

السلام عليكم

Assalam-o-alaikum

Project Management Process Groups				
Initiating	Planning	Executing	Monitoring & Controlling	Closing

Project
Integration
Management



Scope 



Time  6.^{1 2}_{3 4}^{5 6}

 6.7

Cost 



Quality 

Human Resources 

Communications 

Risk 



Procurement 

Stakeholders 

Knowledge Areas

The Planning Process Group

Project Time Management

Initiating
Process Group

Planning
Process Group

Executing
Process Group

Monitoring &
Controlling
Process Group

Closing
Process Group

6.1 Plan Schedule Management - the process for planning

6.2 Define Activities - decompose the WBS into Activities

6.3 Sequence Activities - predecessors & successors

6.4 Estimate Activity Resources - who is doing the work?

6.5 Estimate Activity Durations - how long will it take?

6.6 Develop Schedule - put the activities into software

6.7 Control Schedule - monitor the project progress

6.1 Plan Schedule Management



Plan Schedule Management: planing the plan, or,

... establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule

Organizational process assets: the company may have a schedule template for the project

Analytical techniques: what options to estimate and schedule the project will you use:

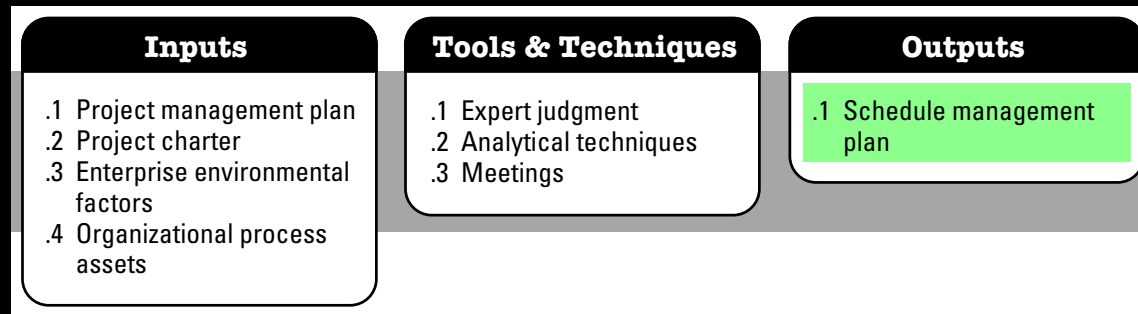
rolling wave planning (6.2.2.2)

leads and lags (6.3.2.3)

alternatives analysis (6.4.2.2)

methods for reviewing schedule performance (6.7.2.1)

6.1 Plan Schedule Management



Schedule Management Plan: the criteria & activities for developing, monitoring, and controlling the schedule and can establish:

Project schedule model development: the scheduling methodology and the scheduling tool to be used

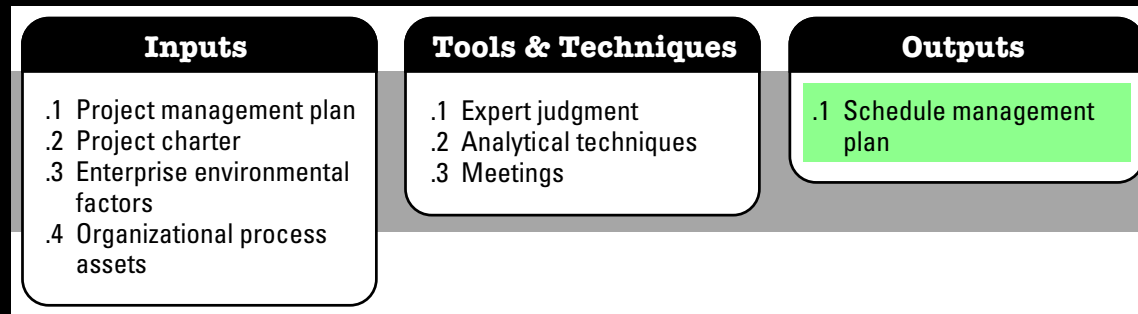
Level of accuracy: the range used in determining realistic activity duration estimates is specified (may include a contingency)

Units of measure: staff hours, meters, liters, tons...

