

EXAMPLES

1- A consulting company wanted to increase the amount of billable time for each consultant so they started several company-wide programs to help consultants to get more productivity out of each year.

2- A company wanted to switch from a paper-based Human Resources group to a software based one. They spent some time looking into the best software packages for the job, and decided to manage all of the HR functions together since they needed the same people to help with all of the work.

3- A software game company wanted to build up its online presence. So, it started several marketing and sales initiatives, created some new games, and re-wrote some old ones in order to reach more gamers online.

4- A university wanted to build admissions web sites for all of their departments. They realized that all of the sites would be feeding into the same registration interface and decided to manage all of them together in order to save time.

5- A company wanted to build a better reporting interface so that it could have more accurate data on year-end goals

6- A construction company bid on several parking garage projects at the same time. They won one of the bids and built the garage a month under Schedule and 5000 TL under budget.

Project Management Office

A project management Office (PMO) is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its charge. It provides management support to actually be

Figure-7 : Strong matrix organization

EXAMPLES

What kind of organization each interview is representing? Functional, Matrix or Projectized.

1. We are looking for someone who can work with our development manager to deliver our products on time. We have a good programming team; they just need a little encouragement to meet their deadlines. You'll be expected to keep really good status meeting notes. If you run into any trouble with the team, just kick it back to the Development manager and she'll address the problem.

2. We need someone who can manage the whole effort, start to finish. You'll need to work with the client to establish goals, choose the team, estimate time and cost, manage and track all of your decisions and make sure you keep everybody in the loop on what's going on. We expect the project to last six months.

3. We have a project coming up that's needed by our customer service team. The project is a real technical challenge for us, so we've assembled a team of top-notch programmers to come up with a good solution. We need a project manager to work with the programming manager on this one. You would be responsible for the Schedule, budget and managing the deliverables. The programming manager would have the personal responsibilities.

4. Most of the work you'll be doing is contract work. You'll put together three different teams of software engineers and you'll need to make sure that they build everything our customer needs. And don't forget; you've got to stay within budget and it's got to be done on time it's a big job. Can you handle that?

Organization Structure	Functional	Matrix	Projectized
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27.03.2015
Gorsomba

PROJECT COST MANAGEMENT

Project Cost Management includes the processes involved in estimating, budgeting and controlling costs so that the project can be completed within the approved budget. These processes are;

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs

The ability to influence cost is greatest at the early stages of the project, making early scope definition and Project Cost Management should consider the stakeholder requirements for capturing costs.

Work Performance Information. The calculated CV, SV, CPI and SPI values for WBS components, in particular the work packages and control accounts are documented and communicated to stakeholders.

EXERCISES

Use "Earned Value" to solve if your project is really going the way you planned.

1. Your project has a total budget of 300.000 TL. You check your records and find that you've spent 175.000 TL so far. The team has completed 40% of the project work, but when you check the schedule it says that they should have completed 50% of the work. Calculate Earned Value numbers PV, EV, SV, CV, SPI, CPI. And answer the following questions. I-The project is ahead of schedule or behind schedule? II-The project is over budget or under budget?

$$PV = 300,000 \quad EV = 120,000 \quad SV = -35,000 \quad CV = -0,8 \quad SPI = 0,8 \quad CPI = 0,67$$

2. You're managing a highway construction project. Your total budget is 650.000 TL, and there are a total of 7500 hours of work scheduled on the project. You check with your accounting department and they tell you that you've spent a total of 400.000 TL. According to the schedule, your team should have worked 4.500 hours, but your foreman says that the team was allowed to work some overtime and they've actually put in 5.100 hours of work. Calculate Earned Value numbers PV, EV, SV, CV, SPI, CPI. And answer the following questions. I-The project is ahead of schedule or behind schedule? II- The project is over budget or under budget?

$$PV = 650,000 \quad EV = 420,000 \quad SV = 52,000 \quad CV = 1,11 \quad SPI = 1,13$$

Use "Earned Value" to solve if your project is really going the way you planned.

3. You are the project manager at an industrial design firm. You expect to spend a total of 55.000 TL on your current project. Your plan calls for six people working on the project eight hours a day, five days a week for four weeks. According to the schedule, your team should have just finished the third week of the project. When review what the team has done so far, you find that they have completed 50% of the work, at a cost of 25.000 TL. Calculate Earned Value numbers PV, EV, SV, CV, SPI, CPI. And answer the following questions. I-The project is ahead of schedule or behind schedule? II- The project is over budget or under budget?

$$PV = 55,000 \quad EV = 27,500 \quad SV = -17,500 \quad CV = -0,67 \quad SPI = 0,67 \quad CPI = 1,11$$

4. Your current project is an 800.000 TL software development effort, with two teams of programmers that will work for six months, at a total of 10.000 hours. According to the project schedule, your team should be done with 38% of the work. You find that the project is currently 40% complete. You've spent 50% of the budget so far. Calculate Earned Value numbers PV, EV, SV, CV, SPI, CPI. And answer the following questions. I-The project is ahead of schedule or behind schedule? II- The project is over budget or under budget?

$$PV = 800,000 \quad EV = 320,000 \quad SV = 160,000 \quad CV = -0,8 \quad SPI = 1,05 \quad CPI = 0,87$$

5. You are creating your Cost Baseline. What process are you in?

- A. Determine Budget
- B. Control Costs
- C. Estimate Costs
- D. Plan Cost Management

6. You're working on a project that has an EV of 7.000 TL and a PV of 8.000 TL. What's your SV?

- A. -1.000 TL
- B. 1000 TL
- C. 0.87
- D. Not enough information to tell

$$7000 - 8000 = -1000$$

7. You are working on a project with a PV of 56.000 TL and SPI of 1.2. What's the Earned Value (EV) of your project?

$$SPI = \frac{EV}{PV}$$

$$ZV = 56000 \times 1,2$$

- A 200 TL
- B 46.666 TL
- C -67.200 TL
- D 0.72

8. You are working on a project with an SPI of 0.72 and CPI of 1.1. Which of the following BEST describes your project?

- A- Your project is ahead of schedule and under budget
- B- Your project is behind schedule and over budget
- C- Your project is behind schedule and under budget
- D- Your project is ahead of schedule and over budget

