

PM Study Session Notes

Sunday March 3, 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, Emilia Labi, Frank Limacher, Norm Masters, Gene SooHoo, Phil Shipley, Eva Steward, Holly Ziegler

Apologies: Jim Watkins

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

Chapter 4: Project Integration Management	Emilia	70 minutes
Break	All	10 minutes
Books: Principles of Project Management, Organizing Projects for Success and Doing Business Internationally	Linn, Holly, Eva	80 minutes

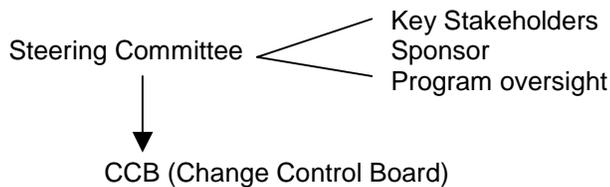
Other Information

Risk and Procurement handouts to Emilia Christa, Frank and Steve
 PMI Member Ethical Standards Member Code of Ethics Norm
 Reference web-site: www.pmi.org/membership/standards/ethical.htm.

Chapter 4: Project Integration Management

Presenter: Emilia

Format: Review of process management processes of the knowledge area and which areas to pay close attention to.



It is important at the beginning of the project to hold a kick-off meeting.
 During project plan development, the key element is the WBS, may need to develop cash flow forecast.

Assumptions represent a risk; important to validate the assumptions become important.
 Alternatives may need to be documented.

Project plan is an iterative process (it changes, as information becomes available) and performance baseline (only change to deliverables or scope)

WBS – Scope baseline (p. 63)
 Quality baseline (p. 95)
 Tabled the quiz for later.

Principles of Project Management

Presenter: Linn

Format: Handout on highlights of textbook, sorry, no questions, or quiz.

Organizing Projects for Success

Presenter: Holly (with Steve assisting on the side)

Format: Group discussion.

Project interfaces: People, Organizational and Systems (p.18) and PMBOK p. 109

Managing **trade-offs** (p.19) between scope, quality, time, and cost is the key to successful project management.

In order to manage a project successful, it is important to understand project management process and strategies in terms of:

- Purpose and objectives
- Identification and analysis of strengths, weakness, opportunities, and threats
- Issues analysis
- Stakeholders analysis
- Cost/benefit analysis and risk analysis
- Organizational design strategies
- Impact on total quality or performance
- Project human resource management strategies

Give me a stock clerk with a goal and I will give you a person who will make history. Give me a person without a goal and I will give you a stock clerk. – J.C.Penney

Traits of project managers (p.23)

Objectives of project managers (p.24)

Typical roles of project managers (p.24)

Responsibilities of project managers (p.24)

Basic management skills (p.26)

1. Technical skills
2. Conceptual skills ("Big picture")
3. Human skills

Skills inventory of project manager (p.27)

Question: What is integration and integration management skills? (p.29)

Table of Interpersonal skills and their functions (p.30)

Figure 1.2 Model for Effective Human Resource Management (p.33)

Vision (p.38)

Cultural Ambiance (p.40)

Figure 1.5 Major cultural elements affecting projects (p.41)

TLC = teamwork, leadership, communication

Figure 2.1 Projects and their environments (p.47)

Figure 2.7 Stakeholders Analysis for a sample project (p.73)

Figure 3.4 Factors affecting span of control and project organizations (p.83)

Figure 4.1 Four legs of a project organization (p.101)
Authority, Accountability, Reliability and Responsibility

Sources of power (p.106)
Legitimate, coercive, reward, referent, expert

Figure 4.7 Typical responsibilities of the functional and project managers (p.114)

Figure 4.8 Sample linear responsibility chart (p.115)

Delegation of project management (p.121)

Delegation process (p.122)

- What can be dropped?
- What can be delayed?
- What can be delegated?
- What must I do?

How to delegate effectively (p.125)

Due to lack of time, Chapter 5: Designing a Project Organizational Structure

Doing Business Internationally

Presenter: Eva

Format: Two page summary of the book and quiz (answers supplied before group adjourned)

BONUS!

Exercise of Professional Responsibility was distributed

Stumper Winner

Who is the winner of the stumper? Who gets lunch?

Next week's session:

Carry over topics

Cost formulas – Phil
Critical Path Method – Linn
Charts – Standard Deviation, Pareto – OPEN
Earned Value – Steve
Change Control/System – OPEN
Decision Tree – OPEN
Probability - Frank

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 Christa: What is Order of Magnitude? Cost estimating –25 to +75%
What is the difference between Resource Breakdown Structure and Resource Assignment Matrix?

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 Holly: What is Data Precision? [Answer on page 135]

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”

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