g What Is Needed for Agile to Be Successful? The default lead or lag value is zero days. It has clear starting and managing the effort and Copyright 2019 Cengage Learning. These approaches have been variously called iterative, incremental, adaptive, or change driven. The changes are then reflected in a revised plan. A vice president was assigned to make the HR transition happen. To be useful, three sets of schedule data must exist for comparison purposes. If Copyright 2019 Cengage Learning. Describe how to perform resource leveling. Many teams find that, because these are the what and why of the project, it is easier to work on them at the same time. For what five activities is the project steering team responsible? Therefore, you may or may not be involved in project steering team responsible? Therefore, you may or may not be involved in project steering team responsible? project being late because the workers who are volunteers are overloaded? One is to keep the right workers engaged until project completion. From this point forward, all risks, assumptions, and constraints are simply referred to as risks. It is useful for project managers to develop the ability to understand and speak effectively with various technical experts. These are used for establishing project control. First, most companies with well-developed project management systems insist that a project management systems insist that a project management systems and initiating to planning, for instance, is the approval of a charter. Step 4 Now, go back to the milestone column. FIRM-FIXED-PRICE (FFP) CONTRACT The firm-fixed-price contract is a contract in which the seller has to complete the job for the agreed-upon amount of money regardless of the actual cost incurred. Tell why you believe each is so critical, explain how they are related to each other, and give at least two specific suggestions for each. The budget is set at the people level and then the produced at the pace the team can produce. When a customer approaches Juan's response should be . Paul Kling, director project management and controls, Power Delivery Engineering, Duke Energy T he word determine in the context of "determine project progress and results" has multiple meanings. List as many project roles as you can, and identify what each one is responsible for in terms of the project. If EXHIBIT 12.17 SET FIRST TIME BASELINE Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. Members of the keiretsu can also have suppliers farther down the chain, making second- and even third-tier suppliers part of the coalition. Since some changes have far-reaching impacts, it is often wise to include people with diverse knowledge and skills on the chain, making second- and even third-tier suppliers part of the coalition. PROJECT SELECTION AND PRIORITIZATION MATRIX 10 5 Project A 8 3 50 5 Project B 50 Project C 16 10 109 25 106 15 80 10 67 3 15 1 32 10 5 2 7 SENSITIVITY ANALYSES Scoring models allow leadership teams to perform sensitiv- ity analyses that is, to examine what would happen to the decision if factors affecting it were to change. Determine in advance the minimum you need from the negotiation. Extracted data is formatted as a tabular data set with no row breaks Functional Proposed BA Should PO#1 2.4 The system shall allow for customization of reports to include filtering and displayed fields. Many tools and techniques, including the following, can be used in the seller selection decision process: Weighting system Independent estimates Screening system Expert judgment Proposal evaluation techniques The goal of selecting system Seller rating system Seller rating system Expert judgment Proposal evaluation techniques and a contract. Research Conference 2006 (Newtown Square, PA: Project Management Institute, 2006). Chapter 5 Leading and Managing Project Teams 157 One final method that project teams might use to make decisions is to vote. Presenting valuable decision-making data to the multiple resource and leadership groups required to support a project provides the critical linkage between the feedback of raw data and the ability to successfully control a single project or an entire multiyear portfolio. In agile (a change-driven approach), uncertainty is embraced. Other outputs are deliverables. ® Source: Rachana Thariani, PMP are prioritized, monitored for changing priorities, and how prioritized risk management activities will be planned and performed. Deliver value frequently. Stakeholders include people who: Work on the project Provide people or resources for the project Provide people or resources for the project Provide people who: Work on the project Provide people or resources for the project Provide people or resources for the project Provide people who: Work on the project Provide people or resources for the project Provide people stakeholders is to determine whether they are internal to the organization performing the project or external to it. Large apartment complexes require that you include pools, a gym, tennis courts, and parking facilities, in addition to other attractions that lure people to choose the complex as a residence. The process of breaking the WBS into smaller and smaller deliverables is called: a. Chapter 8 Scheduling Projects 251 EXHIBIT 8.3 WORK BREAKDOWN STRUCTURE WITH ACTIVITY LIST ADDED COLLEGE FUNDRAISER PROJECT 1. Identifying, collecting, managing, and presenting data that allow you to control critical aspects of your projects are fundamental elements of project success. Chapter 6 includes engaging stakeholders, managing communications, and running project meetings. People are more likely to attend a meeting if they are sure it will end on time. W. If the schedule or budget has changed by at least a previously agreed amount, changes should be formally recommended and managed through the integrated change control system to ensure that any impacts on other areas are considered. Chapter 2 Project Selection and Prioritization 3. A split (or combination) view is also available, providing two different types of data displays at once. Project selection and Prioritization 3. A split (or combination) view is also available, providing two different types of data displays at once. schedule. First, we are using our two workers for whichever activities are needed, so the 100 percent capacity of the resource really means two people working full-time (80 hours per week). and previously senior project manager at the Central Intelligence Agency 1-1 What Is a Project? As projects were scored and then ranked, the outcomes were not always predictable. If existing resources are not available or do not fit into the assignment, a requisition to hire new resources is completed, and the job is posted for recruitment. Engage all participants through empowerment, cooperation, and knowledge sharing. keep all the other facets of the project on schedule while the isolated problem is fixed. Many methods are available to assist in cost estimating, errors have a chance to balance out. Once it is determined to be complete, the team can ask if the deliverables at the lowest level need to be divided further for planning and control as described above. This section deals with the timing of assignment), securing the needed and desired team members (negotiation), and successfully adding them to the project team (onboarding). What distinguishes an Agile project team members (negotiation), and successfully adding them to the project team members (negotiation), and successfully adding them to the project team members (negotiation). cycle models? This will be used for control purposes as the project progresses. Although they can be printed, network diagrams in MS Project are best viewed on the computer as they can become quite large. Regardless of the negotiation size or complexity, the six-step process shown in Exhibit 3.16 can serve as a guide. Which of these documents is not included in the project scope baseline? Overall priority setting Project selection and prioritization Sponsor selection General guidance Encouragement EXHIBIT 4.14 TRADITIONAL PROJECT EXECUTIVE, MANAGERIAL, AND ASSOCIATE ROLES EXECUTIVE LEVEL MANAGERIAL LEVEL ASSOCIATE LEVEL Steering Team (ST) Functional Manager (FM) Core Team Member Sponsor Project Manager (PM) Subject Matter Expert (SME) Customer Scrum master Chief Projects Officer (CPO) Facilitator Copyright 2019 Cengage Learning. Less nonverbal clues, interest may wander 7. Another way of saying this is that you will work backward from the outcome you desire (a successful product soft) contained to the second and/or project). ensuring communications with key stakeholders d. Consider strategies for individuals as well as the group. Give examples of known knowns and known unknowns on your project. Coordination is the responsibility of project managers. Flexibility in procurement 4. A variation on this delegation strategy is to ask one or two team members to investigate and recommend a solution on which the team can decide at the next meeting. Major milestones are often identified while developing the project schedule. These are called unknown Copyright 2019 Cengage Learning. Known unknowns are events discovered during risk identification that may or may not occur. The existing team consisted of mostly technical talent (engineers, designers, and technicians). This is why organizational culture is so important. These learnings will be entered into a database for future reference to help all associates. Several tools are useful in identifying and scheduling people. 4-3 Project Life Cycles All projects go through a predictable pattern of activity, or project management life cycle. Short, powerful charters help all key participants to develop a common understanding of key project issues and components at a high level and then to formally commit to the project. This is especially true if most members of the project team are performing and one or two members are not. Ross Publishing, 2010). If an assumption turns out to be false, it becomes a risk. For example, salespeople can uncover opportunities through open discussions with existing and potential customers. First, it helps create a desire on the part of stakeholders to give positive support to the project—or at least refrain from disrupting the project. It also includes people and groups who might choose to influence the project in some way. CHAPTER 11 Chapter 11 starts with establishing a risk management plan. Trust teams to get things done. Project scope is the work performed to deliver the product, service, or result with the specific features and functions. 5-6 Communication Needs of Global and Virtual Teams As organizations, and even various parts of the world. This can become more complex when organizations have multiple levels of hierarchy within functional divisions and a chain of command must be followed. To clearly distinguish between the work processes of WBS development is covered as part of project scheduling in the next chapter. This

prepares her to act if necessary to get the project back on track. These costs are allocated among all of the projects and other organizational and internal work that benefit from these resources. Business process risks are due to higher ambiguity and uncertainty that compel us to focus on the short-term result and long-term haziness. It is more important to understand the intent of each portion and achieve it rather than worry about the exact format or names of individual portions. types; costs Recognition and rewards . quality metrics b. I believe that project using the questions from Exhibit 15.2 or other questions of your choice. Generally, people are available for work on a project less than 100 percent of their time for many reasons. What would your next course of action be? 190 Part 2 Leading Projects EXHIBIT 6.8 PROJECT COMMUNICATIONS PLAN CONSIDERATIONS PURPOSES STRUCTURES METHODS TIMING Authorization Existing organizational forms (reuse) Push methods: Project life cycle Direction setting Project close-out acceptance Project close-People Shared document repositories Routine time Risk Intranet Daily—member Issues Blog (repository) Weekly—core team Quality Bulletin boards Monthly—sponsor Change control Interactive methods: Approval of project outputs Telephone—teleconferencing Escalation Wikis Lessons learned VOIP/videoconferencing As needed—others Groupware resolution1 Project managers, in the course of planning, give direction to a project. Evaluate where the majority of your checks lie and use the most appropriate tool. The ideal situation for this input is when the team member helped participate in the project planning and is judged by how his or her work corresponds to the planned work. Flynn, "Effectiveness of Alliances Between Operating Companies and Engineering Companies," Project Management Journal 34 (3) (September 2003): 48-52. 9-9a Step 1: Defining Resources For a resource to be available to a project, it must first be described in MS Project's database. However, if there are major concerns and/or a long punch list, you may decide not to formally accept the house until certain things are complete. Subtasks are all the tasks that make up the deliverables (work packages) and are indented below their parent summary task. He has won several other awards for excellence in both research and teaching. The confusing part of calculating the second pass is when there is more than one successor. WBS dictionary A grid that links product requirements from their origins (e.g., business reason needed, stakeholder who requested them) to the deliverables that satisfy . This includes meeting the project requirements while not going over the cost and schedule agreements. Exhibit 9.1 lists situations where schedules are based more on activities or more on resources. It is estimated that 20 percent more clients will be served with the new system. Plan schedule 2. PMP/CAPM Study Ideas Keep in mind how resourcing a project ties in to the other project work you have completed so far. Chapter 3 Chartering Projects 69 3-4g Resource Estimates Remember that executives consider projects to be investments. (Hoboken, NJ: John Wiley & Sons, 2004): 150. Provide Suburban Homes with a detailed project cost. Pretend you are on the leadership team for a pharmaceutical company that is in a difficult financial situation due to patents that have expired on two of your most profitable drugs. Competitors in the business, public interest groups, voluntary organizations that promote environmental sustainability and, occasionally, a segment of end-users may oppose the project and its execution. Why is it so important to capture lessons learned in a knowledge database? PMI Standard for Program Management, 3rd ed. Obviously, if needed resources are late, the project can be delayed. Avoid Misunderstandings Since projects are often staffed by people from different functions and even different companies, there is a strong potential for misunderstandings. An example of a charter signature section is shown in Exhibit 3.15. Note that there very well could be multiple stakeholders and multiple methods of ensuring the project results are satisfactory. Customers have the sole responsibility of prioritizing their own needs, selecting a contractor to perform their project, and terminating a project that is not working. Chapter 10 Budgeting Projects 343 EXHIBIT 10.9 AGGREGATION OF PROJECT BUDGET WP 1221 WP 1222 WP 1231 WP 1232 WP 1233 WP 1241 (\$10,000) WP 1222 (\$10,000) WP 1222 (\$10,000) WP 1222 (\$10,000) WP 1232 (\$15,000) WP 1231 (\$45,000) WP 1231 \$20,000 \$15,000 \$10,00 represents tasks with no assigned resources. The problem is that synthetic turf systems generate extreme heat of 50 to 60 degrees above the ambient temperature on the surface, which is unpleasant and even dangerous. Stakeholders Interest in Project Primary: The client Suburban Homes County Officers Overall project cost, time, quality Overall project cost, time, quality, success criteria Adherence to the county standards Others: Contractors Suppliers Utility companies Timely payment of invoices Business expansion, profits Adherence to laws, business expansion Commitment Sponsor Department/Organization Signature Core Team Members Department/Organization Signature Copyright 2019 Cengage Learning. Customers must help plan and participate in a project management methods to help determine what to do, but they rarely have checklists that identify all the activities they need to accomplish. Describe types of project manager power and when each is appropriate. Knowledge can be defined as insights derived from information and experience. Next, we brought in over 100 HR professionals from around the company for a series of workshops. This aspect assumes importance due to increased diversity in workplaces that provides an opportunity to work with people from different cultures and countries. Large companies frequently have a project management office (PMO). You can show more columns on the Gantt chart to the right. S. To crash the project two days, what activities would be crashed, and what would it cost in total? Chandler, Dawne E., and Payson Hall, Improving Executive Sponsorship of Projects: A Holistic Approach, 2017, New York: Business Expert Press. One of the last parts in my training was to spend eight weeks at the Denver branch to get seasoned a little bit. Selected regional project managers were promoted and trained to be national project managers. Templates. Encourage participation. Wells, Independent Consultant, PMP, CAPM, who provided the PowerPoint presentations. We know we are over budget because the variation is negative (unfavorable): CV EV AC The two variances help us understand, in dollar terms, how poorly or well we are performing on cost and schedule. Ending Suggestions Do not underestimate either the CAPM or the PMP exam! The first-time pass rate typically is between 50 and 70 percent and that includes many people who have taken exam-prep courses. Change incrementally. A project is a new, time-bound effort that has a definite beginning and a definite ending with several related and/or interdependent tasks to create a unique product or service. Over time, these what we know based systems build a large volume of data that can be interrogated to provide relevant insights when you need them (hopefully proactively to avert a potential risk becoming an issue, rather than reactively when the issue has occurred). Some of the many advantages for establishing a project partnership are shown in Exhibit 13.9. Copyright 2019 Cengage Learning. We will also develop meeting agendas, minutes, issues logs, and meeting evaluations. A project can be either ahead or behind the planned budget. A dummy task is simply a Copyright 2019 Cengage Learning. Many teams expand upon these with more specific team ground rules. Many smaller projects consisted of building houses and starting businesses. When direct costs were a large percentage of total costs, this made sense. 9-8d Agile Project Planning AGILE The fundamental ideas behind agile project planning are to use a collaborative approach with the project team and other stakeholders heavily involved in planning; to recognize that while it may be difficult to scope the entire project at the outset, stakeholders do want to have a ballpark idea of total cost, schedule, and functionality before approving a project; and to understand that while uncontrolled change is bad too strenuous change control often means valid emergent stakeholder wishes are not met. 248 Part 3 Planning Projects EXHIBIT 8.1 AON FORMAT SCHEDULE EXAMPLE B A D C construction industry where delays such as rain and other weather-related issues often necessitate the acceleration of a project. They hired Adam Smith as their new project manager. The documentation in Agile of the requirement is normally much less formal. Project team, but also with and between various stakeholders. One will be a construction project suited to mostly traditional project planning and management. A resourcebased schedule that is technically brilliant, but has little acceptance from those who must do the work, has little value. Velocity is "the sum of the estimates of delivered (i.e., accepted) features per iteration ... measured in the same units as feature estimates, whether this is story points, days, ideal days, or hours that the team delivers."18 EXHIBIT 8.10 LEARNING CURVE TABLE ACTIVITY 60% 70% 80% 90% 1 100 100 100 2 60 70 80 90 4 36 49 64 81 8 21.6 34.3 51.2 72.9 Copyright 2019 Cengage Learning. Performed correctly, a strategic analysis can be very illuminating and can suggest direction for an organization. During the meeting, she got a team member to take minutes. Fundraising 6.1 POTENTIAL DONOR LIST 6.2 RELATIONSHIP BUILDING WITH POTENTIAL DONORS 6.3 EDUCATION OF POTENTIAL DONORS 6.3 EDUCATION OF POTENTIAL DONORS 6.3 EDUCATION SHIP BUILDING WITH DONORS 6.3 EDUCATION OF POTENTIAL DONORS 6.4 DONATIONS 6.5 FOLLOW-UP WITH DONORS 6.5 FOLLOW-UP WIT SME read the project charter and the minutes from the last couple of meetings before discussing the project with him. Deans of Faculty Protect against changes that could influence their power base. This allows the project team to focus on the near term without ignoring the longer term. Agile notes are included in many sections of this book. Resources have been assigned to each task and are denoted by the resource name in the right-side pane. Business Requirements Documents Functional Approved BA, Team, Sponsor, Stakeholders Must PO#1 2.2 The system shall allow a business analyst to filter reports based on various requirement attributes 1. Traditional project roles are shown in Exhibit 1.7. Copyright 2019 Cengage Learning. The project manager may work with the team to help ensure that everyone understands and accepts their respective roles. Several other techniques are broken down into progressively lower levels of detail. Exhibit 9.7 shows the responsibilities for our resource, who we call worker for the various activities. EV AC \$200,000. The deliverable-basis, or design-basis, is developed by looking at the project from the client's perspective and not from the client's perspective. Controlling Schedule and Costs Earned value management is "a disciplined, structured, objective, and quantitative method to integrate technical work scope, cost, and schedule objectives into a single cohesive contract baseline plan called a Performance Measurement Baseline for tracking contract performance." 3 Earned value allows a project team to understand the project's progress in terms of cost and schedule as well as to make predictions concerning the project's schedule and cost control until the project's conclusion. The Detail Gantt marks the critical path (red) and graphically displays free slack following each activity (how much the activity can be delayed before creating a new, longer critical path). Chapter 7 Scope Planning 213 project charter—particularly the "why" section that justifies the project. Give an example of something that is one but not the other. Proactively intervenes to promote team and project success based on teamwork and interactions. A project manager develops this understanding initially by realizing what project success in general is and then by understanding the specific priorities of the most important project stakeholders, as discussed in Chapter 6. The latter approach can save significant amounts of money over the life of a typical 30-year mortgage. Each method of structuring organizations has strengths and weaknesses. Essentially, this delay reduces peak demand and smoothens the period-to-period resource usage. For example, it may be rather simple to calculate the cubic feet of concrete that are required to pour a parking lot and, therefore, how much work is involved. Reprioritize as conditions change. Teach personal responsibility. Establish crisis plan 9. The team members in Agile projects are assigned full time and co-located as much as possible. In a case Copyright 2019 Cengage Learning. The first part of putting together a bid was to go the office where the requests for proposals, plans, specifications, and the like were stored. 182). This is explained in the check step of the PDCA model. Scope definition also is vital in preventing scope creep. Will they be working with competitors while they are servicing us? It was through the introduction of a new executive director to LADD and complete new leadership at the management level that an opportunity presented itself for new, cross-department collaboration, innovative methods to carry out established practices, and the ability to identify and draw on the strengths of the individual members of the team. In one project, Ford used digital conference rooms from eRoom to manage the formation of the auto industry e-marketplace Covisint. A few organizations use more complex models such as analytical hierarchy process (AHP) to compare projects, but since many more organizations keep things simple with variations of scoring models, that is what we will cover. As risks are addressed, they can be removed from the risk register because they no longer are of the same level of concern. In addition to building a new organization and strategy, Trinmar faced the difficult decision of whether to upgrade the existing rigs or invest in building new rigs. The pillars of PMI s Code of Ethics and Professional Conduct of responsibility, respect, fairness, and honesty should be very well accepted and valued. Use a conventional typeface, such as Arial, Times Roman, or Palatino. Teams share special challenges and seek guidance on issues blocking progress. organization chart An iterative planning technique where "the work to be accomplished in the near term is planned at a . Many specific questions such as the following can be answered by having a complete and workable schedule: When will the project be complete? An Agile project should start with a charter, as any other project should. What does RAM stand for, and what is its purpose? It is important to maintain balance between the extent of the reviews and the amount of useful information for identifying risks. One simple R&D model adapted from defense development projects is shown in Exhibit 4.11. What activities are typically included in a project kickoff meeting? In this model, the analyst calculates the percentage return expected on the project investment. Potential problems are proactively reported. James, and William M. Once the schedule is developed based upon this information, resource needs and availability and cash flow constraints often extend the proposed schedule, while imposed date constraints often suggest the need for schedule compression. Resource calendars are used to block out vacation days and other resource-specific nonworking days. 102 Part 2 Leading Projects Ensuring the culture would accept and support these changes was critical to success as change is not easy and resistance was anticipated. responsibility matrix The process "Estimate Activity Resources" and involves identification of the of resources required for each activity within a work package. They organize themselves and exhibit significant maturity. Even if a suggested risk does not prove to be important, it is preferable to keep it on the list. Collaborates with Sponsor to clarify expectations. The schedule can be computed with all of this information. Taylor, Hazel, Risk Management and Problem Resolution Strategies for IT Projects: Prescription and Practice, Project Strategies for IT Projects: Prescription an Cost Estimates 334 / 10.2c Methods of Estimating Costs 335 / 10.2d Project Cost Estimating Issues 10.3 Determining Costs 342 / 10.3b Analyzing Reserve Needs 10.3c Determining Costs 342 / and Guides Chapter Review Questions Discussion Questions Biscussion Questions Biscussion Questions Project Sol 350 PMBOK Guide Questions Exercises 342 / 345 10.5 Using MS Project For Project Budgets 345 10.5 and Guides CHAPTER 350 350 PMBOK Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guides Chapter Review Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 Using MS Project Budgets 345 10.5 and Guide Questions Exercises 342 / 345 10.5 and Guide Questions Exercises 345 / reserves and who controls each. Contrary to point 4, some people estimate pessimistically in order to look good when they bring their project baseline will be updated. xvi Contents 11.4 Plan Risk Responses 373 11.4a Strategies for Responding to Risks PMP/CAPM Study Ideas Summary 373 / 11.4b Risk Register Updates 377 378 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions Biscussion Questions Biscussion Questions Biscussion Questions and Guides Chapter Review Questions Discussion Question Questions Discussion Questions Discussion Questions 378 379 PMBOK Guide Questions Exercises 377 382 384 384 12 Project Quality Planning and Project Kickoff . Generally as project planning identifies more specifics, more detailed and accurate cost estimates can be made. Requirements traceability matrix like Exhibit 7.2 to understand customer desires 4. language c. Our commitment to quality is vital to all we do. Resource availability, specifically human resources, is a major constraint for projects. cost reimbursable c. ADFG is the critical path with an expected duration of 70 days, just as was determined with the two-pass method. and sponsor may have individual motives also. Tell why you wish to either accept or modify it. The single-family home will have the following features: Suburban Homes is in the business of constructing highquality homes at an affordable cost with luxury options to provide quality of life for families. First, some organizations use financial analysis as the primary means of determining which projects are selected, and management merely tempers this with informal inclusion of nonfinancial factors. A deliverable is any unique and verifiable product, result, or capability to perform a service that is produced to complete a process, phase, or project.9 One should remember that all these processes might not be required for all projects. Perhaps it is in all parties' best interest to finish the project as is and part as friends. If we won the bid, we would complete a detailed cost estimate to see if we were close. Johnson, A. They have already completed the scope statement, work breakdown structure, and schedule management plan. First, when an important issue—but not one that can be solved in the immediate meeting—is introduced, the project manager can add it to the open issues and not spend time on it in the EXHIBIT 6.12 PROJECT MEETING MINUTES TEMPLATE Project Team Date Time Resolved Issues New Issues New Issues Copyright 2019 Cengage Learning. reviewed b. The Product Our technology is applied to a field where components react and form a coating on the infill. Special thanks are also due to all the people whose feedback and suggestions have shaped this edition. React and form a coating on the infill. College Loretta Beavers, Southwest Virginia Community College Shari Bleure, Skyline Chili Neil Burgess, Albertus Magnus College John Cain, Viox Services Robert Clarkson, Davenport University Steve Creason, Metropolitan State University Steve Creason, Metropolitan Steve Creason, Metropolitan variations? Use the following steps to change a working day to nonworking in the Suburban Parks Home project, as shown in Exhibit 8.20. plan cost management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for that day 10. Endnotes PMI Lexicon of Project Management d. Deleting a row restores the default working hours for the default all stakeholders both in its company and the customer's company within the first week. ACTIVITY DAYS IMMEDIATE PREDECESSOR A 7 B B 2 - C 3 A D 5 A E 7 B F 3 C G 4 D H 6 E, F I 5 G, H Copyright 2019 Cengage Learning. If enough leveling can be done, the project can proceed as scheduled. 148 Part 2 Leading Projects how things work within the client's organization. activity resource estimate Jason, a project manager, is working with his team to estimate the total cost of developing a web-based CRM system. However, this investment option provides steady revenue flow. Academic Registrar (AR) Supportive Leading Competing day-to-day priorities—lack of leadership skills. Exposure Draft. Success! Key factors-Strong communication between all the players and a clear understanding of the customer expectations up front. Select Milestone from the list; click the Text Tab 1. Exhibit 10.9 shows how six work packages appear on a Gantt chart with the cost of each work package listed on a monthly basis. Waterworth, Christopher J. "Relearning the Learning Curve: A Review of the Derivation and Applications of Learning-Curve Theory," Project Management Journal 31 (1) (March 2000): 24-31. plan is a. Conduct procurements 3. 32 2.1 Strategic Planning Process 33 2.1a Strategic Analysis 33 / 2.1b Guiding Principles Objectives 36 / 2.1d Flow-Down Objectives 37 34 / 2.1c Strategic 2.2 Portfolio Management 37 2.2a Portfolios 38 / 2.2b Programs 39 / 2.2c Projects 42 / 2.2f Using a Cost-Benefit Analysis Model to Select Projects 42 / 2.2f Using a Scoring Model to Select Projects 45 / 2.2h Prioritizing Projects 48 / 2.2i Resourcing Projects 48 2.3 Securing Projects 49 2.3a Identify Potential Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent with PMI Standards and Guidesstein Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent with PMI Standards and Guidesstein Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent with PMI Standards and Guidesstein Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent with PMI Standards and Guidesstein Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary 52 52 Key Terms Consistent Via Project 51 PMP/CAPM Study Ideas Summary Chapter Review Questions Discussion Questions & 53 53 PMBOK Guide Questions Exercises 53 54 Integrated Example Projects 55 Casa DE PAZ Development Projects 55 Casa DE PAZ Dev criteria so the project is involved enough for you to benefit by using many of the techniques in this book, but small enough so you can do the work in a reasonable amount of time. Describe the activities you are using to build relationships with your stakeholders. What are the benefits of delegating a decision to one or two team members? CLASSIFYING BY APPLICATION For the purpose of this book, we will discuss many types of projects, such as those dealing with organizational change, guality and productivity improvement, research and development, information systems, and construction. Information systems, and construction. participate and to refine the team operating methods into ground rules if necessary. Put this description in the last row of the milestone column. 5-2f Establishing Project Team Ground Rules Project teams often create a brief set of operating principles in their charter as described in Chapter 3. ESTIMATES Estimate to complete (ETC) is the expected budget required to complete all the remaining project work. Project teams can pass through this capability-building cycle repeatedly as Copyright 2019 Cengage Learning. The old axiom is true: people tend to support the things they helped to create. A professor could use this text for a two-semester sequence that emphasizes both indepth behaviora and technical approaches. Archive the schedule for use as a template or "starter" file. The evaluation criteria developed during the plan procurement process should guide this regulated environment were developed during the plan procurement process should guide the schedule for use as a template or "starter" file. the Scrum approach was used, which represented a departure from the traditional waterfall approach. To achieve these purposes, Adam has considered the following: 1. If they are involved in a project status meetings and participate on project teams. The outputs of procurement planning also include documents and criteria Resources Little or no monies, supplies, or change in resources Requires moderate resources Requires significant and/or additional FTEs Multidisciplinary 1 disciplines involved/ impacted 2 3 disciplines involved/ impacted complexity; affects care delivery Very complex Technology Involvement No technology changes IS consult needed IS resources assigned Approval by immediate supervisor Executive-level approval Potential Risk Level Minimal impact on customer Moderate impact on customer Staff Commitment Involvement of 2 3 people for solution Small team needed to generate solutions Requires large team of multiple departments for improvement Communication plan or unit-based education across departments for improvement Communication plan; requires education across departments for improvement communication plan or unit-based education plan or unit-based e Requires at least a one-time follow-up check Improvement will be tracked Baseline and ongoing tracking of data No charter needed Complete a full project charter If the majority of your checks lie in this area: Source: TriHealth. One more type of relationship project managers like to understand is trigger conditions, or a "circumstance under which a risk strategy or risk action will be invoked."8 A trigger can be specific to an individual risk, such as when a key supplier stops returning phone calls, which may jeopardize their delivery of materials. 5-2.1.1 Understand stages of project team development. Plan for resolving resource overloads PROJECT M ANAGEM ENT IN ACTION Managing Software Development with Agile Methods and Scrum The Scrum process was described for use in agile software development by Ken Schwaber and Mike Beedle. Many quality tools have been development by Ken Schwaber and Mike Beedle. manager in a projectized structure may have complete, or very close to complete, power over the project team. One important principle with these role assignments is to try to help everyone feel valued. 458 Part 4 Performing Projects is progressing adequately and will yield the intended results in the end. "Factors That Affect Transaction Costs in Construction Projects," Journal of Construction Engineering and Management 139 (1) (January 1, 2013): 60-67. Earned value is used as a decision-making tool. Manage Stakeholder Engagement b. Second, one party cannot arbitrarily change it. A WBS component is a work element that is part of the WBS at any level. Actual Start: enter 12/5/17 b. This deliverable-based WBS division can be based on product, function, or physical location of the deliverable (Rad and Anantatmula, 2009). Once the project risks. technical skills; budget c. Additional suggestions for creating good estimates include the following: Ensure the WBS is complete. If your project is a must-do project, explain why. These characteristics, which are an elaborate expansion of the performing column in Exhibit 5.4, reflect the ideals toward which are an elaborate expansion of the performing column in Exhibit 5.4, reflect the ideals toward which are an elaborate expansion of the performing column in Exhibit 5.4, reflect the ideals toward which a project manager tries to guide his or her team. chapter on either a CAPM or PMP test. Exhibit 14.17 lists 11 questions and answers that introduce all of the earned value management terms. Once the critical path schedule is determined, staff management terms. Once the critical path schedule is determined, staff management terms. and handled. Stakeholders and your communications with them are highly subjective aspects of projects and more difficult to manage than some of the hard skills discussed in earlier chapters. Another trend is that with many organizations operating in a "lean" mode, resource limitations rather than just the logical order of activities are a major determinant of project schedules. How would you describe this project both in terms of budget and schedule? Any adjustments that may have a sizable impact must be processed through the project's integrated change control process. Hulett, "Project Schedule Risk Analysis: Monte Carlo Simulation or PERT?" PM Network 14 (2) (February 2000): 43-47. Sometimes, the core project team is assembled to write and approve the project charter. 475 Dmitry Kalinovsky/Shutterstock.com Chapter 14 Determining Project and product scope is the act of closely monitoring the project charter. Estimate time required to complete each work element by considering resource constraints. Each Sprint is frequently like a software development project in and of itself and includes planning, requirements analysis, design, coding, testing, documentation, and validation of deliverables. must be trained to identify talent, select project team members, and nurture their growth. For example, "Perform sales calls" cannot begin until all three preceding activities ("Produce prototypes," "Design graphics," and "Conduct Copyright 2019 Cengage Learning. E. Step 3 Next, describe the acceptance criteria for the final project deliverables (at the future state). Without this attribute, even the most knowledgeable and experienced will have difficulty avoiding failure. Planning ® define a project or a new phase by obtaining authorization establish the project scope, refine objectives, and define plans and actions to attain objectives 3. Chapter 7: Scope Planning Agile focuses more on the product than the process even when the customer does not know what they want. Design tables so they make sense when read independently of the text. Institutional leadership and other stakeholder groups. Who needs the projects to institutional leadership and other stakeholder groups. good decisions and successfully achieve organizational objectives? Some of the many things that need to take place for this vision to become a reality are board and working group structuring, fundraising, accountancy, promotion, website development, legal services, educational advocacy, and English as a Second Language (ESL) tutoring, among others. If some of the deliverables or documentation is not completed, the project manager may need to negotiate with the customer. Shelley, Arthur, KNOWledge SUCCESSion: Sustained Performance and Capability Growth Through Strategic Knowledge Projects (New York: Business Expert Press, 2016). The bad news is that they do need to work their way through. Actual dur: enter 3d b. The final step is to implement the chosen solution. as the a. wisc.edu/plan/3-2/what.html, accessed April 10, 2017. Once all the deliverables have been reported, the project team can update the risk register and issues log. One important caution on bottom-up estimating is to ensure that every item is included. The customer representative does much of what a sponsor (sometimes known as a product manager) who controls the budget. Semester Project Instructions This book is designed to give your professors the option to have you practice the concepts and techniques from each chapter on a real project. The structure is the way in which an organization divides its people into distinct tasks to achieve coordination among all these groups. What needs to be accomplished can be described as the product scope, all the characteristics that must be present in the actual project deliverables or as requirements, each of which is an attribute that needs to be present in order to satisfy a contract, client, or other stakeholder. EXHIBIT 3.2 PROJECT CHARTER DECISION MATRIX Project Name Date When an improvement, change, or new program is going to be implemented, it is important to first determine whether or not it is a project. The customer representative does much of what a sponsor might in traditional project look like? Soldavini, director, Corporate Marketing, Schawk, Inc. Remember, any proposed change to the project scope, quality, schedule, or budget needs to be processed through the integrated change control system described later in this chapter. The methods of allocating these costs have evolved in recent years thanks to activity-based costing, as described later in this chapter. journals Phone directories Sales personnel Trade shows Professional organizations and conferences Electronic search engines Published information by local, state, and federal governments 13-3b Approaches Used When Evaluating Prospective Suppliers Once potential contractors submit bids or proposals, the client company applies previously defined selection criteria to select one or more sellers who are qualified to perform the work and are acceptable as sellers. 201 Give an example of a time you have used push, pull, and interactive communication methods. 15-3 Close Project As stated in Chapter 1, closing a project entails finalizing all activities needed to finish the project. I also developed confidence that they would respect both my knowledge and my intellectual property. Often, a person might not feel that something is important enough to create a document or make a phone call, but he or she might ask the person sitting in the next desk or someone they pass in the hall. Click the Middle Tier Tab 3. The methods of developing deep understanding of customers and their needs vary extensively from one industry to another. These are all excellent methods to use on any project management discipline. Negotiation skills of the project management discipline are all excellent methods to use on any project. charter. The customer performs three of these tasks independently and the other four jointly with the project manager. The concession term is 30 years with an option for a 10-year extension. Ignoring unfinished work that is scheduled earlier than the Status Date is a risky practice. All of the other activities have been delayed a bit without violating. their constraints. Cengage Learning reserves the right to remove additional content at any time if subsequent rights restrictions require it. This is the ratio of the remaining work to the remaining budget and on our example is calculated as (\$750,000 \$200,000)/(\$750,000 \$400,000) = 157%. Revise the estimate if there is a major project change.17 Exhibit 8.7 is a continuation of the product upgrade example with the times estimated for individual activities. Summary A project is an organized set of work efforts undertaken to produce a unique output subject to limitations of time and resources such as materials, equipment, tools, and people. The customer must also state which dimension he is willing to sacrifice, by how much, and under what circumstances to receive better achievement of the other one. People are assigned to a long-standing team and they figure out how to get the work done. Warner, Paul, and Paul Cassar, "Putting Together a Work Breakdown Structure," in David I. 2-3b Determine Which Opportunities to Pursue Just assigned to a long-standing team and they figure out how to get the work done. all companies should decide which internal projects to select, as previously described in the methods for selecting projects, most contractor companies are best served by targeting the projects they wish to pursue. INDEXES Schedule performance index (SPI) is a schedule performance measure expressed as the ratio of earned value (EV) to planned value (PV). This flow is shown graphically in the inside back cover of this book to help you visualize it. We will use the two most common methods of estimating the remaining work. Classic rules of brainstorming apply—initially, the emphasis is on generating a long list of potential stakeholders in the first column of a EXHIBIT 6.1 EXAMPLES OF this book to help you visualize it. PROJECT STAKEHOLDERS INTERNAL EXTERNAL EXTERNAL Affected by Project Process Owner Sponsor Project Stockholders Suppliers Partners Creditors Government Agencies Special Interest Groups Neighbors Client Professional Groups Media Taxpayers Union Competitors Affected by Project Result Internal Customer Sponsor Users Client Public Special Interest Groups Copyright 2019 Cengage Learning. Contents Discussion Questions ® 418 PMBOK Guide Questions Exercises 418 419 Integrated Example Project Semester Project Seme Instructions Endnotes PART CHAPTER 4 420 420 Project Management in Action References xvii 421 423 424 Performing Projects are investments meant to help achieve organizational goals. Miller, Dennis P. The work within each group is planned and executed primarily by the team members with the project manager (scrum manager) removing roadblocks and coordinating between groups. As the chief operating officer (COO), my role is to be the go-to person for all business partners. Bechtel is a private construction company founded in 1898. Does he or she want to experience the joy of working on something new, travel, training, new coworkers, and so on? This is an ongoing process throughout the life of the project. Are there standard project management practices: Project and used to help improve other project teams. Anbari, "Business Process Best Practices: Project and policies? Also, this level is a valuable milestone at which lessons learned can be realized and used to help improve other project teams. Management or Six Sigma?" Proceedings, PM1 Research Conficts on projects are useful; other conflicts can be destructive. You will be given paper for notes and you may write as many formulas as you can remember before you start with ® 523 the questions. ASSIGNMENT COSTS The following data are used to compute each assignment work hours (calculated when the work assignment is made) Resource standard rate Resource overtime rate (only if modeling overtime) An assignment is made) Resource standard rate Resource overtime rate (only if modeling overtime) An assignment is made) Resource standard rate Resource overtime rate (only if modeling overtime) An assignment work hours (calculated when the work assignment is made) Resource standard rate Resource overtime rate (only if modeling overtime) An assignment work hours (calculated when the work assignment is made) Resource standard rate Resource overtime rate (only if modeling overtime) An assignment work hours (calculated when the work assignment work hours) assignment work hours (calculated when the work assignment work hours) assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the total number of assignment (calculated when the work assignment) as it is the t by the standard rate (cost) of that resource (e.g., \$50 an hour). Why is this useful? In fact, a good rule of thumb is to have somewhere between three and opportunities to exploit. Team members will be prepared with minutes from previous meeting, agenda, and project updates. Agile techniques and methods are considered much more often than even three years ago. Chapter 14 Determining Project results we promised on time and on budget." George, in his eagerness to please the customer, made a classic mistake. the resource in the Resource Sheet (View Tab>>Resources Sheet), as described in Chapter 9, or assigned later when costs are known. Identifying the end points first (Steps 1 and 2) helps project teams avoid the problem of sinking into too much detail too quickly. This is developing a real understanding of each other s needs. That is, try to determine how much effort the vendor may need to expend, and then add a fair profit margin to arrive at the price you believe the vendor should charge. 8-11 Using Microsoft Project for Critical Path Schedules, remember there are five major elements affecting project completion: logical order (or sequence) of project tasks, duration of each task, the number of resources available when needed to complete those tasks, imposed dates, and cash flow. Second, sometimes when a project is going as planned, a customer is so excited that he or she asks an innocent-sounding question: "Can the project output also do ... ?" The person performing the project work is often flattered and agrees without understanding the implications of making this change. Projects are the primary method that organizations use to reach their strategic goals. If it is not a must-do project, explain how it was selected. Despite the power of these scheduling systems, they do not make all of the decisions for a project. Project planning teams use project life cycle models because various types of projects have differing demands. Fast tracking almost always increases the risk to speed up the schedule. While either party (the sponsor or the project manager) can write the rough draft, more often than not, the project manager writes the draft charter. Do not be overly optimistic or pessimistic. He has authored over 100 publications, including 10 books, such as Strategic Leadership of Portfolio and Project Quality. Change Units to Months; Label to January; set Count to 1; set Size to 55 4. Which process group defines a new project or phase by obtaining authorization? Exhibits 8.5 and 8.6 illustrate sequencing activities with the simple example of upgrading a product. High-Level Reporting Structure and Management (Macro) At the highest level, individual team progress is displayed on a department-wide dashboard. As a project manager, you also need to plan for the amount of learning that may take place. A lag? The project manager wants to walk into that meeting with the most accurate and up-to-date status information as possible. Enter these WBS elements to your project as follows: 1. The outcome provides management with consistent and well-understood decision-making information. 10 Taken together, scope and quality are often called performance and should result in outputs that customers can be satisfied with as they use them to effectively do their job. using a checklist to perform quality control When would a predictive project life cycle be the preferred approach? Boldface, underlines, and all caps are best for major headings. Does senior leadership establish a strong leadership foundation? At virtually every first on-site visit, someone unexpected played a vital role (relevant for interdependency of activities, e.g., schedule, cost, resources, communication, risks, basically the whole range of Copyright 2019 Cengage Learning. Unhappy stakeholders are a sign of project failure. NEEDS Program Board (Vice Chancellor) Direction, strategy, budget, authorizations Deans of Faculty STAKEHOLDER METHODS TIMING Status—progress and SH positions Scheduled board meetings, circulated minutes, one-on-ones with Vice Chancellor Weekly and as needed Daily 15-min. Ask them what they think! Exhibit 15.2 is a simple form for asking project customers for their opinions. 14-2d Implement Risk Responses Implement risk responses is the process where when a risk event occurs or is quite likely to occur soon, the person assigned to that risk executes the strategy identified in EXHIBIT 14.5 RISK EVENT RESOLUTION STRATEGIES RISKS WITHIN PROJECT CONTROL RISKS PARTIALLY WITHIN PROJECT CONTROL Understand and control WBS Establish limits to customer expectations Understanding project from client's perspective Actively monitor project environment Closely manage all project changes Use honesty in managing client expectations Understand willingness or reluctance of stakeholders to agree to changes Document all change requests Work with client to reprioritize cost, schedule, scope, and/or quality Increase overtime to stay on schedule Carefully escalate problems Isolate problems and reschedule other activities Build team commitment and enthusiasm RISKS OUTSIDE PROJECT CONTROL Research challenging issues early Source: Adapted from Hazel Taylor, "Risk Management and Problem Resolution Strategies for IT Projects: Prescription and Practice," Project that the team learns from Hazel Taylor, "Risk Management Journal 37 (5) (December 2006): 55–60. These lessons need to be compared to the emerging requirements for the project that the team learns from Hazel Taylor, "Risk Management Journal 37 (5) (December 2006): 55–60. methods such as gathering requirements, meeting with customers, brainstorming risks, and holding design reviews. 10 hours A critical path activity has float during the planning process. 5-5 Managing Project Conflicts Projects create unique outputs, work with diverse stakeholders, are represented by team members from various functions and even different companies, and frequently operate in a matrix environment. The team uncovers assumptions, brainstorms alternative approaches, and often develops rolling wave plans so the results of early work will give the information needed to create good plans for later work. If the project manager feels bullied into making a change, it is not a free choice. The company accounts for this success due to the use of the agile process, Scrum, and thorough Copyright 2019 Cengage Learning. This commitment is rooted in our continued growth and success. Conflict over approaches is valued, but personal conflict is discouraged. Prepared for this edition by Joyce D. What are three types of project communications timing schedules? The inside front cover of Contemporary Project Management, Fourth Edition (CPM4e) shows the exact pages in which each PMBOK process is covered. Describe two ways a project manager can resolve resource overloads. If the work is composed of a single deliverable that is well understood, it is clear how the deliverable will be judged for quality and completeness, and the assigned workers have proven credentials, then the work package may not have to be too detailed. Describe two methods that can be used to evaluate potential suppliers. Traditional projects use distributed work teams and more specialists and adopt a process-oriented approach. Crashing the following activity chains would save time and cost extra money as follows: 6. Report back to me for approval if you need to spend more."). They all need to remember that the key project stakeholders determine the trade-offs for better results in achieving project outcomes. In the end, each step of the process will lead the agency to achieve its vision of propelling the inclusion and success of people with disabilities forward with a positive impact throughout the community. For example, consider a project that calls for building a four-bedroom house of 2,800 square feet. xiv Contents Exercises ® 278 PMBOK Guide Questions 280 Integrated Example Projects that calls for building a four-bedroom house of 2,800 square feet. 281 Casa DE PAZ Development Project Semester Project Instructions 283 Project Management in Action References Endnotes CHAPTER 281 283 284 285 9 Resourcing Projects .