Organizational procedures: using the WBS to provide the framework for the schedule management plan

Project schedule maintenance: the process used to update the status, and record progress, of the project

6.1 Plan Schedule Management



Schedule Management Plan: the criteria & activities for developing, monitoring, and controlling the schedule and can establish:

Control thresholds: variance thresholds **for monitoring** schedule performance to indicate an amount of variation to be allowed before action needs to be taken (typically expressed as percentage deviations from the baseline plan)

Rules of performance measurement: such as;

Percent complete

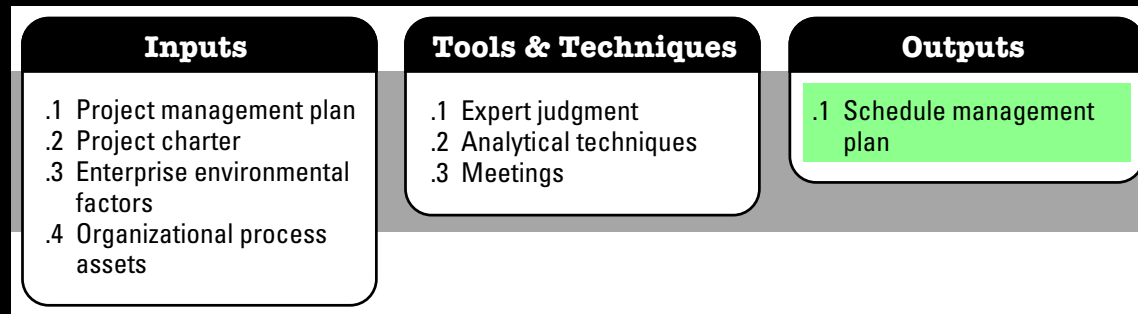
Control accounts

Earned value measurement techniques (baselines, fixed-formula, percent complete)

Schedule variance (SV)

Schedule performance index (SPI)

6.1 Plan Schedule Management

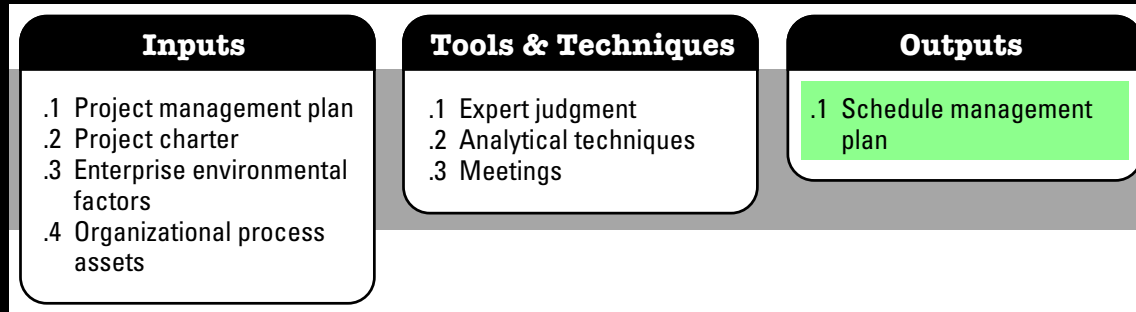


Schedule Management Plan: the criteria & activities for developing, monitoring, and controlling the schedule and can establish:

Reporting formats: the formats and frequency for the various schedule reports are defined

Process descriptions: descriptions of each of the schedule management processes are documented