9. Your project has a BAC of 4.522 TL and is 13% complete. What is the earned value (EV)?

- A. 3.934.14 TL
- B. There is not enough information to answer
- C 587,86 TL
- D. 4.522 TL

$$4522 \times 0.13$$

10. You are managing a project laying underwater fiber optic cable. The total cost of the project is 52 TL/meter to lay 4 km of cable across a lake. It's scheduled to take 8 weeks to complete, with an equal amount of cable laid in each week. It's currently over week 5, and your team has laid 1.800 meters of cable so far. What is the SPI of your project?

- A. 1,16
- B. 1,08
- C. 0,92
- D. 0,72

$$\rightarrow 5 \text{ hafta bilm} \quad \frac{5}{8}$$

11. If AC is greater than your EV, what does this mean?

- A- The project is under budget
- B- The project is over budget
- C- The project is ahead of schedule
- D- The project is behind schedule

$$CPI = \frac{EV}{AC}$$

$$= - \text{cizacaz}$$

Over budget, maliyetin costu

12. A junior project manager is studying for her PMP exam and asks you for advice. She's learning about Earned Value Management and wants to know which of the variables represents the difference between the percentage completion of a project as monetary and what you've actually spent so far. What should you tell her?

- A- Actual Cost (AC)
- B- Cost Performance Index (CPI)
- C- Earned Value (EV)
- D- Cost Variance (CV)

13. What is the range of a Rough Order of Magnitude Estimate?

- A. (-5% to +10%)
- B. (-25% to +75%)
- C. (-50% to +50%)
- D. (-100% to +200%)

↳ biologiya, nöroloji, teknoloji

14. You are managing a project with a BAC of 93.000 TL, EV of 51.840 TL, PV of 64.800 TL and AC of 43.200 TL. What is the CPI?

- A. 1,5
- B. 0,8

$$CPI = \frac{EV}{AC} = \frac{51840}{43200} = 1,2$$

^{1.2}
8 9.000 TL

15. You are starting to write your project charter with your project sponsor when the senior managers ask for a time and cost estimate for the project. You have not yet gathered many of the project details. What kind of estimate can you give?

- A- Analogous Estimate
- B- Rough Order of Magnitude Estimate
- C- Parametric Estimate
- D- Bottom-up Estimate

$$SV = EV - PV$$

$$CV = EV - AC$$

$$SPI = EV / PV$$

$$CPI = EV / AC$$

20.02.2015

Gor sombo

OVERVIEW

Introduction, defines what a project is and discusses Project management and the relationship between Project, program and portfolio management. The role of the project manager is also discussed.

Project life cycle and organization, provides an overview of the project life cycle and the project phases and its relationship to the product life cycle. It describes and their relationship to each other and to the project, and includes an overview of organizational structure that can influence the project and the way the project is managed.

Project Management Knowledge Areas; lists the project management processes: and defines the inputs, tools and techniques, and outputs for each process. Each of the ten chapters focuses on a specific Knowledge Area.

Project Integration Management, defines the processes and activities that integrate the various

+ This chapter includes:

* Project Stakeholder Management : (>inviert sein!)

- Projekt etzileyn ve etzilenen projektorientri okunug.
- Projektor etzileg vege projekin sonunda etzileysen bu projektor.
- * Meant durum ve istekler durum onaliplen yapsalaraz. Identify stakeholders,

* Project scope management (kepsam yonetimi)

- collect requirements (gerçek nim listesi; horizontallug)
or: teknik istekler ; Silsile, aber zu genau obwohl ggf. bspw. tgl. 1000 ! Musterinin istedigi sezonmuzda teknikler varindur;

* Project Schedule Management / (Zaman sirkesi yonetimi)

kontrol
monitor & control structure / scope vb. → planin ik uygulanmasi oyu oldugunu gider mi ?
bu sunaceleri sayler, ence buder

* Project resource Management

- fizisel lezgimiz ve her sezon lezgimiz okunusturmasi.

* Project Communication Management

* Risk Management

* Procurement Management : Top jada zahid (make or buy)

→ What is a Project?

- Proje, 3 tane temel kavram; genel bir durum
bir sonuc ortaya getirmek
benzersiz (unique) ve genel olmalı
- Bir ortammosa sonuc modelde yer almaz ve bu sonuc yorumlanır
bu bir projedir. Bu da result kavramıdır.

Project

↳ Bir varlık, hizmet veya sonuc ortaya getirmek için planlaşmış birlik

- Projelin hedefleri ve bittiği tarihi vardır, ama bunun ortakları sonuc
kalıcıdır
↳ temporary kavramdır

What is Project Management?