PURPOSE COLUMN The first column in Exhibit 6.8 instructs a project team to consider the purpose for each communication. Second, they must complete their joint work responsibilities with teammates on time, on budget, and according to the plan. For example, the first activity name is "Determine new product features." The estimated duration for this activity is five days. Lessons learned How? Barclay, Corlane, Knowledge Management Practices in IT Projects: An Exploratory Assessment of the State of Affairs in the Caribbean, Proceedings, Project Management Institute Research and Education Conference 2010. Timothy Kloppenborg This is an example of the five feature as developed by the Promotion and Community Relations Working Group. Risks, such as the project deliverable not actually working properly, may even appear near the project conclusion. The project so she can be more assured of delivering good results. Identify how much it would cost for each day you crash the schedule. Supplier viability is the likelihood that the supplier will be around to fulfill the promises it makes. The categories shown in Exhibits 11.5, 11.6, and 11.7 and/or project stages can be a good starting point in this information gathering. Chapter 4: Organizational Capability: Structure, Culture, and Roles Practice servant leadership acting as a good starting point in this information gathering. guides and coaches. Both made sense where they were used. These characteristics include appreciation for project management; formal recognition for projec on continual learning; knowledge management practices that are tied to individual and organization learning; and provision of appropriate rewards and recognition. Exhibit 4.16 shows a list of seven tasks a customer can do before and during a project to enhance the probability of success. @ocio/@oitpp/documents/content/prod01_002082.pdf, accessed March 6, 2013. The project delivers what the customers need. Many companies have now embraced the agile methods to reduce development risk. Ibid. Other projects may have both routine and unique aspects, for example, building a house; such projects can be termed process oriented Closs, and M. Frequently, the project manager and sponsor start thinking about this even before they recruit the first team members. Chapter 6 Stakeholder Analysis and Communication between the project stakeholders? The business strategy is to use the best construction technologies and practices to enhance productivity and increase profits, while offering cost-effective and best-value homes for all its customers simultaneously. The second information table lists each activity along with the normal time and cost (the expected time and cost if this activity is not crashed), the crash cost and time (the fastest the activity could be accomplished and the total cost incurred if it is crashed), and the crash cost per unit of time (in this example, per day). Step 2 is for the project manager to understand the bottom line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.23 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.24 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.24 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.24 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.24 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.25 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.25 SUBURBAN PARK HOMES MILESTONE SCHEDULE Source: Microsoft production line. 85 86 Part 1 Organizing Projects EXHIBIT 3.25 SUBURBAN PARK HOMES MILESTONE SCHEDULE SOURCE SCHEDULE SOURCE SCHEDULE SOURCE SCHEDULE SOURCE SCHEDU screenshots reprinted with permission from Microsoft Corporation. change control is very important The two traditional project management associate-level roles are different in each of the . Please focus on the positive aspects that would help other teams in the future and you would like to see done again (+) and on things that could be changed/improved upon in the future (Δ). Managing and leading people are the most challenging aspects of a managing a project team. An example of a template for the milestone schedule and acceptance criteria for a Six Sigma project team. An example of a template for the milestone schedule and acceptance criteria for a Six Sigma project team. CRITERIA TEMPLATE Current Situation Define Problem in operational terms Customers and metrics identified Project schedule and assignments Measure Causal relationships defined Data gathering procedures approved Sufficient data gathered Analyze Potential variables identified; Root causes statistically proven Improve Problem resolution ideas thered Solution evaluated and confirmed Solution implemented Control Future State Standards, procedures, training in place Copyright 2019 Cengage Learning. Smith, Eastern University Kimberlee D. Project managers need to understand the other roles and relate effectively to them, regardless of whether their project is being conducted using traditional, Agile, or hybrid approach. The variations these pose will be explored in Chapter 4. The simplest way to estimate future performance is to predict that the past performance is performance is performance is performance is performance in the past performance in the past performance is performance in the past performance in the p priorities of the project's most important stakeholders can be summarized in a table such as Exhibit 11.2. In general, the unspoken expectations from the project team are to complete the project management experience on six continents in construction, information systems, research and development, and quality improvement projects with Agile because requirements continents in construction, information systems, research and development, and quality improvement projects with Agile because requirements and research and the construction is such a project with Agile because requirements and research and r and scope emerge gradually. The team estimates a date when they expect to complete each milestone. This project will incorporate a workflow process that will do the following: Move the request to the appropriate personnel for approval. However, in larger organizations and in situations where outside resources may be hired, identifying potential people becomes a bigger issue. Key Increase visibility and power of AR. State will provide closure and decisions regarding requirements and system accordination of relevant business activities within the supply chain. Now, however, we also know that path ABCG is expected to take 60 days (10 fewer than the critical path), and path ADEG is expected to take 50 days (20 fewer than the critical path). 7-6a Set Up a WBS in MS Project Setting up a WBS in MS Project Settin Exhibit 9.18: 1. The organization should then develop its guiding principles such as mission and vision statements. 364 Part 3 Planning Projects 4. COST-PLUS-AWARD-FEE (CPAF) CONTRACT The cost-plus-award-fee contract that involves payments to the seller for all allowed costs incurred for completed work, plus an award fee based on satisfying certain subjective performance objectives. Initially, I chose a large multinational based in Europe to partner with on the next step in commercializing SAPTURF. Some of the team members may want to participate in the project performance yet may resist committing fully. 5-2.1.5 Build both individual and team capability. The project scope tends to be the least well defined at the project outset and becomes increasingly well defined throughout project planning. Using PERT, which activity duration do you use in your plan? One person in the organization can serve as process owner with responsibility to continue to improve that particular work process regardless of what project it is performed on. Chapter 3 Chartering Projects You are part of a student team that has volunteered to host an alumni event at a recently reopened museum in the downtown part of your city. Schedule variance (SV) b. Note: This action sets all future projects you may start in MS Project to Auto Scheduled. As people share their stories, the focus of the process now shifts to dreaming of a perfect, desirable state for the stakeholders. Finally, the division basis for Grounds is again a product-basis division basis for Grounds is again. By contrast, contingency reserve is money assigned to the project and allocated for identified risks for which contingent responses are developed. A work breakdown structure (WBS) is like the outline of the project. management reserve The "methodology that combines scope, schedule, and resource measurements to assess project." Most students take multiple classes per term. What are two common causes of scope creep? One strategy to gain benefits of fast tracking while attempting to control risk is to use a combination of alternate dependencies with time leads and lags to only partially overlap activities, as described in Chapter 8. Nonrecurring costs are those that happen only once during a project, such as developing a design that, once approved, guides the project team. With their preference for verbal communications, agile methods. Chapter 1 Introduction to Project Management 11 ® The 10 knowledge areas, paraphrased from the PMBOK Guide, are as follows: 1. A common difficulty is that the project's customer may not pay for the work until it is completed—often months after project bills were supposed to be paid. 264 Part 3 Planning Projects EXHIBIT 8.15 ENUMERATION METHOD EXAMPLE SCHEDULE Path ABCG ADEG Total Duration 60 50 identified, and the total duration for each is calculated. operations, 6-7 potential, identifying, 42-43 prioritizing, 48 resourcing, 48-49 schedules, 22 securing, 49-51 selection methods for, 43 subprojects, 39-42 success and failure, defining, 15-16 types of, 16-17 project associate-level roles, 20 543 project budget, 328-355 cost control, 345 definition of, 22 determine budget, 342-344 estimate cost, 330-341 MS Project title, 65 purposes of, 63 ratifying, 79 project charter benefits of, 63 constructing, 70-78 decision matrix, 64 definition of, 20-21, 62-63 elements in, 65-70 information systems enhancement, 93-96 needs of, 64 project title, 65 purposes of, 63 ratifying, 79 project classifications application, 17 industry, 16 size, 17 timing of project scope clarity, 17 project closeout checklist, 502 project completion, 498-515 close project conflicts managing, 161-167 negotiation, 164-166 resolution process and styles, 163-164 sources of, 162-163 styles of handling, 164 project control, types of, 461-462 project cost flow chart, estimating, 471 project sofficer, 121 customer, 18, 119-120 leadership team, 18 project management office, 121 sponsor, 18, 117-118 steering team, 18, 116-117 projectized organization, 104-105 project kickoff, 410-413 meeting activities, 411-413 preconditions, 411 project leadership, 123-124 challenges, 125 roles at TriHealth, 132-133 project kickoff, 410-413 meeting activities, 411-413 project leadership, 123-124 challenges, 125 roles at TriHealth, 132-133 project kickoff, 410-413 meeting activities, 411-413 project kickoff, 410-413 meeting activities, 410-413 meeting a tools, 150-151 Copyright 2019 Cengage Learning. various stakeholders. Chapter 14 Determining Project Progress and Results 495 EXHIBIT 14.27 EXAMPLE MEASURE USED BY TEAMS FOR ONGOING MONITORING Primary Aim 2: Fast Track Average Length of Stay 3.5 Average LOS in Hours 3.0 2.5 2.0 Prototype Test 1.5 1.0 Baseline Period Near Final Design Degradation Final Design 0.5 11/14/09 n=181 11/28/09 n=395 12/12/09 n=365 1/9/10 n=463 2/20/10 n=463 8/21/10 n=384 9/4/10 n=492 9/18/10 n=509 10/2/10 n=408 10/16/10 n=442 10/30/10 n=400 11/13/10 n=452 11/27/10 n=374 12/11/10 n=477 6/25/11 n=688 2/19/11 n=636 3/19/11 n=636 3/19/11 n=536 4/30/11 n=529 5/14/11 n=529 5/14/11 n=528 6/11/11 n=477 6/25/11 n=688 2/19/11 n=548 2/19/11 n=54 n=498 7/9/11 n=479 7/23/11 n=460 8/6/11 n=490 8/20/11 n=503 0.0 Week Ending Average LOS in Hours Center Line-Median Source: James M. Kloppenborg, Timothy J., and Joseph A. No resources are assigned to the task yet, but a cost and duration estimate are assigned, allowing the project manager to factor this task into project estimates. make sure all environmental preconditions agreed upon had been properly set up. In addition to EVM, you can expect at least a few questions pertaining to the Integrated Change Control process. Why is each important? They may also negotiate the contractual terms, schedule, specific personnel to be assigned to work on the contract, quality standards, reporting mechanisms, and various other items. Second, often end-users may not fully understand what they want because they do not know what alternatives may be available. The executives in charge of selecting projects need to ensure overall organizational priorities are understood, communicated, and accepted. Estimate to complete (ETC-first method) f. project? First, there may be multiple users, and each may have different wants and needs. 150 Part 2 Leading Projects can be set for the more experienced person to mentor the junior person. Chapter 3 Chartering Projects 67 EXHIBIT 3.4 MILESTONE SCHEDULE EXAMPLE MILESTONE DATE WHO JUDGES ACCEPTANCE 1. Design: What should be? Carries out project activities as assigned; produces deliverables. Complete the schedule to maximize its future usefulness. Communications to stakeholders are necessary to help them make good decisions (by understanding options and risks), assure them of adequate understanding and project progress, enable them to fully commit to the project deliverables. This encourages the emergence of EXHIBIT 9.22 SCRUM APPROACH TO NEW PRODUCT DEVELOPMENT PROJECTS Prioritized Backlog Sprints 5-20 Day Cycle with Daily SCRUM Sessions Integration & QA Testing Incremental Product Source: Adapted from Ken Schwaber and Mike Beedle, Agile Software Development with SCRUM (Prentice Hall, Upper Saddle River, NJ 2001). Depending on the complexity and size of their projects and organizational norms, some project managers can proceed directly to definitive cost estimates at this point. Further, it is often during the quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize the significant costs associated with heightened quality planning process that the customer comes to realize Journal (December/January 2017): 111. attribute, 408 variance analysis, 475 variation, 396-397 causes of, 339-340 velocity, 258 vendor bid analysis, 340 vintage aircraft shipping project, 401 virtual team, 166-167, 295-296 vision, 34-35 voice of the customer (VOC), 214 volume curve and project costs, 332 W walk through, 500 waterfall, 8 WBS. Some organizations have a stick approach and link recording of quality lessons learned to performance reviews or project sign-offs. Click the OK button is clicked) 11. STRUCTURES COLUMN The second column suggests that when an organization has adequate existing communication structures, it should use them! There is no need to reinvent every document and, indeed, it would be confusing and costly to do so. If a team member needs help, he will ask; if he needs to learn, he learns. 214 Part 3 Planning Projects projects projects projects assess the organization s ability to perform projects assess the organization s ability to perform projects projects assess the organization s ability to perform projects assesses the organization s ability to perform projects assesses the organization s ability to perform projects assesses assesses as a set of the perform project as a set of the perform. and then identify, select, prioritize, resource, and govern a portfolio of projects and other work that they believe will help the organization achieve its strategic goals, they are performing portfolio management. Verify all time estimations with the people doing the work. One of the first decisions is how to organize the second level of the WBS. Contemporary Project Management, Fourth Edition 2019 2015 Timothy J. Risks discovered late in a project can prove to be very expensive. In supply chain management, what are some other names for the seller? What is the best way for an organization to prioritize among selected projects? Endnotes Adapted from dictionary/determine and accessed May 18, 2013. The negotiation process is based on the project manager and the other party attempting in good faith to reach a solution. Therefore, the next two activities can each start after five days.
 Study Aids in Contemporary Project Management, Fourth Edition (CPM4e)
 Inside front cover spreadsheet showing PMBOK Guide 6e processes and major outputs (color coded by process groups, and processes Partial flowchart of chapter at start of chapter All terms defined in chapters consistent with both PMBOK Guide 6e and the latest versions of 15 more in-depth PMI standards, practice guides, and extensions at the end of each chapter Glossary of terms consistent with PMBOK Guide 6e and PMI standards, practice guides, and extensions ® ® R General Guidance ® You need to read through the PMBOK Guide 6e very carefully every single page. These extra helpers are often called subject matter experts (SMEs) since they are usually needed for their specific expertise. situations, but if the scope is hard to define early in the project and/or when much change is expected, an Agile approach often works better. With experience and good planning, the project manager can judiciously add dummy tasks that will serve both the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager can judiciously add dummy tasks that will serve be the project manager available to be painted at the same time, and fewer than six painters were available, progress would be slower. 3-4b Scope Overview and business case sections are the high-level what and why of the project. Describe characteristics of a highperforming project team; assess your individual and team capability; and describe how your team can improve. For a construction project, the house is the deliverable, and how-to instructeliverables. The major components in a contract document generally include the following: Statement of work Schedule baseline Period of performance Roles and responsibility Pricing Payment terms Place of delivery Limitation of liability Incentives Penalties 13-4 Contract Types Different types of contracts can be used as tools in planning acquisitions specified in the make-or-buy decision. doc/@os/ accessed February 7, 2017. In the final risk management process, the project team members then may describe in more depth what each believes the expected project benefits are and/or what problems the project is attempting to overcome. Involve HR and legal department to evaluate all changes that may impact lecturers. executed work contract d. Command Focus 4. A project manager who Copyright 2019 Cengage Learning. The project manager can commit resources and respond to changes, conflicts, and project needs quickly. The schools all had preferred local partners for electricity (dedicated electricity (dedicated electricity (dedicated electricity), and network equipment, ideally dry 205 and ventilated and cool, usually a small moist place with no air flow at all like a broom closet of the Harry Potter type in Privet Drive). (Hoboken, NJ: John Wiley & Sons, 2004): 145-147. Describe how to use project documents to help a team progress through the stages of development. While more complex methods of determining criteria weights and project evaluations have been used in the past, many firms now use the simple methods described here for determining criteria weights. To make it easier for your practice, the project team chose the following five features of the project: Website Location/building Partnerships/sponsors Communication methods Joint venture (between university and Casa de Paz) Now, for each feature, what details do you believe need to be accomplished to create the features? More advanced behavioral objectives are also included in some chapters for project management. The WBS, schedule, and other project management tools each help to focus the team in explicit ways. These criteria can be for schedule, cost, and/or performance. 282 Part 3 Planning Projects Website Location/Building Partnerships Sponsors Communication Materials Joint Ventures Key Contact Zoning/Building Permits St. Bernard Church LOGO SM Insurance Bellarmine Chapel March Visit to Chicago Casa de Paz Sign Su Casa St. Leo's Church Update site St. Carlos Church St. Susana Church Our Savior (PJ) Expand Donation Options Remodeling (Security and Safety) Update Bathrooms Example: Room Sponsorship Basement Laundry Corporations(Duke Energy, GE, PG, etc.) YWCA WHW Painting Santa Maria Carpet on stairs Immigrant Women Locks (doors and windows) Security Cameras Post Progress Updates (Pictures) Construction Crews Professionals

Phoenix group Health and Education Providers Brochures University interns Local Hispanic Organizations Social Media CFJ/students Employment opportunities Press Release (C. Describe a possible imbalance between a project work is performing the work as defined in various components of the project management plan, including approved changes with an intent to accomplish project objectives. The most common types of fixed-price economic-price (FFP), fixed-price-incentive-fee (FPIFD), and fixed-price-economic-price-adjustment (FP-EPA). How confident are you with each choice? Exhibit 1.4 shows the general flow of when each process occurs during a project if one reads the chart from left to right. Sequencing decisions are usually made with the input of the project stakeholders. Step 1 The first task is to briefly describe (in three or four words) the current situation that requires the project and place this description in the first row of the milestone column. In your opinion, what is the greatest obstacle to using fact-based decision making? Since F cannot be crashed any further, a line is drawn through it. project. Contractor companies need to identify potential project opportunities, determine what they will do to ensure they will do to ensure they have identified and organized all the project work so they can use it as the basis of all other planning activities and then as the basis for executing and controlling the project work. Exhibit 2.15 shows the same four projects and choices of project Copyright 2019 Cengage Learning. Development and Component stage is broken down into multiple components that may be developed independently. When the scope changes, the project cost and/or schedule also need to change. This consideration of alternatives not only often yields a better approach, but it also often results in better commitment because more people's ideas were considered. The project may be critical in nature and may require a signoff by senior stakeholders in the organization who may not be easily available. 534 Appendix C: Answers to Selected Exercises Chapter 9 9-3 Duration Activity(ies) Crashed Incremental Crash Cost 41 F 150 150 40 C 200 350 39 G 250 850 37 A&C 350 1200 36 E 400 1600 42 (normal) Chapter 10 cumulative costs for the entire project are \$7970. BUY-IN AND COMMITMENT: It is helpful when directors attend projects for execution. Sometimes, the buyer faces unexpected difficulties or changing priorities. Projects are planned with assumptions based upon the best information available to the project team, but many things can change during the course of a project. You will be expected to know these in a great deal of detail, including inputs and outputs of each stage; into which process group and knowledge area each of the 49 individual processes fit; and how these processes interact with one another. Because people from different functions now report to the same project manager, traditional department barriers are reduced. They also want to use your knowledge of project control, progress reports including earned value analysis the importance of communications, and change control. This promotes organizational learning as well as achieving the project's goals at a lower cost. Enter project deliverable and work package elements. Determine the few key points where quality needs to be verified. Remaining dur: enter 3d 4. Try to develop an understanding of the estimator's experience along with their optimistic cor pessimistic tendencies and try to encourage balance in estimates. Most teams include no more dependencies than necessary since more dependencies give the projects on time and within the budget and delivering its products to the customer s satisfaction. work breakdown structure (WBS) d Most of the same work still needs to be accomplished in organizations using Agile methods. 11 Provider 13 Reg/Complince 2 Dashboard In Progress Dashboard quarters (18 months) as can be seen in Exhibit 2.5. Priority and timing of business need determine which quarter(s) the project s Character, Project S Chara each individual project s forecasted impact in five critical strategic areas: financial, reliability, customers, regulatory, and system operationship with customers) is to directly ask customers. The critical chain method is an alternate scheduling technique that modifies project schedule by taking resource constraints into account. Know the difference! Resource leveling postpones certain noncritical activities so a resource is not overloaded, but this often requires more time to complete the project. Most project organizations prefer an accuracy level of no more than plus or minus 10 to 15 percent, and some requires more time to complete the project. considerably better, such as plus or minus 5 percent. In other matrix organizations, the project managers report directly to the person in charge. The Challenges Running a business with a number of external partners has its challenges. Identify what you have done to manage and control stakeholder engagement and how you know the current level of satisfaction that your stakeholders feel. Using the stakeholders are and the importance of each set of each set of stakeholders. It is imperative to keep track of both critical and near-critical paths when compressing a schedule. By including the primary business the organization wishes to engage. In recent years, the topic of supply chain management has evolved into a systematic approach for managing all material, service, monetary, and information flows across supply chain partners. The word temporary is used to denote project duration; however, it does not mean that project duration; however, it does not mean that project duration; however, it does not mean that project duration is short; in fact, it can range from a few weeks to several years. Lindsay, Management for Quality and Performance (Mason, OH: Cengage Learning, 2015): 6-8. In both the resource- and time-constrained projects, project scope is often not compromised. R., and V. accessed March 5, 2013. However, a project manager must remember that negotiates with has their own set of issues and goals. Rather, if the project must change, the sponsor needs to consider herself or himself to be a partner with the project team in determining how to accomplish the change. They include ensuring that the company s steering team: Identifies potential projects to be implemented Prioritizes effectively within that set Ensures enough resources (people, money and other resources) are available to perform the projects Selects appropriate project sponsors and teams Charters the projects ensures that each individual serving on a project: Receives the training he or she needs Captures lessons learned from projects Uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards when appropriate 4-6 Traditional Projects uses templates and standards and standards uses templates and stemplates and standards uses templates and standards uses facilitator. Since most projects have multiple stakeholders, this ability to connect at many levels is vital to team development. The leadership team that will select and prioritize projects needs to understand the nature of the projects they are considering. Weekly charts are used to minimize the noise of day-to-day variance, and teams monitor these over time. These issues are introduced here, and the management of teams with these compositions is discussed in Chapter 5. One person is assigned responsibility for each risk. Under what conditions can a project be terminated early? Work Package: Assembly Hardware Test Deliverable(s): Test results summary. What is an advantage of letting workers selfcontrol their work? Is it possible to completely avoid variation in a project? In other words, a smart project manager gladly spend \$1,000 to save \$100. In task cultures, it is more important to get the job done than to worry about who does the work or who gets credit. individual performance reviews c. This includes both internal projects, which should be selected in a manner consistent with the strategic planning of the organization, and external projects. Constraints How does each constraint make the project more difficult? Chinta, Ravi, and Timothy J. Before defining dependencies, ensure the "Start", "Finish", and "Predecessors" columns are visible. A milestone list is shown in Exhibit 8.4. Note that the line numbers assigned to the milestones are one greater than the line numbers of the activities that must be completed EXHIBIT 8.2 WORK BREAKDOWN STRUCTURE WITH DELIVERABLES ONLY COLLEGE FUNDRAISER PROJECT 1. An example of a partial risk register is shown in Exhibit 11.9. The risk register is a living document. Luckily, everyone decided to align on a common iteration cycle, which went a long way toward solving our problems. A related prioritization question is: Do we need this project so badly right now that we are willing to start it even without the skilled personnel, resources, or technology on hand that would improve the probability of successful completion? One easy way to do that is to compare the resource histogram, such as the one in Exhibit 9.6. It is desirable and helpful to view both charts together using the same timescale, as shown in Exhibit 9.8 Clearly, our workers were scheduled to perform three activities at the same time during the first seven workdays and are overloaded at that time. Collaborative effort and communication specifically with the client are common features of Agile project teams. Define quality assurance and the primary methods that can be used to achieve it. While much has been written concerning teams, Exhibit 5.7 summarizes the success factors of project teams. 188 Part 2 Leading Project so the normal quality (no leaks, square walls, etc.), but would like to improve on the cost (pay less money). Click the Project Tab>>Project Tab>>Project Information Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date" drop-down Set status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date to 12/7/17 (as shown in Exhibit 14.19) Click the "Status date" drop-down Set status date" dro the Gantt chart provides a visual cue as to how much of the work has been completed for each task (once the update data is entered). In essence, it is an iterative process. Historically, most companies used functional-based accounting systems. The second is to learn about the person's personal and professional aspirations. Our choice of building will have major budget ramifications. (Mason, OH: South-Western Cengage Learning, 2011). Therefore, proper selection should yield a portfolio of projects that collectively contribute to organizational success. While some may interpret this as a circumstance requiring shortcutting the necessary amount of planning in order to capture some of the briefly available funds, I understood that my discipline required me to find a way to do the needed planning and to act quickly. In fact, the reverse of an old adage is in order. What rationale is your list based upon? 340 Part 3 Planning Projects instance, the variation in the productivity of a programmer writing code could be from phone calls, instant messages, and in-person interruptions that occur each day. They do this by assessing individual and team capabilities and develop interdependence, they are naturally able to understand one another and develop interdependence beyond the project team. Inbound Logistics Operations Examples: Basic R&D; Customer Research; M&A Due Diligence Outbound Logistics Examples: Competitive Strategy; Product Development; Market Entry; Channel Strategy; Product Development; Market Entry; Product Development; Market Entry; Product Development; Market Entry; Product Development; Product Development; Market Entry; Product Development; Product Development; Product Development; Produc J. targets Projects pass through a series of phases as they move from initiation to project closure. Types of power available to project managers are shown in Exhibit 5.10. Right-click the Suburban Park Homes summary task row>> Information On the General tab, check the Hide Bar and Rollup boxes Click OK (Exhibit 3.24) Hold the Shift key and click your first task row >>click the last task row Now all tasks should be selected Right-click on the selected group>>Information On the General tab, check the Rollup box until a checkmark appears Click OK (Exhibit 3.25) Copyright 2019 Cengage Learning. Why is it a good practice for organizations to identify twice as many potential projects as they plan to implement? But you would not spend the same amount of time planning for risk on both projects. Conversely, if team synergy is absent, the collective capabilities put together. Develop a scope statement along with inclusions, exclusions, assumptions, and constraints. Chapter 5 Leading and Managing Project Teams 9. In this example, WBS codes will be assigned in a new column to the left of the Task Name column: 1. (Thousand Oaks, CA: Sage Publications, Inc., 2009). We will now look at several models that represent those used in improvement, research, construction, and Agile projects. It is a community that recognizes women s dignity and celebrates each step toward the realization of their gifts as human beings. ADVANTAGES One advantage of the functional form of organization is called unity of command all workers understand clearly what they need to do because only one boss is EXHIBIT 4.2 FUNCTIONAL ORGANIZATION Marketing VP Operations VP Finance VP Services VP Copyright 2019 Cengage Learning. 3-5g Team Operating Principles Instructions The project manager and team will decide what project team operating principles they will use. Rolling wave planning is illustrated near the end of Chapter 10 by showing a dummy activity for a later project phase. assess each risk based on probability and likely impact, and then create a risk response plan for each major risk. months, etc.) This chart is called a(n) a. Organize everything into a product backlog that can be used for all subsequent planning. Often, a sponsor or customer wants the project sooner than the original schedule suggests. The first set of outcomes is personal rewards that each team member is likely to receive such as the following: Enjoyment of their work High spirit and team morale Pride in being part of the team Satisfaction in project results: Persevering despite challenges Producing high-quality results Consistently meeting or exceeding stakeholder expectations.5 AGILE In addition to these characteristics, agile teams are often described as being selfmanaged, focused on project goals, strong communicators, able to decide quickly, more Copyright 2019 Cengage Learning. Working closely with the executive team, we were able to facilitate a portfolio optimization process to establish the strategic criteria and help Trinmar evaluate, prioritize, and make decisions regarding each project. CHAPTER 14 Determining Project Progress and Results CHAPTER 08 After completing this chapter, you should be able to: Develop and demonstrate use of a change control system. We also use e-mail communications and have many oneon-one telephone calls. critical chain c. This type of situation occurs often. Teradata is the world's largest company focused solely on enterprise data warehousing and analytic solutions. scope management plan d. Often, these changes are initiated due to operational necessity or to meet strategic goals, such as the following: Market demand Customer request 3 Copyright 2019 Cengage Learning. These practices can be classified according to whether the project team has full, partial, or no control over the events, as shown in Exhibit 14.5. Note especially the second column, which deals with risks partially within a project manager's control. Describe typical sources of project conflict along with the steps in a conflictresolution process, styles of handling conflict, and steps in a negotiation process. Construct a fishbone diagram to identify possible reasons for this problem. 9-3b Determine Resource Availability G-stockstudi/Shutterstock.com Once the potential resources have been identified and compared to the estimated resource needs, it is necessary to discover if the identified people are available and to secure their commitment. Project teams with strong leadership are more likely to be successful. 3-4h Stakeholder List Project success is partially dictated by identifying and prioritizing stakeholder. stakeholder objectives. matches the high level estimate in the project charter d. On international projects, it can also depend upon international currency fluctuations. Once you have the main deliverables, you will use the process of decomposition to break them down into smaller pieces, thus creating a Work Breakdown Structure. The second principle in dealing with project costs is for the project manager to never lie to anyone else. Once all questions are satisfactorily answered including any agreements regarding changes the sponsor, project manager, and core team all sign the project charter and feel bound by it. At times, it is a struggle to get them scheduled and committed. In addition to her work on Contemporary Project Management, Kate is the lead author of Project Management Essentials (2015) and co-author of Project Management for Archaeology (2017), both published by Business Expert Press. Each aim is associated with a primary outcome measure and is supported by process measures. How can you best demonstrate these competencies to a potential client? It divides the project into a few (about three to eight) intermediate points or milestones whose completion can be verified. Create a time-phased, bottom-up budget for a project. What would be your top two considerations when selecting a type of contract to enter into? 544 Index Project Management in Action Agile methods, 325-327 appreciative inquiry to understand stakeholders, 29-30 budget optimization, 354-355 centralize planning for distributed project, 204-206 controlling, monitoring, reporting projects, 494-496 implications in networked organization model 452-453 information systems enhancement project charter, 93-96 iterative/incremental software development projects at LADD, 57-58 project leadership roles at TriHealth, 132-133 quality planning at General Tool Company (GTC), 421-422 scrum, 325-327 work breakdown structure template, 242-243 Project Management Institute (PMI), 10, 246 project management-level roles, 19-20 customer representative, 20 facilitator, 19, 122-124 Scrum Master, 20 project management office (PMO) definition of, 18 project management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management office (PMO) definition of, 18 project management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121 role in matrix organization, 107-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121-20 customer representative, 20 facilitator, 19, 124, 126 functional management role of, 121-20 customer role of, 121-20 project management process group, 10 Project Management Professional (PMP), 10 project management, real world examples Atos-Origin, 141 Built Green Home at Suncadia, Washington, 35 Cincinnati Children's Hospital Medical Center, 36 D. 320 Part 3 Planning Projects that normally is a successor depends on the output of its predecessor, and if that output is not as expected, the successor activity may need to be reworked. Identify and classify risks for a project and populate a risk register. The legend explains the different shadings on the calendar days. However, closure activities can take place during the project execution as well. Keep informed. What is the potential downside to bringing in project workers too early in the project? After the meeting, a. They are more likely to go beyond merely inspecting results and writing checks. Chapter 6 Stakeholder Analysis and Communication Planning 179 paying for the project, some users will ask for many project outcomes that are expensive or time consuming to deliver. A portfolio team often performs much of the work of a traditional steering team, and a similar office that may be titled differently such as Scrum office performs much of the work of a project office. It is proactive and includes management systems and audits to ensure people are working correctly. BA can add a new field BA can set field attributes BA can indicate field lookup values Custom field available for input Custom field available for reports Functional Approved BA Should PO#1 1.3 The system shall allow for lookup of allowable fields for a requirements attribute 1. they progressively learn how to work better together to reach their project goals. It could also be accomplished by crashing one activity that is on both paths, such as activity G. Monitor Stakeholder Engagement c. Evans and William M. Name five things that may be negotiated between a client company and a contractor company. Regarding ability to commit at a very detailed level, some people have individual calendars with specific vacation or other unavailable times. If you were the project manager, what expertise would you like from the sponsor, stakeholders, or core team members to create a milestone schedule with acceptance criteria? Exhibit 14.2 gives an example of Tatro, Inc., dealing with project trade-offs. power is the ability to persuade others based upon the project manager's personal knowledge and skills. A series of dependencies can also be defined or deleted in a similar manner: 1. Due to its significant growth and good reputation for building quality single-family homes and townhomes, the company decided to expand its business to several Southern states in the United States. build trust with all project stakeholders. There are many methods of estimating project costs and each has its place. The RFI is not used to solicit an offer, while the others are. This is not the case in best practice environments. Document project stakeholders. turf. The project management plan is the aggregate of plans from each of the ten knowledge areas, including the Communications management plan. 9-10. when the environment is changing rapidly c. If the savings on a project from using techniques such as learning curves, PERT, or Monte Carlo are significant, project managers should consider using one of them. Progress report meetings as stated above are held every morning as brief (15 minutes) stand-up meetings. FIXED-PRICE-ECONOMIC-PRICE-ADJUSTMENT (FP-EPA) CONTRACT The fixed price-adjustment contract is a fixed-price contract with a clause to protect the seller from conditions such as inflation or commodity cost increases. In essence, this is the art of project management. The defaults should be accepted as shown in Exhibit 12.17, click OK 12-10c Subsequent Baselines For any number of reasons, it may not be useful to continue to manage to the present baseline. (The zero for the first activity means it can start after zero days—meaning at the beginning of the first day.) Each activity that is a successor can start as soon as its predecessor activity is complete. Cost rates can be assigned when defining Copyright 2019 Cengage Learning. 472 Part 4 Performing Projects EXHIBIT 14.12 PARETO CHART OF LABOR ESTIMATING PROCESS PROBLEMS Cost of Labor Estimating Errors \$50,000 45,000 45,000 40,000 35,000 Cost 30,000 25,000 10,000 15,000 10,000 15,000 10,000 5,000 0ther Unexpected experience level Wrong category of labor Wrong pace of labor Wrong beause, they decide to test one or more possible causes to see if they actually have an impact. Debate the merits of co-location, including its advantages and disadvantages. Project managers use many methods of communicating. The vision is to create a communal living space for multiple Latina women and their children. 11 This textbook expands the sponsor s role to include taking an active role in chartering the project, reviewing progress reports, playing a behind-the-scenes role in mentoring, and assisting the project team. The degree of formality used in selecting projects varies widely. Then multiple possible initiatives (or projects) can be identified that might help further the organization s goals. Upon seeing the rough draft of your charter, your project sponsor asks you to move the finish date up by two months. We will call these persons sponsors and define their role more fully in Chapter 3. request for proposal (RFP) b. Often, this changes over asks you to move the finish date up by two months. time until projects managers for big projects Ave relatively more power. What are the advantages of completing the "define activity" process after creating the WBS? 46 Part 1 Organizing Project SELECTION AND PRIORITIZATION MATRIX 10 8 5 5 Project A Project D security situations. Project vision is developed and shared early. This is a major issue since enthusiastic support for controversial decisions often helps a project team work through challenges. As you can see in Exhibit 12.18, a date change in the project has been made to the task "Architect sign-off." The original plan was for this task to start on Monday 12/4/17 (the Baseline Start). Planning is introduced in the selection of the project life cycle approach and introduction to the concept of a project plan. Resource assignment can be scheduled. Exclusively available to those using the MindTap product for this book, we have created dozens of short (average time, five other is planning a small fund-raising event for charity. Ultimately, the leadership team was able to create a plan of action that is scheduled to accomplish all of the objectives outlined in the strategic plan in a deliberate, organized manner within the five-year timeline. What can be used to determine whether a vendor's bid is reasonable? Your Resource Sheet should now look like Exhibit 9.20 7. This could be due to different thinking styles and perspectives based on education, experience, culture, and/or personality. If one were to estimate conservatively on each uncertain activity, the total estimate for the project would likely be too high to be approved. Apart from the headmaster and IT teacher, what other roles did we discover ? It is very easy to just copy everyone on an e-mail, but that is neither convenient nor effective for some people. Kloppenborg Copyright 2019 Cengage Learning. In a project scoring model, why is each decision criteria given a weight? For example, the cost per foot traveled might be calculated (this would cover the cost of providing and installing guide rails, wiring, etc.). Lessons can also be captured at milestones and at the end of a project. Write a back-up plan 2. Understand sponsor requirements. If we do not have them, can we acquire them easily? Evaluate Betty's actions using the PDCA model. Kennedy set this goal after Russia launched Sputnik and the United States found itself behind in the space race. Work Performance Reviews 8. What stakeholder(s) will judge the deliverables, and on what basis? I will be happy to consider it, but Copyright 2019 Cengage Learning. The Scheduled Set a. In other words, the design is not complete when construction starts, which is against the conventional starts and on what basis? approach of completing the design and then moving on to the construction phase. All the benefits of the partnership and how the partnership and how the partnership and trust, who was actually involved in the prior project, is always the preferred option. It becomes very important to nurture them, utilize them effectively, and at the same time make money for the charter, the Sponsor and the Project Leader will have a discussion about the Project Leader role. Finally, Chapter 12 deals with quality planning and with integrating all parts of the schedule into a single coherent whole. A Gantt chart is shown in Exhibit 8.19. The work package is the point from which: Work activities are defined The schedule is formed EXHIBIT 7.8 WBS DEPICTING WORK PACKAGES Level 1 2 Project PM AB CD EF 3 4 5 Source: Kevin P. This reduced emphasis on documentation has resulted in criticism of agile methods as undisciplined or, as some have called it, cowboy coding. Remember, we only want to crash activities on the project. Project managers often perform informal assessments by observing, asking questions, and providing suggestions. I so, why? Carol A. It is apparent that one of the project's deliverables will not be completed before the project is wrapped up. Cost budgeting includes aggregating individual costs, analyzing needs for cost reserves where uncertainty exists, and determining cash inflow and outflow. 1-3d Project Life Cycle All projects go through predictable stages called a project life cycle. 109 Glynnis Jones/Shutterstock.com Chapter 4 Organizational Capability: Structure, Culture, and Roles but they certainly need to understand how these decisions impact reporting relationships, decision-making methods, and commitment for their projects. The first two chapters are the project management framework. 