

IS455

Crib Sheet

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Project Indicators

Success: On time, on budget, contains all features.

Challenged: Late, over budget, missing features

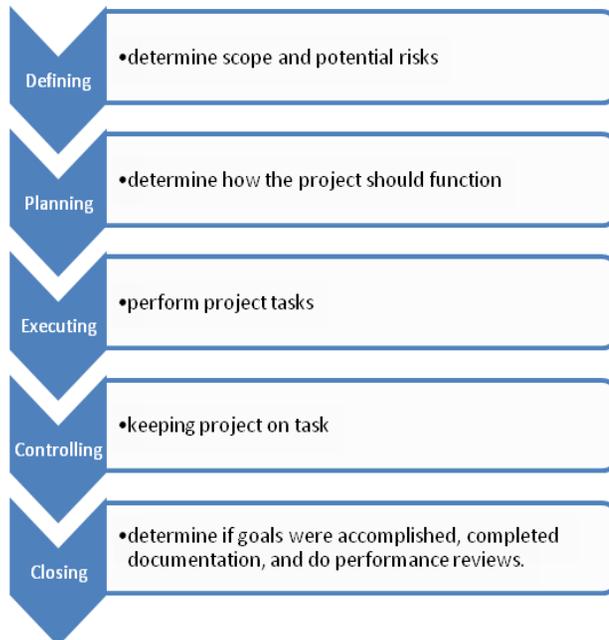
Failure: Cancelled or delivered and never used

5 Constraints

Time, Cost, and Resources are all interrelated and the change of one will change the other two in determining overall scope and quality.



5 Phases in Traditional PM



Types of Project Management



Scoping the Project

Condition of Satisfaction (COS) - dynamic living document that determines the basic requirements, tasks to be accomplished, and how long it will take between the PM and the client.

Project Overview Statement (POS) - document that gives the problem/opportunity, goal, objectives, success criteria, assumptions, risks, and obstacles for the project.

Project Creation Procedure

1. Meet with client/customer and create COS
2. Create a POS based on the COS
3. Prepare a Risk Assessment
4. Prepare a Financial Assessment
5. Submit to management for approval.
6. Approval, Rejection, Edit and Resubmit if necessary.
7. Create detailed plan.

Estimating

For each activity and task you will need to determine the # of people needed, the resources required, and the time it will take to accomplish the task.

Duration—# of hours needed for completion

Effort—# of actual hours worked

Note: Adding more people to an activity does not always get it done faster.

Project Decomposition

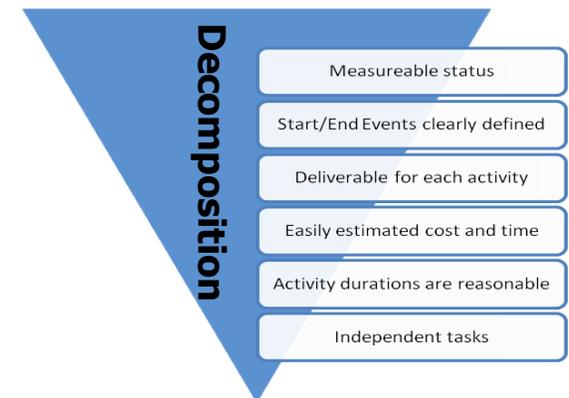
Work Breakdown Structure (WBS)

A breakdown of the project into levels of activities and from there decomposed into tasks at the lowest level.

Make reference to the POS to make sure all activities stay within scope and are measurable in terms of % if possible.

Determine if decomposed tasks can be done independently and possibly simultaneously.

WBS Stopping Criteria



Estimation Methodologies

Historical Data—experience from similar projects or tasks

Expert Advice—people with experience

Delphi Technique—estimates created from a panel vote.