- Project constraints / Proje kısıtları
 - ↳ proje durum ederken, pek çok istenilen deşistiğinden
önemli data erken bilinmesi istendi = zaman kısıtlaması
- Progressive elaboration / incremental development
 - Projenin genel yaklaşımının yineleme şartı olan detaylı plan yapılıcak.
 - 1. yıllık detaylı plan yapıldıktan sonra ikinci detaylı plan yapılmadı

Proje → Portfolio → Program

↓
Programiproje
ve diğer türlerden
Olup:

↳ "strategic objective"

↳ İçinde projelerin
başlıca process (birleşik projeler)
ortak feyde oculu
↳ ~~Common~~ objective
Common
ortak feyde

- Exps: 1. Portfolio 2. program 3. Portfolio 4. Program
5. Project 6. Project

→ Design: street donor game

Project & Operation hierarchy

Example:

- 1) Project 2) Operation 3) Project 4) Project 5) Operation 6) Operation
7) Project 8) Project 9) Operation 10) Operation 11) Project 12) Operation

* Role of Project Manager

→ Knowledge, Performance, Personal skills

Exp:

- 1) Knowledge 2) Performance 3) Personal skills 4) Personal skills
5) Performance

* Project Life Cycle

Organization chart

→ Functional Organization

• zincilerin formu belli bir konumda olur

→ Projectized organization

• her zaman farklı konumlarda projeklerde çalışır

→ Matrix organizations

matrix yeri ve zaman zaman değişir;

Functional → matrix → Projectized

Exp:

- 1) Functional 2) Projectized 3) Matrix 4) Projectized

PROJECT SCOPE MANAGEMENT

Managing the Project scope is primarily concerned with defining and controlling what is and is not included in the Project. Project Scope Management processes include the following:

1. Plan Scope management
2. Collect Requirements.
3. Define Scope
4. Create Work Breakdown Structure (WBS). *hierarchical olusal birim yapısı*
5. Validate Scope
6. Control Scope

In the Project context, the term scope refers to:

Product scope. The features and functions that characterize a product, service or result.

Project scope. The work that needs to be accomplished to deliver a product, service or result with the specified features and functions.

EXAMPLES

There is a software project. Which are project scope and which are product scope?

- 1- Programming. *Project scope*
- 2- Graphic design. *Project scope*
- 3- Graphics. *Product S.*
- 4- Mac and PC compatible. *Product S.*
- 5- Testing. *Project S.*
- 6- Five playable characters. *Product S.*

The approved detailed Project scope statement and its associated "WBS" and "WBS dictionary" are the scope baseline for the Project. The baseline scope is then monitored, validated and controlled throughout the lifecycle of the Project.

PLAN SCOPE MANAGEMENT

Plan Scope Management is the process of creating a scope management plan that documents how the Project scope will be defined, validated, and controlled. The key benefit of this process is that it provides guidance and direction on how scope will be managed throughout the Project.

Diger süreçlerin next. adıçığı ile ilgili plan oluşturmayı çalışırız.

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scope
baseline
değer

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Diger süreçlerin nasıl olacağı ile ilgili plan oluşturmayı çalışıyan

Mind mapping. Ideas created through individual brainstorming are consolidated into a single map to reflect commonality and differences in understanding and generate new ideas.

Affinity diagram. This technique allows large numbers of ideas to be sorted into groups for review and analysis.

Group Decision Making Techniques

These techniques can be used to generate, classify and prioritize product requirements. There are multiple methods of reaching a group decision, for example:

- **Unanimity.** Everyone agrees on a single course of action.
- **Majority.** Support from more than 50 % of the members of the group.
- **Plurality.** The largest block in a group decides even if a majority is not achieved.
- **Dictatorship.** One individual makes the decision for a group.

Observations

Observations provide a direct way of viewing individuals in their environment and how they perform their jobs or tasks and carry out processes.

Observation, also called "job shadowing", is usually done externally by the observer viewing the user performing his or her job.

Prototypes → ~~model~~, market, nege bernedigk igb gozfir

Prototyping is a method of obtaining early feedback on requirements by providing a working ~~version~~ ^{version} ~~sezi~~ ^{sezi} model of the expected product before actually building it.

EXAMPLES

Identify which of decision-making technique was used in each case? (Unanimity, Plurality, Majority, Dictatorship)

Majority, Dictatorship

Under ~~dict~~ 1- The manager of Engineering told everyone that they had to come up with a new character for the play. Since he's the highest-ranking person in the room, nobody argued with him. ~~Dictatorship~~

2- There were 10 new scenery suggestions up for approval, but only 5 could make it into the game. The team chose the top 5 in a general vote. ~~Plurality~~

3- Over half the group wanted to see a new story. So that requirement was recorded as an absolute necessity ~~Majority~~

OUTPUTS

Requirements Documentation

Requirements documentation describes how individual requirements meet the business need for the project. Requirements must be unambiguous (measurable and testable), traceable, complete, consistent and acceptable to key stakeholders.

EXAMPLES

1. Which of the following is NOT TRUE about a work breakdown structure (WBS)?

- A It describes processes to define the scope, verify work and manage scope changes → *yapılımiza*
- B It contains a graphical, hierarchical list of all work to be performed
- C It can be broken down by project phase or deliverable → *tekerlerde işin sınırları*
- D It is an important element of the scope baseline → *Yapımlar, WBS, WBS dictionay*

2. Which of the following BEST describes the purpose of a traceability matrix?

- A It describes how WBS Dictionary entries are traced to work packages and how work packages are decomposed from deliverables
- B It's used to make sure that all of the sub-plans of the Project Management Plan have been created
- C It helps you understand the source of each requirement and how that requirement was verified in a later deliverable
- D It's used to trace the source of every change, so that you can keep track of them through the entire Control Scope process and verify that the change was properly implemented → *bu ölçer, her zaman önceki ve sonraki değişikliklere de ulaşır.*

3. You have just started work on the Project Scope Statement. You are analyzing the expected deliverables, when you discover that one of them could be delivered in three different ways. You select the best method for creating that deliverable. What is the BEST way to describe what you are doing?

- A Alternatives generation
- B Decomposition
- C Define Scope
- D Stakeholder Analysis

4. You are the project manager on a software project. Your team has only completed half of the work, when the sponsor informs you that the project has been terminated. What is the best action for you to take?

- A Verify the deliverables produced by the team against the scope and document any place they do not match
- B Call a team meeting to figure out how to spend the rest of the budget
- C Work with the sponsor to see if there is any way to bring the project back
- D Tell the team to stop working immediately

5. You are the project manager for a new project, and you want to save time creating the WBS. Which is the best way to do this?