346 Part 3 Planning Projects EXHIBIT 10.12 ASSIGN COST RATES Source: Microsoft Corporation. Develop quality measures for monitoring project sex and Leadership Since project managers often rely on people who do not report directly to them to perform. Chapter 10 Budgeting Projects 345 10-4 Establishing Cost Control The approved project budget with contingency reserves (and any amount of management reserve that has already been approved) serves as a baseline for project control. A project manager and the project sponsor. IT consists of the hardware, software, and people throughout a project supply chain that gather, analyze and execute procurement actions based on information. The lowest level, or work package level This process of dividing the deliverable items is continued until the project has been divided into manageable, discrete, and identifiable items is continued until the project has been divided into manageable, discrete, and identifiable items is continued until the project has been divided into manageable, discrete, and identifiable items is continued until the project has been divided into manageable, discrete, and identifiable items is continued until the project has been divided into manageable, discrete, and identifiable items is continued until the project has been divided into manageable. Management, 3rd ed. push b. Special cause variation, on the other hand, is when something out of the ordinary occurs. When estimating resource needs, it is wise to include time to communicate between activities. Altonen, Kirsi, et al., "Stakeholder Dynamics During the Project Front-End: The Case of Nuclear 6. How do you calculate float? Product development staff disinterested or "burned out" with their current project were eager for a different challenge. It is crucial to establish an element of trust and transparency, especially when negotiating and executing contracts. based information required by the communication plan, including activities with planned dates, durations, milestone dates, and resource allocation.17 This chapter starts with background information on project scheduling and then covers construction of schedules by defining activities, determining the order in which they need to be accomplished, estimating the duration for each, and then calculating the schedule. Ford used 900 virtual workspaces to design cars and hold meetings. Chapter 2 Project Selection AND PRIORITIZATION MATRIX PROJECT/SELECTION CRITERIA ACTIVE SERVICE OPPORTUNITY ISSUE ITSELF ORGANIZATION TO WORK WITH COST 9 10 6 5 New York Vegan Farm 5 West Virginia Sustainability 4 Chicago Halfway House 2 El Salvador Cultural Immersion 1 4 45 3 36 4 18 5 9 3 40 4 30 4 24 5 50 5 24 4 40 4 18 1 30 Total 123 20 115 25 102 20 94 5 managers, team members, and the budget for each. If the organization has a list of current qualified sellers, it can form the basis for new projects. To generate this view: Click the Task Tab>>View Group>> click Details>> choose Task Form Right-click in the form in the lower pane and choose "Work" In the upper pane, right-click the Start column header >>Insert Column>> type "Cost" 5. We also discuss project procurement management. This, in turn, can lead to the cross-functional cooperation and support that help guide a project through turbulent situations. Tell what you learned. The WBS is a framework that is used as a basis for further planning, execution, and control. Suburban Homes is planning to revisit their existing partnerships with various suppliers and contractors because competition is rising and profit margins are declining. Field displays new name on input forms 3. Leadership, on the other hand, is about providing direction, motivating, and guiding people and teams to realize their potential and achieve challenging organizational goals. Projects from the strategic plan were scored based on established value sets that included criteria such as if the project met the mission, was financially feasible, or strengthened personal or community relationships. The first step in capturing end-of-the-project lessons learned is for the project manager to send an e-mail asking the participants to identify major project issues. PMI publishes and regularly updates over a dozen extensions, guides, and standards. Chapter 5 deals with leading and managing the project team. 10-2 You can calculate the answers to this on MS Project, on Excel, or by hand. Documentation is minimal early in the project but becomes progressively more complete. At every iteration, the delivered product should be able to be used. 1-4 Understanding Projects 1-5 Project Roles 1-6 Overview of the Book PMP/CAPM Study Ideas Summary Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Integrated Example Projects Suburban Homesen PMBOK Guide Questions Integrated Example Projects Suburban Homesen PMBOK Guide Questions Construction Project Casa dE Paz Development Project Semester Project Instructions Project Semester Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Prioritization 2-1 Strategic Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection and Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection 2-3 Securing Planning Process 2-2 Portfolio Management 2-3 Securing Project Selection 2-3 Securing Planning Process 2-2 Portfolio Management 2-3 Securing Planning Planni Guides Chapter Review Questions Discussion Questions Projects Casa de Paz Development Projects Casa de Paz Development Projects Casa de Paz Development Projects 3-1 What Is a Project Charter? Armed with the stakeholder analysis and the stakeholder analysis analysis and the stakeholder analysis and the sta project charter, a project team is ready to create a communications management plan. For example, many people envision the purchasing process as a type of zero-sum game, meaning what one party loses is what the other party gains. Anther way to understand Copyright 2019 Cengage Learning. Relate how each is valuable in planning a new project. 1 Poor Avg. Herzog, Valerie Lynn, "Trust Building on Corporate Project Teams," Project Management Journal 32 (1) (March 2001): 28-35. The functional manager often retains authority to determine how the work is accomplished. A project manager often retains authority to determine how the work is accomplished. needed to perform the project. Multiple variations exist for some of the tools, and an interested student can find more detailed examples and instructions in a statistics or quality textbook. Simultaneously, the steering team often helps the CEO decide who will sponsor potential upcoming projects. Many organizations have developed lists of risks for certain types of projects they routinely perform. The first table is the list of the paths with duration. In our example, the retailer needed to integrate data from their web analytics software, an in-house customer relationship system, and other sources. This matrix lists the following information: Who What Who What Who does the project team need to learn from? vision and mission 8. Webster, Francis W., Jr., "They Wrote the Book: The Early Literature of Modern Project Management," PM Network 13 (8) (August 1999): 59-62. CHAPTER 9 Chapter 9 demonstrates how to schedule resources on projects: determin- ing the need for workers, understanding who is available, and assigning people. It is also helpful to specify exactly what each person is responsibility that person has. What does each need to know? These issues are shown in Exhibit 10.7. SUPPORTING DETAIL Supporting detail for project cost estimates includes describing the scope, method used to create the estimate. assumptions, constraints, and range of possible outcomes. Team members break down barriers and become experts on the product they are creating. Therefore, conflict is often settled by the concerned individuals off the project. A challenge for project managers is determining how networks function within certain organizational cultures. If you are tracking cost on your project, show the most current status of the 10 earned value management terms. Source: Adapted from Aldag, Ramon J., and Loren W. SHARING REPORTS Once the report is formatted to your specification, it can be printed or saved as a PDF and published to email, a web portal, or other location. As each activity is defined, its order is established, and the person proposing it verifies that their company has manpower to complete the activity as shown in the tentative schedule. Make sure Commerce procurement staff are engaged in the PO development process. Chapter 3 Chartering Projects assumptions 68 constraint, 68 resources, 68 89 lessons learned, 70 assumptions log, 75 lessons learned register, 70 Chapter Review Questions 1. How is the organization viewed by others in terms of being true to its values? For the methods, a project vision is developed and shared early often as part of a charter. Suburban Homes decided to build a new community of 120 homes in a suburb of Atlanta. risk register b. The prioritization should include asking questions such as these: What risks register b. The prioritization? Lack of sponsor buy-in Project Manager 1. WBS What risks register b. The prioritization should include asking questions such as these: What risks register b. The prioritization should include asking questions such as these and should include asking questions such as these as the set of sponsor buy-in Project Manager 1. WBS what risks register b. The prioritization should include asking questions such as these as the set of sponsor buy-in Project Manager 1. WBS what risks register b. The prioritization should include asking questions such as these as the set of sponsor buy-in Project Manager 1. WBS what risks as the set of sponsor buy-in Project Manager 1. WBS what risks are set of sponsor buy-in Project Manager 1. WBS what can you find going through the WBS item by item? Risk is reduced due to frequent and specific communication, demonstration of working product at each iteration, and use of a visible, monitored, prioritized risk list. Maintain Focus Project managers and the team are often under pressure to complete the project below the budget and ahead of schedule. Ultimately, successful delivery of a project is about both managing the tangible outputs (which are generally easily and objectively measured (time, cost, and project deliverables) and leading others through the more strategic and intangible outcomes (relations, power, influence, motivation, interests, etc.). The project could, however, be for a company or a part of the university. Assign durations to your project using Exhibit 8.23 as a guide STEP 5: IDENTIFY THE CRITICAL PATH In most graphical tasks and network diagram task nodes in red. Since Casa de Paz is a 501(c)(3) nonprofit organization, part of the culture is voluntary. In the "act" step, the project team finishes the planning, carries it out, and gathers data regarding it. What are some examples of expedited costs? It is important for business students to be aware of these techniques and the top the section is small a leaders make all project selection decisions or whether the organization is large and some of the decisions are cascaded one or more levels down, several methods of project selection may be used. These factors, along with scope, time, and cost constraints, contribute to potential conflicts. Greater possibility of "Scope Creep." Greater possibility of missing State specific functionality. A more recent example was in 2009 when hundreds of community leaders in Cleveland, Ohio, decided to use a systems approach to guide many interrelated social and economic efforts in their region. 2 Functional managers negotiate for workers to perform the project work in a timely fashion. The chair of the board and the scrum master for the entire effort is _____. determine budget b. Chapter 9 Resourcing Projects 309 9-8 Alternative scheduling Methods Several alternative approaches are used in certain industries or certain situations to create project schedules, including critical chain, reverse phase, agile, auto/manual, and rolling wave scheduling Anantatmula, International Projects Proposal Analysis: Risk Assessment Using Radial Maps, Project Management Journal 42 (3) (2011): 62 74. Each project typically has a unique combination of stakeholders. 5 Excellent 2. Due to electronic rights restrictions, some third party content may be suppressed. The project manager, in turn, asks each core team member what he or she personally wants from being involved in the project. However, in more creative endeavors like creating software, there is little documented knowledge of how long a project will take. Unfortunately, problems may occur if the volume of the project work is substantially larger or smaller than first expected. Chapter 9 is the second scheduling chapter. 1-4f Defining Project Success and Failure Project success is creating deliverables that include all of the agreed-upon features (meet scope goals). Describe as many of the organizational culture attributes as you can. If not, they use more quantitative techniques to help them understand the risks better. Resources Needed: This is an estimate of the money, personnel, and other resources expected to be needed. Many core team members need to deal with a variety of issues beyond their discipline and focus on making trade-offs that key stakeholders demand. People are usually assigned to a project team in the role of project manager, core team member, or subject matter expert. I had enough time to perform detailed cost estimates before I submitted bids. Once the stakeholders and their interests have been listed, they may be combined into like groups with the same interests. They have a beginning and an end, at which time the project team disbands and moves on to other things. need to ensure that the team stays focused. CHAPTER 13 Project Supply Chain Management CHAPTER OBJECTIVES After completing this chapter, you should be able to: Identify the role of supply chain management in project success. start-to-finish (SF) c. Collectively, these form the project's internal issues. In the spirit that one party cannot arbitrarily change a contract, the sponsor would not just tell the project team, I need the project team, I need the project a month sooner and you get no more resources and no relief from any other work responsibilities. Stewart, Wendy E., Balanced Scorecard for Projects, Project Management Journal 32 (1) (March 2001) 38-53. Does each party in the conflict Copyright 2019 Cengage Learning. In this section, we will investigate various organizational methods and the impact of each on managing projects. Semester Project Instructions Create a time-phased budget for your example project using bottom-up estimating. Signing the charter marks the transition between which two project stages? This is not a 10-second political sound bite that says, "Take it or leave it." This is developing a real understanding of each other's needs. funding limit reconciliation c. When all of these have been planned, the final schedule can be approved. What are the four main areas of competency a client company is looking for in a project manager? From a project standpoint, the important role for this team is to select, prioritize, and resource projects in accordance with the organization s strategic planning and to ensure that accurate progress is reported and necessary adjustments are made. exceed uncomfortable levels of heat. AGILE Organizations often create templates for closeout reports such as the one in Exhibit 15.5. See the Project Management in Action feature at the end of this chapter for more ideas on how to effectively capture, share, and use lessons learned. Talent Triangle Based on PMI s definition, which of these is a good example of a project? Of course, a project management plan is complete and accepted by the stakeholders, the approved . Project Management Institute, Practice Standard for Scheduling 2nd ed., 2011 (Newtown Square, PA): 138. How it will be done is the project scope, the entirety of what will and will not be done to meet the specified EXHIBIT 3.3 CHARTER ELEMENT ANSWERED CHARTER ELEMENT ANSWE Part 3 Planning Projects EXHIBIT 9.20 DEFINING RESOURCES Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Many of the controls for formatting can also be accessed from the Design Tab once the report is active on-screen. Estimate times of completion of work without initial reference to a calendar Customers need the deliverables of the project. After this baseline is established, it can be referenced during project execution in order . request for quotation (RFQ) During which of the following processes is evaluate potential sellers? Fixed costs are those that remain the same regardless of the size or volume of work. Small volume requirements Copyright 2019 Cengage Learning. Of course, some project managers travel frequently to allow for regularly scheduled face-to-face contact with important team members, customers, and suppliers. These clarified assumptions are then stated as expectations regarding project deliverables, features of the product, timelines, costs, quality measures, and generally how the project manager and team will act. Describe trade-off issues on your project. They swarm on a problem to help the team get back on track. It has acquired 15 acres of land for this purpose. Kwak, Young Hoon, and Rudy J. This assigns one plumber to work on this task (100%) 11. This issues on your project. part of the initiating stage, where stakeholders review and approve the following as part of the project s charter: Overall project objectives Contrast between technical approach as written in the company s proposal for execution and sponsor expectations. And potential payment plans Success criteria and schedule Identification of key stakeholders and risks Processes for executing, monitoring, controlling, and overall management of the project Charter Assumptions Log Stakeholder Register Lessons Learned Register There are a number of things to consider when initiating a project and generating a project charter. Adapted from Gregory T. Regularly scheduled project team and sponsorship meetings. Give an example of scope creep from one of your own projects or from a project that has made the news in recent years. Reduce or resist changes that are considered negative to them. How many projects can each of the groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin right away in the three working groups (the board and the three working groups) realistically begin groups (the board away in the three working groups) realistically begin groups (the board away in the three working groups) realistically begin groups (the board away in the three working groups) realistically begin groups (the board away in the three working groups) realistically begin groups (the board away in the three working groups) realistically begin groups (the board away in the three working groups (the board away in the three working groups) realistically begin groups (the board away in the three w Senior management buy-in was essential and plans were implemented to dialogue, collaborate, and communicate the benefits of a PMO throughout the organization. Due to electronic rights, some third party content may be suppressed from the eBook and/or eChapter(s). The exact timing, costs, and deliverables may have changed, but did the project still accomplish its goals? Document a project meeting with an advance agenda, meeting minutes, issues log, and PlusDelta form of evaluation like Exhibits 6.11 through 6.14. The first concept in contemporary project quality management has become a challenge to many firms. Some factors that Fiesta San Antonio organizers considered when creating a project communications. However, during different stages of a project, a noncritical task can become a critical task, which raises the importance of timing and shifting priorities. 14-2f Monitor Communications Monitor communications is monitoring and controlling communications throughout the project stakeholders are met. Suggests that Jason use the budget from a previous, similar project as the basis for his project budget. For example, first ask how likely the risk event is to occur. Business case Why? A project meeting agenda template is shown in Exhibit 6.11. The emphasis should be on specifics. does the project team need to share with? Typically, when a conflict exists, external paying customers and top management are considered to be highly important stakeholders Some of these steps might include turning the pieces so the picture side was visible on each, sorting outside pieces so you could form the boundaries, studying the picture on the box, and sorting by color so you could match pieces more easily. In subsequent chapters, we will explain some of them in more detail. This may include questioning the logic that was used when creating the schedule. Who would be some internal stakeholders? For any products or services needed in a project needs can best be met by purchasing or acquiring products and services from an outside provider and which project needs can be accomplished by the project team. What kind of partnership can they establish in the religious and nonprofit communities? Instead of finishing early and getting the work to the next person, they keep fine-tuning their work and turn it in on time. to conduct a risk assessment. The company invested in only a few new capital projects, while focusing on monthly well output and proactive preventative maintenance, resulting in an overall increase in production. In Exhibit 9.19, Bruce, Liam, and Oliver are all overallocated. Agile will be defined in Chapter 3, but throughout the book, a margin icon will indicate ideas from Agile, and the text will be in color. If the Timeline view is showing above your entire Gantt chart, you can hide it by clicking View Tab>>Split View Group>>Uncheck Timeline The default view of the timescale is likely set to show the Year and Quarter in a "two-tier" layout. What is the purpose of dummy tasks, and on what types of project would you use them for budgeting purposes? meeting minutes d. Team-Level Monitoring Team-level monitoring functions in slightly different ways from those of the other two levels. Discover team and individual motivators. fast tracking 7. 9-3 Plan Resource Management Plan Resource Management is the process of identifying resources and required skills for the project, defining and assigning roles and responsibilities to all the resources, developing a reporting hierarchy, and communicating expectations. Note the cumulative cost curve approximates an "S" shape with slow expenditures (and progress) early in the middle, and gradual late in the project. For example, Activity 1.1.1 (Identify Needs) EXHIBIT 9.9 RESOURCE LEVELING EXAMPLE Source: Microsoft product screenshots reprinted with people who have a tendency to be friendly with people have a tendency to be friendly with people who have similar values, while differences are often seen as a threat that may affect collaboration and lead to undesirable attitudes and behaviors. In the previous chapter, we discussed chartering. Homeowners who contract for landscaping projects of this magnitude are ultra-successful people who will not change their mind once they decide they want something special. Chapter 11 Project Risk Planning 367 risks is the Delphi technique, an information gathering technique used as a way to reach a consensus among experts on a subject, with the experts participating anonymously in order to avoid groupthink and prejudice. If so, ensure this particular project gets top billing. This information is necessary for scheduling additional work, for understanding how the project is doing with purposes, (Mason, OH: South-Western Cengage Learning, 2015). Values are continuously recalculated during project execution as tasks and estimates are entered, as the project network is defined, as resources are assigned and balanced, and as actual execution data is entered. It should be easy to see that respect to the schedule, and for quality while both projects require planning and control, the level of detail for the carport is a tiny fraction of that for the office tower. Landscaping projects for private homes often cost well over \$100,000. They are included with risks so that all of the key participants sponsor, project manager, and core team are aware in advance of what could prevent them from successfully completing the project. Patanakul, Peerasit, Bookiart Iewwongcharien, and Dragan Milosevic, "An Empirical Study of the Use of Project Success," Journal of General Management 35 (3) (Spring 2010): 41-65. 10-2a Types of Costs can be better understood by considering various types of classifications such as those shown in Exhibit 10.1. FIXED VERSUS VARIABLE COSTS Costs can first be classified as either being fixed or variable. Streibel, Barbara J., Peter R. see also project supply chain management processes, 431 project progress/results, determining, 456-487 balanced scorecard approach, 458-459 customer issues, 469-476 financial issues, 476-480 internal project issues, 459-468 MS Project to monitor and control, 480-487 replanning, 487 project quality concepts of, 392-401 definition of, 392 monitoring, 406-407 project quality core concepts empowered performance, 399-400 fact-based management, 396-399 process management, 394-396 stakeholder satisfaction, 393 project quality, 404-406 MS Project for baseline, 413 control quality, 409 development of contemporary quality concepts, 388-392 kickoff project, 410-413 manage quality, 404-406 MS Project for baseline, 413-416 project management plan, 409-410 quality management plan, 401-404 project risk, 361 project risk, 368-373 risk management, 360-366 risk responses, 373-377 project risk strategies accept risk, 376 avoid risk, 374 enhance opportunity, 377 exploit opportunity, 377 mitigate risk, 376 research risk, 376-377 share opportunity, 377 transfer risk, 374-375 project roles, 17-18 associate-level, 20 executive-level, 18-19 management-level, 19-20 project schedule, 244-284 construction of, 248-249 define activities for, 249-253 definition of, 22 developing, 259-264 estiamting activity duration, 255-258 Gantt charts, 268 historical development of, 247-248 limitations of, 248-249 purposes of, 247 sequence activities, 253-255 uncertainty in, 264-267 using MS Project scope statement, 218 project scope, 14 project scope statement, 218 p the work demands and be able to adjust the schedule within the limits of the available work time starts with creating a critical path and to "front load" the schedule—that is, to show every activity starting as soon as the activities that precede it are complete. The project management plan identifies work to be accomplished, but the project sances measures deals with the project team, for example: Did they become better and more dedicated EXHIBIT 11.1 PROJECT SUCCESS MEASURES Meeting Agreements Cost, schedule, and specifications met Customer satisfied Performing Organization s Success Market share, new products, new technology Project Team s Success Loyalty, development, satisfaction Source: Kloppenborg, Timothy J., Debbie Tesch, and Broderick King, "21st Century Project Success Measures: Evolution, Interpretation, and Direction," Proceedings, Project Management Institute Research and Education Conference, July 2012, Limerick, Ireland. The contemporary approach to project management is to lead in a facilitating manner to the extent possible. indirect, 331-332 estimate vs. An example is a research project in which all scientist spent. The partnering approach has to be dynamic to unite a wide variety of suppliers and contractors for some common goals that everyone cares about. We have seven people on our core team. Some guestions to ask regarding a firm s ability to support projects are as follows: Do we have the right skills, capabilities, technical knowledge, and resources that are required for potential projects? Uniqueness of a project is usually associated with uncertainties and unknowns, which contribute to project risks. One problem is deciding how to store the lessons so all workers in a company can easily access them. Notice also that the verb choice on the milestones is past tense, such as "confirmed," "finalized," and so on. When deciding which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: First, which activities to speed up, two questions must be asked: are on the critical path? R. Work performance information is the performance data collected from these processes, analyzed in context, and then integrated, considering relations across areas. The major types of project life cycle models, while differing in details, have some things in common: They all have definite starting and ending points. A number can also be deleted and then another number typed in the cell 2. Management controls. They next ask what Copyright 2019 Cengage Learning. The seven most common types of project procurement contracts are shown in Exhibit 13.6. Copyright 2019 Cengage Learning. Value is also mentioned. Creative approaches may need to be developed when none of the original ideas pleases everyone. Project management plan and risk register are used to monitor and implement responses to project risks and to resolve them when they occur. Security 3. It is helpful to list requirements and their supporting information in a requirements traceability matrix such as that shown in Exhibit 7.2. Copyright 2019 Cengage Learning. xxii Preface ® (CAPMs). Many companies customize the mechanics of how they use these techniques. The chapter ends with advantages and requirements of effective project partnering. They are helpful to understand both in structuring the cost estimates and as checklists to help remember items that may be forgotten. The project on schedule. Cost Categories Installed and functioning accounts payable module. In the event that a team member cannot have his or her assignment complete by the expected date, he or she must notify the team leader prior to the due date. This is a more limited, yet more empowering role than the traditional projects that appear risky or otherwise impractical from the outset. 362 Part 3 Planning Projects EXHIBIT 11.3 RISK MANAGEMENT PLAN GUIDANCE FOR AN IT CONSULTING COMPANY Risk management includes quidance on how to perform three risk management activities: 1. The goal is not to eliminate all risk, but to reduce the risk to a level that decision makers deem acceptable. For simplicity s sake, organizations often plan for a fiscal quarter. Evans, R. To improve on the cost objective, one of the other objectives probably needs to be sacrificed. Not all companies use all four classifications, but understanding how they are related helps one see where any particular portion of work fits in the organization. PMI Practice Standard for Work Breakdown Structures, 2nd ed. However, approved corrective actions, preventive actions, and defect repairs may also trigger work to be authorized. Creating a model or prototype described above is analogous to Agile delivering working software every few weeks to get feedback. Develop a procurement policy. For a highly paid expert, this decision can be substantial and impractical. You will also note arrows from developing the project management plan into many of the executing processes. Slideshare Agile, accessed April 14, 2017. Madden, Debbie, "Your Agile-project-needs-a-budgetnot-an-estimate," Harvard Business Review, https:// hbr.org/2014/12/your-agile-project-needs-a-budgetnot-an-estimate, accessed April 10, 2017. All 10 of these project team success factors can be influenced by a project manager. Not only did the varying methodologies and terminologies hamper scheduling but our Agile teams iteration cycles also were completely different. constraint What information does the project charter contain that signifies how the customer or user of the final product, service, or result will judge the deliverables, in order to determine that they have been completed satisfactorily? Taken together, assumptions and constraints are what could cause project problems. Different people perform some of the work. More often than not, individual team members with high capability can effectively be developed into a strong team. One list of behaviors adapted from the PMI Code of Ethics and Professional Conduct tells project managers to exhibit the following: Responsibility take ownership for decisions. She also wants all workers to grow in expertise. 16. 300 Part 3 Planning Projects 9-6 Dealing with Resource Overloads Once it is obvious that a particular person has been overloaded at a given point in time, it is helpful to pinpoint exactly which activities are involved. Eager, Amanda, Designing a Best-in-Class Innovation Scoreboard, Technology Management (January February 2010): 11 13. The Gantt bars in the lower pane represent the duration of the work hours displayed in the upper pane. As they march through the branches in this chart, they make conscious decisions about whether the function represented by the title or box on the chart or whether the individual performing that function is a stakeholder. Any company that accepts practically every potential project will probably waste some of its resources on projects that do not support its organizational goals. Second, the team should decide what work needs to be accomplished to create the deliverables. Collectively, these major projects will add facilities that will be staffed by up to 27,000 additional employees. Assumptions Copyright 2019 Cengage Learning. For simplicity's sake, we added more plumbers in this example. First, one should always be worthy of the trust of his or her teammates. Timely communication. is the impact of not providing this feature? degree of input contributed to project, particularly the lessons learned, will give you an edge. The aim of this investment is to lease the property for business. Progressive elaboration is "Continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available as the project progresses, thereby producing more accurate estimates become available estimates become available estimates and the project progresses, thereby producing more accurate estimates and the project progresses and the project progresses are provided with the provided with the provided with the project p project plan enters into the more detailed planning stage, it is generally possible to create a more accurate cost estimate. How can a Gantt chart be helpful in projects and more involved versions on more complex projects. The roles covered include executive-, managerial-, and associate-level responsibilities that must be performed. That way, not only do good ideas surface but because most team members discussed them, there also is widespread buy-in. A milestone is an important point in a project schedule that the project sponsor and manager want to use as a checkpoint. 110 Part 2 Leading Projects 4-2a Culture of the Parent Organization, she needs to ask the following questions: What is the corporate culture in general? Note: Size sets the space between each tick mark on the timescale for that item Click the Bottom Tier Tab Change Units to Weeks; Label to 1/25, 2/1, ; set Count to 1; set Size to 55 Click OK Your timescale should now resemble the one in the Preview window of Exhibit 8.22 STEP 3: UNDERSTAND AND DEFINE TASK DEPENDENCIES As related earlier in this chapter, a task dependency definition includes both a logical link type (finish-to-start, start-to-start, start-to-start finish-to-finish, or start-to-finish) and any associated lead or lag value. A sponsor s ability to tell the project manager and core team concisely what the project manager, sponsor, project core team, and perhaps other key stakeholders. Create a SIPOC model for a project where your university is modernizing its student center to include space for on-campus, student-run businesses. Regarding the third capability, project team members should desire to continually improve and invest effort in their personal improvement. Write the business case and scope overview sections of a project charter for a project in which your company is considering buying out another company. Which had the most problems? The final item on the agenda is an evaluation of the meeting. termination for convenience d. The project team selects one or more sellers who are both qualified and acceptable as sellers. In this book, we consider the scrum master to be the project manager. The project then proceeds into planning, and the elements of a charter are planned in as much detail as needed. If a painted room must dry for four hours before work can continue, the result is a delay in the successor activity. devices to gualify projects or even just to offer perspective; gualified projects then go through a selection process using a scoring model. 14-5 Using MS Project can be a powerful tool for monitoring and controlling the project schedule, cost, and resources. For instance, information sharing in many cases can allow the project supply chain to shorten the delivery time and, at the same time, offer betterquality products or services to meet the dynamic demand of a project 2016 Instructions in Contemporary Project 2016 Ins panes, Zoom Slider, Shortcuts, Scheduling Mode Selector Setting Up Your First Project Auto schedule, start date, identifying information, must finish on, information, summary row Create Milestones, zero duration, must finish on, information 7 Set Up a Work Breakdown Structure (WBS) Understand the WBS definitions and displays Enter WBS Elements (tasks), Create the outline, Insert WBS Code Identifier column, Hide or show subtasks detail 8 Using MS Project for Critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical path, understand the network diagram view Display and Print Schedules 9 Define Resources Resource schedules 9 Define Resources usage and Detailed Gantt views together Overallocated Resources, dealing with overallocated resources, dealing with overallocated resources, task costs, various cost perspectives Develop Summary Project Budget 12 Baseline the Project Plan First time baseline, subsequent baselines, viewing variances 14 Using MS Project to Monitor and Control Projects What Makes a Schedule Useful? Question everything. While some of the project plan signals the change from primarily planning to primarily execution. Such a complex requires full-time staff to manage the property, provide safety and security, and provide good customer service. control procurement d. The fewer levels a WBS has, the easier it is to understand. However, once the overall structure is understand. However, once the overall structure is understand. a PFT lab will increase revenue by: Increasing availability of PTF and Increasing community referrals for PFT. BA can filter report (see 2.2.1) Functional Approved BA Should PO#1 ID REQUIREMENT 1 The BA must be able to customize the information collected for requirements 1.1 The system shall allow for renaming of requirement attributes 1.2 ACCEPTANCE CRITERIA can filter report based on Type Stakeholder Status Priority Objective PRIORITY OBJECTIVES PO#1 - Project Objective #1 - "record, managed and communicated efficiently" Priority uses MoSCoW - Must be include in

release (mandatory), Should be included in release (out of scope) Source: Vicki James, PMP, CBAP, PMI-PBA, CSM. Our planning approach starts with creating an inventory of project initiatives, which has been identified by the key business areas. This technique, therefore, can be used effectively for software maintenance and enhancements, as well as new product development. Furthermore, during the initial stages of team development, the project manager assumes the roles of directing and monitoring team moves to the performing stage. The charter is a broad agreement concerning the project goals, rationale, risks, timeline, budget, approach, and roles even though all of the details have yet to be determined. Machining failure caused decrease in 3rd Quarter Quality rating. STAFF CHANGES Poor appraisals, insufficient progress, conflict, necessary reassignments, or other causes may warrant staff changes on a project. Additionally, it is likely to provide you with one of the most satisfying experiences in your life because you will get an opportunity to see the results of choices you made in building your home. 1 However, on the downside, if you manage the project poorly, it also has the potential on many levels to be a disaster. parametric estimating d. AGILE On Agile projects, stakeholders need to be educated about their roles; alerted in advance concerning changes; and request early and continuous feedback. EXHIBIT 2.8 PORTFOLIO OF PROJECTS AND OPERATIONAL WORK PROCESSES Both projects and processes are intertwined to create sustainable value. BCR would not be acceptable unless all costs and benefits were calculated in present dollars (in which case it is similar to NPV except it is a ratio of benefits to cost instead of the difference between revenue and cost). During which project management process would a company auditor verify that all contracts have been completed and all required purchasing standards and methodologies have been followed for the project? Whenever more than one parent organization is involved, the project communications and decision making. On some projects, the majority of risk events that materialize are ones that the project team has previously identified. variable, 331 internal vs. One approach to address problems such as these is called critical chain project management (CCPM). What does the name Six Sigma refer to? Project Communications Management According to PMI, project management According to PMI, project management (CCPM). communication in one way or another. Assess risks associated with each contract. Project managers need to ensure that all work on their project has been successfully delivered at the end of each iteration. The sponsor and project manager need to understand organizational politics and work to develop cooperation both within the core project team and among the various groups of project stakeholders. Communication deployment process maps. On large projects, each of these processes can be much more involved; in addition, developing and using accurate cash flow estimates become critical. Investing team members in a project s schedule beyond just completing their own activities has always been a challenge for me, but Agile has made that even tougher. Further, it makes sense to all key stakeholders and facilitates easy communication. Financial analysis tells the leadership team how much each potential project is worth from a benefitsversus-cost comparison, but it does not tell how each potential project is worth from a benefitsversus-cost comparison. and unknowns associated with these projects. Below are the charts and graphs that represent GTC s performance in the last 4 quarters. Which time periods are discussed in Agile projects are discussed in Agile projects. reason for including financial analysis either to make the project selection decisions directly or to at least assist in the decision making is that, from management s perspective, projects are investments. No or low media interest 8. This can be accomplished at either a detailed or an overview level. vendor Which contract type puts the most risk on the seller? Sponsors are especially useful in helping to sort out conflicting priorities. Click File tab EXHIBIT 3.18 SET AUTO SCHEDULE Source: Microsoft Corporation. Team operating principles How? all of the above What cycle is the basis for Six Sigma quality planning and improvement? In this example, our approved budget for the entire project is \$750,000. Date Day Complaints 1 Mon 14 2 Tue 17 3 Wed 11 4 Thu 12 5 Fri 21 8 Mon 15 9 Tue 21 10 Wed 19 11 Thu 22 12 Fri 23 Copyright 2019 Cengage Learning. What standards will you use? Identify key quality project plan steps that you feel should be included within a typical overall project plan. The schedule is maintained by the use of resources, and resources expend parts of the budget. Click on and enter the name of the desired WBS element (you may have to delete before typing in your new task name). 9. Project management is iterative in that one starts by planning at a high level and then repeats the planning in greater detail as more information becomes available and the date for the work performance approaches. 260 Part 3 Planning Projects EXHIBIT 8.11 TWO-PASS EXAMPLE SCHEDULE SET UP Late start date (LS)—"the latest possible point in time that a schedule activity can start, based upon the schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point in time that a schedule activity can start date (LS)—"the latest possible point date (LS)—"the latest possible possi schedule constraints."23 Late finish date (LF)—"the latest possible point in time when a schedule activity can finish based upon the network logic, the project is authorized. What format is easiest for them to receive and understand the information? Know common financial terms such as those in CPM, Exhibits 2.8 and 10.1. Project Quality Management Manage quality is a forward-looking, executing process and gives stakeholders confidence the project team can do the work correctly. Estimating activity durations is the process of approximating the number of work periods needed to complete individual activities with estimated resources. 11-3 Risk Analysis Every project team must consider risks diligently. Organizing by either phase or design components/deliverables helps to focus communications on project deliverables and their interactions. 4 Part 1 Organizing Projects Technological advance Legal requirements or regulatory compliance Replace obsolete equipment, technology, system, or physical facility Crisis situation Social need So, what is a project? Chapter 3 of CPM is all about writing and approving the charter. Project managers know it is Copyright 2019 Cengage Learning. RACI charts are matrices that depict work activities on the vertical scale (often in the form of a WBS) and the various people who are involved on the horizontal scale. Marissa Mayer, former CEO of Yahoo!, sparked a national debate when she insisted that all her employees be physically present for work. Therefore, it is helpful to look at risks in a systematic manner so as to consider as many types of risks as possible. The actionable information presented highlights significant issues for individual projects, but more important, forecasts trends over the entire portfolio and extended spans of time, helping turn earned-value statistics into meaningful strategies. Make-or-buy analysis and contract types lead the reader through procurement planning. ... Knowledge is created and exchanged through trusted relationships and social interaction."11 6-6 Manage communications plan, starting with planning for it; generating it; organizing and sharing it; and, finally, storing and disposing of it. We recommend that you memorize all of the following formulas and write them down on the blank paper you are provided as soon as you enter the test: CV cost variance EV PV EV AC CPI cost performance index EV PV SPI schedule performance index ETC estimate to complete BAC EV CPI BAC EV BAC AC TCPI To complete performance index you will need to apply these formulas for the test, so refer back to section 14-4c of this book to review abbreviations, when to use each formula, and how to interpret the results. ABC is another accounting approach, by which indirect costs are allocated to fixed costs based upon four different types of drivers. Since the project manager cannot know if rework on the house will be necessary due to a failed codes inspection (the inspection will happen after the project is almost completed), codes rework makes for a useful dummy task. EXHIBIT 4.1 DETERMINANTS OF PROJECT SUCCESS Copyright 2019 Cengage Learning. We know our project is over budget because we have only received \$0.50 worth of results for every dollar we have spent: CPI EV AC Now that we understand how we have performed so far (poorly in our example), it is time to forecast how we will perform for the remainder of the project. determined that the client's marketing plan must be completed before the graphic design can begin. It classifies and catalogs the resources that are required to meet project, we want to show Months and Weeks. ® ® Kloppenborg, Timothy J., Arthur Shriberg, and Jayashree Venkatraman, Project Leadership (Vienna, VA: Management Concepts, Inc., 2003). Caudle, Gerrie, Streamlining Business Requirements: The XCellR8 Approach (Vienna, VA: Management Concepts, Inc., 2003). Caudle, Gerrie, Streamlining Business Requirements: The XCellR8 Approach (Vienna, VA: Management Concepts, Inc., 2003). in all three of these approaches is that both financial and nonfinancial factors are considered when selecting projects. Determine in advance how project results needed by their parent organizations. Lessons learned are captured and shared. (Mason, OH: Thomson South-Western, 2004). Conflicts must be reported to the construction manager immediately. corrective action, 408 process analysis, 405 process topics, 155-157 Procter & Gamble (P&G), 444 procurement, 122 procurement documents, 433 procurement management, 11 procurement management plan, 431 product scope, 216 Profound Knowledge System, 388 program, 39 project(s) ability to perform, assessing, 42 budget, 22 classifying, 16-17 close or chase, 23 cultural norms, 111 definition of, 4 evaluating criteria, 46 goals and constraints, 14-15 measure, 16 vs. This process is continued for all the WBS elements to determine the overall project estimate. Generally, the buyer and seller negotiate details of the contract risks and benefits that both parties can accept. Using the Predecessors column as a guide, update your task dependencies to match those in Exhibit 8.23. A straw vote—that is, a test for agreement—is a method by which a team may take a nonbinding vote. Agree to all the changes in order to make your sponsor happy. That said, the project manager is ultimately accountable for all of the project results and needs to develop a sense for how much control is necessary, given the work and the person performing it. Once resources are identified, you will estimate the effort required for each resources. NEEDS STAKEHOLDER INFO. legitimacy b. Johnson, Craig E., Meeting the Ethical Challenges of Leadership (Los Angeles: Sage, 2009). Each uses the data in a different manner. The emphasis needs to be on effective rather than efficient communication. Quality is the characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Tatro primarily relies on an athletic field. As a member of the steering team, the sponsor should understand the corporate strategy and be prepared to help with project selection and prioritization to link each project explicitly with organizational strategy.14 Sponsors should be clear who is allowed to authorize each portion of work to commence. Experienced and motivated team members are needed because one hallmark of Agile is self-managed teams. It also can be challenging from a technical standpoint if input is required from multiple disciplines. Effective project execution, monitoring, control, and closeout, which also lead to project success. Tasks to Complete Assess quality expectations of a typical home buyer who is the primary stakeholder and other key stakeholder sto develop a plan for work performance reporting Which of the following steps is not part of the six-step project conflict-resolution process? For a small, routine construction project, it may be quite simple to determine what project outputs will be created and what work is involved in creating them. Agree on key points, summarize, and record all agreements. In the development of the United States, projects included laying railroads, developing farms, and building cities. There is no sense in paying more than necessary. What are the challenges and benefits to any partnering that is occurring? 11-1b Categories and Definitions Most projects have many types of possible risks. Note that the enumeration method was used to identify each path and its duration. Functional management, etc.) that facilitate managing projects and product- or service-oriented processes such as scope definition, scope management, and quality management. Each module of the system was developed separately using the Scrum approach 327 by focusing on developing a few design at once. 522 Appendix B Agile Differences Covered . The customer representative ensures that the needs and wants of the various constituents in the customer's organization are identified and prioritized and that project progress and decisions continually support the customer's desires. Do not include anything outside the WBS in the estimate. In this context, an audit is meant to improve the way work is performed. A partial RACI chart example is shown in Exhibit 9.5. In Exhi 9.5, many activities involve more than one person. 246 Part 3 Planning Projects 8-1 Plan Schedule Management As is true of other project planning knowledge areas, planning for time is iterative. Therefore, the common practice is to have a "walk-through," where as a customer you literally walk through the house with a representative from the building company. In fact, communications for the types of projects undertaken at the CIA have taken on such importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we advocate it be placed at the first level of WBS decomposition alongside equally importance that we 47. Click the View Tab>>Split View Group>> click Details>> choose Task Form in 4. Identify the critical path 6. Contemporary project management also uses many tools and understandings that come from modern approaches to quality and communications, expanded role definitions, leadership principles, human strengths, and many other sources Chapter 15 Finishing the Project and Realizing the Benefits Whitten, Neil, Celebrate, PMNetwork 19 (8) (August 2005): 21. A project manager and the project team need to understand not only what the project team need to understand not only what the project team need to understand not only what the project team need to understand not only what the project plans call for but also what area(s) the most important stakeholders would like to improve and what area(s) they are willing to sacrifice to enable those improvements. Evaluate procurement requirements during the change order process. Several tools exist for helping project managers with this control. Quality reductions are far less common and are discussed in Chapter 12. Many organizations find that it is helpful to have a limited number of categories and have each lesson stored according to the category in which it is best suited. make-or-buy b. The team must rate factors such as projects, the customer rolects, the customer rolects, the customer rolects, the customer rolects analysis, and type. When complete, the risk register is "the document containing the results of the qualitative risk analysis, and type. When complete, the risk register is "the document containing the results of the qualitative risk analysis, and type. When complete, the risk register is "the document containing the results of the qualitative risk analysis, and type. When complete, the risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative risk analysis, and risk register is "the document containing the results of the qualitative ri is quite significant. Kinney, CPLP, principle consultant, Multilingual Learning Services. 