

## Chapter 5:

- Understand Project Scope and associated tools (e.g., scope boundary, deliverable structure chart, use case diagram)
- Understand the scope management processes
- Understand the difference between statement of work vs. scope statement
- Know WBS and Work Packages and what does Work Package include:
  - Phase
    - Deliverable (how many do you need to have for each phase?)
      - Activity / Task
      - Milestone – Deliverable
    - Milestone - Phase
- Understand the difference between Scope Grope, Scope Creep, and Leap
- Know the various project estimation techniques –
  - Guesstimating
  - Delphi
  - Time Box
  - Top-Down
  - Bottom-Up
  - Poker Planning

## Question:

- What is the minimum number of deliverables that you need to define for each phase of WBS?

## Chapter 6:

- Know the Project Planning Framework
- Know the various tools for developing project schedule –
  - Gantt Charts
  - Project Network Diagrams –
    - Activity-on-the-Node (AON)
    - Critical Path Analysis
    - Program Evaluation and Review Technique (PERT)
    - Precedence Diagramming Method (PDM)
      - Finish-to-Start
      - Start-to-Start
      - Finish-to-Finish
      - Start-to-Finish
- Understanding Slack
- Know how to calculate Critical Path
- Understand CCPM
- Understand ways to address project behind schedule:
  - Crash vs. Fast-Track
- Understand how to develop the project budget (5 Steps)

Question:

- What is the analysis technique to find a sequence of activities with zero float or zero slack?

## Chapter 7: Risk Management

- Understand the goal of risk management
- Understand common mistakes in managing project risks including when is the best time to assess risk
- Know what effective and successful project risk management requires.
- Know the Project Risk Identification Framework
- Know the various Risk Identification Tools & Techniques –
  - Learning Cycles
  - Brainstorming
  - Nominal Group Technique
  - Delphi Technique
  - Interviews
  - Checklists
  - SWOT Analysis
  - Cause & Effect (Fishbone Diagram)
  - Past Projects
- Know the various risk analysis techniques
  - Qualitative – Risk impact table and ranking
  - Quantitative – Normal distribution and PERT distribution
- Know the various risk strategies for addressing both Opportunities and Threats
  - Opportunities –
    - Exploitation
    - Sharing of Ownership
    - Enhancement
    - Acceptance
  - Threats –
    - Accept or Ignore
    - Management Reserves
    - Contingency Reserves
    - Contingency Plans
    - Avoidance – Avoid the risk altogether
    - Mitigate - Lessen
    - Transfer
- Know the tools for Monitoring and Controlling Risks –
  - Risk Audits
  - Risk Reviews
  - Risk Status meetings and reports