- A Make decomposition go faster by cutting down the number of deliverables
- B Use a WBS from a previous project as template
- C Don't create the WBS Dictionary
- D Ask the sponsor to provide the work packages for each deliverable → *geçmiş bir projede kırılmaz tablosunu kullanın*

6. You are a project manager working on a project. Your sponsor wants to know who a certain work package is assigned to, what control account to bill it against, and what work is involved. What document do you refer her to?

- A Scope management plan
- B Work Breakdown Structure (WBS) → *bu işin sınırları*
- C WBS Dictionary
- D Scope statement

7- You've taken over as a project manager on a highway construction project, and the execution is already underway. Your sponsor tells you that moving forward, all asphalt should be laid down with a 12 inches thickness. The scope statement and the WBS call for 9 inches thick asphalt. What is BEST course of action?

- A. Look for a cheaper supplier so the cost impact is minimized
- B. Tell the sponsor that the work is already underway, so you can't accommodate his request
- C. Refuse to alter the plans until the change control system has been used
- D. Tell the team to accommodate the request immediately

8- It's the end of execution for a large highway construction project. The work has been done, and the workers are ready to pack up their equipment. The project manager and project sponsor have come by with specialists to check that each requirement has been met, and that all of the work in the WBS has been performed. What process is being done?

- A. Control Scope
- B. Validate Scope → no se, 5. tonis 5. epon 5. oglemas, no 5. tone 5. elminis
- C. Plan Scope Management
- D. Define Scope

9- You have just been put in charge of a project that is already executing. While reviewing the project documentation, you discover that there is no WBS. You check the Scope Management Plan and discover that there should be one for this project. What is the BEST thing for to do?

- A. Immediately alert the sponsor and make sure the project work doesn't stop
- B. Stop project work and create the WBS, and don't let work continue until it's created
- C. Make sure you closely manage communications to ensure the team doesn't miss any undocumented work
- D. Mark it down in the lessons learned so it doesn't happen on future projects

10- A project manager on an industrial design project finds that the sponsor wants to make a change to the scope after it has been added to the baseline, and needs to know the procedure for managing changes. What is the BEST place to look for this information?

- A. WBS
- B. Scope Management Plan
- C. Change request form template
- D. Business Case

Desigzile 5. emer istir,
Desigzile 5. emer ypldfi yr neest obrelar

11- You are managing an industrial design project. One of your team members comes to you with a suggestion that will let you do more work while at the same time saving the project 15% of the budget. What is the BEST way for you to proceed? Desigzile telebi ve, Desigzile obul oglemas

- A. Tell the team to make the change because it will deliver more work for less Money
- B. Refuse to make the change until a change request is documented and change control is performed
- C. Refuse to consider the change because it will affect the baseline
- D. Do a cost-benefit analysis and then make sure to inform the sponsor that the scope changed

12- You are the project manager for a telecommunications project. You are working on the project scope statement. Which of the following is NOT included in this document?

- A. Authorization for the project manager to work on the project
- B. Requirements that the deliverables must meet
- C. A description of the project objectives
- D. The list of deliverables that must be created

13- The project manager for a design project is using the Define Scope process. Which BEST

- A. Creating a document that lists all of the features of the product
- B. Creating a plan for managing changes to the scope baseline
- C.** Developing a detailed description of the project and product → proj & wsn define scope
- D. Creating a graphical representation of how the phases or deliverables decompose into work packages

14- You are the project manager for a construction project. You have completed project initiation activities, and you are now creating a document that describes processes to document the scope, decompose deliverables into work packages, verify that all work is complete and manage changes to the baseline. What process are you performing?

- A** Develop Project Management Plan
- B. Define Scope
- C. Create WBS
- D. Develop Project Charter

↓ B, heye netip b. heye
nach geplant? nach gestartet?
sofort angenommen Plan abrechnen

→ Project Integration Management

27.02.2015

Temel 7 surec

- Develop Project Charter
- " " management Plan → Project and program plan, (tüm planları tek birdeki kılavuz)
- Direct and manage Project Work → 6 surec
- Manage Project Knowledge → Bilgi yönetimi
- Monitor → Hizmet ve kontrol de ilgili 6 surec
- Close Project → Project投降

→ Develop Project Charter

Büyüklik belge oluşturmak sureti

Büyüklik, nis temel olarak minimum hangi belgelerin olmaya?

- Input, - Tools & techn, - outputs (Büyüklik cevap)

→ Develop Charter

→ 2. part

Input

- Project charter
- Output from other processes
- Enterprise env factors
- Organizational process assets

Tools & Tech

- Expert judgment
- Data gathering
- Interpersonal
- team skills
- meetings

Output

Baseline

Planlamak sonucunda oluşturulan yapılar, rasyonel bilgiler ve teknik bilgilerin yer aldığı.

→ Direct and Manage Project Work

Büyüklik yapan şablon, okun projeler arasında okut. Üçüncü nesil yaklaşım, projelerin nasıl gerçekleştirileceği ile ilgili