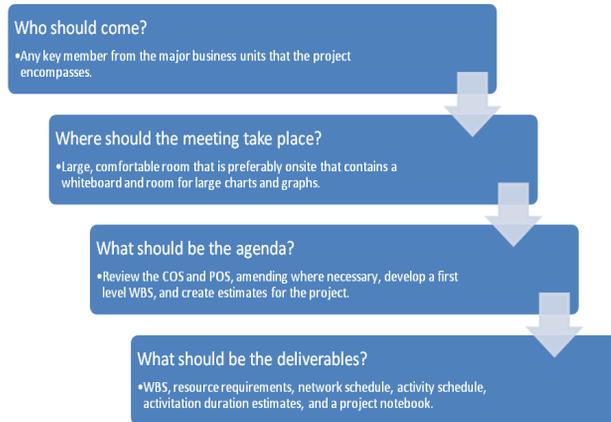
Types of Estimates

Optimistic—time if everything goes right

Most Likely—time it probably will take

Pessimistic—time if everything goes wrong

Project Planning



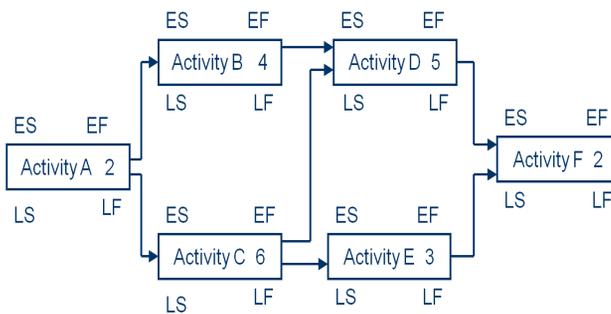
Network Diagram

- Determines the order in which activities need to be done in order to complete the project on time.
- Certain tasks can be done concurrently shown by the diagram and a slack time and critical path can also be determined which is the path that if delayed will delay the entire project.
- EVERY** activity starts at 1.

Project Dust—time added at the end of the project if delays

Example of a Network Diagram

ES = Earliest Start, **EF** = Earliest Finish
LS = Latest Start, **LF** = Latest Finish



Resource Allocation

Allocating Resources

- People to complete the tasks
- Meeting rooms
- Materials to complete tasks
 - computer
 - software
 - pens/pencils
 - etc.

Note: It is usually safe to assign someone in terms of resources up to 80% of their work week.

Falling Behind Schedule

- Change the start date of some tasks based on the slack time of others.
- Use overtime or extra resources to catch up
- Push back the end date (not recommended)
- Have an activity manager

Activity Manager

Makes sure that tasks and activities are being completed on time, determines the status of the entire project and is only assigned to certain portions of the project to manage.

Project Teams

- Know your teams strengths and weaknesses.
- Be accommodating to the needs of your team when possible.
- Knowing what motivates your team can be a huge advantage towards a successful project.
- Have team and sponsor meetings
- Communication, technology, and accommodation is vital to project success when having an international team.
- Having in-person kickoff(s) and updates helps create connections for intl teams.

Closing the Project



Risk Management

Process of identifying, analyzing, and responding to events before, during, or after a project.

Types of Risk

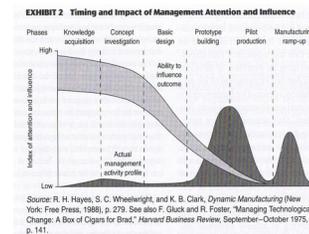
Positive—potential opportunity or gain can be achieved, but also there is potential for failure.

Negative—can make the project fall behind schedule and become over budget.

Project Manager Rules (Chip Eckardt)

- COMMUNICATE
- Observe—get your “hands dirty”
- Keep things moving
- Move obstacles
- Do whatever it takes
- People are the key
- Have a project charter
- If it is not documented, it doesn't exist

“Every minute spent planning/preparing saves TWENTY minutes in execution” - Chip Eckardt



The Right ?s

What are the issues and the conclusions? What are the reasons? Which words or phrases are ambiguous? What are the value conflicts and assumptions? What are the descriptive assumptions (beliefs about how the world is)? Are there any fallacies in the reasoning? How good is the evidence? Are there rival causes (other possible explanations)? Are the statistics deceptive? What significant information is omitted? What reasonable conclusions are possible?

Resources

Project Manager Rules—Chip Eckardt PowerPoint for IS455 Spring 2009

International Project Teams—Jeri Hale PowerPoint for IS455 Spring 2009

Risk Management—Rachel Kjos PowerPoint for IS455 Spring 2009

Asking the Right Questions: A Guide to Critical Thinking (8th Ed.) by Browne and Keeley 2007