7-2 Collect Requirements A requirement is a condition or capability needed by a user to solve a problem or achieve an objective that satisfies a standard, a specification, or any other formally documented need. Analyze each instance of cell values displayed in red for cause and severity. With the 100 percent line showing our workers' maximum available time, it is easy to see that they cannot complete everything as scheduled. Anantatmula, Project Teams: A Structured Development Approach (Business Expert Press: New York, NY, 2016). System integration—This concerns the trade-offs among project goals such as time, cost, and quality. A successful project is one that is completed without heroics that is, people should not burn themselves out to complete the project. Since people still report to their functional manager, they are able to develop and retain discipline-specific knowledge. Projects often are resource-constrained or time-constrained. PMP/CAPM Study Ideas Everything in this book is designed to mirror and explain the content in the latest edition the sixth of the Guide to the Project Management Institute (PMI). In Exhibit 8.14, activities A, D, F, and G have no float and, therefore, create the critical path. WCN 02-200-203 MS Project 2016 Instructions in Contemporary Project 3 MS Project 3 MS Project 2016 Introduction Ribbon, Quick Access Toolbar, view panes, Zoom Slider, Shortcuts, Scheduling Mode Selector Setting Up Your First Project Auto schedule, start date, identifying information, summary row Create Milestone Schedule Key milestones, zero duration, must finish on, information 7 Set Up a Work Breakdown Structure (WBS) Understand the WBS Code Identifier column, Hide or show subtasks detail 8 Using MS Project for Critical Path Schedules Set Up the Project Schedule Set or update the project start date, Define organization's working and nonworking time Build the Network Diagram and Identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path and Identify the Critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit the timescale, understand and define task dependencies, assign task duration estimates, identify the critical Path Enter tasks and milestones, edit t Display and Print Schedules 9 Define Resources Res Path Activity 10 Develop Bottom-up Project Budget Assignment costs, task costs, various cost perspectives Develop Summary Project Budget 12 Baseline, viewing variances 14 Using MS Project to Monitor and Control Projects What Makes a Schedule Useful? 3. Unlike the first two statements which should be limited to about two to four sentences each, the background statement can be any length. AGILE Step 5 Now, for each milestone, determine who the primary stakeholder(s) is and how he or she will judge the resulting deliverable. To be effective, the CPO must consider organizational enablers for project success: these include standardized supporting processes such as approvals and appointments; standardized execution guidance such as performance assessment criteria and templates; well-defined responsibility systems such as approvals and project team roles; and a mature organizational structure that fosters cooperation and joint problem solving. 17 So, what are the systems such as approvals and templates; well-defined responsibility systems such as approved as a system such as approved as a system such as a system standardized execution guidance such as a system such as a system s responsibilities of the chief projects officer? Have clear rules. As soon as that is done, two other activities can be performed. MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Excel MS Project has native support for sharing to e-mail or MS Project has Any time change to an activity on the critical path changes the end date of the entire project. The teams were on the same iteration cycles, so ceremonies like sprint retrospectives naturally became milestones in the project schedule, on cadences familiar to the folks doing the work. However, some projects are terminated early either because the customer is dissatisfied or wishes to invest their time and money in a different way. Cannella, Cara, Sustainability: A Green Formula, 2008 Leadership in Project team members think should be copied and/or adapted for use on future work. One challenge from a project management perspective is to get people to commit to completing certain work according to schedule when many have other fulltime jobs. Most deliverables in this example must be EXHIBIT 8.22 GANTT CHART VIEW WITH WBS ELEMENTS, TASKS, AND MILESTONES Source: Microsoft product screen shots reprinted with permission from Microsoft Corporation. Scope overview and business case examples are depicted in Exhibit 3.5. 3-5b Background Instructions The project as they construct the scope overview and business case. In other words, end-users of the project deliverable, the product of the project, and their needs must be integral to the list of requirements. These lessons learned can include all of the following except: a. Bourne, Lynda, and Derek H. What is the next thing they should do in order to start creating a project schedule? Reduce detrimental impact on faculty activities. Factors like this can hold quite different implications for a make-or-buy decision in different phases of project execution. In the "Line to change list", select Status Date (as shown in Exhibit 14.20) 4. However, a project manager wants to be sure to cover the most important matters, even if they may not have the same sense of urgency. Keep working to sustain results on completed projects. Can a key worker take a week of vacation the first week of March? The answers are yes and no. network diagram d. Scope creep happens for two common reasons. Raywoo/Shutterstock.com After completing this chapter, you should be able to: Scheduling and Agile The need to comply with government regulations by mandated deadlines does not change when a company switches from waterfall to Agile. Lilyana Vynogradova/Shutterstock.com CORE OBJECTIVES: After managing a number of projects to successful completion, it wasn t until I was overseeing a project in Trinidad and Tobago that I fully realized the importance of the project team celebrating its successful completion, it wasn t until I was overseeing a project in Trinidad and Tobago that I fully realized the importance of the project team celebrating its successful completion, it wasn t until I was overseeing a project store of the project team celebrating its successful completion. Group>>Dashboards>>Project Overview Once generated, the elements of the report can be manipulated and customized. A project scope statement guides the project manager. Analyzing stakeholder information helps the Agile team understand them better and leads to effective relationship building. In order to successfully communicate the right stakeholders, in the right stakehol time nor enough cash. Schedules and other resources are based on accomplishing the Sprints and removing impediments. The free online project team activities and to discover more about your own inner animals. A portfolio can include multiple projects. Chapter 8 Scheduling Projects Using the data below, schedule the problem in MS Project. The four corners of each block display four important times for each activity: Early start date (ES)—"the earliest possible point in time on which uncompleted portions of a schedule activity can start, based upon the schedule activity can start, based upon the schedule constraints."21 Early finish date (EF)—"the earliest possible point in time on which uncompleted portions of a schedule activity can finish, based upon the schedule constraints."22 Copyright 2019 Cengage Learning. The RFP can be a foundation for the future working relationship between the buyer and the supplier. ensuring enough resources are available to perform the project c. On the other hand, there are measurable student objectives for either a behavioral or a technical approach. List and define the ten knowledge areas and five process groups of the project (Suburban Park Homes) as level zero, not level one. 302 Part 3 Planning Projects takes one worker four days. SOURCES OF CONFLICT DURING PROJECT PURCHASING In the procurement and purchasing environment, conflicts are inevitable. asp, accessed March 2, 2017. The customer feedback and scope verification should also be reviewed to verify that the customers thought everything was accomplished. However, none of the financial models ensure alignment with an organization s strategic goals. Source: Cincinnati Children s Hospital Medical Center. PROJECT TEAM: Listen to and respect input from all team members. The is one who is more concerned with completing the project (on time, with good quality, and on budget, if possible) than with either personal glory or with only doing work in his or her own discipline. The project manager and team begin by identifying all stakeholders and determining which are most further than the original communications plan in that they identify every project activity and specify the exact involvement of each stakeholder. The weights they did. In this example, there is an upward trend. When might consensus be the best decisionmaking strategy? In other words, it may be your natural instinct to want to Copyright 2019 Cengage Learning. Why is each characteristic helpful? More companies find that if they target their opportunities, their hit rate or probability of securing the work on any given proposal increases. Change is expected, and the only part that is planned in detail at the outset is the first iteration. 198 Part 2 Leading Projects EXHIBIT 6.13 PROJECT ISSUES NAME DATE OPENED ORIGINATOR POTENTIAL IMPACT PROGRESS HOW RESOLVED DATE CLOSED ISSUES NAME DATE OPENED ORIGINATOR current meeting when more pressing matters need to be settled. com/definition/data.html, accessed April 10, 2017. Activity A's normal completion time is five days. When people use single time estimates, sometimes there is a tendency to believe that the estimates foretell exactly what will happen. Semester Project Instructions For your example project, create the following: 1. 4-8 Role Differences on Agile Projects AGILE Agile project management roles are shown in Exhibit 4.23. The project charter is a docu- ment issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project management roles are shown in Exhibit 4.23. updating the scope definition and work breakdown structure. These tools help to identify and deal with potential sources of conflict among the broader stakeholders. And while not every project manager (PM) needs to be a skilled wordsmith or a psychologist (though these would, in fact, be very useful skills for a PM to have), the PMBOK ® is now starting to build more content around these aspects of leading and managing projects, and there is increasing literature acknowledging the importance of the soft skills required to be a successful project Management Professionals (PMPs) or Certified Associates in Project Management ® Copyright 2019 Cengage Learning. is the a. Electronic templates for many of the techniques (student deliverables) are available on the textbook companion website. List and describe each step in the strategic planning process. A computerbased mathematical algorithm is used to optimize all possible spending portfolios to maximize value and minimize risk at specified budget levels. By reducing ordering cost for placing orders (e.g., the fixed part of the shipping cost), projects and customer satisfaction. Note that dates are the final item to be identified. RESOURCE ALLOCATION VIEW With slight modification, the Resource Allocation. For small teams performing simple projects, these principles are enough to guide their behavior. CHAPTER 14 While the project work is being performed, the project manager needs to determine that the desired results are achieved the subject of Chapter 14. While certain aspects, the project teams, in the contemporary approach to project steam to the extent possible while continually pushing to reach project goals. schedule; risks INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Suburban Homes, a medium-sized, fast-growing construction company, has an ambitious plan to expand its business to several southern states in the United States as a result of its significant growth and good reputation for building quality single-family homes and townhomes. You are hired as a consultant to develop the above five deliverables. What are some advantages of using a scoring model for selecting projects? The high levels of up-front management scrutiny leave little doubt about executive support for the plan going forward. The sponsor, project manager, and core team can establish powerful and meaningful relationships with key stakeholders by delivering on all promises, always providing fair treatment, creating a sense of pride by association, and even helping the stakeholder develop a passion for the project. 6 This starts by learning what motivates each stakeholder. However, that person often needs to negotiate with a functional manager, who is someone with management authority over an organizational unit. Chapter 6 Stakeholder Analysis and Communications. To be certified as a PMP, a person needs to have the required experience and education, pass an examination on the PMBOK Guide, and sign and be bound by a code of professional conduct. Chapter 15 Finishing the Benefits 515 PMP/CAPM Study Ideas Fewer than 10 percent of the PMP test questions concern the Closing Processional conduct. Group. 5-6a Virtual Teams In contemporary project management, project management, project management Body of Knowledge (PMBOK Guide), 6th ed. Senior management Can senior management identify any additional risks? This means they cannot be crashed and are crossed out. They direct that all contracts in progress be terminated . Agile projects use a similar method of storytelling to understand user requirements and ultimately define project scope. Higher net present values predict higher profits. Chapter 6 Stakeholder Analysis and Communication Planning 203 Stakeholder Prioritization Project: Casa de Paz Stakeholder Prio Members of Phoenix Support Group 1 5 4 10 Donors 2 3 4 9 Student Interns 2 4 2 8 Su Casa (who also serves sme community 1 5 1 7 YWCA 1 5 1 7 Protective Services 1 5 1 7 1 5 1 7 Semester Project Teams: A Structured Developmental Approach, 2016, New York: Business Expert Press. The concept behind a balanced scorecard is that an organization needs to be evaluated from the perspectives of customer, internal business, financial, and growth and innovation. If you need to identify considerably more major deliverables at this point, you might consider splitting your project into phases and concentrate on the first phase for now. You can either purchase the home from a reputed real estate building company or manage the construction of your home using project management principles that you have mastered. Ford Exercises Create a SIPOC for an everyday activity (i.e., paying bills, parallel parking, or making cookies). The demands of each role are explained, along with suggestions for how to select and develop people to effectively fill each role, considering both the role and the unique abilities and interests of each person. Each project smanager, and the unique abilities and interests of each person. need to understand that if they have the power and take advantage of their negotiation partner, that partner may not work with them on a future project. Look up words you do not know because some questions are vocabulary and the correct answers are from the PMBOK Guide Glossary. types; quantities b. d. A tool for communicating a project schedule that is much easier to understand is a Gantt or bar chart. Immediately, Copyright 2019 Cengage Learning. My son and I are developing other applications outside the synthetic turf industry under the Taro Inc. It is important to keep time estimates in the same unit of measure, be it hours, days, weeks, or another increment of time. McCabe PMP of University of Connecticut, who revised the test bank and provided additional PMBOK questions to each chapter, Jim King, who professionally taped and edited videos, and Kathryn N. In addition to and often in conjunction with earned value management, many project management, many projects. Detailed progress can be reported informally but frequently within the project team and to functional managers who control resources—perhaps weekly or even daily on a project with critical time pressure. Participants are reassigned and rewarded. Knowledge (PMBOK® Guide) as a foundation, our global partners also use the PMBOK Guide, translated in their local language. 23. What impact might it have on a project? Likewise, in certain organizational settings, the project manager may not have total authority over the team 's performances. The deaths on Aconcagua are an extreme example of the consequences associated with a lack of discipline. Many good project team also needs to determine the project scope, which is the work required to be performed for delivering a product, service, or result with the required features and functions. Because it is often confusing to draw an accurate AOA network, this methods have we used that need to be improved before we do that type of work again? TYPES OF PROJECT CONTROL While this section deals with monitoring and controlling project work, the remainder of this chapter deals with monitoring and controlling each of the other project management knowledge areas. The details are planned for the upcoming iteration and very little change is allowed during it. This formal commitment often helps a person decide to keep working hard on a project when things are not going well. The best times to discuss different options are being made. Therefore, it is good for motivational purposes to include the implementers in planning. Many large Japanese manufacturers have found a middle ground between purchasing from a few suppliers and vertical integration. (New York: Van Nostrand Reinhold, 1998): 324-373. Petrick, "Meeting Management and Group Character Development," Journal of Managerial Issues (Summer 1999): 168-172. Unfortunately, this is not the default behavior. Multiple rows under a summary row can be indented (or outdented) at the same time by Shift-Click selecting all of them before clicking the Indent control. Contractor companies need to be constantly on the lookout for potential project opportunities. For this case, we have kept it simple. Rolling wave planning is a planning technique of identifying and defining the work to be completely accomplished in the near term and planning the future work at a higher level. But I ve worked with people who mistakenly think Agile makes project management principles irrelevant. These are commonly used indicators. The variance table shows you the Start and Finish dates (the actual dates you executed on) and the baselined Start and Finish dates (the dates you planned to execute on). Teams meet weekly and discuss tests, adapting, adopting, or abandoning tests as they are evaluated. This is not a 10-second political sound bite that says take it or leave it. Gantt chart c. This matrix typically includes a first column showing the stakeholders. Many people find this stimulating. They must know how to deal with rapid change, a myriad of communication issues, global and virtual project teams, modern approach to include methods and behaviors from Agile, and many other issues that are more challenging than those in projects of the past. (2013): p. How is a company s portfolio similar to and different from a financial portfolio? Understanding these motivations will make it easier for the project manager to address them. Chris Tetrault, president of Tatro, Inc., states that he uses a combination of four strategies to recruit, as follows: 1. Needy, Kim LaScola, and Kimberly Sarnowski, "Keeping the Lid on Project Costs," in David I. Prepare soil by weeding and adding fertilizer. The sponsor (and leadership team members, if present) ideally is supportive, but also ready to ask questions regarding any part of the charter. Who is responsible for sending it? This capture of learning at each stage builds the capabilities of those involved and can form a knowledge base to be used by the team or by others in future projects. PMI Business Analysis for Practice Guide (2015): 207. List at least four factors a project manager should consider when identifying individuals to work on a project. At that point, different core team members are assigned to identify and seek the SMEs to plan the remaining details. Ideally, it begins with the organization s strategic planning. What are the four columns of the milestone schedule? Resource managers from each business unit meet regularly to discuss staff availability and open positions. They perform the essential functions required to run the business primarily operations such as accounting, legal, contracting, sales, and project management. The resolved issues sometimes make good lessons learned if they can help future project sallows for incremental plans and benefits. PERT was developed in the Navy's Special Program Office because the Navy was developing the large and complex Polaris Weapons System. The decision to approve the proposed change needs to be made by the appropriate person or group responsible for it. 82 Part 1 Organizing Projects program s automatic scheduling powers. But that is not always possible. Click the Advanced tab; change the Constraint type to Must Finish On c. Considering that most projects face many challenges, this unwavering support is often critical to project success. urgency d. to the parent organization versus those external to it. Teaching suggestions and grading rubrics are included in the IM. By identifying the project needs and wants, project organizations start with assessing the need to outsource part of the project work. Even though how the project work. Even though the milestone schedule is not very detailed, it is the first time a team thinks through how the project work. change routinely. Some organizations use a standard form for capturing project lessons learned, such as the one shown in Exhibit 15.3. DISSEMINATE AND USE LESSONS LEARNED The process of capturing and discussing lessons learned is valuable learning for the participants. Second, in some industries, the project life cycle is highly formalized and very specific. managing Juan is a project manager for a project that has been baselined and is now under way. It is a project planning tool that is defined as the concept of hierarchical decomposition for transforming the project scope into deliverable work elements at the highest level. A tool called a scoring model helps to select and prioritize potential projects. Rather than have a defined set of milestones, an agile charter after the first milestone is more of a general roadmap of the product. CASA DE PAZ DEVELOPMENT PROJECT First, the organizational structure for Casa de Paz is in a separate document. 210 7.1 Plan Scope Management 211 7.2 Collect Requirements 212 7.2a Gather Stakeholder Input and Needs 213 7.3 Define Scope 217 / 7.3 Define Sc book offers an excellent set of project management methods from which we can identify those pillars that we will decide to practice with the required levels of discipline. preventive action, 408 cost, 122 cost baseline, 342 cost-benefit analysis, 43-45 cost-benefit analysis return, 44 net present value, 44 payback period, 44 cost control, 345, 476 cost estimate, 330-341 accuracy and timing of, 334-335 activity-based costing, 340-341 analogous estimating, 335-337 bottom-up estimating, 335-337 bottom-up estimating, 335-337 bottom-up estimating, 335-337 bottom-up estimate, 334-335 activity-based costing, 340-341 analogous estimating, 335-337 bottom-up estimate, 334-335 activity-based costing, 340-341 analogous estimate, 334-335 activity-based costing, 340-341 analogous estimate, 334-335 bottom-up estimating, 335-337 bottom-up estimating, 335-337 bottom-up estimated costing, 340-341 analogous estimate, 334-335 bottom-up estimated costing, 340-341 analogous estimate, 334-335 bottom-up estimated costing, 340-341 analogous estimated costing, 340-341 accuracy and timing of cost estimated cost esti parametric estimating, 337 project issues, 338-341 value engineering, 340 variation, 339-340 vendor bid analysis, 340 cost plus-award-fee (CPAF) contract, 440 cost-plus-fixed-fee (CPFF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-incentive-fee (CPIF) contract, 440 cost-plus-award-fee (CPIF) contract, 440 cost-plus-awar cost-reimbursable contracts, 440 costs aggregating, 342 direct vs. Successful people learn from Their mistakes of OTHERS. documented Who came up with the four-part Profound Knowledge System? Once the resource that is most in demand is identified, efforts are made to keep that resource appropriately busy on critical chain activities (those critical both because of the predecessor-successor relationships and because of resource shortages) but not overloaded. This often involves negotiating with the functional managers to whom the SMEs report. When creating categories on a check sheet, it is wise to have a category titled "other" because many times, a problem comes from an unexpected source. Some lessons learned are more effectively transferred by informal means such as conversations, unscheduled meetings, or having a project team member on another project. You will be at approximately the right level of detail if you have a milestone somewhere between every one and six weeks on many projects. It is less costly and time consuming than other estimating techniques. The issues project managers need to negotiate can greatly vary in size and complexity. What are three main reasons it is better to design quality into a process than to find problems upon inspection? Near the end of a project, timing issues include rewarding, recognizing, and releasing project team members. Organizational Project Management Maturity Model Knowledge Foundation, 2nd ed. 474 Part 4 Performing Projects EXHIBIT 14.16 Percent Acceptable CONTROL CHART EXAMPLE 100 90 80 70 60 50 40 30 20 10 0 Upper control limit M T W R F Day T W R F curve might be expected. Divide your annual salary by 2,080 hours and add 20 percent for fringe. Chapter 4 Organizational Capability: Structure, Culture, and Roles 111 EXHIBIT 4.8 MIDLAND INSURANCE COMPANY VALUES Integrity Win/Win Team Humility Strong Work Ethic Creativity Propriety Sharing/Caring Personal Growth Source: Martin J. We still need names of individuals who are volunteering for each working group. Please note: for the purposes of this chapter's tutorial, a simplified version of the running Suburban Park Homes example has been used. 504 Part 4 Performing Projects 15-3b Knowledge Management The fourth area identified in using the balanced scorecard approach to controlling and improving projects is growth and innovation. Communicate face to face on site. Adam Smith had worked for several years in the construction industry and supplemented his experience with project management education. Core objectives face to face on site. are those the authors firmly believe anyone who takes a course in project management should master. Capture and share project lessons learned. Many behaviors emphasized in Agile also can help traditional project management should master. accepted, and includes authorizing, executing, monitoring, and controlling work until the customer accepts the project deliverables. List three reasons why an organization might choose to buy or outsource the work. In this analysis, a person calculates how many years would be required to pay back or recover the initial project investment. management reserve Ellen is estimating how much it will cost to recarpet the executive conference room. 322 Part 3 Planning Projects Exercises A certain project has three activities on its critical path. Predecessor Normal Time Normal Cost Crash Time Crash Cost A - 12 200 9 350 B A 8 300 8 300 C A 9 250 7 450 D B 6 400 5 600 E B, C 5 150 4 225 F C 10 500 9 650 G D, E, F 8 400 6 900 Using the data below, create the projects chedule using normal times. During the three decades that I ve been climbing mountains, I ve also been managing projects. Input(s): Assembly hardware prototype Activities Resource Expected Duration Cost Prepare test plan Production Analyst 8h \$720 Conduct test Production Analyst 8h \$720 Conduct test results Summary Production Analyst 8h 720 \$3,420 Source: Kevin P. fact, many types of interest conflicts arise among different companies. Chapter 13 Project Supply Chain Management 445 EXHIBIT 13.10 EFFECTIVE PROJECT PARTNERING APPROACHES Organization-wide willingness to: Use long-term perspective Share power with partner Adapt to partner Ongoing relationship with partner Effective methods: Openly share information Develop contractual relationships Resolve conflict Lawyers from law firms and three automakers shared virtual rooms to haggle over contracts. To do this, use the Indent and Outdent controls shown in Exhibit 7.17 (Task Tab>>Schedule Group>>Green Arrows) An organization s vision often includes reference to its social, environmental, and economic health, collectively referred to as the: a. (Mason, OH: Southwestern Cengage Learning, 2010): 5. 4-4a What Is Agile? (2010). A transition plan helps to ensure the following: Quality problems are avoided during the transition. Norie, James, and Derek H. 5-2.1.4 Assess project team capability. The activities expected to be accomplished midway in the project can be placed on the left portion of the work surface, those expected to be last on the right. PERFORM INTEGRATED CHANGE CONTROL George and John are new project managers fresh out of college. Chapter 1: Introduction to Project Management The Agile Manifesto stresses four values: Value individuals more than processes. Consider financial, legal, and emotional interests of potential stakeholders. Sponsors often share their vision for the project with Copyright 2019 Cengage Learning. scope management c. The charter guides team members regarding work ethics, honesty, integrity, respect, conflict management, decision making, and communication protocols. It identifies those project needs that can be met by acquiring products or services from outside suppliers, determines what to purchase or acquire, and finalizes when and how to do so. STEP 5: HIDE (OR SHOW) SUBTASKS DETAIL Some stakeholders will not want or need to see the lower levels of WBS detail). Consider extending role of deputy Chancellor to cover for some day-to-day activities. wavebreakmedia/Shutterstock.com CORE OBJECTIVES: BEHAVIORAL OBJECTIVES: Explain how to utilize the project team relationshipandprocessground rules to improve it. 142 Part 2 Leading Project so they work together. Click OK 5. The project team looks at the scope statement and WBS to ensure completeness and seeks to validate the scope by verifying it with the sponsor, customers, and/or other stakeholders. Ethics Know the code of Ethics and Professional Responsibility very well! There are more questions per page on this short document than on any other topic. expression of the organizational focus. The culture, in turn, is influenced by the project stakeholders affected by the project stakeholders affected by the project stakeholders affected by the project results and more external than internal stakeholders. Such a committee is typically called a Change Approval Board (CAB). What are the networks within the organizational Level," PMNetwork 25 (7) July 2011: 54-58. An annual event, a list of corporations as sponsors, and grant seeking are still developing. 6-4 Monitor Stakeholder Engagement is the process of engaging stakeholders and managing relations with them effectively. RACI charts are extremely useful for assigning activities to project manager. Notice in Exhibit 14.24 that Task C's duration is now three days and the activity is marked complete (as denoted by a checkmark in the Indicators column) EXHIBIT 14.22 UPDATE TASKS DIALOG BOX Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. These properties can be more difficult to finance because they rely on commercial lending standards. They prioritized stakeholders by influence, and divided responsibilities for developing and maintaining relationships with lessons learned have one person assigned to "own" and be responsible for designing and maintaining the lessons-learned database. The amount placed into management reserve is determined by how much uncertainty management feels exists in the project. Why is it helpful for a virtual team to meet in person at least once? One of PMI s standards, A Guide to the Project Management Body of Knowledge (PMBOK Guide), is composed of five process groups: initiating, ® planning, executing, monitoring and controlling, and closing; along with ten knowledge areas: integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholders. SPONSOR SUPPORT: Sponsors and other leaders need to publicly endorse the project and remove barriers. Table of contents : CoverBrief tentsPrefaceAbout the AuthorsPart 1: Organizing Projects Chapter 1: Introduction to Project Management 1-1 What Is a Project? If a very minor problem occurs on a project? If a very minor problem occurs on a project? If a very minor problem occurs on a project? Planning Mueller, Ralf, and J. As stakeholders commit themselves to specific endeavors on the project, they will implicitly revisit the opportunities and cost that lay ahead of them, which allows stakeholders to draw a realistic boundary around their commitment to the project. Note that one additional second-level item is shown on all three methods that of project management. An example is that cement will harden. If the project manager takes the time to understand the personal motives of each team member, he or she can create desirable opportunities for each. Having the team members start to know and trust each EXHIBIT 5.4 PROJECT TEAM PROGRESSION THROUGH DEVELOPMENT STAGES FORMING NORMING PERFORMING ADJOURNING Team member relationship issues Feel excitement, yet skepticism Feel resistance, yet longing to commit to project Feel part of team and believe project will succeed Feel close to teammates and understand teammates Feel strong attachment to team and feel loss when team disbands Team members attempt to Understand expectations, activities needed, and power structures Jockey for power, ask many questions, and establish dubious goals Accept team members, hold open discussions, and establish team norms Improve self, prevent and solve problems, and expand beyond official role Complete project on high note, maintain relationships with teammates, and seek next challenge PM strategies to promote organization needs Develop business case and acceptance criteria in charter Develop stakeholder analysis, communication plan, budget, and guality plan Manage trade-offs per stakeholder desires, include sponsor in talks, and conduct audit Share applied learnings with organization and report progress to stakeholders Secure customer acceptance of deliverables, honestly appraise team members, and provide ongoing support to users PM strategies to promote project needs Develop scope overview, milestone schedule, risks, and learnings in charter Develop scope statement, WBS, schedule, and risk register Add SMEs as needed, authorize work, and improve work processes Monitor and control project according to plan and update plans as needed. team member needs Develop team operating methods and commitment in charter, and help members build relationships Clarify each member's role, collaborate when possible, and assess and build members and team capability Capture applied learnings and improve meeting and time management Celebrate success, reward team members, and help team members secure follow-on work Source: Adapted from Barbara J. time zones d. However, there are exceptions to this rule. PMBOK Guide 537. While project management Celebrate success, reward team members, and help team members between the taken to greatly mitigate the impact. A second reason is that when the people who will perform the work help to plan it, many more details may be considered and the resulting plans are often more realistic. Close project or phase d. Risks, assumptions, and constraints Whoa! Resources How much? Internal projects can also be terminated if organizational priorities change. Chapter 7 shows how to plan the scope by collecting requirements and creating work breakdown structures. Some of the unique responsibilities of a program manager are leading program activities in a coordinated way, communicating with internal and external stakeholders, resolving cost, scope, schedule, risk, and guality across all projects with shared governance, and managing external and internal factors such as culture and socioeconomic issues. Benchmark their methods and determine how you can use the results to help your team improve. When multiple suppliers are available, selection standards such as total cost of ownership and risk also need to be developed. Another approach used by an international project management organization is to combine a contentbased system (as described above) and an understanding of who knows what. It happens within the iteration when the team falls behind on meeting their commitment. When people representing different disciplines and skills work together, misunderstandings often arise. 1-6c Part 3: Planning Projects Part 3: Planning Projects Part 3 includes six chapters dealing with various aspects of project planning. 22 Part 1 Organizing Projects The WBS is a document that progressively breaks the project down into its components so that each piece can be described as a deliverable for which one person can plan, estimate the costs, estimate the time, assign resources, manage, and be held accountable for the results. Adapted from plan/3-2/what.html, accessed April 10, 2017. Sherrard, San Diego State University Brian M. Division-level monitoring: Main outcome and select process measures reported to division leaders who can then guide and support teams as needed Decision makers can ensure that they use very solid ratings for each potential project. Create a comprehensive set of team operating principles to use on this project charter is the deliverable that grants a project management Institute Practice Standard for Work Breakdown Structures, 2nd ed. The project charter is the deliverable that grants a project management Institute Practice Standard for Work Breakdown Structures, 2nd ed. the more detailed planning stage of a project. The trial will be conducted at five medical centers in the United States to investigate the safety and efficacy of an investigate the safety and efficacy of an investigate the safety and efficacy of an investigate the safety and efficacy of a project. Examples of quality control activities include inspection, deliverable peer reviews, and the testing process. "2 This backward-looking, detailed set of reactive technical activities whether specific project deliverables meet their quality standards. This is an important process, because the team must balance control and flexibility. The easiest way is to use a resource assignment matrix and begin by assigning resources to the highest-priority projects. baselined c. Scope, time, and cost are all highly interrelated. Deep Fried Brain PM Certification Blog, . In these situations, an outside facilitator may be useful. larger goal. As with any type of proposed change, one must have a scope baseline in order to understand scope changes; that is, the approved scope definition and work breakdown structure must be clearly understand. Cobb, Charles G., At Odds? social need b. So, what capabilities should project team members possess? Consider each Dean's WIIFT individually. Authorize the project manager to proceed 2. For the Suburban Parks Home project example, determining dependencies and sequencing is fairly straightforward. The characteristics of high-performing project teams start with the personal values of individual team members. ORDER OF MAGNITUDE ESTIMATES Several things should be noted from these comparisons. To begin, you need to identify all the available resources in-house and resources required externally. This approach is similar to developing a deliverable WBS—looking at the project from the client's or end user's perspective. conferencing and virtual development environments is also beneficial in these situations. Manage the risk very carefully through specifically designed weekly conference call meetings and reports. For example, the functional manager with several workers reporting to her wants each employee to have enough work but not be overloaded. The project manager needs to feel confident that the work to create the work package can be assigned to one person who can estimate the schedule and cost and can be held responsible for its completion. Given the need, at times, for the organization to respond rapidly to serious, stressful, even life-threatening situations, board members, working group members, and even volunteers need to maintain confidentiality, think carefully, use discretion, and behave in a trustworthy manner. Usually, a risk management plan develops a mitigation strategy for all the prioritized risks before these risk events occur. Just as uncertainty exists when estimating how long an activity will take, there is uncertainty regarding how much an activity will cost. 1-4d Selecting and Prioritizing Projects During the selecting and initiating stage of a project, one of the first tasks leaders must do is to identify potential projects. Therefore, each style in 5.13 has its value in dealing with project conflicts. They can review the issues log and risk register to ensure all items on both of them have been addressed. The customers then say, "This is great! Could you add these couple of little improvements to it? About the Authors Timothy J. AGILE The priority of the product in Agile is more significant than in traditional project management. Task relationship arrows show finish-to-start links. Discuss at least four potential problems in creating accurate duration estimates for activities and two methods for dealing with each potential problem. Estimate durations of each element in the network. Project Management 2. You cannot overcommunicate so communicate project you are planning? The representative points out features and describes how things work. Before agreeing, the project manager must first understand what makes sense in terms of a schedule before she is in a position to know whether to accept a sponsor's suggestions or to argue about why it may be impractical. It is absolutely unethical to have reputations and careers suffer for a termination in which the impacted party was not at fault. Part 3 Planning Projects Improve a work process using either the DMAIC or the PDCA model to guide your actions. Chapter 14 Determining Projects Progress and Results 465 the risk management plan. inspection. 407 preventive actions, 405 preventive vs. Many people write down formulas they have a hard time memorizing so they can study them just before the exam starts. The person scheduling the following equation: Estimated time to perform each activity, the estimated time Pessimistic 4 45 6 12 6 The primary advantage of PERT is that it helps everyone realize how much uncertainty exists in the project? Sometimes, they move in opposite directions. For example, many small issues can involve day-to-day scheduling issues. skill set Copyright 2019 Cengage Learning. business case d. Today, many of these projects are related to SmartGrid efforts to fundamentally change the way the electric utility system delivers power to homes, schools, and businesses. In addition to the WBS, what might trigger project work to be authorized and performed? With less group interaction, harder to identify teams partially due to cultural differences. However, this option requires a vision for future growth and development and consequently, risks are also associated with this strategic direction. If one needs to choose between the two, a motivated team with poor assignments or very challenging assignments is more likely to be successful. Determine the minimum acceptable number of product features by asking what are the three to Copyright 2019 Cengage Learning. In addition, you also will be able to see the total assignment hours for each resource in the upper pane. First, the organization needs to have experience in performing similar projects and know actual costs of each of those projects (not just what they were estimated to cost). How well did we control schedule? This diversity would influence how people look at a scoring model or any other decision-making tool in selecting projects and making few risks that have been designated as major risks during risk analysis. Sponsors often let their project managers arrange this training and negotiate for resources. Academic Registrar (AR) Develop the power base of AR—demand and obtain quality improvements on courses across the university. and issues are envisioned because they may be able to head some problems off before they grow. While agile has been predominately used in software and product development environments, much of what agile does with regard to quality could work in other areas as well. There may also be a designated sponsor (sometimes known as a product manager). Plan Resource Management d. Fister Gale, Sarah, "The Evolution of Agile," PMNetwork 26 (1) (January 2012): 28-33. Next, the current status of the schedule and cost should be determined. reviewing and signing the project charter b. Now, project management is commonly used on projects of many sizes and types in a wide variety of manufacturing, government, service, and nonprofit organizations. However, agile teams can be in multiple locations. 9-7b Crashing When crashing a project schedule, certain activities are performed at a fasterthan-normal pace. At that time, the individuals will determine if the Project Leader needs additional assistance or skills to facilitate the project success and which of these responsibilities need to be delegated to others with expertise in those areas. 470 Part 4 Performing Projects EXHIBIT 14.9 PROJECT MANAGEMENT AND QUALITY TOOLS TOOL CHAPTER DESCRIPTION Charter 3 High-level agreement to start project describing authority, scope, expectations, and resources Lesson learned 3 and 15 Knowledge from experience captured and shared Stakeholder analysis 6 Identification and prioritization of stakeholder desires Communication with stakeholders Voice of the customer 7 Captured desired benefits and features in customer's own words Brainstorming 7 Quick generation of many ideas to identify gaps, issues, roadblocks, or potential solutions Quality metrics 7 Crisp definition of what and how to measure specific performance Project risk review 11 Thorough document review to uncover risks Root cause analysis 11 Technique to discover underlying reason for problem Cause and effect diagram 11 A visual outline, often resembling a fish skeleton, used to identify and organize possible causes of a stated outcome Supplier, input, process, output, customer (SIPOC) 12 High-level view of process and stakeholders Quality audit 12 Structured process and stakeholders Quality audit 12 Structured process and stakeholders Quality audit 12 Structured process to ensure project activities comply with organizational policies Benchmarking 12 Identifying and analyzing best practices for improvement ideas Flow chart 14 A visual model used to show inputs, flow of work, and outputs and to identify possible data collection points for process improvement Check sheet 14 A simple. identify and plot problems or defects in descending order of frequency or cost Histogram 14 A vertical bar chart used to show the average, extent of variable Run chart 14 A special type of scatter diagram in which one variable is time, used to see how the other variable changes over time Control chart 14 A run chart with process average and control limits used to distinguish between common and special causes of variation Note that, in this example, the error of using an incorrect scope shows the highest cost impact by far. Stakeholder analysis and communications planning can identify needs and desires of many others who will be impacted by either the process of performing the project or a deliverable of the project. This can vary a great deal depending on how much power each party has. Team composition is done at a high level. Third is a risk management system (explained in Chapter 11). To crash the project one day, what activity would be crashed, and what would it cost? How can a project manager promote the team members' needs during the forming stage? Because the ultimate goal of serving project customers, and so forth), supply chain management becomes a critical project management activity. the organization s commitment to apply resources to the project what project and, per the author, may be developed most effectively when combined with other information such as acceptance criteria? This document. However, project managers still need to tell sponsors and clients how long they believe a project will take and then be held accountable for meeting those dates. Identify similarities and differences among TQM, ISO, and Six Sigma. If the project team members will work harder to please their functional managers and the projects can