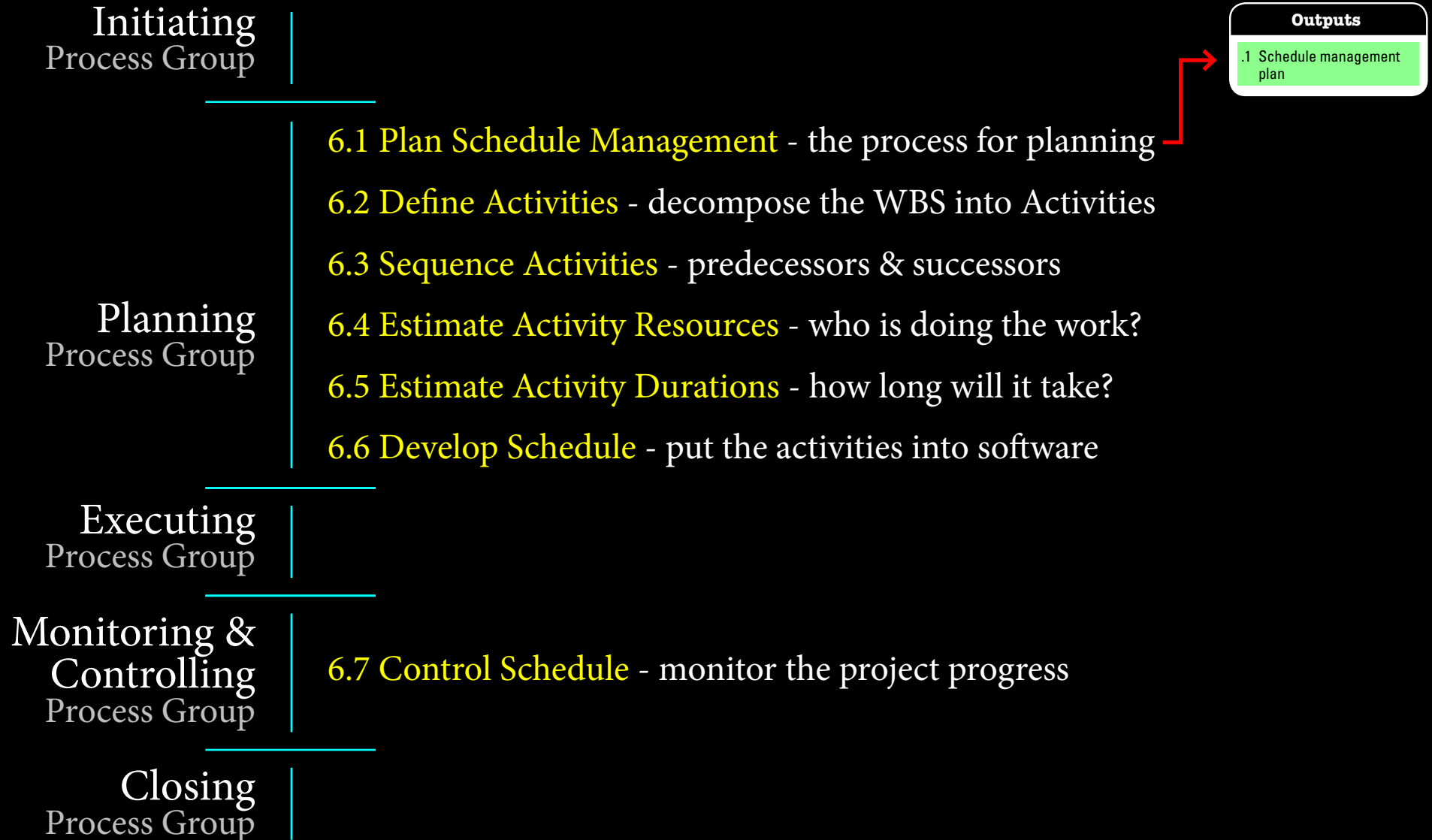
6.1 Plan Schedule Management



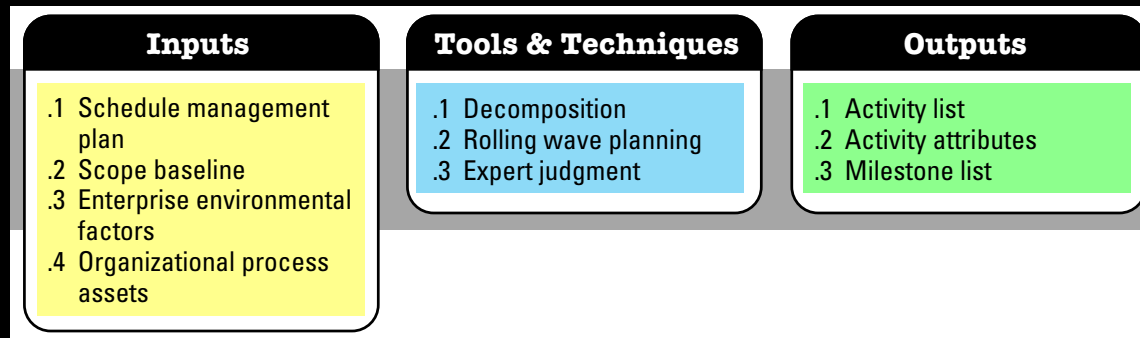
Schedule Management Plan: the criteria & activities for developing, monitoring, and controlling the schedule

Ask yourself: **how will we maintain the schedule?**

Project Time Management



6.2 Define Activities



What & Why?