• corrective action, düzeltici eylem

• Defect repair, hataları düzeltmesi

• preventice action, önlegici eylem

Ex → working → → preventive or corrective

1) C 2) C 3) P 4) P 5) I 6) I 7) D 8) D 9) R 10) R 11) R 12) R 13) R 14) R 15) R 16) R 17) R 18) R 19) R 20) R 21) R 22) R 23) R 24) R 25) R 26) R 27) R 28) R 29) R 30) R 31) R 32) R 33) R 34) R 35) R 36) R 37) R 38) R 39) R 40) R 41) R 42) R 43) R 44) R 45) R 46) R 47) R 48) R 49) R 50) R 51) R 52) R 53) R 54) R 55) R 56) R 57) R 58) R 59) R 60) R 61) R 62) R 63) R 64) R 65) R 66) R 67) R 68) R 69) R 70) R 71) R 72) R 73) R 74) R 75) R 76) R 77) R 78) R 79) R 80) R 81) R 82) R 83) R 84) R 85) R 86) R 87) R 88) R 89) R 90) R 91) R 92) R 93) R 94) R 95) R 96) R 97) R 98) R 99) R 100) R 101) R 102) R 103) R 104) R 105) R 106) R 107) R 108) R 109) R 110) R 111) R 112) R 113) R 114) R 115) R 116) R 117) R 118) R 119) R 120) R 121) R 122) R 123) R 124) R 125) R 126) R 127) R 128) R 129) R 130) R 131) R 132) R 133) R 134) R 135) R 136) R 137) R 138) R 139) R 140) R 141) R 142) R 143) R 144) R 145) R 146) R 147) R 148) R 149) R 150) R 151) R 152) R 153) R 154) R 155) R 156) R 157) R 158) R 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Ex \rightarrow several songs
Desirable or better Performance Data?
 \rightarrow testnet
 \rightarrow or in general
 \rightarrow performance
 \rightarrow rational vs. practical

- 1) D (bi-implausible)
- 2) D (typical today)
- 3) D (WPD (performance depends on verif))
- 5) WPD
- 6) D (testnet vs. best, performance diff.)

→ More Project Knowledge

merci bilgileri kullanan ve belli bilgilerini bir projeye katman

şirket yapısının içinde bulunan bilgilerin paylaşımı

- tools & tech
- knowledge management
- shadowing \rightarrow gözlemevi, gözlemevi
veri shadowing \rightarrow bireyin içinde olmasının olağanlığı
 \rightarrow öğrenme
- information management
- output
- lessons learned register

Aşağı ve örtük bilgi (testnet)
kullanıcı
 \rightarrow denegim ve teknik, inanc ve karanlık (özellikle söyle)
ölen bilgiler, her birinde yirmes, sekiz yüzlerde günler
örtük bilgi: ölkemizdeki ekonomi, güven ortamı, uluslararası ilişkiler
örtük bilgi: kullanıcıların içeriği, güven ortamı, güvenlik sorunları
örtük bilgi: kullanıcıların içeriği, güven ortamı, güvenlik sorunları

→ 5. Monitor and Control Project Work

- trend analysis \rightarrow Data Analysis
- cost benefit : istenilen fiyat sağlayan yeterlilik, deviz dövizler
- scenario analysis : farklılıkların değerlendirilmesi, nedenleri
- root cause : nedenler, problemler, nedenlerin ortaklarının
 \rightarrow trend analysis, istenilen yeterlilik
- variance : farklılıklar
- output
- user performance report

6. Perform Integrated Change Control

Bu bölümdeki soruların çözümü için: Aşagıda, teknik, reddebilir
sebebe okuyanızdan lors tabanlı teknik ve reddebilir teknikler

şimdir: Teknik, ... , -

- teknik deyimlerin etkilerini sınırlamak, etki alanını genişletmek
ve teknik, reddebilir veya teknik.

→ deyimlerin yarlı olmasının perçinleştirilmesi, okuyanızın yorumunu değiştirmek

7. Close Project and Phase

phaseları kuralı bir projenin sonunda yapılması gerekliliğinin
ve ilk bir sonraki aşamaya geçişinin (transition)

kapsamı okuyanızın matematiksel bir olumsuzluğu kontrol edilemeyecek
projelerdeki oldumu değerlendirmesi

Ex:

1) A^{Expert judgment} (Tools & Tech.) 2) D 3) B 4) A 5) A 6) B 7) D

8) C 9) A 10) A

13.03.2019

Garsamba

STAKEHOLDER MANAGEMENT

↳ Projeyle etkilijen yada projenin çıktılarında etkilenip şe...

Amaç: High support, Low resistit

Project Stakeholder Management includes the processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Stakeholder management also focuses on continuous communication with stakeholders to understand their needs and expectations, addressing issues as they occur, managing conflicting interests and fostering appropriate stakeholder engagement in project decisions and activities. Stakeholder satisfaction should be managed as a key project objective.

Project Stakeholder Management processes that include the following:

- reason that stakeholder engagement is not having the planned effect.
- ❖ **Stakeholder analysis.** The stakeholder analysis helps to determine the positive groups and individuals at any particular time in the project.

OUTPUTS

Work Performance Information. Work performance information includes information on stakeholder engagement, such as the level of current project support and compared to the level of engagement as defined in the stakeholder engagement assessment matrix, stakeholder engagement tool.

Project Documents Updates. Any change to the project management plan goes through the organization's change control process via a change request. Components of the project management plan that may require a change request include but are not limited to:

- ❖ **Resource management plan.** Team responsibilities for stakeholder engagement need to be updated.
- ❖ **Communications management plan.** The project's communication strategy needs to be updated.
- ❖ **Stakeholder engagement plan.** Information about the project's stakeholders need to be updated.

EXERCISES

1. Which of the following is NOT one of the stakeholder attributes you should analyze during the Identify Stakeholders process to identify stakeholders?
 A. Their personal conflict resolution style in the project
B. Their expectations of the project
C. Their influence on the project
D. Their interest in the project
2. Which of the following is NOT an input into the Identify Stakeholders process?
 A. Business documents
B. Project charter
 C. Stakeholder analysis
D. Enterprise environmental factors
3. You have just taken over a project that has been underway for 8 months. The previous manager has left the company. As part of your familiarization process you want to understand who the stakeholders are and what their interests are. Where would you find this information?
 A. Email distribution list
B. Organizational process assets
C. Stakeholder management strategy
 D. Stakeholder register
4. You are completing the process of communicating and working with stakeholders and addressing issues as they occur. Which process are you completing?
 A. Manage stakeholder engagement

- B. Manage Communications
- C. Stakeholder analysis
- D. Control communications

5. What is your primary goal in managing and identifying stakeholder expectations?

- A. It is to be able to contact stakeholders when you need to send project communications
- B. It is to either get stakeholders to support your project or at least not to oppose it
- C. It is to be able to introduce key stakeholders to each other so they can exchange project information
- D. It is to be able to determine which of the stakeholders can be most easily influenced and which will require a greater amount of effort

6. You and your project team are systematically gathering and analyzing quantitative and qualitative information to determine which stakeholders interests should be taken into account throughout the project. You have identified the interests, expectations and influence of individual stakeholders and related them to the purpose of project. What tool or technique are you using?