suffer. 326 Part 3 Planning Projects informal leadership and team cohesiveness. Project Status reports Group phenomena that evolve over time and include established approaches to initiating and planning projects, the acceptable means for getting the work done, and recognized decisionmaking authorities are referred to as: a. Source: Martin Kontressowitz. On some projects, a portion of the services or materials may be sourced from another company; on other projects, the bulk or even all of the work may be performed by an external company. It is not to eliminate all risks. In general, conflict occurs due to incompatible goals and differences in thoughts or emotions among the team members. How much will it cost? Dream: What could be? How can a project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives. This project schedule covered the elements of a plan to gather Voice of the Customer information and perform workshops for the identified Centers of Excellence: 1. Functional managers are the department or division heads the ongoing managers of the organization. Describe the extent to which any other person or group may be partnering on the project. Meetings will normally last for up to 90 minutes. Predict the impact of organizational structure and associated culture on individual and team behaviors. The Baseline Set (sometimes called the planned schedule) a. Conducted well, agile projects may have less risk because communication is so frequent and specific; because during each iteration, the team needs to demonstrate that the project deliverables perform correctly; and because it is common practice to maintain a visible, monitored, prioritized risk list. By strength, I mean an ability to provide consistent, near-perfect performance in a specific activity. With your sponsor, determine the quality baseline for your project. A client company may negotiate the amount of money to be paid for a project initiation. fixed price d. What is also used in these cases is the rolling wave planning described in Chapter 9. While the requirements collected represent the customers' statement of what they need, the defined scope is the project team's response—asking the customer, "If we provide this, will it solve your problem?" It is impossible to estimate how much a project will take, what risks are involved, or what quality standards will be invoked without first understanding what work is included in the project. Explain where it fits in priority with other work of the organization. Of the three approaches, the most generally useful, and the most difficult, method allows the project team to place buffers on any project schedule path to manage constraints associated with limited resources and project uncertainties. Click and drag with the mouse or Shift-Click the first and last task in the series 2. If the project is being scheduled with software, actual calendar dates are used. Which of these causes of variation can be addressed through continuous improvement? Assists the Project Leader in identifying, communicating, and removing barriers to enable successful project completion. transition plan c. That is called an "all-crash" schedule. (Hoboken, NJ: John Wiley & Sons, 2004), 503-520. It does not include the work activities needed to create those deliverables. Problems in any of them travel to all other project areas just as nerves in a body carry information throughout. work performance data b. Usually, we can develop a deliverables. The mission statement includes the organization s core purpose, core values, beliefs, culture, primary business, and primary customers. (Madison, WI: Oriel Incorporated, 2005): 6-8. Resource demands At what points are certain people overloaded? How did each help you initiate your project better? Visions are often multiyear goals that, once achieved, suggest the need for a new vision. One of the visions most often cited, because it was so clear and compelling, was President John F. Deliberative Relator 3. Simplilearn, accessed April 11, 2017. 15-4b Celebrate Success and Reward Participants The successful conclusion of a project should be celebrated for many reasons. Manage meetings. Task Tab>>Schedule Group>>Indent Task (right Green Arrow). 160 Part 2 Leading Projects projects, however, more details are needed. If not, some activities must be accomplished by other means, the schedule will slip, or perhaps the scope will need to be reduced. As a part of this exercise, update the WBS and project schedule, if required. The goal of excellent project management is to reach high levels of success on all measures on all projects. Actual) • Civility • Meeting Protocols • Social Graces • Decision Protocols • Decision Protocol management • Negotiation • Trust • Team Spirit • Harmony • Cohesiveness • Rare major conflicts • Commitment Source: Anantatmula, Vittal, Project Teams: A Structured Development Approach, Business Expert Press, 2016: 136-139. Exhibit 9.22 illustrates the Scrum process. Place these in the bottom row of the third and fourth columns. A well written business case should persuade decision makers to support the project and inspire the project team members and key stakeholders to work hard toward successful completion of the project is unique. The risk factor of a risk is the product of probability and consequence. Additionally, if the advance agenda is available for key stakeholders to see, some of the stakeholders to provide input. 1 Suprick J. What members of the project team should serve on the change control board? The activities on the second critical path ADFG, are identified by a circular symbol. EXHIBIT 13.9 ADVANTAGES OF PROJECT PARTNERSHIPS ADVANTAGES TO BOTH PARTIES ADVANTAGES TO VENDORS Shared motivation More effectively managed risks Clearly stated expected outcome Flexibility Reduced up-front project cost Greater potential profit Reduced administration of frequent bids Potential of lower cost More dependable stream of work Improved project execution Ability to explore new technologies Improved communication Ability to explore new technologies Improved communication Ability to explore new technologies Improved communication Ability to focus on core capabilities Opportunity to prove oneself Ability to explore new technologies Improved communication Ability to explore new techn Chaudhuri and Leigh Hardy, "Successful Management of Vendors in IT Projects," PM Network 15 (6) (June 2001): 48; and He Zhang and Peter C. If not, do you think it would have been more beneficial to address quality in one area of the overall project plan or continuously throughout the plan? They provide funding and broad direction for our efforts, and we go through a formal proposal process for all our projects. Regardless of the starting point, team members should keep on asking how the project at hand is different from previous ones. Planning horizon and purchasing power expanded The most significant result of the budget optimization process is the certainty with which implementation (the project execution phase) of the budget plan can be approached. CHAPTER 7 Chapter 7 shows how to determine the project scope and outline it in the work breakdown structure (WBS). Make sure the critical path is easy to see. By default, no holidays are defined and must be defined as nonworking days. 502 Part 4 Performing Projects EXHIBIT 15.1 EXAMPLE PROJECT CLOSEOUT CHECKLIST Closeout Date: Project Manager: Sponsor: Final Certificate of Substantial Completion Utilities Transferred to Owner on Insurance Facility Manual As-Built Drawings Attach Job Files to Database Update Projects Database Final Retainage Billing Release of Subcontractor Retainage Complete Subcontractor Evaluations Team Close-Out Meeting Send Out Owner Survey Bond Release estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release of Subcontractor Evaluations Team Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved for Close-Out Meeting Send Out Owner Survey Bond Release Estimating Feedback Cost Report Approved Feedback Cost Report A clause. This includes a true willingness to encourage stakeholders. This section deals with projects a company (called the client) wants performed, but for which it may hire external resources (called contractors) to execute significant parts or all of the work. When building schedules in MS Project, you will find it helpful to keep these limitations in order. Some opportunities will present themselves to the organization. Create a stakeholder engagement matrix like Exhibit 6.5. Develop a communications matrix like Exhibit 6.9. Be sure to use considerations in Exhibit 6.8 for ideas regarding purpose, structures, methods, and timing for each communications need. How many hours of human resources have we used to complete this activity, compared to how much we estimated? ISO also gives us a competitive advantage in the marketplace. For example, the milestone "Information needs finalized" (item 3.6) represents the point in time that all of the information-related activities (items 3.1 through 3.5) are completed. Develop a quality policy. controlling b. For example, for the process of installing the guide rail, first there was a small amount of time, such as one hour, to set up or get everything in place to do this step. Tim has been active with the Project Management Institute for over 30 years and a PMP since 1991. portfolio c. Often, new projects are starting up that are more exciting and cause distraction. In fact, some people may only report to a functional manager since they are not currently assigned to a project, and others may report to more than one project manager since they are assigned on a part-time basis to multiple projects. C—Consult d. Click the Tasks or Unlink Tasks may sometimes be useful. Key Terms Consistent with PMI Standards and Guides validate scope, 500 punch list, 501 transition plan, 503 lessons learned, 504 closure of a project s Character, Project Management Journal (December 2003): 4 11. Everyone in the firm should be aware of industry trends and use this knowledge to identify potential projects. Planning projects. Planning projects. Planning projects requires discipline and visibility. scorecard approach to controlling projects. 5-2.1.3 Assess individual member capability. The charter, by signaling commitment on the part of the sponsor, is the document that completes the project initiating stage. Field dispalys new name on reports Functional Approved BA Must PO#1 The system shall allow new requirement fields to be identified 1. In general, some potential projects can be to capitalize upon a strategic opportunity or technological advance. Decisions may not get made as fast. Improve the client-facing organization. Describe organizational culture elements that are helpful in planning and managing projects and demonstrate how to overcome organizational culture elements that hinder project success. Offers expertise to the team with tools and methodologies to accomplish goals. In Agile, the requirements are captured in a product backlog. 2-3d Negotiate to Secure the Project Negotiation is an approach to redefine an old relationship that is not working effectively or to establish a new relationship. A disadvantage of Monte Carlo is the amount of time necessary to estimate not just a most likely duration for each activity, but an entire range of possible outcomes. Clients are usually unmarried or married with no children. In other words, calculate the late start by subtracting the duration from the late finish (LF duration = LS). Scalability is one of the benefits of the approach, and another is the opportunity to reevaluate priorities in an incremental fashion. The QPR is derived from various source documents, and drawing notes. Anbari Frank T., Earned Value Project Management Methods and Extensions, Project Management Journal 34 (4) (December 2003): 12-23. The customers accept the project deliverables. The Malcolm Baldrige Award, ISO certification, and Six Sigma each present a framework with many good points. Two activities, A and C, have the same crash time as normal time. Chapter 14 Determining Project Progress and Results 487 EXHIBIT 14.26 GANTT CHART WITH COMPLETED WORK RESCHEDULED 14-6 Replanning If Necessary Sometimes it becomes necessary to replan a project. More stakeholders are effectively managed since a diverse group of project team members sometimes relate better to various stakeholders. People feel they are succeeding as long as they make incremental progress every day, but they can do that while our team still fails to meet the schedule. when the product to be delivered is well understood d. On other projects, however, many unanticipated risks may materialize. Clarify and confirm agreements Agree on key points, summarize, and record all agreements. This project manager has excellent leadership skills and a strong technical understanding of the project. Teradata implemented this project manager needs to coordinate the various subprojects and make decisions that are best for the overall project. While MS Project offers many fields to define resources, Resource Name and Max Units are to be modeled, then the Std. CHAPTER 4 Chapter 4 focuses on organizational structure, organizational culture, project life cycle, and project management roles of the parent organization. 358 Copyright 2019 Cengage Learning. When the project deliverables are less visible, project managers can still create ceremonial deliverables to demonstrate the project results. Source: Chris Tetrault, president, Tatro, Inc. Opfer, The Current State of Project Management Research: Trends, Interpretations, and Predictions, Project Management Journal 33 (2) (June 2002): 5 18. In addition to the activity list, the project milestones should be listed. White, and Lydia Lavigne, Project Controls: How to Keep a Healthy Pulse on Your Projects, PMI Global Congress Proceedings 2006, Seattle, WA. This is one of the few things not found in the PMBOK Guide itself but can be accessed directly from the PMI website. In the previous chapters, you have developed a scope plan (WBS), schedule network, cost estimation along RBS, and risk assessments for the project described. Chopra, S., and P. Chapter 4 Organizational Capability: Structure, Culture, and Roles 105 EXHIBIT 4.3 PROJECTIZED ORGANIZATION Project Manager 2 Project Manager 3 Project Manager 3 Project Manager 4 alternate locations (either full time or only for parts of days) to allow them to better work with one another, and on the project in general solution to the first timing issue is to assign key players as quickly as possible. What is a charter? Project or product attributes such as on-time performance, defect frequency, and costs versus. In our initial schedule, we have seven workdays of more work than our workers can handle, as shown by the blocks around activities 1.1.1 and 1.4.2. Note also that we are only working Monday through Friday, so weekends are shown as nonwork days. Therefore, critical activities are normally shown in red or boldface, noncritical activity. Lindsay, Management for Quality and Performance 222. STEP 4: ASSIGN TASK DURATION ESTIMATES Once the logical sequence of project tasks is established, it is time to assign duration estimates to those tasks so the critical path can be identified and the actual working schedule can be identified and the ac The idea behind rolling wave planning is to plan the first part of the project in as much detail as needed and to plan later phases only at a high level. Sharma, V. This work must be moved to start no earlier than the day following the Status Date. Prepare for negotiation Know what you want and who you will negotiate with. Each work package may require one or more activities to be completed to create the required deliverable. EXHIBIT 10.7 ISSUES IN PROJECT COST ESTIMATING Supporting detail Activity-based costing Vendor bid analysis Time value of money Value engineering International currency fluctuations Copyright 2019 Cengage Learning. Practice Standard for Project Estimating, 82. The project charter can be useful here. ACTION ITEMS The third type of project information is action items. Williamson of Louisville, Kentucky, when a Chinese customer asked it to develop a new product somewhat different from any it had previously developed. Force field analysis Which quality control tool is sometimes referred to as a "fishbone diagram" because it places a problem statement at the head of the fishbone and uses each "big bone" in the fish's skeleton as a category of probable cause, in order to determine the root cause of the problem? obligated to complete the effort. All needs must be handled accurately, promptly, and in a manner that balances effectiveness with cost and effort. If enough funds are not available, this is the time to look hard at all the estimates, schedule, and scope to determine what changes need to be made before the project management plan is accepted. Evans James R., and William M. Communicating with team members and sponsors with those beliefs has been quite challenging for me as a project manager. End To-complete performance index TCPI Copyright 2019 Cengage Learning. The timescale in the upper pane is synchronized with the Gantt graphic in the lower pane, and adjusting the zoom affects both panes. Build Centers of Excellence that deliver improved value. 13-4b Cost-Reimbursable Contracts are a type of contracts are encouraged to think of the various subsystems that should take the responsibility of the design phase to sustain the design from the dream that it discovered (Cooperrider et al., 2003, p. In the "Right" field of the table, change to Name Click OK The milestone name should replace the date on the right side STEP 2: EDIT THE TIMESCALE Along the top of the right side of the Gantt chart is the timescale. CHALLENGES Project managers deal with several challenges. In terms of informal suggestions, it is very empowering to project is going and offer encouragement when they run into each other in the normal course of work. It can be crashed to three days at a cost of \$500. Part 2 Leading Projects organization structures can be classified as weak, balanced, or strong, depending on the relative level of influence between the functional manager and the project manager. The question then becomes: What does a customer need to do to ensure the desired results? An example is a development contract that pays the contractor \$3,000,000 plus puts in escrow an award fee pool of \$210,000, and an executive in the customer's organization has sole discretion criteria. 348 Part 3 Planning Projects EXHIBIT 10.14 RESOURCE USAGE VIEW Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Wavebreakmedia/Shutterstock.com CORE OBJECTIVES: The fundamental reason for determining project progress and results comes down to one thing presenting actionable, decision-making information to project leaders. In your own words, describe an ethical project culture. Subtasks of each deliverable likely need some sequencing, and it is helpful to think about what tasks could be done in parallel or where there could be overlap. Functional managers and project managers may negotiate who will be assigned to work on as a team. If he does not understand what the project costs really are, he is just trading meaningless numbers. First, be sure that you are studying from the most current (6th) edition, since there have been substantial changes made within the Closing Process Group. Chapter 9 Resourcing Projects 299 EXHIBIT 9.6 SCHEDULE WITH RESOURCES EXAMPLE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Once the requirements are identified, a project work Just as software such as MS Project can be useful in planning, managing, and reporting on a project, it also can be useful when closing out a project and leveraging the benefits Copyright 2019 Cengage Learning. While powerful and quick, it may produce an unacceptably lengthened schedule. If a project will be divided into many phases, which life cycle model would you recommend using to plan it? Therefore, its early start is 45. Adjustments can be made as often as necessary. Sometimes, an owner representative works closely with the project manager to make these decisions. Because we all have considerable prior knowledge of animals, understanding is intuitive, and the tool makes it easy to quickly assess our behavioral environments. project charter b. Implementation may cost too much Accountant Identify areas of cost reduction and added funding. Passionate Project at TMC with hurricane season approaching. Chapter 8 also includes instructions on how to interpret a project schedule clearly communicate it using a bar chart called a Gantt chart; and use Microsoft Project to construct, interpret, and communicate project schedules. On many projects, there are choices of how to perform certain activities. Project schedules to construct, interpret, and communicate project schedules. On many projects, there are choices of how to perform certain activities. technical skills, what other skills must a project manager have in order to successfully resource a project? 7-3b How to Define Scope definition can vary greatly from one project to another. At the beginning, the owner needs to get the commitment of the top management of all firms involved. Each possible feature of the system should be discussed. While the project managers are primarily concerned with the trade-offs associated with cost, schedule, scope, and quality on their individual projects, the program manager is concerned with care. While we cannot predict or plan what changes will occur, we can plan for how we will deal with those changes. Armed with the answers to these questions, each of the probable projects should have an elevator pitch: What is included and why is it important? Caretaker (usually the one who knew about walls, wires, changes to the building, and the construction of the probable projects should have an elevator pitch: What is included and why is it important? Caretaker (usually the one who knew about walls, wires, changes to the building, and the construction of the probable projects should have an elevator pitch: history where there were no drawings available). Milestone schedule When? It looks backward to determine if the outputs are good enough. Doubtless, all supply chain parties need to work together to complete the project faster, better, and/or cheaper. Make revisions to resource working hours as needed as described in the Chapter 8 tutorial Update your Suburban Park Homes project so Bruce's vacation dates match exhibit 9.17. ity levels, is called team a. We initially develop a list of assumptions and constraints in the project so Bruce's vacation dates match exhibit 9.17. ity levels, is called team a. We initially develop a list of assumptions and constraints in the project so Bruce's vacation dates match exhibit 9.17. ity levels, is called team a. We initially develop a list of assumptions and constraints in the project so Bruce's vacation dates match exhibit 9.17. ity levels, is called team a. is that the Federal CIO Roadmap states, CIOs are responsible for maintaining and facilitating the implementation of a sound and integrated IT architecture; monitoring performance of IT programs; using metrics to evaluate the performance of those programs; and modifying or terminating programs or projects. For example, the charter Copyright 2019 Cengage Learning. Chapter 5 Leading and Managing Project Teams Thamhain, Hans J., "Team Leadership Effectiveness in Technology-Based Project Soft (4) (December 2004): 35-46. What is a project? Decision making is streamlined. If the new project is of higher priority than an existing project, and the project and the project of higher project (1) and the project of higher project (1) and the project (resources that were already committed may be freed up. Often, after activities are tentatively scheduled, as discussed in the previous chapter, it appears that the projects align best with the major goals of the firm. What would you want to see in a team charter for this development project? The network diagram appears Logical links between tasks can be seen as link lines in blue (noncritical path) and red (critical path) and red (critical path) Zoom the view out using the zoom slider at the bottom right of the screen (or Ctrl-Scroll) Click the Format Tab>> Ink lines in blue (noncritical path) and red (critical path) and Group>>Layout>>uncheck "Show page breaks" and check "Hide all fields except ID" (tasks are denoted by Task ID) Click OK Zoom in to see the simplified network diagram as in Exhibit 8.25 PMP/CAPM Study Ideas The scheduling portion of Project Management has been around for decades and is well established. This planning begins with a strategic analysis of the organization s internal strengths and weaknesses as well as the external threats and opportunities it faces. In turn, these requirements serve as the basis of developing project scope. This includes understanding both continual and breakthrough forms of improvement, seeking the root cause of problems, and using an worked well and what could work better. The single-family home will have the following features: 3,200 square-feet home with 4 bedrooms Granite kitchen and bathrooms, carpet in bedrooms Granite kitchen and bathrooms, carpet in bedrooms and 2.5 bathrooms Flooring hard wood in the kitchen and bathrooms and 2.5 bathrooms Flooring hard wood in the kitchen and bathrooms, carpet in bedrooms Granite kitchen and bathrooms flooring hard wood in the kitchen and bathro Ceiling 10 in first floor and vaulted 9 ceilings in bedrooms Summary 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal and external finish work, appliances, and painting: 10 May 2017 External work completion and utilities hookup: 03 April 2017 Internal work completion and utilities hookup: 04 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utilities hookup: 05 April 2017 External work completion and utili County clearance and Certificate of Occupancy: 30 May 2017 Financial settlement and handover of the property: 21 June 2017 High-Level Assumptions are limited and cost of the house would vary based on options selected Client must choose one model among the models offered Seven-year warranty for structure and two-year warranty for finishing components When this charter was developed, Suburban Homes did not have complete information on all the customer requirements and needs and complete understanding of the project. This update will be addressed in the next step. Chandler, Dawne E., and Janice L. Using the same scenario as question 6, which timing schedule would you choose to use for each communication? Second, all earned value terms deal with one of two time frames. Overall, how would you rate your satisfaction? Rubin, Developing Management Skills: What Great Managers Know and Do (Boston: McGraw-Hill, 2008). Conflicts that are discovered should be resolved, judgment needs to be applied to ensure that the overall plan really makes sense, and one or more kickoff meetings are normally held to inform all of the projects, the sponsor carries out the role of customer. Used in information systems and some other projects; allows for incremental plans and benefits. Note that a section is included for the work of planning and managing the project. If the sponsor provides a first draft of these sections, the project manager and core team carefully dissect it to ensure they both understand and agree. Each project in the portfolio should have a direct impact on the organization. Don't initially worry about who is going to do the work, and don't worry about the mandatory deadline. Here are some things that customers (one of the primary stakeholders) value most from a contractor who is performing the project: A sincere invitation to early and continued involvement Responsiveness Transparency Reliability7 These stakeholders are more likely to take ownership in the project by educating the project team about their needs and making timely project closure? Leads negotiation with Sponsor for charter definition.
[®] 7. Some extra help may be needed for as little as one meeting; other extra help may be needed for as little as one meeting; other extra help may be needed for as little as one meeting; other extra help may be needed for be process and strategies of the negotiation itself. Client companies may first put prospective external projects through a selection and prioritization process as described above and, if selected, then decide whether to perform the work internally (make) or hire the project to be performed by others (buy). CONTENT PRINCIPLES Operating Principles: Operating organization is an enterprise whose employees have a direct involvement in executing and completing the project. Once both parties understand what the other really needs, various creative solutions can be developed. All assumptions could change the estimate. The festival draws 3.5 million visitors. Just as the demands on individual workers can be applied to individual activities in the schedule to see when cash is needed. This large university was in danger of closure because of failed quality ratings and public criticism of its performance. Show how much the daily and cumulative costs for the project are, just as the monthly and cumulative costs for communicating remotely and from anywhere on the planet. Implement the chosen solution. The first principle to keep in mind is to use the same unit of time for each task. control procurements, the project team uses a project document that includes a list of deliverables, acceptance criteria, project assumptions and constraints, and a description of the product, service or result. In fact, outsourcing part of project tasks has been a well-established practice in various industries for a long time. How long should a typical charter be? Under which circumstances might a project manager or sponsor retain the right to make a project decision? Are our leaders at each level willing to take appropriate personal risk? Everyone must work together regularly throughout the process. In this way, the sponsor sets performance goals and establishes priorities.15 The sponsor sets performance goals and establishes priorities. 7 Copyright 2019 Cengage Learning. The most difficult part of monitoring and controlling is figuring out what metrics to keep, what to measure, and how to report the results to various decision makers as necessary. A—Accountable c. Ensure update accurate list 6. Use data. This change impacted every part of the university, and it was not a popular decision. Progress Meetings: Construction team meetings scheduled on Mondays at 8 a.m. every week and as demanded by work progress. Care must be taken to ensure that no unjust blame is placed on anyone. Then, your student team needs to draft the remainder of the charter with as much help as you can get from the sponsor and/or other people at the organization. Creating an infrastructure for IT needs was last because it would cost a significant amount of money and have no direct return for the individuals LADD supports. Chapter 4 deals with organizational capability issues of structure, life cycle, culture, and roles. The board voted to negotiate a one-year lease on the target building without a commitment to do substantial work on it. Paquette, Paul, and Milan Frankl, Agile Project Management for Business Transformation Success (New York: Business Transformation Success (New Yor this identity externally. Lists are best limited to five points so they do not look overwhelming to readers. PV EV AC BAC \$25,000 \$1,000,000 a. The project manager needs to understand the output of the software and be able to ask a number of what-if questions. Then it would be even more valuable to me." George, wanting to please his customer, says, "Yes, we can add that little bit." John's immediate answer is, "Let's see what impact that might have on the schedule, budget, quality, and project team. Chapter 14 Determining Project team. Chapter 14 Determining Project team. after the schedule is approved. When this occurs, wise project management Plan procurement Management Plan procurement Management is determining how project procurement decisions, approach and dealing with sellers will be accomplished and documented. While a project manager can and should strive to improve upon these values; it is far easier if team members are recruited with a good start on the following values: Copyright 2019 Cengage Learning. 70 Part 1 Organizing Projects deal with conducting meetings, making decisions, accomplishing work, and treating each other with respect. Hulett, "Project Schedule Risk Assessment," Project Management Journal 26 (1) (March 1995): 21-31; and David T. Create a SIPOC for your project. This makes it extremely difficult for others to benefit in the future from the insights learned. The first detailed behavioral planning topics that deal with the project team, other stakeholders, communication, and leadership form the next book module: Leading Projects. Finally, what changes need to be approved? Generally, it is the longest path through the project. Use the following information to answer parts a through h. It may also include negotiating for staff. The traditional methods of obtaining and documenting requirements are many, such as: Meetings with key stakeholders Interviews Focus groups Questionnaires Surveys Observations Prototypes Industry standards Reference documents, Market analysis Competitive analysis Requests from the client Standard specifications For example, in new product development projects, teams often use voice of the customers want out of the Copyright 2019 Cengage Learning. Other good opportunities will need to be discovered. If you have enough input from your sponsor, your professor may also ask you to create a customer trade-off matrix, as shown in Exhibit 1.6 and/or a definition of success for your project, as in Exhibit 1.7. Your professor also may ask you to answer certain specific and/or open-ended questions concerning your newly assigned project. Its efforts reach beyond day-to-day functions and extend in large part to awareness, advocacy, and action. If not, you can quickly create customized or prebuilt (canned) reports within MS Project to share with project stakeholders. Articulate specifically some ways the policy will guide the project stakeholders. Performing Projects reward those who record effective lessons learned as judged by other people who found and applied the lessons. In both cases, it should be more than enough time. Free and open communications along with a willingness to challenge each other are important because the project team may need to unlearn or give up past behaviors in favor of new approaches that might be more effective. Often, core team members who have been preassigned and sometimes a key stakeholder or two sign also sign the charter. 306 Part 3 Planning Projects EXHIBIT 9.12 CRASHING EXAMPLE AFTER ONE ROUND Activity • A B C • D E • F • G PROJECT DURATION 25 24 Normal Time 5 87 2 6 3 choices of continuing to crash activities until it is no longer worthwhile. Conference attendees were given a handout describing TMC s hurricane guidelines. Temporary also does not apply to the project teams are certainly temporary. Chapter 14 includes the ongoing work concerning scope, schedule, cost, quality, communications, risks, and stakeholders. Chapter 1 introduces contemporary project management by first tracing the history of project management and the agenda for the next meeting within 48 hours. Chapter 8 Scheduling Projects 249 The second factor is how long each individual activity will take to complete. Also, potential solutions should be considered based on the project is increased but the customer requests the project completion as originally planned, the project manager needs to explore options for schedule compression. If we had only one person working 10 hours per week on our project, the 100 percent line would then be 10 hours per week. Teams conduct frequent debriefings and reflect to collectively learn. Our research shows that the 34 StrengthsFinder themes naturally cluster into these four groups: 1. 5 A matrix organization is shown in Exhibit 4.4. Note that project team members report to both functional and Copyright 2019 Cengage Learning. How can we improve? If the project team members report to both functional and Copyright 2019 Cengage Learning. instructions within the project executing stage. These costs are not to be used to overcome poor estimating or project execution. During which stage of the project execution are not to be used to overcome poor estimating or project execution. both by meeting them where they are and providing time and space to heal, recover, and grow. Adam Smith has requested that you develop a checklist for closing the project will require the project manager to spend 50% of her time and the lead user and 3 core team members 25% of their time for 5 months. Hulett, David T., "Project Schedule Risk Analysis: Monte Carlo Simulation or PERT?" PM Network 14 (2) (February 2000): 43-47. risk tolerance c. Part 3 Planning Projects Compare the strengths and weaknesses of the three formats of constructing a WBS: indented outline, organizational chart, and free format. After two rounds, both critical paths are 23 days. Another method is the hierarchical or "org chart" (short for organizational chart, which it resembles) method. Use fewer or less dramatic techniques for subheadings. Scope is a combination of product scope and project Estimating: 14. Building Proposal 3.1 RECOMMENDED SIZE AND SCOPE 3.2 SITING 3.3 COST RATIONALE 4. 3-5e Resources Needed Instructions Armed with the milestone schedule, the project budget and other resource needs such as people, equipment, or space. Scope reductions are common. Projects have a finite timeline, while programs may exist as long as the parent organization does. We also must meet (or agree to change) the project cost and schedule parameters. Frequent celebration of small successful project completion. This is the same thought that goes into creating a more detailed project schedule, resource estimates, risk profiles, quality plans, and communications plans. Know forms of power, as shown on page 157 of CPM and conflict resolution, as shown on page 157 of CPM. Food 8. In the "Normal" box, choose dashed dotted line; choose Green for the color 5. Give examples of how a single company might use continuous process improvement and/or breakthrough process improvement. As details of later project phases emerge, dummy tasks can be replaced with actual task data. In other words, it is not necessarily the case that a three-point estimate of an activity would be more accurate than a single duration estimate subprogram d. 196 Part 2 Leading Projects preparation may be done at the end of the meeting for the next meeting. First, estimates go by several different names. The fifth section presents issues about conflict and resolution that occur when dealing with both team members and stakeholders. Brad Crisp, "Can You Hear Me Now? From a client's perspective, the focus is only on what is delivered as the project outcome. Fairness make decisions and act impartially. In many organizations, a large percentage of people dread performance assessments. TECHNICAL OBJECTIVES: Select and utilize an appropriate quantitative risk analysis tool if qualitative risk analysis is not sufficient. Prioritize each risk on a project using an appropriate assessment technique and develop and defend at least one strategy for each of the high-priority risks. In this example, we are performing poorly in terms of Copyright 2019 Cengage Learning. Typical ranges are from 5 percent of project costs for well-understood, routine projects to 30 percent or more of project costs for poorly Copyright 2019 Cengage Learning. Detailed suggestions of how to understand the PMBOK Guide 6e material that is covered in each chapter. However, even the smallest projects still need to use planning and control just in a more simplified manner. Both parties would prefer to avoid costly and timeconsuming litigation. Team members resolve issues. Often, the project manager has authority to determine what will limit or influence the project work— such as exclusions, constraints, and assumptions. PMBOK Guide 6e is the latest update on the body of knowledge that began with leading project manager thought leaders expressing a need for some sort of standard over 30 years ago. It is also the time to assign team members to each activity. The other detailed planning topics tend to be more technical and form the third book module: Planning Projects. These lessons are included in the charter. During the second on-site meeting, we checked the preconditions ready and if so delivery and setup of IT equipment were approved, if not another school from further down the list was invited to move up if they met the criteria. In such cases, including project management in the WBS may be sensible, even in a deliverable based WBS. TECHNICAL OBJECTIVES: Compress a project schedule using crashing and fast tracking, and describe the advantages and disadvantages of both. Projects can be modified and used to better plan and manage even smaller projects. (2013): 190. These developments are the result of continuous dialogue between the procurer and prospective suppliers. Extensive flowchart to help the sixth edition of the PMBOK Guide come to life. Chapter 6 Stakeholder Analysis and Communication Planning 181 EXHIBIT 6.2 MODULAR COURSES: STAKEHOLDER IDENTIFICATION AND PRIORITIZATION MATRIX VICE CHANCELLOR DEANS OF FACULTY (*) ACADEMIC REGISTRAR: LECTURERS: (*) STUDENT SUPPORT Power 3 3 2 1 1 Interest 3 1 2 1 2 2 Influence 1 3 2 2 1 1 Impact 3 2 3 1 1 1 Urgency 2 1 2 1 1 1 Legitimacy 2 1 3 3 1 3 Total: 14 11 15 9 7 6 Priority (Key or Other): Key Key Key Secondary Other Other Other STUDENTS What Is Important to This Stakeholder (*) Lecturers and the deans are unlikely to be homogeneous in their views-more information to strategically understand if the project team will complete all work on time and within budget. It is a 501(c)(3) nonprofit organization that is just starting. If it does, determine whether you will adopt it as is or ask to augment it. While their products and marketing strategies may be innovative, their go-to-market processes are often linear, time-consuming, and very inefficient. Usually, some risks are uncovered when chartering the project. default-documentlibrary/pdfs/the-contract7. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Suburban Homes, once a medium-sized company, is rapidly expanding its status as the fastest-growing construction company in the Midwest region of the United States. @ 2009 by Management Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how this project Wanagement Concepts, Inc. Source: Chris Tetrault, President, Tatro, Inc. Given the information provided in Chapter 2 on how the in Journal (March 2010): 61 77. Many people find it useful to go through the PMBOK Guide one chapter at a time, very carefully align potential projects with the parent organization s goals. AGILE One common feature of Agile projects is the "stand-up meeting." These short (15 minute or less) meetings are often held at the start of each day with no comforts such as coffee or chairs. WBS 1 ACTIVITY IMMEDIATE PREDECESSOR ACTIVITY Operational definition 1.2 2 2 Target Selection 2.1 Solicit partners for pilot 2.2 Hold brainstorming meeting 2.3 2.4 Using the data below, schedule the problem in MS Project. In the absence of any other method, for an expensive item, a project manager may need to develop a sound cost estimate. Click OK Your milestone schedule in the Gantt Chart view should now look like the example in Exhibit 3.23. Requirements of a deliverable are often translated into specifications so that the deliverable can be validated, qualified by measurable conditions, and bounded by constraints. 5-2 Develop Project team is "the process of improving the competencies, team member interaction, and overall team environment to enhance project performance." 4 Developing a highly effective project team requires the following six activities from the project manager. Focus on quality, speed, and cost while delivering improved value. When is this type of model used? Click OK DEFINE YOUR ORGANIZATION S WORKING AND NONWORKING TIMES MS Project's calendar system defines working and nonworking time. Senior customer representatives and project managers frequently work together to determine the requirements. Key Terms Consistent with PMI Standards and Guides activity, 246 plan schedule, 246 control schedule, 246 control schedule, 246 Copyright 2019 Cengage Learning. A dummy task example can be seen in Exhibit 10.15. This is especially true if the company has a track record of success with teams. Contents CHAPTER ix 2 Project Management For PMPs VersionOne for_PMPs.asp, accessed May 22, 2013. Why is it often necessary for project managers to persuade workers to be part of the project. Source: Jeff Flynn, ILSCO Corporation. Prepare for negotiation. and helps all parties understand the purpose of the project. 13. On the View Definition dialog >> click Details Pane drop-down >> choose Detail 4. Exhibit 7.15 shows a Gantt table view of a WBS in MS Project. Agile software development teams include all resources necessary to accomplish the tasks and finish the software product. 538 Appendix D: Project Deliverables 🖲 Chapter(s) PMBOK Process PMBOK Knowledge Area (or section) PMBOK Process Group core 8 Define Activities Schedule Planning Network core 8 Sequence Activities Schedule Planning Network core 8 Sequence Activities Schedule Planning Network core 8 Define Activities Resource Management Resources Planning Resource Histogram core 9 Develop Schedule Schedule Planning Project Crashing technical 12 Develop Project Crashing technical 12 Develop Project Management Plan Baseline technical 12 Develop Project Crashing technical 12 Develop Project Management Plan Baseline technical 12 Develop Plan Baseline tech Management Plan Integration Planning Bid Documents technical 13 Plan Procurement Planning Contract Type Justification technical 13 Plan Procurement Planning Source Selection Matrix technical 13 Plan Procurement Planning Conduct Procurements Procurement Executing Change Request core 14 Perform Integrated Change Controlling Earned Value Analysis technical 14 Control Costs Cost Monitoring & Controlling PROJECT DELIVERABLE Type of Objective Milestone List
 Copyright 2019 Cengage Learning. When is the best time to on-board core team members? Two new continuing project examples. Barclay, Colane, and Kweku-Muata Osei-Bryson, Toward a More Practical Approach to Evaluating Programs: The Multi-Objective Realization Approach, Project Management Journal 40 (4) (December 2009): 74 93. 5-2e Building Individuals and teams. F., "Critical Path Planning and Scheduling: Mathematical Basis," Operations Research 9 (3) (1961): 296-320. pull c. www.organizationalzoo.com/profiler Copyright Arthur Shelley 2013 Image artist John Szabo 6-1 Identify Stakeholders Projects are undertaken because someone needs the project's output. authority power or right granted by the organization c. It helps all project stakeholders focus appropriately on schedule and cost performance. 2 10-2 Estimate cost is "the process of developing an approximation c. It helps all project stakeholders focus appropriately on schedule and cost performance. 2 10-2 Estimate cost is "the process of developing an approximation c. It helps all project stakeholders focus appropriately on schedule and cost performance. 2 10-2 Estimate cost is "the process of developing an approximation c. It helps all project stakeholders focus appropriately on schedule and cost performance. 2 10-2 Estimate cost is "the process of developing an approximation c. It helps all project stakeholders focus appropriately on schedule and cost performance. 2 10-2 Estimate cost is "the process of developing an approximation c. It helps all project stakeholders focus approx of monetary resources needed to complete project activities." 3 Cost estimating is linked closely with scope, schedule, and resource planning. What are some examples? Appendix A gives general study suggestions for the CAPM and PMP exams. Once the order is determined, make an estimate of the time required for that activity. Original WBS included C. If a project could be compared to an animal, the scope overview briefly describes both the size and features so one can tell if it is a rabbit or an elephant. Many of these tools can be used in additional project management activities. Be sure to number each row. View Shortcuts Provides a quick switch from the active view to five different views: Gantt Chart, Task Usage, Team Planner, Resource Sheet, and Report. Frazier Photolibrary, Inc./Alamy Stock Photo After completing this chapter, you should be able to: The Texas Medical Center (TMC) is composed of forty-nine not-for-profit institutions that are dedicated to the highest standards of patient care, research, and education. Several things need to be in place for analogous estimates to be effective. Repeat this step for the summary task "County clearance" (WBS ID 5) and type "Construction Complete" 7. Then, each person is asked to offer his opinion on at least one aspect of the meeting that either was good (+) that she would like to see repeated or one thing that was poor () and could be overcome in future meetings. Also, construct the same WBS in MS Project like Exhibit 7.18. Initiating 2. Bhasi, "A Structural Model for Software Project Risk Management," Journal of Management (March 2011): 71-84. We have expanded the number of learning objectives and classified them as core, behavioral, of technical. Specifically covered are methods for determining the scope of both the project work and outputs, the work breakdown structure (WBS) that is used to ensure nothing is left out, and how the WBS is portrayed using Microsoft Project Professional 2016. However, a project manager must remember that negotiations will be smoother if she realizes that everyone with whom she negotiates has their own set of issues and goals. Understanding other team members starts with understanding other team members starts with understanding other team members who provided input may feel that their ideas were not considered. However, in small organizations where most people have been forced to understand multiple areas, this may be less of an issue. Lookup fields can be provided from an external system through data interface Functional Approved BA, Team, Sponsor, Stakeholders Must PO#1 2.1 The system shall include a base set of standard reports. Many successful project managers work hard to develop both friendships and respect with their team members. accessed February 7, 2017. Phillips, and E. Provide signature projects for the workers to showcase their skills. discretion, is called a. Maintain focus. The project manager needs to ensure that the correct dates for submission of documents and the sitting of the CAB are plotted correctly on the project schedule. Stakeholders want to know how much work is remaining. Members of the team are volunteers, and most work full time and have family commitments. In addition, the workforce now represents different work cultures, attitudes, commitment, and work ethics. Project managers want to have capable and willing workers throughout their project and should treat each person as an individual, ensure people accept responsibility, and strive to get more done through collaboration. (2013): 178. 6-6a Determine Project Information Needs Many stakeholder information needs were identified during communications, detailed communications, detailed communications, detailed communications for managing meetings, an important channel of communication. A new type of project manager was needed to manage national resources using a standardized set of practices," Journal of Management Information Systems 26 (4) (Spring 2010): 65-85. Sometimes, a project is terminated before its normal completion. Many of these points have far-reaching impacts, but they are listed here in the order of their first appearance. In an age in which environmental concerns are appropriately being considered more heavily, to calculate total life cycle costs, a project manager may also need to consider disposal costs of the product after its useful life is complete. scope statement d. 419 During quality management planning, the project manager and team determine what will be measured during the Control Quality process. net present value (NPV) 10. Various models are used for these improvement efforts. A project manager is assigned and more detailed requirements assessment is done after a project's core team is selected. Do the key stakeholders agree that the project is needed? It operates on the belief that human systems move in the direction of their shared image and idea of the future, and that change is based on intentional and positive inquiry into what has worked best in the past. Sponsors ideally take an active role in chartering the project by creating a first draft of the business case and scope overview statements for the project minutes is shown in Exhibit 6.12. PM Plan Baselines 4.2 Develop Project Management Plan 7.1 Plan Cost Management PMBOK® GUIDE Topics: Plan Cost Management Estimate cost Determine Budget Cost Baseline 7.4 Control Costs Every morning around 10 A.M., I met the construction superintendent for coffee. What is the difference between "push" and "pull" methods of communication? Skulmoski, Gregory J., and Francis T. A quick review of the potential price versus cost of materials is completed by the VP sales (with finance input), and the product is deemed saleable at an acceptable margin. The term partnering is used to describe this process. Flow charts can be used to show any level of detail from the overall flow of an entire project (such as a network diagram of the project schedule) down to very specific details of a critical process. Major sponsor responsibilities are shown by project stage in Exhibit 4.15. performance. Project management is integrate all of them into one coherent and ethical whole. Virtual teams are the norm for global projects and multinational organizations. Wagner, Rodd, and Gale Muller, Power of 2: How to Make the Most of Your Partnerships at Work and in Life (New York: Gallup Press, 2009). Adapted from Herzog, Valerie Lynn, "Trust Building on Corporate Project Teams," Project Teams," Project team proceeds to the next step of project outsourcing for selecting the right supplier and negotiating the contract. At the same time, they must balance competing demands among project . Rodney, 167 two-pass method, 259-263 U unity of command, 103 unknown unknowns, 342 unk unks, 342 U.S. Air Force, 39 U. Facilitates collection and analysis of data. One of the popular decision tools used to select projects is an evaluation model based on project attributes, and strategic goals. When should relationship building between the project manager/other core team members and important stakeholders occur? Bozarth, Cecil C., and Robert B. Take transactions out to a service center where a lower cost is achieved. Control quality, a monitoring and controlling process, is technically looking at deliverables and asking if they pass specific standards. It is helpful to think in terms of the following: Owner—the "person or entity that owns the product of the project and to whom that product will be handed over at the time of its completion"1 General contractor—a person or agency that "does not specialize in one kind of work; often used to refer to the primary contractor who employs specialty subcontractors"2 Subcontractor—a "contractor who is holding a contract or (i.e., lower-tier subcontractor)"3 Though supply chain management (SCM) and project management (PM) are traditionally separate business areas, we find that integrating SCM into PM can significantly enhance the effectiveness of project management. A project management communications to the extent possible. Any incongruences can be addressed before the manufacturing process begins, thus giving the project the best opportunity for a successful outcome. Zoom Slider The zoom slider is useful in any view that contains calendar data. 8-3 Historical Development of Projects such as cathedrals in Europe took decades or longer to complete. Exhibit 3.13 is an example of team operating principles. For example, if you were building a cement wall, the cost of the cement would vary directly with the size of the wall, 218 Part 3 Planning Projects these were probably listed in the charter, but others may not vet be identified. PMP/CAPM Study Ideas Some of the guestions you will see on the material covered in this chapter will be at least partly based on vocabulary. When core team members have helped write the charter rough draft, they may also sign the charter rough draft, they may also sign the charter and actual performance or difference between the approved plan and actual performance. ® The museum's leadership team convened with the Fiesta San Antonio Commission's executive director at the end of August to assemble a project management plan. Calculate early start, late finish, late start, late finish, and float for each of the activities in the network below. Project management plan. Calculate early start, early finish, late start, late finish, and float for each of the activities in the network below. characteristics to guide their team to better performance. 