Define Activities: identifying & documenting specific actions to be performed to produce the project deliverables

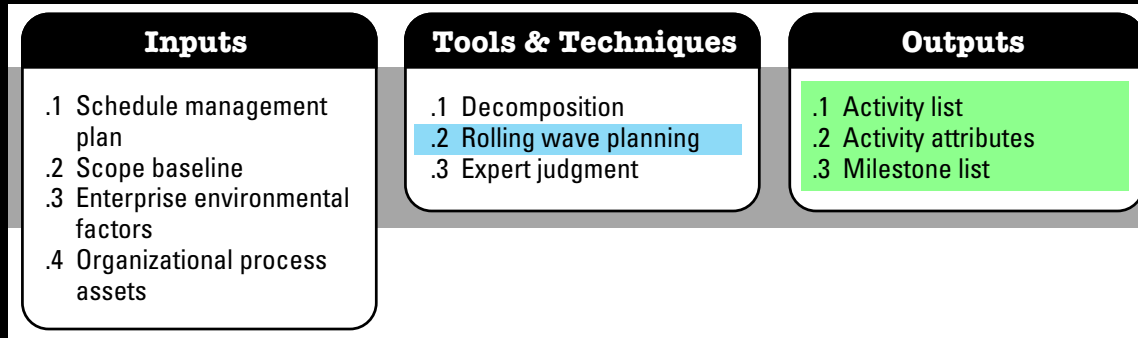
The Goal: to break down every deliverable into an **assignable activity**

= A defined duration = A manageable process = Can be tracked

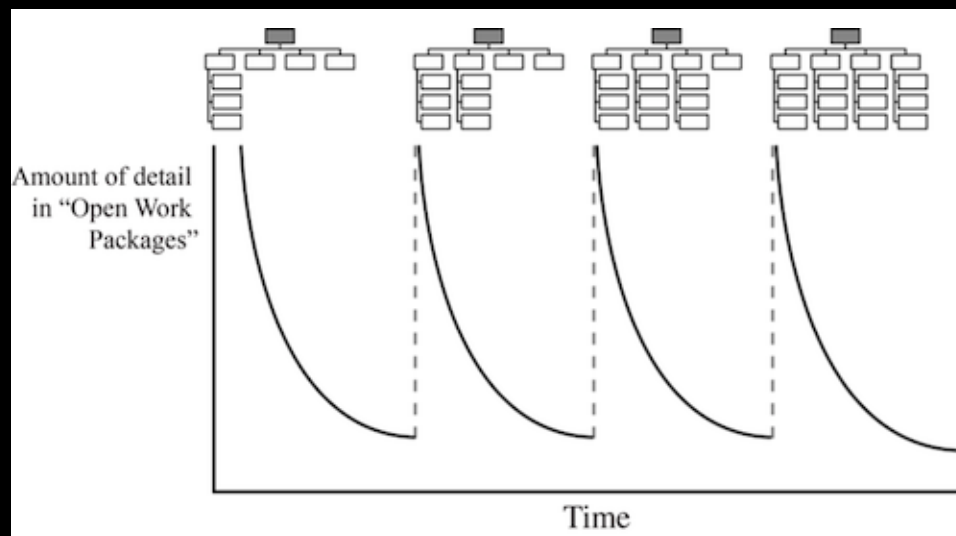
Scope Baseline (5.4): the WBS, deliverables, constraints and assumptions

Decomposition: a technique for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts

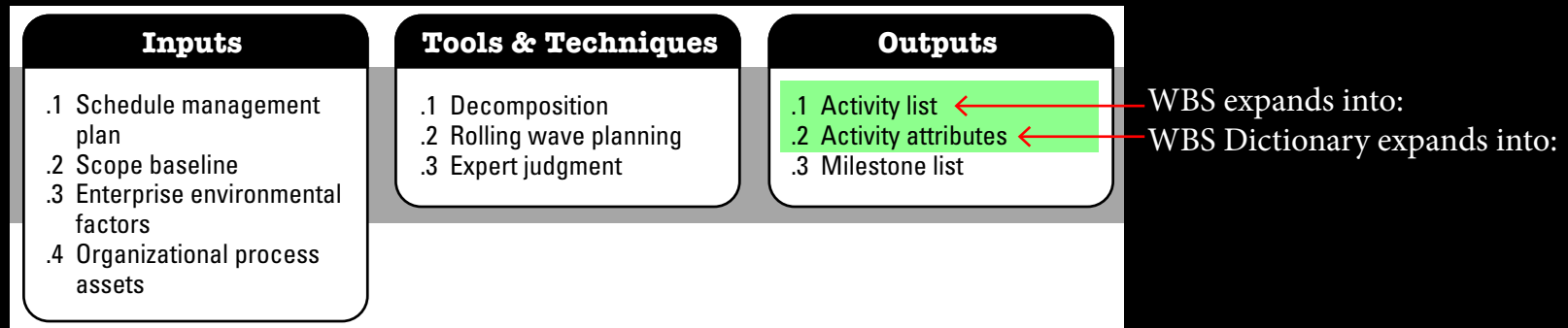
6.2 Define Activities



Rolling Wave Planning: an iterative planning technique in which the work to be accomplished in the near term is planned in detail while the work in the future is planned at a higher level (**progressive elaboration**)



6.2 Define Activities



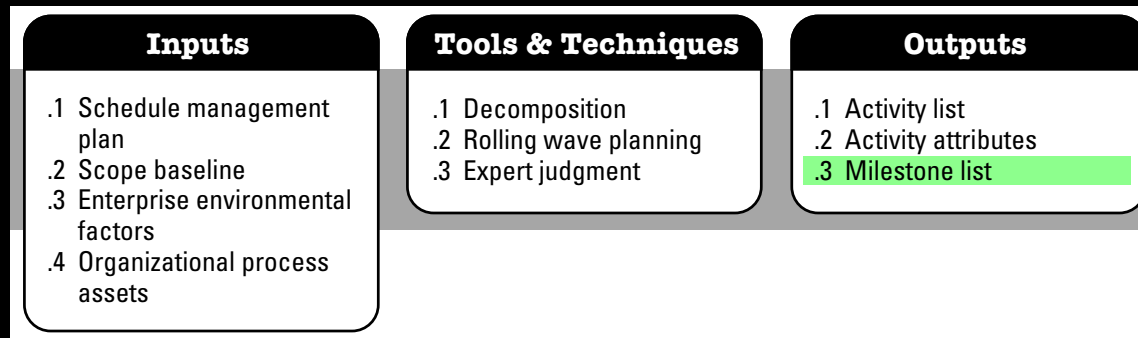
Activity List: a list of schedule activities that shows:

a description, identifier and a scope of work description (so team members can understand work that is to be performed)

Activity Attributes: the attributes associated with each schedule activity that can be included on the activity list such as:

activity codes, predecessor & successor activities, logical relationships, leads and lags, resource requirements, imposed dates, constraints and assumptions