- A. Stakeholder analysis
 - A. Expert judgment
 - B. Information gathering techniques
 - C. Meetings

7. You are using a classification model for stakeholder analysis that describes groups the stakeholders based on their level of authority and their level of concern regarding the project outcomes. What is the name of this particular model stakeholder analysis?

- A. Power/Influence grid
- B. Power/Interest grid
- C. Influence/Impact grid
- D. Salience model

8. As part of your analysis of stakeholder engagement you have classified each stakeholders as either being unaware, resistant, neutral, supportive or leading when it comes to the level of their engagement with the project. This is an example of what sort of technique?

- A. Stakeholder engagement assessment matrix
- B. Information gathering techniques
- C. Stakeholder analysis
- D. Expert Judgment

9. As a senior project manager on a complex project with many stakeholders you are consistently required to coordinate and harmonize stakeholders towards supporting the project and accomplishing the objectives. In order to do this you are using your skills and facilitating consensus, and influencing negotiations, negotiating agreements and modifying organizational behavior to accept the project outcomes. These are examples of what?

- A. Interpersonal And Team Skills
- B. Ground rules
- C. Communication methods
- D. Information gathering techniques

10. You are managing a complex project with many stakeholders each with their own stakeholder expectation management strategies and plans were engaging stakeholders in changing project circumstances. Your goal is to increase the efficiency and effectiveness of your engagement activity. Which process are you engaged in?

- A. Manage stakeholder engagement
- B. Monitor stakeholder engagement
- C. Control communications
- D. Manage communications

11- Bob and Sue are stakeholders in your project. Sue is in the high-power/low interest quadrant of the Power/Interest grid. Bob is in the low-power, high-interest quadrant. Which of the following describes the approach you should take:

- A. Sue needs to participate in every important meeting, while Bob needs to be consulted before those meetings
- B. You need to make sure that Bob is on the change control board, but Sue's needs do not require special effort
- C. You need to spend special effort to satisfy all of Sue's needs, while Bob's needs are met only on important decisions
- D. Sue needs to be managed closely, and Bob must be kept satisfied by ensuring that his needs are being met

20.03.2013
Cırsomba.

PROJECT SCHEDULE MANAGEMENT

↳ Zaman çizelgesi yönetimi:

↳ Time management de diyebiliriz.

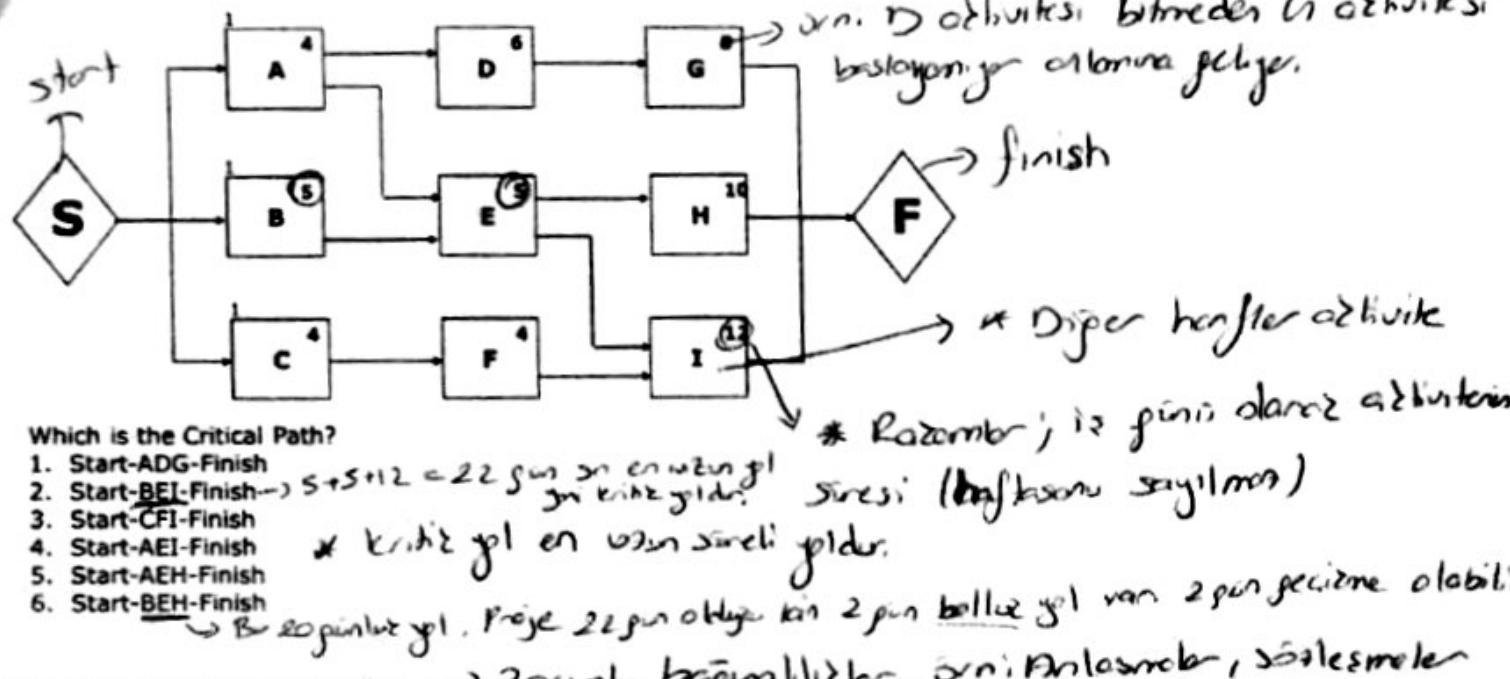
Project Schedule Management includes the processes required to manage timely completion of
a project. The Project Time Management processes are;