464 Part 4 Performing Projects wise to consider multiple responses to a given risk. Kloppenborg, Timothy J., and Laurence J. PMI Lexicon of Project Management Terms Version 3.0, 2015 (Newtown Square, PA): 8. accessed April 10, 2017. Atlassian, Have we met: Four Agile Ceremonies Demystified, accessed April 14, 2017. The customer representative (sometimes called the owner) prioritizes the scope based upon business need, value, cost, and risk. 426 13.1 Introduction to Project Procurement 428 13.1a SCM Components 430 / 13.1c SCM Decisions 430 / 13.1c SCM Management Processes 431 13.2 Plan Procurement 431 13.2a Outputs of Planning 431 / 13.2b Make-or-Buy Decisions 432 13.3 Conduct Procurements 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.2b Make-or-Buy Decisions 432 13.3 Conduct Procurements 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Suppliers 434 / 13.3b Approaches Used When Evaluating Prospective Sup Price Contracts 439 / 13.4b Cost-Reimbursable Contracts 13.4c Time and Material (T&M) Contracts 440 13.5 Control Project Supply Chains 441 13.6a Project Partnering and Collaboration 442 / 13.6b Third Parties Purchasing 447 / 13.6b Th Ideas Summary 448 Chapter Review Questions Discussion Questions B 449 450 451 Integrated Example Projects 451 Casa DE PAZ Development Project Semester Project Se Exercises 440 / 452 452 452 452 452 453 454 Copyright 2019 Cengage Learning. Shane, Jennifer S., et al., "A Multidimensional Model of Project Leadership," Leadership and Management in Engineering (April 2011): 162-168. Unlike the criteria for selecting among projects in a typical organization, for your class, you may use criteria that will help you learn Functional and project managers may look at the situation from the perspective of the department or project, respectively, and have different ideas of who is the appropriate person to work on the project. The first is to ensure that the new person understands the project at a high level and is enthusiastic about being part of it. We promoted lean and improvement ideas continually to the leadership. Dependencies can be defined using the following steps: Click on the Task Release Ctrl after you click your selection Click the Task Tab>>Schedule Group>>Link Tasks (chain icon) a. relationships; tasks b. This is easily accomplished in MS Project using the Variance table: 1. 116 Part 2 Leading Projects 4-4g What Is Needed for Agile to Be Successful? Often, it is the project team members. Daft, Management, 9th ed. A common method of determining this sequence is to put each defined activity on a Post-it Note and to display them on a large work space (whiteboard, several flip chart sheets on a wall, etc.). What are the five stages of team development? reserve, 333 fixed vs. Entertainment 4.1 FIND INFORMATION ABOUT LOCAL NOISE ORDINANCES 4.2 CONTACT LOCAL BANDS 4.3 SET UP STAGE, SPEAKERS, FUN BOOTHS 5. What are the greatest advantages to using a computerized scheduling program like Microsoft Project? Summary Project stakeholders to navigate through their inquiries via positive conversations. More detailed and timely risk management occurs in planning each subsequent iteration, in daily stand-up meetings, and in retrospectives at the end of each iteration. EXPERT POWER Generally, people want to succeed in whatever they do. This is where the project sponsor, project manager, and perhaps core team members publicly and personally show their commitment to the project by signing the charter. In addition to over a decade's experience in project management education, Kate is a top-producing real estate agent with Keller Williams. Data includes the Baseline Start, Baseline Duration, Baseline Work, and Baseline Cost. Help the project manager, sponsor, and team members, if any are already assigned, develop a common understanding 3. Part 3, Planning Projects, deals with all aspects of project planning as defined in the PMBOK Guide. Hire additional people Key resource not available Ute 1. Rapid growth and changes in the information technology and telecommunications industries especially have fueled massive growth in the use of project management in the 1990s and early 2000s. 3 Finance, Billing and Enroll. For example, if one criterion was the number of customers, the marketing department could interview some potential customers to gauge their level of interest. Keep in mind the following time constraints: Unexpected meetings Learning curves Competing priorities Vacation Resources or information not available on time Inaccuracy in work instructions Emergencies and illness Rework 5. For large and mega projects, programs, and federal government contracts, it is possible that the client is interested in project management activities and project progress reports. Kenny, John, Effective Project Management for Strategic Innovation and Change in an Organizational Context, Project Management Journal 34 (1) (March 2003): 43 53. Stakeholders Who? Ignore the overload if the resource impact is temporary. Further, they may participate early and often when their input is meaningful and they feel that the project is successful. Set up consultation and communication groups. (Newtown Square, PA: Project Management Institute, 2006). 14. 14-4b Control Schedule and cost schedule and cos as a facilitator and assess one risk at a time. accessed March 12, 2013. The budget optimization process provides detailed risk analysis information on all deferred projects. Sometimes, the two move in the same directions A collections A collection of projects. is called a: a. Determine what work will be included and what will be excluded. This is often not an attractive strategy because many activities take more total time when split. In the first row of the Resource Name column, drop-down menu and choose Plum- bers>> click OK 10. Describe methods of project team decision making and the circumstances in which each is likelytobemosteffective. Consider multiple options Brainstorm multiple approaches must know how to calculate the time value of money. Cleland, Field Guide to Project Management, 2nd ed. First, if the scope is not clearly defined and agreed upon, it is easy to add additional work (scope creep) to the project with or without realizing that more time and resources (additional cost) will be required. The task element above the indented task(s) becomes a summary row as indicated by a bold font. Further, in today s global economy, geographically dispersed virtual project teams are becoming a familiar entity in many organizations. . 2-1a Strategic Analysis The first part of setting strategic direction is to analyze both the external and internal environments and determine how they will enhance or limit the organizations ability to perform. Many organizations have specific names and guidance for their estimates and these vary widely. Competitive pressures often dictate a lower limit on reserves than project managers may prefer. This includes work processes that initiate, plan, execute, control, and close work. Hopefully, the

outcome of the meeting is commitment and excitement all around. Use weekly updates on project progress to avoid unpleasant schedule surprises. variable, 408 authority, 7 auto scheduling, 310-311 Aviation Week and Space Technology journal, 42 avoid risk strategy, 374 B background, 66, 71-72 backward pass, 261-262 balanced scorecard approach, 458-459 Baldridge, Malcolm, 389 Ball Aerospace & Technologies Corp., 60-61 baseline, 229, 404 Bechtel, 443 Beedle, Mike, 325 benchmarking, 337 Brezinski, Brad, 387 budget. Division-Level Monitoring Individual teams organize work into 90. day blocks for planning, execution, and reporting purposes. To what extent does the quality of this work meet requirements? seeks to ensure the future performance of the project management plan d. (The most common type of conflict is this: lower price means cost reduction for the buyer, but it also means revenue loss to the seller.) In Copyright 2019 Cengage Learning. The fourth factor is imposed dates. An example of SWOT analysis 33 Copyright 2019 Cengage Learning. Pick the desired conflict solution. It may be extra workers who are needed at a busy time during the life of the project. 9-5a Show Resource Responsibilities on RACI Chart A responsibility assignment matrix (RAM) is "a matrix that shows all the work packages and the resources assigned for various responsibilities regarding each work package." A RACI chart is a popular form of RAM that presents roles of key stakeholders and their roles defined as responsible (R), accountable (A), consult (C), and inform (I) for project activities in a matrix form. Chapter 2 Project Selection and Prioritization 43 is often summarized as a business case, which is the benefits of a selected component used as a business case, which is the benefits of a selected component used as a business case. be used. At multiple points in most chapters, if Agile methods or suggested behaviors are different from traditional project management, these variations are noted. We also want to acknowledge the wonderful help of various professionals at Cengage Learning, including Aaron Arnsparger (Sr. Product Manager) and Conor Allen (Content Developer). Partnering fosters a strong desire to contain costs when changes are necessary and leads to a team approach in resolving any financial and time consequences. FM almost all FM more Equally shared PM more PM almost all power. This description briefly states the work that needs to be accomplished to create the project deliverables. It is partly due to a belief that if you complete the work early, it may be perceived as poor quality. LEARNING CYCLE Building project team capability can be envisioned as a learning cycle in which the team uses creativity to jointly develop and consider alternative approaches while striving to learn at each point in the process. Butler, Charles W., and Gary L.Richardson, "A Variable Time Project Planning and Control Model," Journal of Management Policy and Practice 12 (6) (2011): 11-19. Adapted from Erling S. To explore and pursue various investment opportunities that would eventually translate into projects, the company developed strategic directions to successfully invest in real estate. Chapter 15 Finishing the Project and Realizing the Benefits 509 Knowledge management is hugely important on agile projects. validate scope b. Gallup Consulting is a global research-based consultancy, specializing in employee and leverage the value of diversity. Describe, in your own words, what you believe are the four most important characteristics of high-performing project teams. Finally, the closeout report often contains a review of the project's original justification. If there is a bonus of \$125 per day for finishing early, what activities would be crashed, and how fast would the project teams. be completed? The test bank includes true/false, multiple choice, essay, and quantitative problems for each chapter. R., P. The negotiated agreement on the amount of money spent on upgrades that Casa de Paz would pay and what the owner would pay. Project managers need to monitor and control the actual work of the project or the activities. The need differed greatly since a newly build school (concrete/steel) poses a whole different range of tasks as compared to 150-year-old converted castle schools with thick walls (think of protection of historical monuments = no drilling of holes anywhere and a long analysis and certificates for every little change to the building, think of moist or even wet intended server locations). In more contemporary times, indirect costs form a much larger percentage of total costs, so careful allocation of them is necessary both for selecting the projects that truly will contribute the most profit and for ensuring a focus on controlling the highest costs. Frequently, a business is faced with making a change, such as improving an existing work process, constructing a new product, entering a new market, and so on. INTEGRATED EXAMPLE PROJECTS SUBURBAN HOMES CONSTRUCTION PROJECT Refer to the project charter from Chapter 3. It has enhancements that take students from learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while learning basic concepts to actively engaging in critical thinking applications, while engaging in critical thinking appl projects, programs, and portfolios. RECURRING VERSUS NONRECURRING COSTS The third cost comparison is recurring versus nonrecurring costs. If more than one person has accountability, it is too easy for them to blame each other when something goes wrong. Discuss how a project could be successful in terms of some measures yet unsuccessful by others. Authorization to perform work is always a formal communication, but it need not be written. When a project manager seeks to monitor and control a project selected, we will have one person from the board serve as sponsor (product owner) and one person from the respective working group serve as project manager (scrum master). List a few questions you could ask her to gain a better understanding of the scope of the project. Tell which project you would pick first, second, third, and last. You have started a project working with your peers at your rival college to create a crosstown help-out. Use approximate rates for ones you cannot get. power should be used by a project managers sometimes can influence only how work is accomplished (when people do not report to them), but they may be able to regulate or demand the work to be accomplished at a certain time or in a specific manner. The upper-left portion of each cell in the matrix can display the rating, representing how well that project satisfies that criterion. constructed in Exercise 4 above. You would spend considerably more time and money on risk management planning for the major construction project that is vulnerable to a hurricane than for the small fund-raiser project. Key Terms Consistent with PMI Standards and Guides project charter, 63 requirements, 65 scope creep, 66 milestone schedule, 66 acceptance criteria, 67 risk, 68 Copyright 2019 Cengage Learning. While these communication needs are common on all projects, Agile project knowledge If a company does extensive project work and uses project management capability as an organizational strength, it is important to keep developing expertise in it. This section extends the previous discussion of project procurement and contracting by focusing specifically on issues surrounding working with different suppliers to complete a project. Therefore, the best project managers capture lessons learned early and often. Early Finish-Early Start d. When crashing a project, what two criteria are considered when deciding which activities to speed up? Pilot what you do. In the Constraint date box, enter the milestone date d. Typically, many stakeholders contribute to developing the WBS, and this effort helps them understand the project. Trinidad and Tobago is the southernmost Caribbean island, seven miles off the coast of Venezuela. Perhaps our sponsor still wants to know what it would take for us to finish on budget. Each of these foundational pillars aligns with the supporting agile sprint teams and the backlog of activities gets translated into stories within the sprints. Chapter 14 Determining Project Progress and Results 459 EXHIBIT 14.1 BALANCED SCORECARD APPROACH TO PROJECT CUSTOMER FINANCIAL Direct and manage project work Control quality Cont Control schedule Perform integrated change control Control scope Control costs Implement risk responses Monitor risks Manage communication Source: Adapted from Kevin Devine, Timothy J. It is normal to identify more risks during all the phases of the project. Projects are undertaken with scope goals and with constraints on cost, schedule, and quality. Lindsay, The Management and Control of Quality, 8th ed. Which three criteria should you consider when prioritizing stakeholders? AGILE Self-directed teams on agile projects are largely empowered to decide what work to do and when to do it, consistent with the prioritizing of deliverables by the product owner. An example could be that when a construction crew takes soil samples, they discover that expense. MS Project calculates the duration for WBS summaries based on the durations selected for the tasks that comprise each summary. 468 Part 4 Performing Projects EXHIBIT 14.7 BURNDOWN CHART WITH IDEAL LINE Estimated effort hours left in iteration 300 Burndown Chart "Ideal Line" Where Velocity Is 300 Effort Hours 200 100 10 9 8 7 6 5 4 3 2 1 0 Days left in iteration Agile projects often use a Burndown Chart to show the amount of work remaining. Third, the customer who pays for the project may not be the actual person or group who uses the project deliverable or outcome, and the customer may not fully understand the end-users' needs. For example, in the construction industry, the executing stage is often described as the three stages of design, erection, and finishing. customer b. That said, there are many commonalities in how projects can be planned and managed. The danger of rigid processes and systems is that people do not see the value in recording something that they believe is for the benefit of unknown others in the future and will not help them (but costs them precious time). The PMO performs the CPO role. In fact, stimulating work is one of the most powerful rewards. Many project selection decisions are made based upon the total costs of both creating the project and of using the result of the project selection decisions are made based upon the total costs of both creating the project and of using the result of the project and of using the result of the project and of using the result of the project and selection decisions are made based upon the total costs of both creating the project and of using the result of the project and mistakes helped. To perform this method, two logical passes should be made through the network. Project managers should use celebration, rewards, and appropriate follow-on work to guide the team through this last stretch. Step 3 is for the project managers should use celebration, rewards, and appropriate follow-on work to guide the team through this last stretch. The three sets are as follows: 1. J., D. What three tasks comprise the "define scope" process? Cause-and-Effect Diagram Exhibit 14.13 shows how the largest bar on the Pareto chart often becomes the head of the fish on the cause-and-effect Diagram Exhibit 14.13 shows how the largest bar on the Pareto chart often becomes the head of the fish on the cause-and-effect Diagram. managers who are viewed as being honest and trustworthy. 250 Part 3 Planning Projects level deliverables. 8 Part 1 Organizing Projects Planning, and ends when all stakeholders accept the entire detailed plan. PROJECT M ANAGEM ENT IN ACTION The Power of Lessons Learned Projects are discrete. Chen, Wei Tong, and Tung-Tsan Chen, "Critical Success Factors for Construction Partnering in Taiwan," International Journal of Project Management 25 (5) (July 2007): 475-484. If a resource has no show/hide control, then it has not been assigned. Then the analyst subtracts the stream of discounted project costs from the stream of discounted project benefits. Risk management techniques that were originally developed on complex projects. While many are still officially organized in a traditional functional manner, an increasing number of organizations have at least informal matrix relationships. 314 Part 3 Planning Projects EXHIBIT 9.18 RESOURCE ASSIGNMENT Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. 2-1 Strategic Planning Process One of the tasks of a company s senior leadership is to set the firm s strategic direction. Each deliverable can be written on an individual Post-it Note. With more complex projects, the client company may very well decide that one company is more capable than another on technical, financial, or experiential grounds. Kloppenborg • Vittal Anantatmula • Kathryn N. Meyer, Werner G., Early Termination of Failing Projects: Literature Review and Research Framework, Proceedings, Project Management Institute Research and Education Conference 2012, Limerick, Ireland. The quality plan should include the quality plan should i elements Click the Project Tab>>Schedule Group>>click Set Baseline >>click Set Baseline is selected in the drop-down menu under "Set baseline is selected tasks>>check To all summary tasks Click OK Instead of re-baselining as above, you may wish to create an entirely new baseline. 10 Part 1 Organizing Projects This book will present examples of company-specific life cycle models, but for clarity will use the predictive or plan-driven model shown in Exhibit 1.1 when describing concepts, except when we discuss Agile with the adaptive or change-driven model. On some internal projects, the pay for the associates who work on the project often comprises much of the expense. Nevertheless, a conscientious project manager keeps these characteristics in mind and strives to help his team develop each one. reserve analysis d. The construction industry is no different. The Format tab header (above the tab) identifies the currently active view (e.g., Gantt Chart). While there are many project manager requirements, some of the technical needs can probably be delegated, but every project manager needs integrity, leadership, and communications skills. Speed in getting a drug to market should be one of the highly rated criteria. The executive sponsorship roles continued to evolve along with standard processes and practices to facilitate new responsibilities. If a person is using a competing project scheduling package, the intent remains the same, but the mechanics of how to create certain documents may differ. 4-5a Steering Team, operating team, or other titles) often consists of the top person in the organization and his or her direct reports. Turk, Wayne, "Scope Creep Horror: It's Scarier than Movie Monsters," Defense AT&L (March-April 2010): 53-55. Team Operating Principles Commitment to timetable. A variance is a measurable departure from a planned baseline or expected value. Steps Close Project or Phase process. Sometimes, this adjustment must be done when project activities during the supply Chain (New York: McGraw-Hill, 2009). Typically, most of the processes outlined in PMBOK are relevant and applicable for large projects that require a few years and hundreds of project team members for execution. The usual excuses for this loss echoing through the corridors include just too hard, not enough time, team disbanded before we had the chance, and many more. Scope at the outset is not clear to either the project team or the client and is described only at a high level. To accomplish this, executives need to identify, select, prioritize, resource, and govern an appropriate portfolio of projects and other work. 266 Part 3 Planning Projects and other work. 266 Part 3 Planning Projects and other work. 266 Part 3 Planning is complete. 1.6 Staging 8-5 Chapter 8 8-1 533 ES EF Activity Name Slack A B C D E Early start 0 12 16 12 19 Early finish 12 16 17 19 22 Late start 0 14 18 12 19 Late finish 12 16 17 19 22 Late start 0 14 18 12 19 Late finish 12 16 17 19 22 Late start 0 14 18 12 19 Late finish 12 18 19 19 22 Slack 0 2 2 0 0 Duration LS LF 8-8 5 2 7 0 0 0 5 A 5 7 B 2 9 5 0 5 5 7 5 12 9 C 4 10 E 7 9 0 9 9 19 15 F 6 15 15 23 0 G 8 15 5 3 8 23 12 D 7 15 A B C D E F G 0 Activity Days A 5 B 2 C 4 D 7 E F G 5 10 Immediate Predecessor 15 20 25 ES LS EF LF Slack CP? Describe the three responsibilities of project team members. Who is best known for creating the Quality Trilogy? Also, the project team can review the communications plan to check that all documentation was created and used as mandated, which brings a closure to the project communication plan. 42 Part 1 Organizing Projects During good or bad economic times, people should take the same care and prudence with external projects and ensure that they are consistent with the organization s goals. Resource leveling often reduces an overload, but it does not always eliminate it entirely. C) A C tier supplier has a rating of 65 - 74. SITUATIONAL LEADERSHIP Depending on the team's initial capability, a project manager may need to start as a strong individual leader, but the goal is to develop multiple leaders on the project team. Obviously, a project manager may need to start as a strong individual leader, but the goal is to develop multiple leaders on the project team. As you speed up activities on the critical path, you may find yourself left with a new critical path (or paths), which is now the longest in terms of duration. These are covered, along with ongoing risk planning, in Chapter 14: Determining Project Progress and Results. Nevertheless, this demonstrates how to keep track of the time a person spends working on a project. The highest priority is to satisfy the customer through early and continuous delivery of valuable product. Some people have a stronger natural ability and a better comfort level in one or the other, but to be successful as a project manager, a person needs to develop both, along with the judgment about when each is needed. These are the stories. does the team need to learn from this stakeholder? 15-3c Create the Closeout Report Many organizations have formal procedures for each project can be set separately. Chapter 13 deals with the procurements area, including all work with suppliers and partners in the supply chain. This book covers the responsibilities of many individuals who can have an impact on project managers can understand not only their own roles, but also those of people with whom they need to interact. In this book, we will provide dozens of questions in each chapter for you to use as a guide. Chapter 11 Project Risk Planning 363 Omission of some of the essential activities in the WBS may also be realized during the project and participate in making decisions. Now Earned value EV How much did the is done work cost? Most project managers and sponsors can and do facilitate many meetings. The purpose of the Pareto chart is to quickly understand the primary sources of a problem using the 80/20 rule, wherein 80 percent of defects often come from only about 20 percent of all the sources. In many situations, project managers find the most useful method takes good practices from both plan-driven and change-driven approaches, just as the matrix form of organizing takes good ideas from both functional and project closing, customers are asked both to accept the project deliverables and to . Its strategy is to retain its core strengths of securing contracts, designing exceptional landscapes, and managing projects with demanding clients. It is undesirable to even try to remove all risks because that means the organization is not trying anything new. (although it can be to some extent if there is a culture of storytelling and low staff turnover). As a first fit, internal available resources are aligned (based on the skills required, time frame of the project, how it aligns with the goals of the parent organization, determination of what is included and excluded in the project scope, rough estimate of resource needs, and stakeholders. It was clear that a comprehensive communications plan would need to be implemented to establish lines of communication, determination of what is included and excluded in the project scope, rough schedule, success measures, major risks, rough estimate of resource needs, and stakeholders. nurture relationships, and manage the flow of information between stakeholders. 14 In this book, these individuals are called core team members. This includes determining project information system as described in Chapter 6. Make your decisions and calculations with an eye toward maintaining the critica path above all else, since delays in the critical path will put your entire project behind schedule. e. Monitor risks, and evaluating the effectiveness of the risk response process throughout the project. The Evaluate freezers Chart temperatures Review service record Consult with HVAC engineer Develop construction approval A J A A J A J J A 0 Cost per week Cumulative cost 5 2080 2080 10 1210 3290 15 1000 4290 20 1270 5560 25 1270 6830 30 1140 7970 Copyright 2019 Cengage Learning. 7-3a Reasons to Define Scope definition is an important part of project scope. Most project scope. Most project scope all other planning because all other planning is based on the project scope. Most project scope definition is an important part of project scope definition is an important part of project scope. considered to ensure that the WBS is structured properly. When that is the case, projects generally, and Exhibit 11.6 shows major risk categories for international projects generally, and Exhibit 11.7 shows common risks for information systems projects. What do you do? 422 Part 3 Planning Projects Overall Rating: A Tier. 294 Part 3 Planning Projects EXHIBIT 9.4 MANAGING RESOURCE AVAILABILITY Under pressure to complete the next phase of a new product development team urgently needed talented manpower. Practice Standard for Scheduling: 121. An agreement is reached during iteration planning on the definition of done. The forward pass is "the calculation of the early start and early finish dates for the uncompleted portions of all network activities."20 On the forward pass, the project team starts at the beginning of the project team starts at the beginning of the project and asks how soon each activity can begin and end. Clients could range from small business owners to large malls and mega office complexes. Dr. Kloppenborg has worked with over 150 volunteer organizations, many directly and others through supervising student projects. Ideally, it would be immensely beneficial for organizations when individual aspirations and professional goals are aligned with project objectives. Establish a Quality Management System We became ISO 9001 certified. Give an example of what is given up in a project when it is crashed and when it is fast-tracked and an appropriate time to use each. Laning, Strategic Leadership of Portfolio and Project Management (New York: Business Expert Press, 2012): 21. This chapter deals mostly with managing and leading project teams. placeholder for future projects; others pertain only to certain project teams. between your last report and now. In the Scheduling options for this project section: Change the dropdown to All New Projects Change the New tasks created option to Auto Scheduled 9. PM Study Circle Types of Procurement Contracts used in Project Management, accessed April 24, 2017. All team members act as leaders when needed. That means that so far, our cost efficiency as measured by our CPI is 50% and we need to suddenly raise it to 157% for the remainder of the project management helps project management helps project so budget! TCPI BAC EV BAC AC Each term in earned value management helps project management helps project management helps project to complete on budget! Part 3 Planning Projects Copyright 2019 Centralizing Planning and Control in a Large Company after Many Acquisitions The restaurant chain where I work was founded over 50 years ago. 230 Part 3 Planning Projects EXHIBIT 7.12 LIBRARY PROJECT WBS WITH COMPONENTS NUMBERED LIBRARY PROJECT 1. Show your progress updates on MS Project. A performance criteria example is when an auto company enters a contract with a supplier to develop a battery that can get 55 miles per gallon in a 3,000-pound car. Describe examples of ethical (or nonethical) behavior as outlined in PMI s Code of Ethics they have a major impact. This allows more realistic estimates. Ensure that documentation is in good order. These last two-stimulating work and opportunity for recognition-have shown the strongest correlation to successful project performance as perceived by senior managers. 6 People work hard and enthusiastically if they find their work stimulating and believe they will be rewarded for it. see project risk strategies role clarification, 160 role culture, 110 rolling wave planning, 310 rolling wave diagramming method (ADM), in which schedule activities are represented by arrows and connected at points called nodes. Immediate Predecessor Duration in Days Resource Hourly Cost Work Hours per Day A Evaluate freezers 2 Alcides \$45.6 B Chart temperatures 6 Joan \$50.4 C Review service record 2 Alcides D Consult with HVAC engineer A, B C 3 Alcides E Develop construction plan D 10 Joan F Complete IC assignment E 2 Alcides G Complete ROI analysis E 5 Joan H Conduct regulatory review E 4 Joan I Obtain construction approval F, G, H 2 Alcides WITH PROJECT MANAGER The first joint task for customers and project managers is to create and ratify the project charter. project managers is to create and ratify the project charter. project managers is to create and ratify the project charter. The third section includes several considerations for the project manager when managing the performance of the project team. Estimate impact of proposed changes on project goals d. Should activities on the critical path be outsourced? The following items are frequently considered when selecting the right type of contract: Overall degree of cost and schedule risk Clarity about the scope of work Type and complexity of requirements Extent of price competition Cost and price analysis Urgency of the requirements Extent of subcontractor's responsibility Contractor's accounting system Extent of subcontractor's negative considered of the seller and the buyer that each type of contract presents. What is the difference between a request for quotation (RFQ) and a request for proposal (RFP)? PMBOK ® 6E OUTPUTS 1.2 Foundational Elements Elevator Pitch Selecting Projects Project Selection and Prioritization Matrix PMBOK ® 6E OUTPUTS 1.2 Foundational Elements Elevator Pitch Selecting Projects Project Selecting Projec GUIDE Topics: 1.2 Foundational Elements Selecting Projects CHAPTER OUTPUTS Elevator Pitch Project Selection and Prioritization Matrix Project Selection Selection and Prioritization Matrix Project Selection Sele leadership at the helm, and federal changes in the way services were to be delivered to those with developmental disabilities. However, because the names are typically short, there is still the potential to get confused by exactly what is included in a work package or WBS component. The teams are self-governing, so the team now accomplishes many of the planning and coordinating activities a project manager would typically perform. Flow Chart A flow chart is a tool that project managers use as they begin to control quality. This approach uses animals to represent behaviors and stimulate constructive conversations about interactions between people. They can refer to the charter, scope statement, WBS, schedule, and all communications plans to verify that everything they committed to do is actually done. If more than one parent company is involved in a project, why is it important for the project manager to understand the culture of each? You are the project manager in charge of expanding a popular restaurant. Experienced project managers work hard to uncover risks as early in the project as feasible. Initial core team brainstorming and proper stakeholder analysis (no matter whether according to PMI, IPMA, or PRINCE2, list them all, check their expectation, interests, influence, power, degree of potential support, and involvement). Each of those statements should be one to four complete sentences and should be easy to understand. projects are underway, including the Texas Children s Hospital s 407,000-square-foot Neurological Research Institute and 720,000square-foot Maternity Center, along with a 12-story, 27,000-square-foot concreteframe addition to the M. Within hours, the utility can analyze multiple optimized budget scenarios at various annual spending levels involving thousands of projects and nearly \$1 billion of investment. Daft, Richard L., Management, 9th ed. Develop a deliverable-based (design-focused) Work Breakdown Structure (WBS) for this project. Finally, you may need to identify resources to accomplish the project using a resource matrix. If the factors of supplier relations and probability of project success were each deemed to be half as important as new product development, each would be assigned 5. When planning scope, it is also wise to plan for changes. Project success requires understanding stakeholder requirements, clarifying project expectations, and agreeing upon project scope. First, all of the information required to develop the project scope. not like each other, they often feel less committed to the project and to their team. Exhibit 14.8 displays a Burndown Chart with the team constantly behind schedule. Third parties can use various mechanisms to grow the supply chain performance (e.g., reducing delivery time and cost), by aggregating: Capacity Inventory Transportation Warehousing Information Receivables Relationships 13-6c Lean Purchasing Lean purchasing refers primarily to a manufacturing contractual arrangements into a manufacturing co cohesive, collaborative project team with a single set of goals and established procedures for resolving disputes. EXHIBIT 8.18 INITIATIVE EXPLANATION Activity variance Increase activity transparency Allows for better planning Increase user participation Ensures that the product delivered meets the user needs Reduce project size Manage expectations, e.g., set realistic goals by drawing from "outside views" Use packaged software Ensures that estimates for tasks are more accurate Mitigates optimism bias and misrepresentation Provides a standard within which to develop the system Activity dependence De-scope Improve requirements definition Reduces the number of dependencies Ensures that there is no confusion over what is to be development or iterative development) Reduces delay bias by minimizing multitasking, merging, queuing (i.e., reduces the dependencies) Source: Vlasic, Anthony and Li Liu, "Why Information Systems Project goals, and Education Conference 2010 (Oxon Hill, MD, July 2010). Once everyone has a common understanding of clear project goals, several additional benefits occur: Teamwork develops. Project swere conducted throughout most of the world s history, but there was very little documentation. This helps establish good project planning, effective project culture, and early project planning to the contract terms. carpet, Ellen multiplies the carpet price per square yards in the conference room to derive the total price of the material. STEP 1: ACQUIRE THE PERFORMANCE DATA Performance data is duration-based data. Give as many examples of cultural differences as you can, using information from this text and your own experiences. If most of the team agrees, then it may not take long to drive toward consensus. More is not better when people are already overloaded. Integration and innovation. A business case is used to justify the necessity of the project. One way to overcome this is for sponsors to sign charters only if lessons from other recently completed projects are included. In this way, the planning for problems is handled by the team and done almost in real time. Communication: Regular updates of status, reporting issues, and weekly progress reports. path, in an effort to bolster the supplier rating. 14-4a Control Resources is a process by which all of the physical resources needed to perform the project are planned and monitored, and changes are made if needed. However, as the scope becomes well defined in the work breakdown structure (WBS), schedules are planned, and specific resources are assigned, the project manager knows much more and can estimate costs associated with each work package more precisely. Our consulting team quickly identified over 80 potential projects. 1-6 Overview of the Book Contemporary Agile approaches. Do you put out an RFQ or RFP to interested contractors? Second, there is no guarantee of how good any of the three estimates are. authorization stage d. Most organizations will decide to use about three to five criteria. risks b. TERMINATIONS FOR CONVENIENCE OF BUYER Projects can also be cancelled for the convenience of the buyer. Videos. Both will be described in more detail in the stakeholder chapter. COMPLEXITY: Many projects are multifaceted and involve numerous trade-offs that need to be managed. When dealing with this project nerve center, project managers direct and manage project work; monitor and control the project work; perform integrated change control; implement risk responses monitor project risks; and manage and monitor communications. However, other advances have added to scheduling capability, and since computers have become much more powerful and easier to use, they've allowed many control the project work; monitor project risks; and manage and monitor project risks; and manage added to scheduling capability, and since computers have become much more powerful and easier to use, they've allowed many control the project work; monitor project risks; and manage added to scheduling capability, and since computers have become much more powerful added to scheduling capability. additional features to be added to project schedules. Understand stakeholders 2. However, it requires more preparation effort than top-down estimates. (Newtown Square, PA: Project team members start by identifying the major deliverables to been start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables to be added to project team members start by identifying the major deliverables team members start by identifying the major deliverables team members start by identifying team members start by created and by continuously asking: "What are the components of this deliverable?" The WBS is not a list of work activities, an organizational chart, or a schedule. Kloppenborg, Timothy J., Arthur Shriberg, and Jayashree Venkatraman, Project Leadership (Vienna, VA: Management Concepts, Inc., 2003). control costs As the project progresses from initiation through planning and executing, and additional detail is gathered, the range of values for the project cost estimate will: a. VISION The vision is a one-sentence statement describing the clear and inspirational long-term, desired change resulting from an organization or program s work.1 A clear and compelling vision will help all members and all stakeholders of an organization understand and desire to achieve it. Right-Click the time scale >> Timescale 2. accessed February 6, 2017. 4-6c Facilitation because the opinions are so varied. For this database to be useful, it is important to Copyright 2019 Cengage Learning. Index ® Terms from the PMBOK Guide are set in bold in this index. Chapter 5 Leading and Managing Project Teams 147 responsible, and willing to trust their instincts once they understand their sponsor. Chapter 4 Organizational Structure Contemporary companies choose among various methods for establishing their organizational structure. see also portfolio management portfolio management portfolio management, 37-49 ability to perform projects, assessing, 42 cost-benefit analysis selection method, 43-45 definition of, 37 ® portfolios, 38-39 potential projects, identifying, 42-43 prioritizing projects, 48 programs, 39 projects/subprojects, 39-42 resourcing projects, 48-49 scoring model selection methods, 45-48 selection methods for projects, 43 portfolios, 38-39 post-project activities, 509-510 power culture, 110 PP (payback period) model, 44 precedence diagramming method (PDM), 248 precision vs. Mowen, Management 449 Key Terms Consistent with PMI Standards and Guides supply chain management, 427 owner, 427 subcontractor, 427 make-or-buy decisions, 428 plan procurement management, 429 procurement statements of work, 429 procurement statements, 431 request for proposal, 431 request for proposal, 431 request for proposal, 431 request for procurement statements of work, 429 procurement statements of work, 429 procurement management, 431 request for proposal, 431 request for proposal, 431 request for proposal, 431 request for procurement statements of work, 429 procurement statements of work, 429 procurement statements of work, 431 request for proposal, 431 request for proposal, 431 request for proposal, 431 request for procurement statements of work, 429 procurement statements of work, 429 procurement statements of work, 431 request for proposal, 431 request for proposal, 431 request for procurement statements of work, 431 request for procurement statement state contracts, 437 fixed-price-economic-price-adjustment contracts, 438 cost-plus-incentive-fee cont Questions 1. Now that we know these four pieces of information, we can calculate answers to all of the remaining questions listed in Exhibit 14.16. Keep things simple with a sustainable pace or cadence and emphasis on process improvement. One method that project teams can use to reconfirm expectations is to share planning documents, such as schedules, with stakeholders. Risks, such as delivery difficulties from a supplier, may occur during project execution. Chapter 15 Finishing the Project and Realizing the Benefits 513 EXHIBIT 15.8 EXHIBIT 15.9 Copyright 2019 Cengage Learning. The neighborhood children who liked to play basket. 158 Part 2 Leading Projects LEGITIMATE POWER Project managers often may not have authority over the project team members, although they are responsible and accountable for their performance. One simple way to understand the differences between crashing and fast tracking is to determine what is given up in return for the faster schedule. Acquire Project Team After creating a Staffing Management Plan, the project manager and team might create a chart that provides a visual representation of project resource needs by type of resource needs by type of resource needs by type of resource from the interaction between vision and mission statements. same resource pool. Novakov, American Modern Insurance Group. Analytical Strategic 5. At this point, you have defined, sequenced, and estimated the duration for all the schedule activities. However, collaboration requires both parties to develop trust in each other and, therefore, often takes longer than the other styles. EXHIBIT 3.22 TASK INFORMATION DIALOGUE Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. Sometimes, the workers on a project, approaches, risks, personnel, and other issues). Secure client acceptance of your project. 9-8b Reverse Phase Schedules Another alternative scheduling method that is sometimes used in the construction industry is called a reverse phase schedule or Last Planner System. Project partnering naturally developed as people began to realize that the traditional win/lose adversarial relationship between owner and contractor degenerates into a costly lose/lose/lose. situation for all the parties involved. Be specific about scope. It is helpful in identifying overallocations, but the project manager is responsible for deciding what to do with them. Index develop schedule, 246 direct costs definition of, 330-331 in work package, 333 directing and managing project work, 459-460 direct vs. Enhance customer satisfaction. One dollar today is presumably worth more than one dollar next year. Other components of the CCPM system include the following: Avoiding multitasking Estimating aggressively how quickly each activity can be completed Putting the time normally reserved for the uncertainty in each individual activity at the end of the project manager can use as needed Finishing activities early if possible and passing the work on to the next worker Copyright 2019 Cengage Learning. process c. Give an example of how a project manager can use as needed Finishing activities early if possible and passing the work on to the next worker Copyright 2019 Cengage Learning. with cash flow, even when he is within budget on the overall project. The three time-management processes described above-activity definition, activity definition, activity definition, activity definition, activity definition estimating-need to be accomplished even if scheduling software will be used. schedule development. Manually Scheduled is the default setting, but we will change that immediately to take advantage of the Copyright 2019 Cengage Learning. Whatever the situation, a project manager needs to understand who is potentially available to work on her project. Manage expectations of sponsor, stakeholders, customers, and project team. This can be done using a brainstorming technique. These guidelines call for storm preparations to be completed 24 hours before tropical storm winds are predicted to hit land. Tutorialspoint, accessed April 24, 2017. REASONS TO BUY OR SELL The make-or-buy decision is not trivial. If the project being planned is similar to previous projects, the team can look at those projects both for defining activities and for other planning that follows. Enter a Units value is not correct for any assignment: i. This meant that internal and external projects that applied nationally could no longer be managed at a regional resources. Many industries have trade journals such as Elevator World or Aviation Week and Space Technology that can be reviewed regularly for potential project ideas. The relationship between the supplier scorecard and the Quality Improvement Action Plan is clearly indicated (as well as the marked improvement in the subsequent quarter). The three consortium partners each have impressive track records. 6-6d Issues Management The project minutes mirror the agenda to the extent that both refer to the same meeting. 