6.2 Define Activities



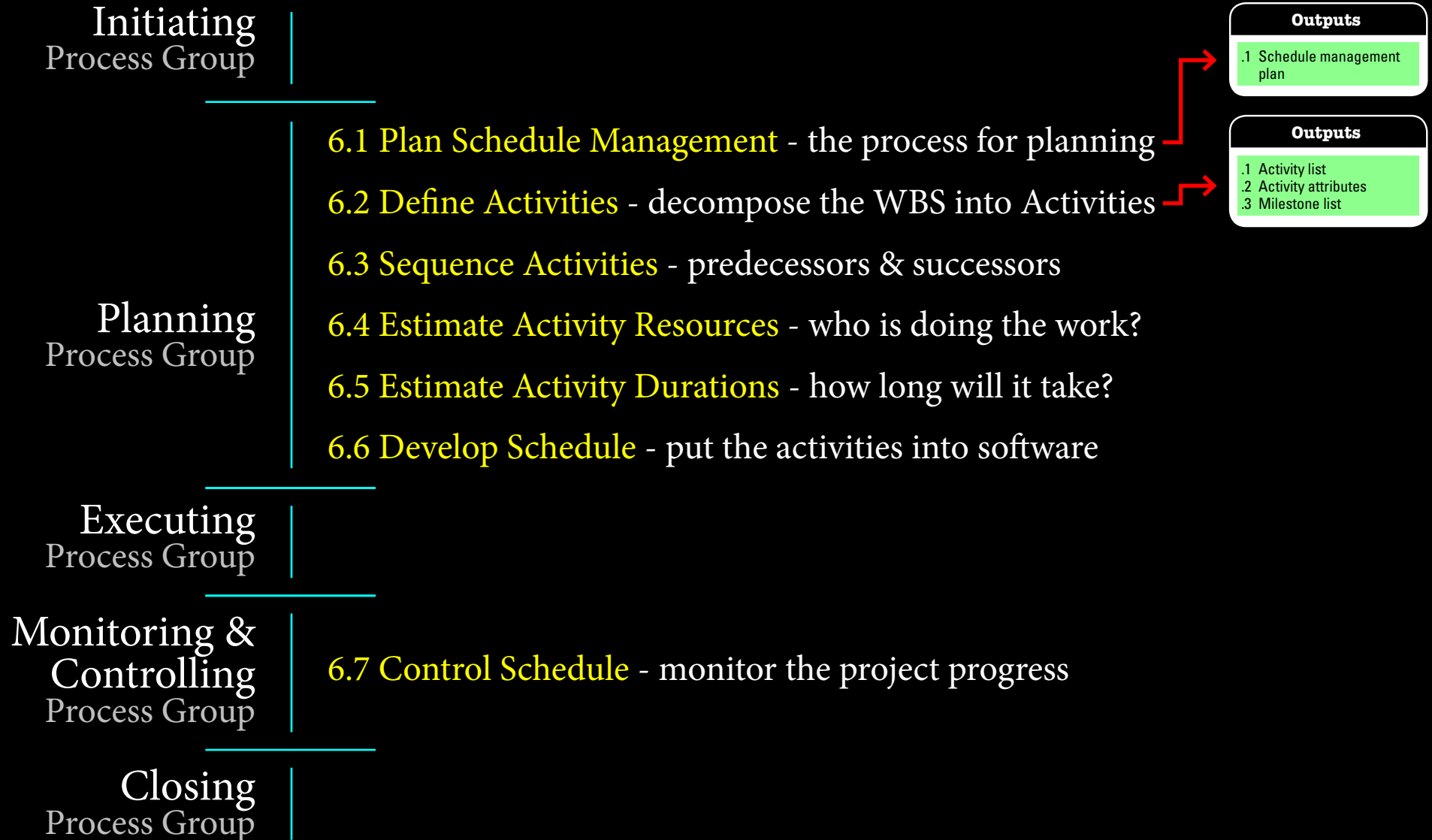
Milestone: a significant point or event in a project, program or portfolio

A combination of activities for reporting

Can be a deliverable

Milestone List: a list identifying all project milestones

Project Time Management



Project Charter Presentations

Starting Monday, October 27

- 15 minutes maximum •
- must be presented via the web site •
 - questions after presentation •
- you may present more than once •

Q&A

Question

20. A project manager is appointed to head a highly technical project in an area with which this person has limited familiarity. The project manager delegates the processes of Develop Schedule, Estimate Costs, Define Activities, and Estimate Activity Resources to various project team members, and basically serves as an occasional referee and coordinator of activities. The results of this approach are likely to be:
- A. A team functioning throughout the project at a very high level, demonstrating creativity and commitment.
 - B. A team that initially experiences some amounts of confusion, but that after a period of time becomes a cohesive and effective unit.
 - C. A team that is not highly productive, but that stays together because of the work environment created by the project manager.
 - D. A team that is characterized by poor performance, low morale, high levels of conflict, and high turnover.

Answer

20. **Answer D**

Explanation A project manager must manage and integrate all aspects of a project. If all activities are delegated, chaos ensues and team members will spend more time jockeying for position than completing activities.

Question

21. You are in the middle of executing a major modification to an existing product when you learn that the resources promised at the beginning of the project are not available. The BEST thing to do is to:
- A. Show how the resources were originally promised to your project.
 - B. Replan the project without the resources.
 - C. Explain the impact if the promised resources are not made available.
 - D. Crash the project.

Answer

21. **Answer C**

Explanation Crashing and replanning are essentially delaying the situation. Instead, the project manager should try to prevent the situation by showing the consequences if the resources are not available. This is a more effective strategy than saying, “But you gave them to me.”

Question

22. The primary customer of a project has requested an application change during user testing. As project manager, how should you BEST address this issue?
- A. Develop a risk mitigation plan.
 - B. Create a formal change request.
 - C. Inform the project sponsor of changes to scope, cost, and schedule.
 - D. Ensure the scope change complies with all relevant contractual provisions.

Answer

22. **Answer B**

Explanation Your first action is to formally document the requested change to the requirements, and then follow the integrated change control process.

