



PM Study Session Notes

Sunday February 17, 2002
2 to 5pm
2200 X Street, Sacramento, CA

Type of meeting:	Study Session for PM Exam	Scribe	Linn
Attendees:	Christa Engle, Linn Hom, Colleen Kashiwagi, Stephen Kayner, Frank Limacher, Norm Masters, Gene SooHoo, Phil Shipley, Eva Steward, Holly Ziegler		
Apologies:	Emilia Labi, Jim Watkins		

----- Session Topics -----

Chapter 9: Project Human Resources Management	Gene	70 minutes
Break	All	15 minutes
Chapter 10: Project Communication Management	Eva	65 minutes

Other Information

Earned Value information Phil
Phil distributed information about Earn Value information; Check out www.nnh.com.

Chapter 9: Project Human Resources Management

Presenter: Gene

Format: HR Management Overview – fill in the Inputs, Tools and Techniques and Outputs; Jeopardy style match term with definition; Highlights from *Human Resource Skills for the Project Manager*, Leadership Style self-assessment.

Gene will send out blank templates.

Chapter 10: Project Communications Management

Presenter: Eva

Format: Communications Overview – Group open discussion to fill in Inputs, Tools and Techniques and Outputs. Lastly, sample test.

Open Discussion

Each topic generated great discussion! The group got a kick out of all the neat goodies from Eva.

Next week's session:

Chapter 11: Project Risk (Christa) and Chapter 12: Project Procurement Management (Steve)

Key words

Decomposition
Progressive elaboration
Iterative

Test Dates

Who	Date
Linn	3/18
Steve	3/23
Norm	3/25
Christa	4/5

Question(s):

Stumper question from Gene: What is Theory “Z” process of motivation?

Answer: Theory Z postulates that high levels of trust, confidence, and commitment to workers on the part of management lead to high levels of motivations and productivity on the part of the workers. (HR Skills book, p. 71)

Stumper question from Holly: What is the advantage of withdrawal?

Answer: “Cooling off”

Carryover Questions:

What is the difference between duration/calendar days?

Why is lead time using duration days?

Why is lag time using calendar days?

Stumper question from Phil: What is the major difference between decomposition in Activity Definition and Scope Definition?

Answer: The output for Activity Definition is activities and Scope Definition is deliverables.

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

Stumper question from Linn: What is refinement? Revisions? Reworks?

Answer: 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)

Stumper question from Holly? What are resourced-based methods?

Answer: 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.

Stumper question from Linn: What two Knowledge Areas that have two Project Management Processes that share the same Tools and Techniques?

Answer: Cost Estimating and Cost Budgeting; Quality Planning and Quality Assurance

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