3-4i Team Operating Principles are sometimes established to enhance team performance. Control issues 7. The proximity of Jorge Chavez International Airport (JCIA) to Port Callao, the principal port of Peru, offers the possibility of developing a sea/air plan in favor of external commerce. Delays in procurement process may negatively impact project schedule. A project can close as planned or be terminated early. Both the approaches result in making the project more difficult to management process may negatively impact project schedule. since either more activities take place at the same time and/or more activities have workers on overtime. The rate depends upon the prevailing inflation rate plus the cost of capital. internal stakeholders d. By the end of the conversation, we had determined our strategy for bidding the job. Keep sponsor stays committed. Third, sometimes there is more risk to the organization if the project is not undertaken and this provides additional rationale for doing the project. Then assigned resource is not available when the activity is scheduled, make an adjustment of some type. On other Copyright 2019 Cengage Learning. Requirements: can be classified as functional/technical and nonfunctional. Project shroughout the project's life. Project closeout consists of two important activities. The client and project team can collaborate to reduce the impact of interdependency of activities. Using this analysis, the project team can concentrate their attention on the most critical risks. While uncontrolled change is bad, too strenuous change control often means valid emergent stakeholder wishes are not met. Sometimes an activity can be split into two activities, with the first part being performed as scheduled and the last part delayed. Some of the features that are needed include a director, staff, a building, remodeling the building, funding, and volunteers. Since more people are providing the necessary input, there are more sources of conflict, more meetings, and more challenges to control. Reserves are often classified more specifically as a management reserve or contingency reserve. PROJECT MEETING MINUTES TEMPLATE The second step in the PDCA process— "do"—means to conduct the meeting and to capture minutes as the meeting is conducted. If renting, how much can they help pay for needed upgrades? Are the data needed to perform the project available or easily collected? Source: accessed April 26, 2013. The approaches and analyses can include the following: Supplier surveys that provide sufficient knowledge of the supplier is clearly incapable of performing satisfactorily Third-party evaluators such as Dun and Bradstreet that can be hired for obtaining relevant information Facility visits to allow the project team to obtain firsthand information capabilities, and managerial orientation Quality ability analysis that examines the potential supplier's quality capability Delivery ability analysis that estimates the supplier's capability to deliver the required product or services on time; backup solutions can also be considered The analyses listed above should not necessarily be limited to potential first-tier suppliers. Operations, on the other hand, consist of the ongoing work needed to ensure that an organization continues to function effectively. WBS Copyright 2019 Cengage Learning. Work performance data are the actual and raw observations and measurements during execution of project activities. Wen, Qi, and Maoshan Qiang, Enablers for Organizational Project Management in the Chinese Context, Project Management Journal (February/March 2016) 121. The approach that I took allowed me to maintain the discipline for my planning pillar. Small apartment buildings usually consist of 5 to 50 units for clients to reside in. Over 85 percent of these projects take place over multiple years. arrow diagramming method (ADM) c. Click the Duration cell of the task and enter the duration value a. This activity is coded with the letter A. Click OK. There is a shelter that provides six-month housing for families, along with professional services to support a process of healing and transformation. However, Copyright 2019 Cengage Learning. 140 Part 2 Leading Projects Many employees campaign hard to work for a great project manager and avoid avoid a services to support a process of healing and transformation. poor project manager. How does this project promote (or hinder) our corporate social responsibility? If a problem occurred. TECHNICAL OBJECTIVES: Describe how to adjust a project s sequence logic using leads, lags, and alternative dependencies. the time and cost are fixed, but the scope is developed iteratively d. Project Management Institute, Practice Standard for Scheduling 2nd ed., 2011 Newtown Square, PA). For example, if you need to buy a computer for your project, the cost is the same regardless of how much you use it. Design for customer to evaluate deliverables and receive feedback from users. Chapter 14 Determining Project Progress and Results importance of project baselines for scope, cost, and schedule. This behavioral issue presents challenges in managing teams, specifically global project teams, where diversity and cultural differences are the norm. Unlike a contract, however, both parties feel obligated to the spirit (as opposed to the letter) of the charter since the project details have not yet been worked out and specifics will certainly change. Once the overall organizational goals have been set, the steering team agrees on the criteria for selecting projects and then selects the project set. Understanding the customer's desires in this manner enables a project management 11.1 Plan Risk Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Procurement Management 11.1 Plan Risk Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Risk Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Risk Management Risk 12.1 Plan Risk Management Risk 12.1 Plan Procurement Management Risk 12.1 Plan Risk Manageme Bid Documents Make or Buy Analysis Team Assignments Agendas Minutes Issues Log Meeting Evaluation 11.2 Identify Risks Risk Register 13.2 Plan Stakeholders Engagement Engagement Engagement Assessment Matrix Quality Measurements 9.6 Control Resources 9.5 Manage Team 10.2 Manage Team Analysis Earned Value Analysis 9.3 Acquire Resources 9.4 Develop Team 11.3 Perform Qualitative Risk Analysis 8.3 Control Quality Reports 8.2 Manage Quality 9.2 Estimate Activity Resources Scope Backlog Network 6.3 Sequence Activities 6.5 Develop Schedule Schedule Baseline 10.3 Monitor Communications Change Requests Progress Report 11.5 Plan Risk Responses 12.2 Conduct Procurements Banefits Analysis Source Selection Matrix 12.3 Control Procurements 13.3 Manage Stakeholder Engagement Copyright 2019 Cengage Learning. To keep multiple projects moving, many workers are asked to multitask. Chapter 2 2-1 Select Project A first since Project A scored considerably higher than all others (A 78 vs. This is an important question because many projects change along the line. indirect costs, 331-332 discipline, 160 discretionary dependency, 253 DMAIC Model. The seller creates performance reports, and the buyer reviews these reports to ensure that the performance of the seller satisfies the obligations of the contract. Increasingly, companies outsource their non-core competencies such as internal design and production departments to Schawk, because that is a core competency of ours, and we can manage these pecifically, it is helpful to complete and archive the schedule and to capture lessons learned from to the scheduling process: 1. In your opinion, under what conditions should the sponsor approve a project change, and when is it okay for the project manager to authorize a change? What features did it include more or less than a previous job? Both test detailed knowledge of the Guide to the Project Management Body of Knowledge, Sixth Edition (PMBOK Guide 6e). It is unethical for a project success rates increased and the PMO responsibilities were expanded to include the project management of all strategic operational projects and new customer implementations. If several vendors compete for the work, it is reasonable to believe that the lowest responsible offer is fair. Scale planning at the appropriate level of detail. Lindsay, Managing for Quality and Performance Excellence, 8th ed. APPENDIX D Project Deliverables ® PMBOK Knowledge Area (or section)
 PMBOK Process Group PROJECT DELIVERABLE Type of Objective Chapter(s) Customer Trade-Off Matrix behavioral 1 1.2 Foundational Elements Project Selection and Prioritization Matrix technical 2 Selecting Projects Project Resource Assignment Matrix technical 2 Selecting Project Charter Integration Initiating Life Cycle and Develop Project Charter Integration Initiating Assumptions Log behavioral 3 Develop Project Charter Integration Initiating Assumptions Log behavioral 4 Develop Project Charter Integration Initiating Leader Roles and Responsibilities behavioral 5 Plan Resources Planning Team Assessment Matrix core 6 Plan Stakeholder Engagement Assessments behavioral 5 Develop Team Resources Planning Communications Management Communications Planning Meeting Agenda behavioral 6 Manage Communications Executing Issues Log behavioral 6 Manage Communications Executing Is Executing Requirements Traceability Matrix core 7 Collect Requirements Scope Planning Scope Scope Planning Activity List core 8 Define Activities Schedule Planning ® PMBOK Process 3.4 Project Management Competencies 537 Copyright 2019 Cengage Learning. Lussier, Robert N., and Christopher F. When considering different contracts, it must be clear who assumes the more unique a project is, the more risk, and the more unique a project is, the more risk, and the more unique a project share some risk. 9001.htm, accessed April 10, 2017. Although the default is 100 percent, people resources are rarely 100 percent available (even if that is the normal working day. The output from the computer would include a distribution of how often the project), so availability will typically be something less than eight hours if that is the normal working day. would be expected to take each possible length of time. Risks can be assessed on probability of occurring and impact if realized. The outputs should satisfy all specifications and please the project s customers. Examples of this include government mandates and clear safety or EXHIBIT 2.10 EXAMPLES OF PROJECT SELECTION CRITERIA How well does this project fit with at least one organizational objective? Project managers guide their team in managing and controlling stakeholder engagement. Teams using VOC try to understand the customer's situation. This is discussed in more detail at the end of the planning stage (Chapter 12). will not change once the project is in flight The amount of project budget reserved for unforeseen project work that addresses the "unknown unknowns" that can affect a project is the lower pane's table displays the assignments of that resource in the upper pane's table displays the assignments of that resource in the upper pane's table displays the assignments of that resource in the upper pane's table displays the assignments of that resource in the upper pane's table displays the assignments of that resource in the upper pane's table displays the assignments of that resource in the upper pane's table displays the assignment of project work that addresses the "unknown unknowns" that can affect a project is in flight The amount of project budget reserved for unforces and the upper pane's table displays the assignments of the upper pane's table displays the assignment of project budget reserved for unforces and the upper pane's table displays the assignment of project budget reserved for unforces and the upper pane's table displays the assignment of project budget reserved for unforces and the upper pane's table displays the assignment of project budget reserved for unforces and the upper pane's table displays the assignment of project budget reserved for unforces and the upper pane's table displays the assignment of project budget reserved for unforces and table displays the assignment of project budget reserved for unforces and table displays table displays the assignment of project budget reserved for unforces and table displays tabl which stakeholder will judge the acceptability of each milestone and what criteria they will use. See Exhibit 3.1 for a review of the project Based Organizations", Project Management Journal 46 (3) (June/July 2015): 70. Different stakeholders may hold very different assumptions concerning the project at the outset, and these assumptions form the basis of their expectations. The critical in terms of cost, technical risk, or any other factor, but because it is most critical in terms of time. List several characteristics of a project that can often result in creating conflict. Both the projects and the operations are associated with processes. Implications of AI on Defining Project Scope Project scope; and keeping them appropriately engaged throughout the entire project. Chapter 15 Finishing the Project and Realizing the Benefits 505 doing the work and the results that transpired. BA can selected fields to include or exclude in resulting report 2. x Contents 3.5g Team Operating Principles Instructions 77 / 3.5h Lessons Learned In 3.7 Starting a Project Using Microsoft Project 79 3.7a MS Project 2016 Introduction 80 / 3.7b Setting up Your First Project 3.7c Define Your Project 82 / 3.7d Create a Milestone Schedule 83 PMP/CAPM Study Ideas Summary 88 88 Key Terms Consistent with PMI Standards and Guides Chapter Review Questions Discussion Questions ® 89 90 Integrated Example Projects 91 Casa DE PAZ Development Project Semester Project Instructions Project Instructions Project Semester Project Sem them 11-5 Answers vary. PMI Lexicon of Project Management Terms Version 3.0, 2015 (Newtown Square, PA): 5. Carrillo, Patricia, et al., Knowledge Discovery from Post-project Reviews, Construction Management and Economics 29 (July 2011): 713–723. Reports are created and archived. Ensures a system-wide perspective is considered and downstream effects analyzed. Other times, they advertise widely in hopes of attracting new contractors' interest. Construction was booming in Denver during the late 1970s. is primarily addressed in the Control Quality process b. Chapter 10 Budgeting Projects 331 To estimate project costs accurately, the project manager must understand the various types of costs, the timing and accuracy of cost estimates, the different methods that can be employed to estimate costs, and a variety of cost-estimating issues. Approved changes become part of the project plan with activities, responsibilities, and timing assigned. Many projects are completed cooperatively between two or more parent organizations, or one organization (a contractor) will perform the project for the other organization (a client). The project personnel evaluate alternative suppliers and provide current, accurate, and complete data that are relevant to the buy alternative. In many organizations, project managers also need to persuade workers to work on their project. Exhibit 7.8 shows a WBS in org chart format with work packages in solid boxes. All workers understand clearly what they need to do because only one boss the project schedule. You are part of a student team that is going to host a picnic-style party as a fundraiser event for a deserving local nonprofit. On other projects, once the customers' viewpoint is captured, it makes sense to create a model or prototype of some sort so the customers' viewpoint is captured. If a customer decide if their wishes have been fully and accurately captured. If a customer decide if their wishes have been fully and accurately captured. If a customer decide if their wishes have been fully and accurately captured. Learning. In either event, specific contingency plans may not be in place to deal with these risks. Nonrecurring costs tend to occur more often during project execution. The first step in collecting requirements is to ensure that the project team is clear on the project objectives. What is the difference between an activity and a work package? The project schedule can be delayed if the only alternative is to pay overtime. One means of reordering activities, fast tracking, is covered in Section 9.8 on compressing schedules. How sustainable will the project results be? Project teams also need to manage and control stakeholder engagements through understanding their expectations, delivering on those expectations, and communicating effectively. All of the risk planning chapter. Chapter 6 Stakeholder Analysis and Communication Planning 185 EXHIBIT 6.5 MODULAR COURSES STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX STAKEHOLDER CURRENT POSITION BARRIERS TO CHANGE STRATEGY Vice Chancellor Leading Leading Competing day-to-day priorities Ensure engagement is 'efficient' and effective. In other words, it is a ratio of function to the cost associated with the product or service. However, the cost per risk discovered early is often less since there will be an opportunity and time to make changes to the project plan. Building a single-family, partially custom-designed home as required by Mrs. realigns the performance of the project management plan c. Describe three differences between a partnering relationship and a traditional seller-buyer arrangement. Duration-Early Start c. Software such as Microsoft Project enables a WBS to be shown in its entirety to people who need to understand the details, but it also allows project details to be hidden so that others can see the big picture. The second timing schedule follows a more formal organizational structure. Which communication method would you choose to use and why? Williamson decided to take the job, it developed Copyright 2019 Cengage Learning. The sponsor and project manager often jointly determine how many milestones to use. Schlenkrich, Lara, and Christopher Upfold, "A Guideline for Virtual Team Managers: The Key to Effective Social Interaction and Communication," Electronic Journal Information Systems Evaluation 12 (1) (2009): 109-118. Practice Standard for Project Estimating: 70. Sometimes, the original scope includes features that are nice to have but are not essential, which people are willing to give up when they understand the schedule impact. Known knowns are discovered during planning and can be estimated directly. working with the team to create a project schedule and budget d. How many hours do we need from each worker next week or month? 112 Part 2 Leading Projects EXHIBIT 4.9 GENERIC PROJECT LIFE CYCLE MODEL Charter Approval: to proceed Kickoff Project result Administrative closure it makes sense to experiment with a new method. Project at each as MS Project is frequently used for schedule information. Robert G. Finally, a graph appears at the bottom that shows the cumulative cost of the project at each point in time. For example, recent research has shown the largest risks on megaprojects include risks from nine causes: 1. 332 Part 3 Planning Project solume Total cost Volume Total cost Volum assigned to a new project or released when the project is complete, 436 Part 4 Performing Projects EXHIBIT 13.4 FACTORS TO CONSIDER WHEN SELECTING A DESIGN-BUILD CONTRACTOR Component A: Process-related design-build contractor selection factors: PRIORITY FACTOR DEFINITION I Shorten Duration To reduce the overall project delivery time as compared to other project delivery methods II Reduce Cost To reduce the overall project delivery cost as compared to other project delivery methods II Reduce Cost To reduce the overall project delivery detailed designs and specifications V Establish Schedule To fix schedule of project benefits long before completing detailed designs and specifications VI Innovation To benefit from the innovation opportunity created by designers and builders' interaction VII Reduce Coordination To reduce client risk and effort of coordinating between contractors and designers Component B: Organization-related design-build contractor selection factors: TECHNICAL MANAGERIAL FINANCIAL EXPERIENTIAL Know-how Brand Expertise Culture Financial strength Marketability Design-build similar projects Plant/equipment Trust/integrity Stability Design-build contractor selection factors: TECHNICAL MANAGERIAL FINANCIAL EXPERIENTIAL Know-how Brand Expertise Culture Financial strength Marketability Design-build contractor selection factors: TECHNICAL MANAGERIAL FINANCIAL EXPERIENTIAL Know-how Brand Expertise Culture Financial strength Marketability Design-build contractor selection factors: TECHNICAL MANAGERIAL FINANCIAL EXPERIENTIAL Know-how Brand Expertise Culture Financial strength capacity Organization Turnover Reputation Source: Adapted from Dr. Sherif Hashem, "The Power of Design-Build: A Guide to Effective Design-Build Project Delivery Using the SAFEDB-Methodology" (Business Expert Press: USA, August 2014). These three actions can be accomplished in a facilitated meeting by first asking the question: To open on time on October 1, what are the three to five most important things that need to be created? Practice Standard for Project Estimating, 18. We have collected fieldbased best practices and have moved into a phase to validate these practices. 280 Part 3 Planning Projects PMBOK ® Guide Questions 1. Click the Task Tab>>View Group>>Gantt Chart 2. The scope overview is used to distinguish between what the project will and will not do. Project management includes work processes that initiate, plan, execute, monitor, control, and close project work. Armed with an understanding of both perspectives, a project management includes work processes that initiate, plan, execute, monitor, control, and close project will and will not do. work with enough profit potential and with the start of a good working relationship with the client. Often, the selecting is performed periodically for all projects at a division or corporate level, and then initiating is rather quick just enough to ensure that a project makes sense and key participants will commit to it. Chapter 6 Stakeholder Analysis and Communication Planning 199 EXHIBIT 6.14 PROJECT MEETING PLUS-DELTA EVALUATION TEMPLATE Finally, the "act" part of the PDCA cycle for project meetings is for every team member to complete the action items they promised and for the project manager to communicate with the team members to make sure nothing is holding them back from their commitments. Chapter 1 Introduction to Project Management 23 While bits of the project that might have caused delays if they were not started early may already be in progress, the formal kickoff is the signal that the project is under way! 1-6d Part 4: Performing Projects Part 3 includes three chapters that deal with performing the project. In meetings, make the data visible to everyone on the team so that all can use it to help make informed decisions. This concept can be studied and predicted. Project charter updated and included B. Note also that there is more than one way to implement each ground rule. Why do project teams use change control systems? Daily stand-up meetings are often held for 15 minutes early in the morning, and each team member shares the previous day s accomplishments, the plans for the current day, and any issues. Chapters 5 through 11 describe project planning. 5 hours d. The contemporary approach to project quality draws upon all of these sources. Compare and contrast advantages of predictive/plan-driven and adaptive/ change-driven project life cycle approaches. Several things can complicate this goal. Often, remaining items from previous meetings or other urgent matters top the list. However, to understand project control, one etings of predictive/plan-driven and adaptive/ change-driven project life cycle approaches. must consider each aspect individually before assessing the impact on all other factors. Early in the project, one timing issue is when to bring people on board. The integrated on-site warehousing management system streamlined the management system streamlined the management process, reduced Copyright 2019 Cengage Learning. Chapter 9 Resourcing Projects Cite problems with traditional project scheduling techniques and why some organizations might opt to use critical chain project management. 220 / 7.4b Why Use a WBS? The team could look for three types of variation. A project management. 220 / 7.4b Why Use a WBS? which is "a modification of a logical relationship that allows an acceleration of the successor activity."11 With this lead of five workdays, the arrow connecting design marketing campaign and design graphics would still represent a finish-to-start relationship, only with a five-day overlap during which time people could work on both activities. control

costs Activity cost estimates, the basis of estimates and other supporting detail, are outputs of which process? see functional manager resourcing projects, 286-327 abilities needed, 288-290 activity assignments, 296-299 activity vs. accessed January 9, 2017. Chapter 10 Budgeting Projects 347 EXHIBIT 10.13 TASK USAGE VIEW WITH RESOURCE WORK FORM Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. The first part of the boundary definition is to decide which features and work elements are included (in scope) and which are excluded (out of scope). Chapter 14 Determining Project Progress and Results 467 EXHIBIT 14.6 TIME HORIZONS FOR PROJECT PERFORMANCE Past time period Current risks Current risks Future risks Next Report Project End 3. AC ETC \$1,878,125 To-complete performance index (TCPI) (BAC EV)/(BAC AC) 131% Copyright 2019 Cengage Learning. A stakeholder register often is in the format of a matrix. Basic frameworks described in Chapter 1 include how the work of project management can be categorized by knowledge area and process group how project success is determined, and how both plan-driven and adaptive approaches are frequently used. If needed resources are in short supply, the cost and schedule might both be impacted unfavorably. 312 Part 3 Planning Projects EXHIBIT 9.16 DEFINING RESOURCES Source: Microsoft product screenshots reprinted with permission from the supply and the second schedule might both be impacted unfavorably. Microsoft Corporation. single-point estimate during planning is that the estimate during planning is that the estimate and work) changes when one of the other two is modified (choices are Fixed Units, Fixed Duration, and Fixed Work). Understanding roles and responsibilities facilitates smooth teamwork and timely project completion. Date not available 5. Chapter 4 Organizational Capability: Structure, Culture, and Roles 113 EXHIBIT 4.11 R&D PROJECT LIFE CYCLE MODEL Approval: to proceed Opportunity analysis Business case Proven concept Prototype First lot and hand off 4-3b Research and Development (R&D) Project Life Cycle Model Many organizations use project management techniques to organize, plan, and manage research and development efforts. Project managers may be able to use specially packaged software, oversized checks, posters of thanks from customers, or other creative means of visualizing project results. DISCIPLINE Performance on some projects is so poor that employees need to be disciplined. A project manager can earn a reputation of being a good boss by caring for team members, helping people develop, and assisting them in securing interesting work and promotions at the end of a project. The commitment is made at the team level at the start of the iteration. (a) 10. A fully functioning demonstration version of MS Project 2016 is available for download from Microsoft. After all risks are assessed, the team needs to decide which of the risks should be considered major risks. Issue with speaker 9. In Exhibit 8.13, one place this occurs is at the first activity, "Determine new product features," since two activities are immediate successors. Change control is a process wherein change proposals to various project planning elements are acknowledged, formally documented, and either approved or declined after review. project cost. subject matter expertise c. It is a moral duty of all the project team members to commit to the shared goals articulated in the charter. Whether or not a project reaches a successful conclusion, recognize that the project manager often has limited authority and that the sponsor should be involved in the charter. steering teams at lower levels are directed and constrained by decisions the toplevel steering team makes. What is meant by the term situational leadership? Further, the land can be divided and parts of it can be sold for a profit. mating method is called a. The team creates personas, which are fictional people who represent user types. The task durations have not been defined at this point and show "1 day?" for all tasks. Manage scope creep. PDCA MODEL The idea behind process improvement with the PDCA is that any process practiced repeatedly, focusing on reusing and adapting things that worked well and avoiding things that did not work well, improves over time. 3 4 Project D Copyright 2019 Cengage Learning. Finally, know what Six Sigma means and why it is relevant and be prepared to use its standard deviational cultures do you feel most and least comfortable working? Majority rule. Work performance reports are the compilation of work performance information in some physical or electronic form that are presented as project documents intended to generate awareness, discussions, decision making or other suitable actions. Typically, the time boxes are from one to a maximum of four weeks and usually include numerous subtasks. www.cengage.com www.cengagebrain.com Printed in the United States of America Print Number: 01 Print Year: 2017 Copyright 2019 Cengage Learning. Order of Budgect COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Project Plan Estimates and the parallel high-level views in EXHIBIT 10.4 PROJECT COST ESTIMATE COMPARISONS Level of Effort Stage Approval Charter Plan Estimates and the parallel high-level views in Exhibit (Approx Approx Approx Ap Magnitude Definitive Accuracy Level -40% to +100% -10% to +15% Possible Method Analogous Parametric Bottom-Up -30% to +50% Project Result Admin. Define your personal project code of ethics. Chapter 1 Introduction to Project Result Admin. Define your personal project code of ethics. "Closing the Stakeholder Expectation Gap: Managing Customer Expectations Toward the Process of Developing Information Systems," Project Management Journal 46 (6): 76. What types of resources might be included in a resources-needed section of a charter? Many methods are available, and the choices change rapidly. A ratio above the curren cost of capital is considered positive, and a higher expected return is more favorable. In addition to predecessor-successor relationships, what does critical chain project management (CCPM) factor into its scheduling? It consists of a single activity. On some large projects, a project management (CCPM) factor into its scheduling? team member's performance. The third set deals with the future of the performing organization, the one that management Body of Knowledge (PMBOK Guide), 6th ed. RESOLVING PROJECT PURCHASING CONFLICTS One approach to resolving conflict is to use project partnering as an effective way to engage both the project owner and contractors. In a project to update an older church, the liturgical committee proposed many controls for special lighting that would be used only on special occasions. An ongoing portfolio management activity is for everyone in the firm to identify possible opportunities that they fee might help the organization achieve its goals. How could you mitigate these issues? PERT enabled projects often move quickly, and this provides an opportunity to add or delete an item from the agenda. Practice Standard for Work Breakdown Structures, 2nd ed. Inexperienced project plan s tactical aspects and miss the more strategic components like stakeholder engagement and effective communication. SMEs may be on a project for a long time and thus be almost indistinguishable from core team members. A risk register is maintained to keep track of active risks, whether the seller can benefit if performance criteria are met. Use appropriate decision-making and problem solving.4 Establishing a positive relationship early with all key stakeholders is vital for two reasons. Good, Gordon K., "Project managers working with global and virtual project teams need to be especially mindful of the increased need for two reasons. communications using methods other than face to face. Indenting a summary row will also indent its lower-level items. Indenting a summary row will also indent its lower-level items. The second item on the template is the meeting purpose. Create each section of a charter for a small sample project using given project using given project using given project using second item on the template is the meeting purpose. Create each section of a charter for a small sample project using given project using given project using given project using second item on the template is the meeting purpose. Create each section of a charter for a small sample project using given project using given project using given project using second item on the template is the meeting purpose. Create each section of a charter for a small sample project using given pr sponsor, she requests several changes. Click the Task Name field of the row to be indented. The three customeronly project tasks are prioritizing the project if necessary. The sponsor or leadership team might write the rough draft of the business case and scope overview, but the project manager and core team typically write the rough draft of the majority of the charter. Assudani, Rashmi, and Timothy J. If the project manager with the process of running meetings and making decisions. variable costs, 331 float critical path and 262-263 definition of, 262 flow chart, 469 flow-down objectives, 37 forward pass, 259 Fraport-Bechtel-Cosapi Consortium, 443 free float, 262 functional organization, 102-104 Fund for Investment in Infrastructure, Utilities and Natural Resources, 443 future time period, 467 ® G Gallup Consulting, 136-137 Gantt charts aggregating costs, 342 project schedules, 268 resourcing projects, 297 general Company (GTC), 386-387, 421-422 general Dynamics, 386 General Electric, 390 General Tool Company (GSC), 401 ground rules establishing project team, 153-155 process topics, 155-157 relationship topics, 153-155 guiding principles, 34-35 H hard skills, 7 Harpenau, Amy, 33 541 high-performing teams, characteristics of, 144-147 histograms, 297-300, 473 human resources, 122 I identify risks, 366-368 definition of, 366 information gathering, 366-367 relationships understanding, 368 reviews, 367 risk register, 368 identify stakeholders, 178-184 definition of, 178 implement risk responses, 464-465 imposed dates, 249 Improving Executive Sponsorship of Projects: A Holistic Approach (Chandler), 101 in control vs. Part 3 Planning Projects PARTIAL NETWORK DIAGRAM 274 Copyright 2019 Cengage Learning. COST-PLUS-FIXED-FEE (CPFF) CONTRACT The cost-plus-fixed for Scheduling: 124. This is essentially a brainstorming technique, during which time the question "What could go wrong?' is repeatedly asked of everyone who is present for every activity identified in the WBS. Projects with the highest priority Copyright 2019 Cengage Learning. These can vary in length from as much as a decade for taking a new pharmaceutical product from idea to successful market introduction to as little as a few weeks to reformat an existing food product and deliver it to a client. Executing According to the PMBOK, the rough order of magnitude for the subcontractor once the purchased cost impact, as the risk is squarely on the shoulders of the subcontractor once the purchased cost impact. order agreement is accepted. 8 This group of related projects or the program often shares the same goal and requires similar resources. stakeholder engagement matrix b. However, she needs to respect all promises of confidentiality and to use good judgment on what is or is not appropriate to share. K., and H. (Mason, OH: Cengage South-Western) 2010). COLLECT INFORMATION ON EXECUTED WORK AND WORK IN PROGRESS Proj- ect managers gather data on the work they have authorized so they can understand the progress being made. The repository for issues, on the other hand, is called an issue log. Note a couple of things regarding this resource histogram. CULTURE AND CHANGE: Lean concepts challenge the organization's culture for data collection and transparency. He is expected to negotiate to obtain the desired people. Since they cannot even be envisioned, it is hard to know how much reserve time and money are needed to cover them. Describe the importance of collaborative effort during the project life cycle First, people must perform their roles in completing work activities according to the plan. process-analysis.html, accessed April 11, 2017. The team commits to the amount of work they can perform in the first iteration. One to four pages in total is generally about the right length. (Note: For the purposes of the rest of this tutorial's screenshots, all resources will be assigned to multiple tasks in the Suburban Park Homes project. In those cases, the project manager can clarify roles of all impacted employees by detailing their roles in completing WBS tasks, responsibilities toward other team members and the project, and what is expected of them in terms of project tasks and professional behavior. When looking back like this, it is important to be able to state what was planned to be accomplished during that time and what actually was accomplished. Week five—Customer confirming human resource availability and obtaining the team necessary to complete project assignments."3 Chances are the core team has already been assembled, as it is very helpful to have the core team together for planning—and even earlier, for chartering a project. CHAPTER 10 Chapter 10 discusses the project budget, which is dependent on both the schedule and the resource needs developed in the previous two chapters. When modifying resource assignment, keep the following in mind: If you don't like MS Project adjusting the Duration value as you add and remove resources assignments, an alternative is to switch the "Task type" setting in the Task Form View to Fixed Work. B) A B tier supplier has a rating of 75 - 84. First, the project manager and the team investigate the situation: What are the signs of the conflict? Adding (or deleting) Task ID numbers in the "Predecessor" column is another way you can define task dependencies 1. Dreaming (What could be?): Building on the moments of excellence of the participants, this phase encourages the participants to imagine what would happen if their moments of excellence were to become a norm. Further, it is considering selection of at least six key stakeholders for a detailed analysis of a prioritization matrix, as shown in Exhibit 6.2, and to develop a stakeholders for a detailed analysis of a prioritization matrix, as shown in Exhibit 6.4. As a consultant to Suburban Homes, you are asked to develop a stakeholder engagement plan (Exhibit 6.5) and a comprehensive stakeholder management plan after developing the stakeholder prioritization matrix, as shown in Exhibits 6.2 and 6.4, respectively. Many of the techniques in this chapter are also shown with MS Project. Consensus on issues. scope creep b. The sponsor is less likely to unilaterally change the original agreement. 2 Third, each person needs to personally and formally commit to doing their level best to achieve the agreed-upon project results even when things do not go as planned. Following the development of each component, a period of time should be set aside to test the component. Agile software development methods attempt to minimize risk via short time boxes called iterations or Sprints. Share enjoyment of project. Managers of smaller projects sometimes perform another process concurrent with WBS development: defining activities and milestones. Understand the WBS definitions and displays. Haugan, Gregory T., Effective Work Breakdown Structures (Vienna, VA: Management Concepts, Inc., 2002). Casa de Paz provides up to six months of stability, community, and professional services to support women s growth along a continuum of self-sufficiency matrixes. However, SMEs may spend only a little time on a particular project and, therefore, may not relate strongly to it. This is where the adage to underpromise and overdeliver becomes words to the wise. In case the seller does not have a clear understanding about the project scope, the next type of contract should be considered as an alternative. If a project manager has a reputation for success and can convince others that he or she understands enough of the project management technology and politics to successfully guide the project, then people will be more inclined to work hard on the project. Stakeholders who feel threatened can disrupt a project during its process and are less likely to perceive that they receive project benefits in the end. These approaches are not mutually exclusive—a person can use some of the logic from more than one of these methods on the same project. weak matrix organization In an Agile life cycle model, . Background Why? Be familiar with the contributions of some of the thought leaders in the field of quality—especially Deming and Juran. Chapter 5: Leading and Managing Project Teams Agile teams are often described as being selfmanaged, focused on project goals, strong communicators, able to decide quickly, more responsible, and willing to trust their instincts once they understand their sponsor. Difficulty integrating to States end- to-end Infrastructure. Describe major activities and deliverables at each project life cycle stage. Some of these problems are as follows: Many people make conservative duration estimates. Give some examples of times in the project lifecycle when an inspection might be especially useful. 444 Part 4 Performing Projects EXHIBIT 13.8 Ten key elements of a successful partnership: 1. SCOPE: Define successful partne improve the performance of future projects. An example follows, starting with Exhibit 9.9. This is the same example we have been using, but we now put blocks around the advantages and disadvantages of each in regard to managing projects. It depicts a team with a velocity of 300 effort hours and 10 days of iterations. David T. Source: Cincinnati Children s Hospital Medical Center, accessed January 9, 2017. Once a project to see if it is executing according to plan. Another activity can always be added later. Some teams create their WBS by hand using the org chart or free format methods, while others directly type their WBS into project scheduling software such as Microsoft Project. Lessons Learned Resources Required Funding: the client, underwriters, and Suburban Homes People: Suburban project management team, contractors, subcontractors, and skilled labor Equipment: construction equipment, tools, and machinery Material: building materials, appliances, landscaping, shrubs, and trees Team participation in developing project schedule is critical. Petrick, "Leadership in Project Life Cycles and Team Character Development," Project Management Journal 30 (2) (June 1999): 11. (2014). Determine funding requirements A(n) is used to compare actual project spending with planned expenditures over time to determine if corrective action is needed. List and describe at least four lessons you have learned from previous projects. For example, the first activity "Determine new product features," will most likely take five days, but it could take as little as four days if everything works well and as long as 12 days if a variety of things interfere. For example, a very dependable supplier goes out of business perhaps due to the sudden death of the owner. Due to cultural differences, learning, and education principles, people think and approach a problem differently; therefore, they also adopt different decision-making styles. Milosevic, Dragan Z., Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Techniques for the Practicing Project Management Toolbox: Tools and Practicing Project Managemen and continued throughout the project. This served to double-check their math so the company had confidence in their estimates. MS Project then generates assignment information, resource information, the project manager the option to create a new report from scratch (Report Tab>>View Reports. If not, they should create the best estimates possible without the specialized techniques, incorporate risk management by carefully identifying and planning for specific risks as discussed in Chapter 11, and manage the project schedule very carefully as discussed in Chapter 14. Account for and reassign resources. Tichacek, Robert L., "Effective Cost Management: Back to Basics," Cost Engineering 48 (3) (March 2006): 27-33. This document should ensure that both the contractor and the client companies clearly understand the work that is being requested; for example, the document should provide information such as specifications, quantity desired, quality standards, performance data, work requirements, schedules, inspections, and other needs. Project Management Journal 33 (2) (June 2002): 49-56. Characteristics of an organizational culture can have a major impact on a project s success. While each offers a slightly different perspective, collectively, they help a project 457 Copyright 2019 Cengage Learning. 540 Index co-location technique, 105 commitment, 70, 78 common vs. the organization will have a uniform set of specific quality requirements that every project must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other things you need to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other to get the project Must adhere to. Resources include people (human resources), along with machines, space, and other to get the project Must adhere t Management Institute 10 (3) (2008): 72-74. In many ways, the RBS claims advantages in improving communication, integration, planning, and estimating. Planned Start Planned Start Planned Start Planned Start Actual Finish 9/8 9/15 9/16 9/29 9/23 10/9 9/26 9/20 9/28 9/30 10/6 9/20 9/21 9/30 10/21 9/22 9/28 10/3 10/28 9/16 9/27 9/26 10/27 9/26 10/27 9/26 10/27 9/26 9/2 8/25 9/8 8/25 9/6 9/1 9/2 9/5 9/11 9/1 9/6 9/5 9/11 9/1 9/6 9/5 9/11 9/1 9/8 9/6 9/14 Find a company (or other organization) that has a reputation for excellence in some aspect of project work. Consensus is helpful when significant commitment is necessary to implement the decision. To change it, click Control and choose the desired setting from the list (a change only applies to the active schedule). Hallmarks of task cultures are skill-based assignments, self-motivated workers, and more deference paid to knowledge than to formal authority. Beliefs are deeply held and slow to change, so it is quite useful to recognize them, as they can either help or hinder an organization s attempt to achieve its vision. Such a framework allows for accountability all the way through the organizational structure and a conclusively better service provision for those who LADD and shows the five criteria used to do so. What is meant by the term ground rules? This essentially forces the new project manager and team to look at the organization s lessons learned repository to find applicable learnings. (Mason, OH: South-Western Cengage Learning, 2010): 250 255; and PMBOK Guide, 21 26. An important input to the Plan Quality Management process is requirements documentation. Adaptability Empathy 6. The system was delivered essentially bug free. An example of a milestone schedule is shown in Exhibit 3.4. AGILE One key concept in Agile projects is that something of value will be delivered at each iteration. Right-click the Task Name column heading and click Insert Column. invitation for negotiation (IFN) d. 354 Part 3 Planning Projects CASA DE PAZ DEVELOPMENT PROJECT We received a donation of \$20,000 from a personal friend who wants to remain anonymous. For these ill-defined and rapidly changing projects, Agile proponents claim to decrease time, cost, and risk while increasing visibility and innovation. Rath, T., and B. Wells, PMP, MEd, Copyright 2019 Cengage Learning. In turn, the steering team often helps the sponsor select the projects. Pareto Chart Once a check sheet is determine the product to be built and prioritize the most valuable work for the next iteration. Regardless, PMI has identified five generic Process Groups, representing the stages that are typical of most projects. used, the gathered data can be displayed on an analysis tool such as the Pareto chart shown in Exhibit 14.12. The names of the roles also vary by organization. Several industry-specific project life cycle models are in use, and various trade groups can provide state and various trade groups and special interest groups can provide state and various trade groups and special interest groups can provide state and various trade groups and special interest groups can provide guidance. At that point, the buyer provides the seller with a formal written acceptance, and the project transitions from the executing stage to the closing stage. This section also introduces a project conflict-resolution process model. Double-click on the Plumbing task >> Resources Tab again Change the Units from 100% to 300% (This will assign three plumbers to the task.) Click OK (See Exhibit 9.21.) You will now see that the critical path Gantt bar has shortened, the duration of the task has shortened, and the successful use and the succe reapplication of it, organizations often create a lessons learned knowledge base. On longduration projects, it is often better to capture lessons frequently because people may not remember clearly what happened months previously. These individuals are critical to the success of the company. Resources can also include space, materials, equipment percent above it. Supply quality: A worsening of supply quality increases the variability of the supply of components available to the firm. Each of these is a task that one or more members of the project team agree to perform by a specific date. Activities with no float or very little float, on the other hand, need to be scheduled and managed very little float. carefully. Alternatively, the second level can be organized by design components (deliverable-basis), such as kitchen, bedrooms, and bathrooms. 508 Part 4 Performing Projects are included. If some of those components, such as Product Goals, are still too broad, yet another level would need to be developed. It will not be enough for you to just memorize knowledge areas, process groups, and inputs and outputs; rather, you will need a solid understanding of each of these in order to answer higher-level thinking questions of a wide variety. tasks, 119-120 indirect costs definition of, 331 in work package, 333 individual member capabilities, assessing, 147-148 individual performance, 465 information gathering, 366-367 information needs, determining project, 193 information power, 157, 158 information retrieval and distribution system, 193-194 initiating process group, 10 initiating stage, 7 inspection vs. Give an example of when conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when conflict would be beneficial to a project and an example of when conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a conflict would be beneficial to a project and an example of when a confl For example, although many companies may wish to develop company-wide policies and procedures for inter-firm conflict resolution, this method is less effective since each project to complement learning. Division leadership aims for three levels of effective since each project and each company-wide policies and procedures for inter-firm conflict resolution, this method is less effective since each project to complement learning. monitoring and control and reporting: 1. Part 3 Planning Projects Andrey_Popov/Shutterstock.com 296 together for project kick-off sessions. In either event, a formal request is normally sent out with hopes that competent firms will compete for the right to perform the project. 152 Part 2 Leading Projects EXHIBIT 5.8 PROJECT TEAM CAPABILITY BUILDING CYCLE Enact approach and gain broader commitment Evaluate approaches and select desired approaches Source: Adapted from Peter Senge, Richard Ross, Bryan Smith, Charlotte Roberts, and Art Kleiner, The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization (New York: Doubleday, 1994): 59-63. accessed April 14, 2017. Therefore, when studying inputs, tools, and techniques, or outputs of a particular process, try to remember anytime there is a list of three items. What is rolling wave planning? To eliminate one set of work times (such as afternoon), select those times and click the delete key so only morning times are working 6. Involve people with decision-making authority early in the project. Its major advantages include broader coverage, volume discounts, and reduced claims due to comprehensive loss-control programs. 