Question

23. The project manager has just received a change from the customer that does not affect the project schedule and is easy to complete. What should the project manager do FIRST?
- A. Make the change happen as soon as possible.
 - B. Contact the project sponsor for permission.
 - C. Go to the change control board.
 - D. Evaluate the impacts on other project constraints.

Answer

23. **Answer D**

Explanation The other impacts to the project should be evaluated first. Such impacts include scope, cost, quality, risk, resources, and customer satisfaction. Once these are evaluated, the change control board, if one exists, can approve or deny the change.

Question

24. Your company just won a major new project. It will begin in three months and is valued at US \$2,000,000. You are the project manager for an existing project. What is the FIRST thing you should do once you hear of the new project?
- A. Ask management how the new project will use resources.
 - B. Resource level your project.
 - C. Crash your project.
 - D. Ask management how the new project will affect your project.

Answer

24. **Answer D**

Explanation You do not have enough information to consider resource leveling or crashing this project. As you work on any project, you need to constantly reevaluate the project objectives and how the project relates to other concurrent projects. Is your project still in line with corporate objectives? If the other project will impact yours, you need to be proactive and work on options now.

Question

25. You were just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?
- A. Check risk status.
 - B. Check cost performance.
 - C. Determine a management strategy.
 - D. Tell the team your objectives.

Answer

25. **Answer C**

Explanation Before you can do anything else, you have to know what YOU are going to do. Developing the management strategy will provide the framework for all the rest of the choices presented and the other activities that need to be done.

Question

26. You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the FIRST thing you should do?
- A. Discuss it with the project team.
 - B. Recalculate baselines.
 - C. Renegotiate the contract.
 - D. Meet with the customer.

Answer

26. **Answer** D

Explanation First, you need to find out why the customer is not happy. Then meet with the team and determine options.

Question

27. It is the middle of the project when the project manager is informed by her scheduler that the project control limits are secure. That same morning she receives a note from a team member about a problem he is having. The note says, "This activity is driving me crazy, and the manager of the accounting department won't help me until the activity's float is in jeopardy." In addition, the project manager has e-mails from a minor stakeholder and 14 e-mails from team members. While she is reading the e-mails, a team member walks into the project manager's office to tell her a corrective action was implemented by a team member from the project management office, but was not documented. What should the project manager do NEXT?
- A. Report the documentation violation to the project management office, evaluate the security of the control limits, and review the e-mailing rules in the communications management plan.
 - B. Clarify the reasoning behind documentation being a problem, get the accounting department to assist the team member, and respond to the minor stakeholder.
 - C. Add the implemented corrective action to the change log, discuss the value of documentation at the next team meeting, and smooth the team member's issue with the accounting department.
 - D. Find out who caused the problem with the accounting department, respond to the minor stakeholder before responding to the other e-mails, and review the process listed in the communications management plan for reporting concerns with the team member having the documentation problem.

Answer

27. Answer C

Explanation Notice how many situations are thrown at you in this question. It is important to practice reading through questions to discover what is important and what is just background information. In this question, the only thing relevant was the corrective action taken. Once you discover what the primary issue is, look at the choices to find out which is best for addressing that issue. What is the primary issue here? Did you realize the team member's note is about a non-critical path activity? ("Until the project float is in jeopardy" means there is float and, thus, it is not on the critical path.) So is the issue the noncritical path activity or the documentation? You might disagree with the logic, but in this case the answer is the documentation. In the real world, problems often repeat. Without a record of what was done, there is no opportunity to consider the same solution for future problems. Documentation is critical to projects. Because the change log becomes part of the historical records database, it is best to first record the corrective action taken, then discuss the value of documentation at the next team meeting, and smooth the team member's issue with the accounting department.

Question

28. The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the BEST thing for the project manager to do?
- A. Compress the schedule to recover the two weeks.
 - B. Cut scope to recover the two weeks.
 - C. Consult with the sponsor about options.
 - D. Advise the client of the impact of the change.

Answer

28. Answer C

Explanation Do you remember what to do when there is a change? Evaluate first. You wouldn't take action before getting approval, so compressing the schedule or cutting scope would happen after consulting the sponsor and/or advising the client of the impact of the change. You would not go to the customer before going to your internal management, so advising the client is not the correct thing to do next. The next step is to discuss options with the sponsor.

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