1. Plan Schedule Management,
2. Define Activities,
3. Sequence Activities,
4. Estimate Activity Durations,
5. Develop Schedule,

bitmeden
→ ikinci aktivite bitmeden or dil aktivite baslasin

Finish-to-start (FS). The initiation of successor activity depends upon the completion of the predecessor activity.

Sample Critical Path Methodology(CPM) → kritik yol



Dependency Determination

Mandatory dependencies. Mandatory dependencies are those that are contractually required or inherent in the nature of the work.

Discretionary dependencies. The project team determines which dependencies are discretionary during the process of sequencing the activities.

External dependencies. These dependencies are usually outside the project team's control. For example, the testing activity in a software project can be dependent on the delivery of hardware from an external source.

OUTPUTS

Project Schedule Network Diagrams. Project schedule network diagrams are schematic displays of the project's schedule activities and the logical relationships among them, also referred to as dependencies. A summary narrative can accompany the diagram and describe the basic approach used to sequence the activities.

Reserve Analysis. Duration estimates may include contingency reserves, (sometimes referred to as time reserves or buffers) into the overall project schedule to account for schedule uncertainty.

Example

A project manager in charge of a big civil engineering project came up with an estimate for a highway restoration project. The worst case scenario was 82 days, but the team felt more certain based on past experience that they could get it done in 49 days. If all went well with their equipment and materials, it might be done in 34 days instead. Use PERT to calculate a three-point estimate for this project.

Optimistic duration= 34 days

Most likely duration= 49 days

Pessimistic duration= 82 days

Expected duration=

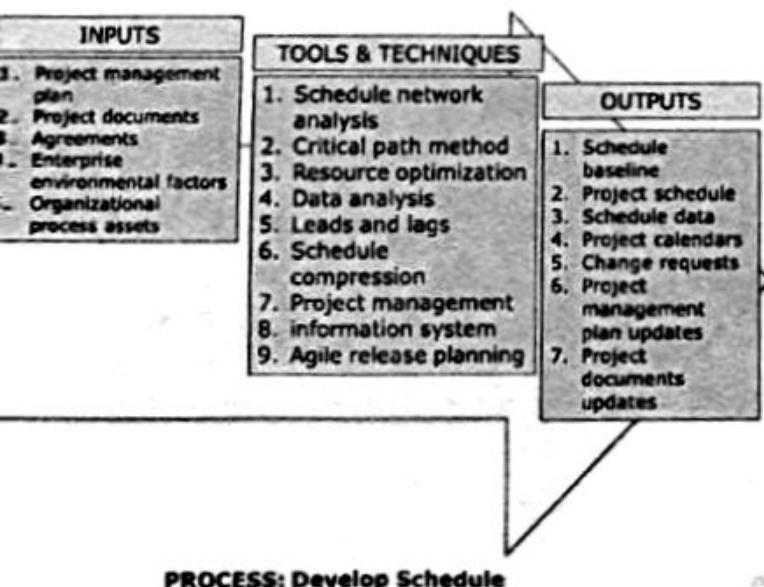
$$\frac{34 + 49 + 82}{6} = 52 \text{ days}$$

OUTPUTS

Activity Duration Estimates. Activity Duration estimates are quantitative assessments of the likely number of work periods that will be required to complete an activity.

DEVELOP SCHEDULE

Develop Schedule is the process of analyzing activity sequences, durations, resource requirements and schedule constraints to create the project schedule. Entering the activities, durations and resources into the scheduling tool generates a schedule with planned dates for completing project activities.



TOOLS AND TECHNIQUES

Critical Path Method. The critical path method calculates the theoretical early start and finish dates and

Resource Leveling. Resource leveling can be used when shared or critical required resources are only available at certain times or are only available in limited quantities or to keep resource usage at a constant level.

→ risk analizi için icinde inceleme:

What-if Scenario Analysis. This is analysis of the question "What if the situation represented by scenario "X" happens."

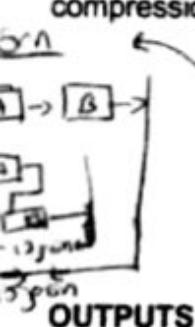
→ yeni gelisen yeni gözlemler.

Agile Release Planning. Agile release planning provides a high-level summary timeline of the release schedule (typically 3 to 6 months) based on the product roadmap and the product vision for the product's evolution. Agile release planning also determines the number of iterations or sprints in the release, and allows the product owner and team to decide how much needs to be developed and how long it will take to have a releasable product based on business goals, dependencies, and impediments.

Since features represent value to the customer, the timeline provides a more easily understood project schedule as it defines which feature will be available at the end of each iteration, which is exactly the depth of information the customer is looking for.

Schedule Compression. Schedule compression shortens the project schedule without changing the project scope, to meet schedule constraints, imposed dates or other schedule objectives. Schedule compression techniques include:

- **CRASHING.** Examples of crashing could include approving overtime, bringing in additional resources or paying to expedite delivery to activities on the critical path.
→ kayar yükleme! sürenin匙ekisi bir aktivite nin obası tırman.
- **FAST TRACKING.** A schedule compression technique in which phases or activities normally performed in sequence are performed in parallel. Fast tracking only works if activities can be overlapped to shorten the duration.
→ Paralel çalışma; her bir krokodilin bir arkasına birinden diperini bıskatılar.
→ boston ypmi riski var. risk günler



Project Schedule. As a minimum, the project schedule includes a planned start date and planned finish date for each activity.