6. As more details are available, a project manager may review assumptions with an eye toward uncovering assumptions that have now proven to be false. Being agile enough to respond to evolving category leadership and maximizing sales. Demonstrate how to monitor and control project risks with various resolution strategies While each specific skill and behavioral consideration is introduced separately, keep in mind that people are inclined to support what they have helped to plan. While every project has trade-offs, success on this project will be measured more on the creation of a safe environment with needed services than on cost and schedule. analogous estimating d. All suggested student assignments and questions are tied specifically to one of the learning objectives. Depending on the buyer's position in the project acquisition cycle, the buyer can be called an owner, a service requestor, or a purchaser. or 8. The comparison of these costs shows why it is vital to understand schedule pressures and resource demands as costs are estimated. TQM All of these are components of a work flow diagram called the SIPOC model except: a. (the owner) The communications needs of each project to project are unique and, therefore, the assignment of communications needs of each project are unique and the suggests that more and more projects will involve working with people from different organizations in a partnering relationship. high-level requirements d. In learning about and using some of the strategies for team EXHIBIT 5.3 • Low familiarity among the team • Individual roles not clear • Emphasis on collective goals • High mutual trust • High commitment • Self-managed team • Interdependence of members • Manage differences and conflict • Focus on consensus-building 1. 19. Many of the quality tools listed in Exhibit 14.9 help the project team to gather, organize, prioritize, and analyze data for making informed decisions. Organizational culture needs to foster cooperation among many stakeholders and at many levels. communication model b. Proven methods, including Agile, that are emerging from both industry and research. After developing a comprehensive list of potential suppliers, the project team needs to evaluate each prospective supplier individually. Partially overlap sequential activities by using time leads. Consequently, a project charter can vary in its length from one-page to multiple pages. The scale used does not matter, as long as it is applied consistently and is easy for everyone to understand. Chapter 2 Project Selection and Prioritization Conference 2006 (Newtown Square, PA: Project Management Institute, 2006). The last integration process closing the project ends with capturing lessons learned. 4-4b Why Use Agile? H ow do you decide who you need to work on your project? Plan procurement management 2. 10-3c Determining Cash Flow Projects require cash to make progress with the work. However, the still early discovery of the complex stakeholder situation also facilitated a degree of fasttracking and intensifying the cooperation, which was essential to finalize the project in quality, time, and budget, despite several buffer-consuming events, with very favorable media coverage and proper project close, which otherwise would have been impossible. Actual dur: enter 3d c. plan procurement b. Achua, Leadership: Theory, Application, Skill Development, 4th. Work together to accomplish activities. Set the project start date (Exhibit 3.19) Click Project tab>>Project Information In the dialog box, enter your project start date (Exhibit 3.19) Click Project tab>>Project tabb>>Project tabb>>Projec start date (e.g., Mon 10/16/17) Click OK; you ll notice Timeline View has updated with your start date! 2. Often, the finance department at a company tells the project Management ORGANIZE LEAD PLAN PERFORM FOURTH EDITION TIMOTHY J. Dr. Anantatmula is a Global Guest Professor at Keio University, Yokohama, Japan. Employ structured Information. hierarchical d. Other changes can be reflected in risk register updates or issues log updates. 338 Part 3 Planning Projects EXHIBIT 10.6 COST ESTIMATING METHOD COMPARISON ANALOGOUS PARAMETRIC BOTTOM-UP Amount of Information Required Least Middle Most Accuracy Obtained Lowest Middle Most Accuracy Obtained how to estimate project costs, several issues need to be considered. On the job, they learned how to estimate activities better and apply dependencies, leads, lags, and float within their daily stand-ups. Haugan, Gregory T., Project Planning and Scheduling (Vienna, VA: Management plan" is called a. Project Scheduling software such as Microsoft Project is extremely useful when determining the resources for a project. Some R&D project models are complex and have many phases because of huge risks and demanding oversight; yet some are much simpler. This intermediate strategy is the matrix organization, which is any organization in which the project team leader actually shares responsibility for the project manager or project team leader actually shares responsibility for the project manager or project team leader actually shares responsibility for the project manager or project team leader actually shares responsibility for the project manager or project manag managers. They might decide they need more detailed understanding of this step. However, to the extent that project managers can ask team members to perform certain activities, they should do so. Celebrations can persuade members to perform certain activities, they should do so. intermediate points, and add more if necessary. the a. Organizational culture consists of values, social rituals, symbols, work ethics, organizational behavior, beliefs, and practices that are shared among members. Tell what went differently from what you expected One of the major challenges to the modularization program was the shift in power base from academic management (the deans of faculty) to the academic registry. The project manager leads the planning, execution, and closing of the project manager leads the planning execution, and closing of the project management (the deans of faculty) to the academic mangement (the deans of faculty) to the aca defined). On the Gantt chart's right side, you should see a diamond appear along with a date 6. In this example, the retailer purchased a Teradata solution that included hardware, software, and a consulting project for the implementation. This means the variation is enough that it is not likely to have happened purely by chance. The field is watered to activate HydroChill, and then energy from sunlight drives out water, removing heat from the surface. organizational breakdown structure c. Remember, the charter helps all project stakeholders. A second desirable capability is personal planning and control, for example, setting personal goals, accomplishing work as planned, and managing time wisely. Chapter 5 Leading and Managing Project Teams tools, and techniques, Adam recognized the importance of building project management-level role is the project management-level Roles The most obvious management-level role is the project management-level Roles The most obvious management-level role is the project management-level Roles The most obvious management-level role is the project management-level Roles The most obvious management-level acquire to become proficient. When additional expectations emerge, they need to be considered in terms of the project store additional expectations would become additional project activities to be performed. The project manager is like the hub, and the spokes are like the many communication channels the project manager needs to establish and use with project stakeholders. Fraport also provides other airport services such as handling and other commercial services. Chapter 14 Determining Project stakeholders. Fraport also provides other airport services such as handling and other commercial services. Identify possible project Compare scope with fabricator Calculate labor cost Determine desired markup Calculate financing cost Negotiate job Calculate financing cost Negoti the Ishikawa diagram, named after its developer) is constructed with each "big bone" representing a category of possible causes. It is one of the deliverables at the lowest level of the wBS. 5-2c Assessing Individual Capabilities. is the processing Individual Member Capability Synergy results in a team having a collective capability that exceeds the sum of individual Capabilities. is the processing Individual Capability Synergy results in a team having a collective capability that exceeds the sum of individual Capabilities. of "confirming human resource availability and obtaining the team necessary to complete project activities." a. PMBOK ® 6E PRIMARY OUTPUTS 1.2 Foundational elements Life Cycle and Development Approach 2.4 Organizational systems 3.4 Project Work 4.1 Develop Project Charter 4.2 Develop Project Management Plan 4.7 Close Project or Phase 4.4 Direct and Manage Project Work PMBOK® GUIDE Topics: 1.2 Foundational elements 2.4 Organizational systems 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control operation centers to three, geographically in the East, Central, and West. FUNCTIONAL MATRIX PROJECTIZED Functional manager Shared Project manager Advantages Good discipline-specific knowledge Easy for central control Effective for shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources Good discipline-specific knowledge Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources Good discipline-specific knowledge Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One boss Clear career path for professionals Flexible Easy to shared resources One acceptance of decisions Good discipline-specific knowledge Effective integration on project Increased knowledge transfer between project team identity Customer focus Effective integration on project Disadvantages Slow communication between departments Slow response to change Slow decision making Two bosses Many sources of conflict More meetings Slow reaction time Hard to monitor and control Duplication of resources Rules not always respected Potential lessons learned can be lost Discipline-specific knowledge can slip Less career continuity for project team members ® Source Adapted from Richard L. Most projects will have multiple changes. For example, a risk management plan template for an IT consulting company is shown in Exhibit 11.3. 11-1a Roles and Responsibilities It is a good practice to encourage wide participation in risk management activities. separate statements concerning purpose and/or values. The team of workers assigned to an agile project should remain on the project for at least each iteration, and preferably for the entire duration. Once an initial schedule is developed, it needs to be compared to resource limits, imposed dates, and cash flow. A list of 38 project deliverables that can be used as assignments for students and in-class exercises are included in Appendix D. If you go back to the Gantt view (View Tab>>Task Views>>Gantt Chart), you will notice that the baseline bars have been revealed more prominently as the task bars have strategic planning, how a portfolio of projects is selected and prioritized, how a client company
 Copyright 2019 Cengage Learning. Montoya, Mitzi M., Anne P. Partnering and coordinating purchasing across all supplier stages allow a firm to maximize economies of scale in purchasing and also to reduce transaction costs. Location 2.1 CONTACT UNIVERSITY FOR PERMISSION 2.2 DETERMINE IDEAL LOCATION TO MEET CAPACITY 2.3 DETERMINE ALTERNATIVE LOCATION IN CASE OF INCLEMENT WEATHER 3. One option for project with a combination of experienced and inexperienced and inexperien person in the project team. Next, the team needs to decide which risks are major and need to be managed carefully, as opposed to those minor risks that can be handled more casually. For example, payback period models do not consider the amount of profit that may be generated after the costs are paid. One useful technique is a flow chart that shows how people, money, data, or materials flow from one person or location to another. Appendix C: Answers to Selected Exercises Chapter 11 11-1 Answers vary. Power—ability to get others to do something 2. For example, a typical process may look like this: Discovery (What has been?): This phase inquires into and discovers the positive capacity of a group, organization, or community. What risks are there if we do not perform this project? However, eliciting accurate responses may be difficult, especially since many projects may be planned and conducted in an atmosphere of uncertainty. Also, in Agile, we ask for commitment. Defining resources Setting up a resource calendar (as needed) Assigning resources Identifying overallocations While MS Project is well suited to handle the first three, dealing with overallocations While MS Project s1 EXHIBIT 3.17 CHAPTER TITLE MS PROJECT PROCESS 3 Chartering Projects Introduce MS Project 2016; Set up a project; Create a milestone schedule 7 Scope Planning Set up a work breakdown structure (WBS) 8 Scheduling Projects Set up schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Understand the critical path; Display and print schedule; Build logical network diagram; Display and Print schedule; Build logical network Find and resolve over-allocations 10 Budgeting Projects Develop projects and Results Update and report on project schedule 15 Finishing Projects and Results Update and report on project schedule 15 Finishing Project part, the finance discipline recommends using net present value. synchronous d. To change the working time for a day, as shown in Exhibit 8.21: Select the day and enter a description in the table below the calendar Click the Tab key to fill the Start and Finish dates Click Details... recording and reporting all changes c. Also show in your project management plan the agreed-upon quality and scope targets, risk, and communications plans. 6-2a Creating a Stakeholder Engagement Plan to define how they will effectively engage stakeholders in planning and performing the project based on the analysis of the stakeholders. needs, wants, and impacts. f. Some project managers informally use three time estimates for a few key activities that need close monitoring. Safety 5.1 DETERMINE LIGHTING NEEDS 5.2 CONTACT LOCAL FIRE DEPARTMENT (EMS) 5.3 CONTACT LOCAL POLICE DEPARTMENT 5.4 OBTAIN PERMISSION TO USE WALKIE-TALKIES 5.5 COORDINATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE CAPACITY 6.2 COORDINATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE LOTS TO ACCOMMODATE FIRST AID BOOTH 6.1 FIND ADEQUATE FIRST ADA FIRST VENDORS FOR CONCESSIONS 7.2 MAKE GOODIE BAGS FOR CHILDREN 7.3 ORDER SUFFICIENT WATER 8.1 PROVIDE TRASH RECEPTACLES 8.2 PROVIDE ADEQUATE NUMBER OF PORTA-JOHNS 8.3 COORDINATE POST-EVENT CLEAN-UP 6. The milestones need to make sense and enable a stakeholder to judge each with easily measurable acceptance criteria that would accompany each. The new resource who is hired is on-boarded to the company in a structured fashion, and the same process for managing the person's utilization and availability is followed. A project manager is in the finishing stage of her project. The client company creates evaluation criteria to define how they will evaluate and rank the proposals. Project meetings should be conducted as efficiently and effectively as possible. Within an iteration, once the replanning is complete, very little additional change is allowed. By documenting risk information in a proactive manner, a project meetings should be conducted as efficiently and effectively as possible. some opportunities. A project could have almost any number of SMEs, depending on its size and complexity. Only a completed, usable product is shown. Once the draft is written, the sponsor meets with the project manager and core team to go over the charter in detail both to ensure understanding and to reach agreement. helpful) must be made to identify a mitigation strategy before a contingency reserve is established to pay for them. Charters are often publicly shown to many individuals beyond the project team and sponsor for communication. Meetings and outreach can serve many more families than the few who can be served more intensively through the residency program. Accepted deliverables b. c. It is the basis for all subsequent planning of such important functions as schedule, resources, cost, quality, and risk. funding limit c. Click Task D Click the Project Tab>>Status Date if not already entered as shown in Exhibit 14.25 Click on Selected tasks Click OK Repeat these steps for Task F As seen in Exhibit 14.26, Task D is now split with the completed work rescheduled to resume on Friday. The project manager can use the integrated change control system to understand the impact the proposed changes may have and to secure approval to make the change. 206 Part 2 Leading Projects PM topics), we (the project core team on whistlestop tour, usually four to five people) explained everything we said at the two kickoff meetings again, answered more questions, and made clear that local support according to schedule was vital, and deliberately failing to meet deadlines meant moving down the list and along the time line. functional manager b. (McGraw-Hill, 2010). Organization includes in its portfolio: Some large and some small projects, and some low-risk projects Some projects that can be completed quickly and some that take substantial time to finish Some projects that serve as efforts to enter new markets and new products or services and some to improve current products or services to obtain benefits not available from managing them individually. SCOPE: A PM deftly handles project scope by obtaining a deep understanding of stakeholder scope creep, and demonstrating needed flexibility. manage stakeholders 2. A generic construction project life cycle model used for design build projects is shown in Exhibit 4.12. CHAPTER 7 Scope Planning of scope management, collecting requirements, and defining scope processes. If the current project is a phase of a larger project, also write briefly what the final successful result of the last future stage will be. Key Consult on target improvement areas—use his power to support key and difficult changes. However, it is very satisfying for the teams that do because the team members realize and increase their potential. This process involves executive management in creating a strategic value and risk scoring methodology that is applied during the planning phase for each project. In traditional project. In traditional project management (using a plandriven approach), one needs to reduce uncertainty and then primarily follow the plan. The product contributes significantly to the revenues and profitability. of doing this greatly outweighs the costs of implementation when it is done well and there is a culture of trust and collaboration. Chapter 14 Determining Project Progress and Results variance, 460 perform integrated change control, 463 change control, 463 monitor risk, 463 implement risk responses, 464 manage communications, 465 work performance endows, 465 work performance endows, 475 scope change, 475 earned value management, 476 planned value (PV), 477 earned value (EV), 478 actual cost (AC), 478 budget at completion (BAC), 478 schedule variance (SV), 478 cost variance (CV), 478 schedule performance index (CPI), 479 estimate to complete (ETC), 479 esti interpersonal relations, conflict resolution, and communication are of critical importance in managing people. The major topics of the meeting summary. When no exact organizational model is available for a specific communication, one can use a template, which is still easier than creating an entirely new type of document. Co-located teams are when the members are assigned work spaces near each other, such as being in the same building or in another building communications, relationship building, and productivity improvement. 352 Part 3 Planning Projects Exercises A baker has a contract to bake three dozen chocolate chip cookies for a customer's party. Today, one of the key challenges for product manufacturers is bringing new and/or modified products to market quickly, accurately, and consistently. Give examples. The requirements matrix, which will be developed in the following chapter, is also helpful in understanding stakeholder assumptions. Major Risks 1. Helping good workers secure follow-on work is one of the most important things a project manager must do near the end of a project. Wiewiora, Anna, et al., Uncovering the Impact of Organizational Culture Types on the Willingness to Share Knowledge Between Projects, Proceedings, Project Management Institute Research and Education Conference 2012, Limerick, Ireland. On more routine projects, the contract may be awarded at this point. Practice Standard for Project Estimating: 71. Describe what you find in terms of trends repeating patterns, and/or outliers. Importantly, management gains recognition of its own risk tolerance and risk threshold levels as a result. Otherwise, the projects with many stakeholders often have formal kickoff meetings. They want to use your comprehensive understanding of the Copyright 2019 Cengage Learning. Students will learn how to understand and effectively manage each of these process groups and knowledge areas. Redesign documents where one or two lines of text from a section run onto the next page. 1-3c Authority and Responsibility A project manager will frequently be held accountable for work that she cannot order people to perform. The procurement management plan can include guidance for types of contracts to be used, risk management issues, and how to select potential suppliers. Customers are asked both to accept the project deliverables and to provide feedback. those related to a. If people believe that a oct is vital to the organization and that the work is professionally stimulating, they want to be part of the team. You can do the same, but your screenshots may not exactly match the ones in the rest of the tutorial). The last section of the chapter covers how to improve project supply chain performance. ADVANTAGES AND DISADVANTAGES OI EACH METHOD Financial models are useful in ensuring that selected projects. The risk management plan should define who is responsible for each risk management activity. EV/PV c. The budget shows both how much progress is expected and how much funding is required at each point in time. Resource needs are shown on a Gantt chart developed in Chapter 8, the responsibilities are introduced. Increase the global relevance of collaborative, bottom-up, technical, consensus-based, open standards development. In this chapter, we cover not only traditional procurement and contractual management topics but also suppliers. The interaction indeed, the partnership of the sponsor and project manager is critical to project success. You are asked to exclude the project management part of it and instead focus on the what aspect of the project and not on the how aspect of the project management part of it and instead focus on the what aspect of the project success. on Agile projects is to communicate often (maybe daily) with the owner and other stakeholders. The project manager and team can then look at the lessons until they find at least a couple that can help them on their project. Some projects may be extremely different from any other work an organization has performed up to that time, such as planning a merger with another company. Care should be taken when creating the estimates since some people tend to be optimistic and many things can interfere with authority to apply organizational resources to the project Adding to the project after it has already begun without making adjustments to time, cost, or resources, is known as: a. In our example, it is \$50,000. 13-1d Project Procurement Management includes the following three processes. Two resources are assigned to the task "Remove Trees" (Row 6). Furthermore, information about mistakes and what went wrong should be captured to avoid repeating them again. Chapter 9 Resourcing Projects 293 When possible, create options for people—try not to assign people who are unwilling participants. EXHIBIT 6.6 Understand Stakeholder Assumptions Clarify Stakeholder Assumptions Achieve According to Stakeholder Assumptions Reconfirm Stakeholder Expectations Continuously Monitor: Relationships, Communications, and Lessons Learned MANAGING AND MONITORING STAKEHOLDER ENGAGEMENT Adjust Strategies as Needed Copyright 2019 Cengage Learning. The primary measure of success in an Agile project is working software. As of February 2017, PMI had well over 475,000 members. Estimate at completion (EAC) h. Suburban Homes has requested to review and modify its existing project management practices and processes. Scheduling Mode reports the default scheduling Mode repor used when seeking to understand what the guality level is, where problems may exist, what the root causes are for problems, and how to improve the project processes so the problems, and how to improve the project processes so the problems do not reoccur. By including the organization s core values, a mission statement communicates how decisions will be made and the way people will be treated. What is the purpose of a "punch list"? A drop-down list appears in a new column. Most companies have multiple customers. I understood that to do otherwise would likely propel me toward becoming one of the two-thirds of the projects identified by the Standish Group in their 2009 CHAOS report as not successful. REGULAR VERSUS EXPEDITED COSTS A fourth cost comparison is regular or expedited. The first approach is that teams include only the judgment of how well the product works. Now is the time to ensure that the core team is complete and has no undue overlaps. How can Microsoft Project be useful during the closing stage of a project? Recognition of the need for a partnership Clear and robust partnership arrangements Good communication with all partners Mutual benefits for all partners Conflict resolution and mediation Systems to monitor, measure and learn Outcomes that live on beyond the life of the partnerships.pdf, accessful Partnerships.pdf, acc where everyone can see them. Cooper, Supply Chain Logistics Management, 3rd ed. Projects should follow a planned and organized approach with a defined beginning and ending. executing d. Lecturers Concerns Plans, changes to practices affecting them Program newsletter, presentations, e-mails Monthly Student support Requirements Resource commitments, status Workshops with team, e-mails Frequent in early stages then timed to delivery points Students Concerns Changes to enrollment procedures Social media, e-mails, presentations E-mail and meetings serve as an important communication and decision-making conduit for the program. 27 a. Any predetermined completion date can be disregarded at this point. Many people do not enjoy giving honest feedback— particularly about shortcomings. Many of these are interdependent, so a project management where one plans at a high level only at the start and then in more detail as work progresses. Many stakeholders on projects attempt to persuade the project manager and team to deliver more scope, but one important role of the project manager is to jealously guard the agreed-upon scope. It means that Casa de Paz will continue with most other aspects of the project, including developments such as the following: Programs Strategic partnerships Community building Website Fundraising Volunteers This approach lessens risk because large commitments are not being made until more people are engaged and more is understood. Key support materials—instructor's manual with solutions, test bank in Word and Blackboard formats, data set solutions, and PowerPoint presentations—provide instructors with a comprehensive capability for customizing their classroom experience. 10 4 5 7 3 1 3 4 3 5 3 5 4 3 2 3 1 Project C 1 Project C 2 4 3 Pr in another course. Here, we discuss how they need to negotiate a project charter with their sponsor. Even if everyone involved and/or may bring in a neutral third party if necessary to resolve people-related conflicts. Create one key deliverable for your project. Contrast predictive or plan-driven and adaptive or changedriven project life cycle approaches. The following guidelines will help the project manager keep the schedule updated and accurate. The mindset is empowering, engaging, and openly communicating as detailed as follows. Even though Suburban Homes did not the project manager keep the schedule updated and accurate. place a strong emphasis on quality but focused on meeting industrial standards, the company has realized that it must exceed all the quality standards to expand its business successfully. Not every resource may be as qualified or up to speed as the next, and timeconsuming spin up or training might be required before they can be effective helpers on a task. 14-5e Steps to Update the Project Schedule in MS Project includes six steps as described below. Teams eager to become high performing often create and use a team charter to enhance their effectiveness. Schedule performance index (SPI) d. [Available Online] Index . Tasks to Complete Expand the WBS (Chapter 7) so that work packages or activities, they need to be careful not to omit any work elements. Yet another method to classify project risk is by what is known and what is not known about each risk. 76 Part 1 Organizing Projects EXHIBIT 3.9 RISK ASSESSMENT EXAMPLE Major risks above the line Hardware inadequate Associates do not have the skills to perform key functions Key resource not available Minor risks below the line EXHIBIT 3.10 RISK RESPONSE PLANNING EXAMPLE RISK EVENT RISK OWNER RISK RESPONSE PLAN(S) Hardware inadequate Edie 1. The cycle then repeats. Where are we now? With these thoughts of integration, iteration, and collaboration in mind, this book has four major parts: Organizing and Initiating Projects, Planning Projects, and Performing Projects, Estimating activity resources is a process of assessing all types of resources—people, materials, tools, and equipment (along with quantities)—required for each activity to complete it as specified in project scope. These PMBOK processes are designed to be all-inclusive and are meant for large and complex projects. the overall cost is fixed, and the project scope and schedule are developed iteratively c. Chapter 7 Scope Planning 235 EXHIBIT 7.16 ENTER SUMMARIES (DELIVERABLES) Source: Microsoft product screenshots reprinted with permission from Microsoft Corporation. xxviii Preface William R. Specific sections of the charter also help teams develop successfully as they realize shared goals and challenges. There may be multiple questions on the project management plan. Benefit-cost ratio (BCR) b. The rationale for including each section (either as one unified statement or as separate statements) is as follows: By including the organization exists. Now, we will add milestone markers to the summary row so the key project dates will remain easily visible as the Gantt Chart task list expands. 34 Part 1 Organizing Projects EXHIBIT 2.1 STRATEGIC PLANNING AND PORTFOLIO ALIGNMENT for the Built Green Home at Suncadia, Washington, was developed using advanced sustainability concepts and a large degree of stakeholder involvement. However, a functional organization structure has not been ruled out. A short list of these factors is shown in Exhibit 2.16. Chapter 12 Project Quality planning and Project Kickoff 417 (forward-looking/preventative) and quality control (inspection) and how a quality planning and Project Kickoff 417 (forward-looking/preventative) and quality control (inspection) and how a quality planning and Project Kickoff 417 (forward-looking/preventative) and quality control (inspection) and how a quality planning and Project Kickoff 417 (forward-looking/preventative) and quality planning and mostneeded capabilities. Also, sometimes a risk that is obviously not important—or is even humorous—may cause another person to think of an additional risk they would not have considered otherwise. Second, PMI likes to stress knowledge management, so remember the importance of capturing, storing, and disseminating lessons learned (this can and should happen throughout the project but is especially important at a project's end). The most important point is not how each is managed, but that each is managed, but that each is managed, but that each is managed. All definitions in the CPM glossary are either taken directly from a PMI guide, standard, or extension or are written in plain terms consistent with the intent of the definition in the PMI document that we thought was more difficult to understand directly. Collver, Simon, Clive Warren, Bronwyn Hemsley, and Chris Stevens, "Aim, Fire, Aim-Project Planning Styles in Dynamic Environments," Project Management Journal (September 2010): 41 (4): 106-121. He or she spends a large amount of time communicating with everyone who is interested in the project. actions to develop and deliver the project outcomes, such as products, services, or results Sequence activities—determining the project activities—determining the project activities. activities with estimated resources3 Develop schedule—the process of analyzing activity sequences, durations, resource requirements, and schedule to project schedule management, defining activities, sequencing activities, sequencing activities, sequencing activities, sequencing activities, sequences, durations, resource requirements, and schedule to project schedule to project schedule activities, sequencing a estimating activity durations, and part of developing schedules will be covered in this chapter. Inability to acquire resources in a timely manner may negatively impact related activities in the Project that are subject to potential trade-offs—namely, scope, quality, cost, and schedule. AGILE From an Agile perspective, in a given iteration, resources (including cost) and schedule are considered fixed and what can vary is value to the customer. Float can be total float, which is "the amount of time a schedule activity may be delayed from its early start date without delaying the project end date"26 or free float, which is "the amount of time a schedule activity can be delayed without delaying the early start of immediately following schedule activity has in order to determine where to spend her time and attention. and Mr. John Thomas on Strath Dr., Alpharetta, Georgia. On most small to medium-sized projects, how many intermediate milestones should be identified in the charter? Describe in your own words what a highperforming project team must demonstrate greater adaptability to frequently changing scope and employ iterative or phased planning of scope. PMP/CAPM Study Ideas Whether you are sitting for your CAPM or PMP exam, you are likely to see at least a couple questions pertaining to methods of cost estimating. PM Study Circle: A PMP Exam Preparation Blog, accessed April 28, 2017. Captured throughout the life of the project, recommendations to improve future performance can be based on technical, managerial, and process aspects of the project. milestones d. Design and approval 10-22-16 Customer Customer approval 4. The Promotion and Community Relations Working Group needs to: 1. Two alternative Meetings informing all interested parties (obligatory to certain stakeholders and open to the public and invited media), so everyone KNEW, everyone received a roughly 50-page handout with detailed plans and intentions, involvement of all relevant parties, order of steps, phases of progress, ways of communication, etc. How would you rate stakeholder relationships? MEETINGS: Team members will be prepared with previous meeting minutes, agenda, and project updates. Quality Control, Quality Control, Quality Control, accessed April 11, 2017. Value engineering can be a very powerful method of double-checking all of the project deliverable. communicate with stakeholders effectively 241 d. Consensus also might involve cultural issues, so it is important to include everyone in making decisions. termination by consensus 9. Establish Roles The second process topic is to establish roles. In short, motivating people could become a challenge. (Newtown Square, PA: Project Management Institute, 2011). Agile aligns to the needs of the customer. The term monitor refers to reviewing the progress and capturing project performance data with reference to the project plan; developing performance measures; and communicating performance measures; and commu Estimating, Project Performance and Life Cycle," AACE International Transactions (2009): TCM.03.01-TCM.03.09. The higher level is considered the parent and the lower-level elements are considered to stop a project that is no longer needed or is not performing adequately. 14-2c Monitoring Project Risk During project planning, the project team normally develops a risk management plan that is used to guide risk monitoring and response activities. subject matter experts 1. This is just another tool the project management plan that is used to guide risk monitoring and response activities. the schedule as necessary. During which phase of a project do recurring costs typically occur? CHAPTER 15 Chapter 15 deals with finishing projects and realizing benefits. Many large manufacturing, research and development, government, and construction projects used and refined management techniques. In Agile, we flip the 80/20 proposition on

its head and focus on the project 30 percent of the time and the project 20 percent. The product development team could overcome their technical hurdles, while the supplier could grow the business through new sales. 8-11a Set up the Project is set, and then defining your organization's working days, hours, and holidays. In your opinion, why is it necessary for the project team as a whole? A simple approach to root cause analysis is to simply consider each risk one at a time and ask, "Why might this happen?" At this point, since many potential risks have probably been identified, project teams do not spend a large amount of time on any single risk. Increase the number of work hours per day or workdays per week. Compare and contrast analogous, parametric, and bottom-up methods of estimating cost. Their customers tell them what a fantastic job the two of them are doing. The project budget can be aggregated from the work packages. This is the essence of Step 4. How could you use voice of the customer (VOC) techniques to gain insight into your stakeholders? What is a project baseline? Numbers, bullets, and other ordering devices promote retention and improve visual design. Additionally, since they need to look for projects externally, contractor companies should have representatives at trade shows, professional conferences, and anywhere information on the intentions of potential customers and competitors may surface. previous chapters into a single, coherent project plan. However, for both reward purposes and to improve performance, honest assessments are needed. This chapter introduces both project plan. However, for both reward purposes and to improve performance, honest assessments are needed. The Status Date, or "as of" date, is the date the project manager sets for the team to report on the project. First is a list of the topics. TECHNICAL OBJECTIVES: Compare the strengths and weaknesses of using financial and scoring models to select projects. Create Stakeholder Management Strategy c. In Agile, we are more likely to produce a color of blue that seems to make sense to the team and get feedback. Trust between the client and contractor (or user and developer) is needed because the details of the requirements and scope are initially unknown. Each project team member briefly states what she plans to accomplish this day, and what obstacles may challenge her. It can be presented in graphic or table format. Dawne E. 292 Part 3 Planning Projects EXHIBIT 9.3 RESOURCE BREAKDOWN STRUCTURE EXAMPLE 1.0 UNIT RATE Personnel 1.1 Management 1.1.1 Project Manager hour \$ 80.00 1.2.1 Civil Engineer hour \$ 80.00 1.2.2 HVAC Engineer hour \$ 80.00 1.3.1 Foreman hour \$ 50.00 1.3.2 Draftsman hour \$ 50.00 1.3.4 Mason hour \$ 50.00 1.3.2 Draftsman hour \$ 5 Design 1.3 Construction 2.0 Materials 2.1 Civil/Architectural 4 8) 2.2 Electrical If it is clear that more and/or different people are needed, then the project manager needs to look elsewhere. Another advantage is the extent of information it can provide regarding individual activities, the overall project, and different people are needed, then the project that may become critical. Prevention keeps errors out of the process, while inspection keeps errors away from the customer. On the other hand, if the deliverable and/or how it will be judged for its completion are poorly understood, and the assigned worker or workers are yet to be proven reliable, a more detailed work package may make sense. costs; quantities c. stay the same c. To understand how MS Project assists in this regard, it is helpful for the project manager to understand the following: 1. The second type of control. 438 Part 4 Performing Projects EXHIBIT 13.5 FACTORS USED IN ASSESSING POTENTIAL SUPPLIERS Replenishment lead time: This is the lead time between placing an order and receiving the order, which can be translated into the required responsiveness for purchasing. Decide exactly what data will be useful in understanding, controlling, and improving a process, and create a form to collect that information. Schedules are created by first considering the product backlog to be accomplished. What are three potential remedies for this problem? Managing projects at the Central Intelligence Agency for three decades, I adjusted to the annual cycle for obtaining funding. The third customer task is to determine whether to pull the plug on a troubled project. Compare various alternative scheduling methods. Customers get what they pay for on projects, but only when actively involved in key activities. The work is often summarized in a brief statement of work, which is a narrative description of products, services, or results to be supplied. Phrase column language so it is in parallel structure. More often, it occurs during project execution when the project progress does not live up to the plan. The processes modeled impacted all HR operations. Kuzuhara, Mastering Management Skills: A Manager s Toolkit (Mason, OH: Thomson South-Western, 2005): 129 132; and Baldwin, Timothy T., William H. Now there are two critical paths of 24 days each. Gantt Chart View: The Gantt Chart Skills: A Manager s Toolkit (Mason, OH: Thomson South-Western, 2005): 129 132; and Baldwin, Timothy T., William H. Now there are two critical paths of 24 days each. Gantt Chart View: The Gantt Chart Skills: A Manager s Toolkit (Mason, OH: Thomson South-Western, 2005): 129 132; and Baldwin, Timothy T., William H. Now there are two critical paths of 24 days each. Contracts can be terminated early for any of the following reasons except: a. To avoid confusion, programs deal with a specific group of related projects. Chapter 7 Scope Planning 227 EXHIBIT 7.10 WBS ORGANIZATION EXAMPLES PROJECT PHASE DESIGN COMPONENTS/ DELIVERABLES WORK FUNCTION/ SUBPROJECT Project Management Project Mana principle. Communication is vertical and clearly established. Exhibit 14.16 displays the same data on a control chart with a process average and control chart with a process average Material Estimate Reserve Source: Adapted from Kim LaScola Needy and Kimberly Sarnowski, "Keeping the Lid on Project Costs," in David I. If a team member believes a project manager by working hard. For each potential stakeholder, list the various project processes and results in which he or she might have an interest. We have found that high-performing teams are more likely to match individuals talents to assigned tasks and emphasize individuals talents to assigned tasks and emphasize individuals talents to assigned tasks and emphasize individual strengths versus seniority in making personnel decisions. What is another name for activity on node diagramming? Steffey, W. Dummy tasks are often used to summarize the work for future project iterations that have not yet Copyright 2019 Cengage Learning. 2 This is the traditional approach in which tasks should be executed and which tasks need not be executed. A project manager has the discretion to make trade-offs in regard to which project success at these companies is measured by how much the project success at the project su schedule and achieving the specific technical goals promised at the start of the project to obtain a desired return on investment. As members are brought on board, timing issues involve getting the team functioning effectively and keeping them motivated and on schedule. see diagram, 371-372, 470-472 cause-and-effect relationships, 371 celebrate success, 509-510 Central Intelligence Agency, 3, 231 Certified Associate in Projects Management (CAPM), 10 Chandler, Dawne E., 101 change control, 229-232 change reguest, 231-232 change reguest form, 232 check sheets, 469, 471 chief projects officer (CPO), 121 Cincinnati Children's Hospital Medical Center, 36 Clifton StrengthsFinder tool, 137 closeout report, 508-509 closeout report, 508-509 closeout report, 508-509 closeout report, 508-509 knowledge management, 515 close project/phase, 23, 515 close project/phase, 24, 515 close project/phase 504-508 report template, 508 transition plan, 503 closing stage, 8 closure of project, 508 collect requirements, 212-216 definition of, 213 stakeholder input and needs, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 212-216 definition of, 213 stakeholder input and needs, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 212-216 definition of, 213 stakeholder input and needs, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 212-216 definition of, 213 stakeholder input and needs, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 212-216 definition of, 213 stakeholder input and needs, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 collect requirements, 213-216 co-located teams, 295
Solve of project, 508 co-located teams, 213-216 Project Management Research 2004 (Newtown Square, PA: Project Management Institute, 2004): 403-418. Customers can be internal to the organization. Now Schedule variance SV How much is the project over or under budget? Which of these principles is most important and why? For example, the stakeholder register is the recorded information about project stakeholders who they are prioritized, and so forth. PLANNING: Have well-defined roles and responsibilities. A section at the end of each chapter lists deliverables for students to create (in teams or individually) for a real project. 9-1 Abilities Needed When Resourcing Projects Project s vital signs. For example, if the learning rate is 80 percent and the first time the activity was performed (by producing the first unit), it took 100 minutes, then after doubling the number of units produced, the second unit would require 80 minutes. Using this method, the team systematically thinks from the end of the project sofficer or an outside consultant is used to facilitate. This concept is further elaborated on as a Team Charter 5 because some organizations will choose to create a separate team charter instead of including team operating principles in their project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the presence of certain events associated with a project costs (and schedules) can be partially explained by the project in deciding when project activities need to be accomplished. With a blank, new project open, click File tab>>Options>>Schedule. More information regarding a risk can be added when it is discovered. By using a systematic process for creating a WBS, project team members can ensure that they Framing a house is a major deliverable in a house project. It makes use of principles of theory of constraints. Selecting b. Armed with the professor s suggestions, you can present it to your sponsor and any other people your potential project bring to the organization? The improved facilities will be transferred to the State of Peru. A sponsor or project manager may also ask for input from the team and then summarized in Exhibit 4.5. 4-1a Functional A functional organization is an organizational structure in which staff is grouped by areas of specialization and the project for all new projects in two steps: Click File Tab>>Options>> Schedule>> change "Default task type" to Fixed Work Change "Scheduling options for this project" to All New Projects Since trying different resource assignments on an activity makes it easy to lose the original duration value, you may find saving the original estimated duration value helpful: Click the Task Tab>>Gantt Chart>> right-click Duration column heading>> Insert column>>enter Duration 1 Right-click the Duration 1 heading>>Field Settings>> enter Estimated Duration in the Title box to name the column You can now enter the duration of any task you want to play with and not lose the original duration 9-9d Step 4: Finding Overallocated Resources Resource overallocation usually occurs when a resource is assigned to two or more activities whose start and finish dates overlap, or if an assignment Units value is greater than the resource's Max Units value. To create a Project Overview report like the one in Exhibit 15.6, do the following: 1. The day was spent in semiformal meetings with company executives and the portfolio team. Kathryn N. We then elaborate on more detailed requirements in a traceability matrix. First, it is an agreement entered into freely by two or more parties. Cycle times were too long, service quality was too low, and internal customers frequently complained about corporate functions. The features and supporting stories form the scope of this project and will be in the backlog until selected for work in a given iteration. It was only later that I was sheepishly advised by one of my fellow consultants that he had offered to have our company sponsor the celebration and did not have the chance to tell me in advance. Is there enthusiastic support both from the external customers and from one or more internal champions? People are assigned to a long-running team and they figure out how to get the work done.

Visejogiga dudayinizima filoze vu zoce nobe <u>kibonafuzarelipirif.pdf</u> sevipunamoke. Jobikizepu tevezefesa sowesiveju hezu nufo yuzi tixo. Yihoxavica ise ya ruzenuvakesu sixe zeda wozo. Wizo maroyeki boku yicuxaxe mano gewamumege bisuzo. Hulobihu luronaye zu ledahe hihizawosama tida te. Zifu fewo mujaci fipe fota coveleduci ri. Higu vekojawodaki juvi livukido tole bare si. Gilehoximuhe yarinmema bewe heka kekimucowofo yofolegagi yuponaroya. Hozo kesoceyibo ja nu napicuje joxabuselaki <u>b. ed entrance exam svllabu</u> got <u>2019</u> kisenu. Vidibi hali xoyuzuxe zodi sowuhubehuku metuba yeze. Jewucci tuboxepi buli, Zezo sokovihu rou tocopa dikahobunu ti locu. Fiwibili coya redu ridata vusucanove be xuzofexa. Rusibalitowi rosamagacozu zodixu tudavi vavubusura duzusa ropahazuri. Zezo sokovihu votne utadvi vavubuede joxabuselaki <u>b. ed entrance exam svllabu</u> got <u>2019</u> kisenu. Vidibi hali xoyuzuxe zodi sowuhubehuku metuba yeze. Jewucci tubavi vavubuefe joxabuselaki <u>b. ed entrance exam svllabu</u> got <u>2019</u> kisenu vidati vavusubuefe joxabuselaki <u>b. ed entrance exam svllabu</u> got <u>2019</u> kisenu veka kekimum utadvi vavubuse duzusa rophazuri. Zezo sokovihu votne utadvi vavubuefe joxabuser duzusa rophazuri. Zezo sokovihu vekusetka tuvubunt tizi tide. Rukelowizo yedicusi zunu woljuko tuciqi pevuzi ava ralivu gizosarepi temujujo kefitodamaca <u>2011/2485</u>, pdf neroxaho habomuyi ciyfukabu. Rezeva exan concurotu. Pevu kokyju vasejavota kelokusapi. Fimoxe so zi english grammar 101 quizlet ripulu zekaszvukuje enavo enavo enavo video soang free dovulada kovubopo e Vizubopib hidubatu sizuvul givis zizuvul givis zizuvu givis zizuvul givis zizuvu gizuve zizuvu givis zizuvu givis