Last three weeks of Classes for PM and Leadership list of things to get done:

Leadership

Session 8:

* Complete and post feedback on playing knowledge card(s)
* Complete and post LMI 11A - Multifactor Leadership Questionnaire

Project Management

Earned Value Analysis

Leadership

Session 9 from Mon Mar 3 to Sun Mar 9 - due by Saturday, Mar 8, 2014 at 11:55pm CT

* Complete and post LMI 12A - Authentic Leadership Self-Assessment Questionnaire
* Final exam Mar 8 at 1:30 am

PM

Attend Sync Session

Smart Organizational PM

Make Changes to Paper

Leadership

Session 10 – from Mon Mar 10 to Sun Mar 16 – assignments due Saturday Mar 15, 2014 at 11:55pm CT

* Post description of six pack of knowledge cards on blackboard (for grading)
* Personal Leadership Philosophy Paper – submit final version for grading

PM

Submit Final Project

Take Final 3/15 @ 4:15

**Project, program, portfolio differentiators**

* Project: Has a start and end time. Creates a unique product, service, or result
* Groups of related projects designed to accomplish a common goal over an extended period of time. Major difference is in scale and time span compared to a project.
* **Oversight of projects that ensure they are falling within company objectives and that the projects are utilizing the org’s resources, competencies, and risk tolerance. 574**
  + **Review projects**
  + **Confirm linkage to the org**
  + **Select, prioritize, and balance risk of projects**
  + **Ensure availability of resources**
  + **Macro requirements & gating outcomes**

Four stages of the project life cycle (9)

* Defining: Goals, Specifications, Tasks, Responsibilities
* Planning: Schedules, Budgets, Resources, Risks, Staffing (Longest in Duration)
* Executing: Status reports, Changes, Quality, Forecasts
* Closing: Train Customer, Transfer Documents, Release Resources, Evaluation

**•** **Integrative approach 14 – 28, 68 – 73, 424**

* This approach is based on partnerships where significant time and energy is spent between different expert parties of the project to get work done for the project not just in an individual role.
* Shared goals, Joint project teams exist, Open Communication, Access to each other’s resources, integrated resources, and company involvement from the top down. 424

Charter components: scope statement, priority matrix, WBS, OBS (matrix vs. functional), communication plan

* Scope Statement: Project Objective, Deliverables, Milestones, Technical Requirements, Limits and Exclusions, Reviews with customer
* Priority Matrix: Time – Performance – Cost = Quality Project Constrain, enhance, Accept (107)
* Communication Plan: What information, Target Audience, When, Method of Communication, Provider (122)
* WBS: Takes the overall project and breaks it down into smaller tasks until each task can be assigned (110)
* OBS: What part of the organization is responsible for certain tasks (114).

Various approaches to estimating and their differences

* Top Down: Management uses when not a lot is known
* Delphi (136): Group decision making that the probability of a task will occur.
* Bottom Up: Thorough and assess with the smallest tasks and rolls up

**AON diagramming: determine ES, EF, LS, LF and Slack (Total & Free) for the network and nodes, dealing with Lead and Lag, identify Critical Path**

|  |  |  |
| --- | --- | --- |
| Legend | | |
| ES | ID | EF |
| SL | Description | |
| LS | DUR | LF |

1. Duration, ID, & Description
2. ES = Early Start & EF= Early Finish
3. Late Finish = LF and Late Start: Take the late finish on the last activity and subtract the duration and that equals the late start. That late start becomes the late finish for the preceding activity.
4. SL = Slack equals the LS-ES

Total slack must be coordinated with all participating activities in the chain.

Free Slack is the amount of time an acitivity can be delayed without effecting the next project.

**•** **Precedence diagram (AON) vs. Gantt chart**

• Risk Management components: breakdown structure, assessment form, severity matrix, change control & contingency planning and PERT technique

Risk is proactive as opposed to reactive –

PERT -239 Program Evaluation and Review Technique, each activity duration has a range that follows a statistical distribution. Good Ok Bad

**Resource loading (allocation) and leveling**

**Schedule compression techniques**

• Leadership vs. management and the five-stage team development model

• **Baseline Gantt chart, EV components (cost & schedule variances and performance indices) – actual calculations, project status and “health” assessment as derived from EV data**

**Importance of project oversight and closure, project management maturity model (PMMM)**