EXAMPLES

There are a wedding ceremony.

Which are examples of fast-tracking and which are crashing?

1. Fatma guesses that 70% of the invitees will respond. Instead of waiting for all of them to come in, she goes ahead and reserves the tables and chairs now. Fast - tracking
2. Erol is taking a really long time to choose the decorations so Fatma brings in a professional decorator to help, even though it will cost more. Crashing
3. Fatma needs to get the invitations out quickly, so she hires two temps for a few days. Crashing

Although a project schedule can be presented in tabular form, it is more often presented graphically, using one or more of the following formats:

Milestone charts. These charts are similar to bar charts, but only identify the schedule start or completion of major deliverables and key external interfaces.

Bar charts. These charts, with bars representing activities, show activity start and end dates, as well as expected durations.

EXERCISES

1. You are managing an industrial design project. You've come up with the complete activity list, created network diagrams, assigned resources to each activity, and estimated their durations. What's the next thing that you do?

- A. Use Rolling Wave Planning to compensate for the fact that you don't have complete information
- B. Create the schedule
- C. Consult the project scope statement and perform Sequence Activities
- D. Use fast-tracking to reduce the total duration

2. You are managing an interior decoration project, when you find out that you need to get it done earlier than originally planned. You decide to fast-track the project. This means:

- A. Starting the project sooner and working overtime
- B. Assigning more people to the tasks at a greater total cost, especially for activities on the critical path
- C. Starting activities earlier and overlapping them more, which will cost more and could add risks
- D. Shortening the durations of the activities and asking people to work overtime to accommodate that

3. You're managing a construction project. You've decomposed work packages into activities and your client needs a duration estimate for each activity that you come up with. Which of the following will you use for this?

- A. Milestone list
- B. Activity list
- C. Critical path analysis
- D. Project schedule network diagram

4. What's the correct order of the Schedule Management processes?

- A. Sequence Activities, Define Activities, Estimate Activity Resources, Estimate Activity Durations, Plan Schedule Management
- B. Define Activities, Sequence Activities, Develop Schedule, Estimate Activity Resources, Estimate Activity Durations
- C. Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule
- D. Develop Schedule, Define Activities, Sequence Activities, Estimate Activity Resources, Estimate Activity Durations, Plan Schedule Management

5. Which of the following is NOT a tool or technique used in Estimate Activity Durations?

- A. Alternative estimating
- B. Parametric Estimation
- C. Analogous Estimation
- D. Three-Point Estimation

6. You're managing a project to build a new project management information system. You work with the team to come up with an estimate of 27 weeks. In the best case, this could be shortened by two weeks because you can reuse a previous component. But there's a risk that a vendor delay could cause the project to be delayed by five weeks. Use PERT to calculate a three-point estimate for this project.

- A. 25.83 weeks
- B. 26 weeks
- C. 27.5 weeks
- D. 28.3 weeks

$$\begin{array}{r} 25 \\ 27 \\ 32 \end{array}$$

$$\frac{25 + 4 \cdot 27 + 32}{6} = 29.5$$

7. You're managing a software project, when your customer informs you that a schedule change is necessary. Which is the BEST thing to do?

- A. Consult the schedule management plan
- B. Notify the team and the sponsor that there's going to be a schedule change
- C. Influence the factors that cause change
- D. Refuse to make the change because there's already a schedule baseline

8. You're planning the schedule for a highway construction project, but the final design will be delayed with will run into the next budget year. The state comes up with capital from a reserve now you can increase the budget for your resources. What's the best way to compress the schedule?

- A. Go back to your three-point estimates and use the most optimistic ones
- B. Use the extra budget to increase your contingency reserve
- C. Hire more experts to use expert judgment so your estimates are more accurate
- D. Crash the schedule

9. You're managing a software project. You've created the schedule, and you need to know which activities absolutely cannot slip. You've done critical path analysis, identified the critical path. Which activities cannot slip without making the project late?

- A. The first activity in project
- B. The activities on the critical path
- C. The activity with the most lag
- D. The last activity in project, because it has no float

10. You're managing a construction project. You've decomposed work packages and your client needs a duration estimate for each activity that you came up with. Which of the following BEST describes what you are doing?

- A. Evaluating each activity to figure out how much effort it will take.
- B. Estimating the number of person-hours that will be required for each activity.
- C. Understanding, in calendar time, how long each activity will take.
- D. Estimating how many people it will take to perform each activity.

11. You are managing a project, when your client tells you that an external problem has delayed the project by two weeks, and now you have to meet an earlier deadline. Your supervisor heard that in a situation like this, you can use Schedule compression by earlier crashing or fast-tracking the Schedule. Explain what crashing and fast-tracking are, and tell him which is which. What do you tell him?

- A. Crashing the project adds risk, while fast-tracking adds cost
- B. When you crash a project, it always shortens the total duration of the project
- C. Crashing the project adds cost, while fast-tracking adds risk
- D. When you fast-track a project, it always shortens the total duration of the Project

12. Three members of your project team want to pad their estimates because they believe certain risks that might materialize. What is the BEST way to handle this situation?

- A. Estimate the activities honestly, and then use contingency reserve to cover any potential risks
- B. Allow more time for the work by adding a buffer to every activity in the schedule
- C. Tell the team members not to worry about it, and if the Schedule is wrong it's their fault
- D. Crash the schedule

13- Your company has previously run other projects similar to this. What is the BEST way to use that information?

- A. Check the organizational process assets for lessons learned and past projects
- B. Use parametric estimation to estimate your project based on past projects
- C. Start from scratch because you don't want mistakes from past projects
- D. Reuse the project management plan from a past successful project