



PM Study Session Notes

Sunday January 27, 2002
2 to 5pm
2200 X Street, Sacramento, CA

Type of meeting: Study Session for PM Exam **Facilitator:**

Attendees: Christa Engle, Linn Hom, Colleen Kashiwagi, Stephen Kayner, Emilia Labi, Frank, Limacher, Norm Masters, Gene SooHoo, Phil Shipley, Eva Steward, Jim Watkins, Holly Ziegler

Apologies: None

Please bring: PMP Certification Binder, ESI Challenge,

----- Agenda Topics -----

Study Session format re-visited	Linn/Christa	5 minutes
Chapter 2: The Project Management Context	Jim	60 minutes
Chapter 3: Project Management Processes	Jim	55 minutes
Review of PM Certification Primer binder	Holly	20 minutes

Other Information

The format of the test sessions:

First hour	Chapter or pre-determined subject
Second hour	Chapter or pre-determined subject
Third hour	ESI Challenge; Discussion

The group also agreed that the study sessions could be extended one more week if there is a need.

Since Emilia, Frank and Phil missed the first study session, Linn will forward the notes, and questions. The table of Study Session was modified to add Emilia and Phil.

Table of dates and facilitator assignment

Dates	Subject	Facilitator
Jan 20	Overview, Chapter 1: Introduction	Linn, Holly
Jan 27	Chapter 2: The Project Management Context and Chapter 3: Project Management Process	Jim
Feb 3	Chapter 5: Scope and Chapter 6: Time	Ch 5: Colleen; Ch: 6: Holly
Feb 10	Chapter 7: Cost and Chapter 8: Quality	Ch 7: Frank; Ch 8: Norm
Feb 17	Chapter 9: Human Resources and Chapter 10: Communications	Ch 9: Gene; Ch 10: Eva
Feb 24	Chapter 11: Risk and Chapter 12: Procurement	Ch 11: Christa & Frank (assisting); Ch 12: Steve
Mar 3	Chapter 4 and Miscellaneous books: Principles of Project Management, Organizing Projects for Success and Doing Business Internationally, and Professional Responsibility	Ch 4: <i>Emilia</i> ; Principles: Linn; Organizing: Holly; Internationally and Professional: Eva
Mar 10	Formulas, Vocabulary, second request: charts, sigma (Standard Deviation), Bi-directional communications paths	<i>Phil</i>

Chapter 2: The Project Management Context

Facilitator: Jim

Format: Questions, Answers and Group Discussion; Fill in the blanks, and table: Organizational Structure Influences on Projects, Vocabulary.

Next week's subject: Chapters 5: Scope, Facilitator: Colleen and Chapter 6: Time, Facilitator: Holly

Chapter 3: Project Management Process

Facilitator: Jim

Format: Questions, Answers and Group Discussion; Fill in the blanks, and table: Mapping of Project Management Processes to the Processes Groups and Knowledge Areas, Vocabulary.

Jim will also provide "blank" copies of all the exercises to the group.

Questions:

What is the difference between duration/calendar days?
Why is lead time using duration days?
Why is lag time using calendar days?

Stumpers question from Christa: What is the Monte Carlo technique in simulation analysis?

Stumpers question from Linn: What is refinement? Revisions? Reworks?
(See page 3 for answer)

Stumpers question from Holly? What are resourced-based methods?
(See page 3 for answer)

Options: PERT, GERT, CMP and duration analysis, ES (early start), EF (early finish), LS (late start), LF (late finish), TF (total float), FF (free float), and Critical Path

Answer to Question: Refinement, Revisions, Rework:

Refinements = WBS updates (6.1.3.3)

Revisions = schedule updates (6.5.3.1)

Rework = Action taken to bring a defective or nonconforming item into compliance with requirements or specifications. (8.3.3.3)

Answer to Question: Resource-based methods?

Resource levelling often results in project duration that is longer than the preliminary schedule. This technique is often called the resource-based methods. P.76.

Next week's session: Chapter 5: Project Scope Management and Chapter 6: Project Time Management