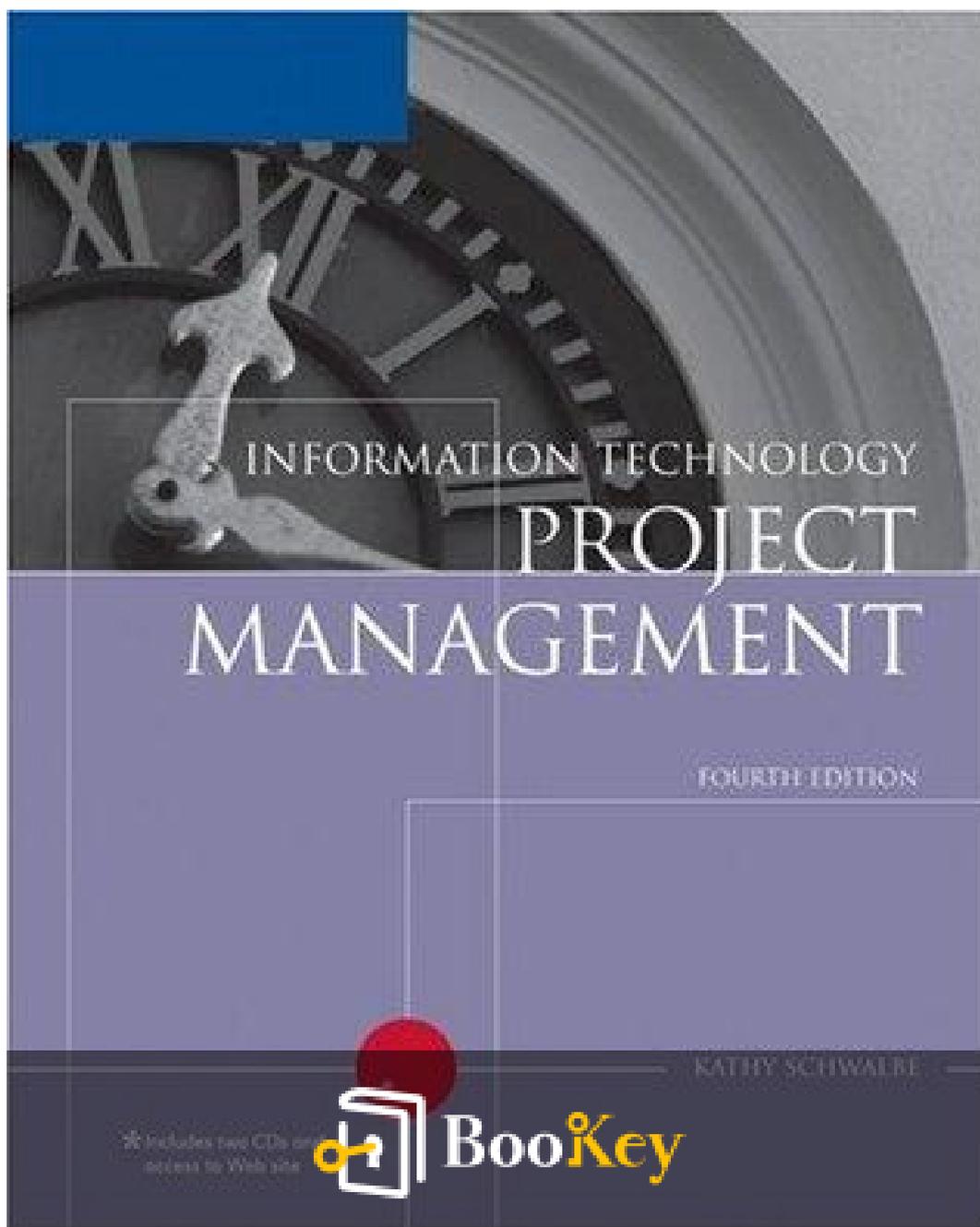# Information Technology Project Management PDF (Limited Copy)

Kathy Schwalbe

INFORMATION TECHNOLOGY
PROJECT
MANAGEMENT

FOURTH EDITION

KATHY SCHWALBE

Information Technology Project Management Summary

Mastering IT projects through effective management strategies.

Written by Books1

About the book

In an age where technology drives innovation and competitive advantage, "Information Technology Project Management" by Kathy Schwalbe stands as an essential guide for navigating the complexities of managing IT projects successfully. This comprehensive resource delves into the challenges and intricacies of aligning technology initiatives with strategic goals, offering practical tools and methodologies that empower project managers to deliver results on time and within budget. By integrating core principles of project management with the unique demands of the IT landscape, Schwalbe's work not only equips readers with the skills to tackle real-world scenarios but also inspires them to think critically about the impact of technology in our rapidly evolving world. Whether you're an aspiring project manager or a seasoned professional, this book is an invitation to embark on a transformative journey that will enhance your understanding and execution of IT projects.

About the author

Kathy Schwalbe is a prominent figure in the field of project management, renowned for her extensive contributions to both academia and industry practices. With a background that encompasses degrees in management and information systems, Schwalbe has cultivated a deep understanding of the intricacies involved in managing technology projects effectively. She is widely recognized for her engaging writing style, which makes complex concepts accessible to a broad audience, including students and professionals alike. Aside from her well-regarded textbook, "Information Technology Project Management," she has published numerous papers and articles that emphasize the importance of project management methodologies and tools. Her dedication to education is evident through her teaching roles at various universities, where she inspires the next generation of project managers.

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Summary Content List

Chapter 1 Summary: New to the REVISED Sixth Edition

Summary of Information Technology Project Management, Revised Sixth Edition

The revised sixth edition of "Information Technology Project Management" serves as a contemporary resource for understanding and managing IT projects effectively. It acknowledges that while project management has a long-standing history, information technology projects often face unique challenges that differ from traditional management practices. These challenges include inadequate user engagement, fluid and incomplete project requirements, and insufficient executive backing, all of which can lead to project failures.

To address these issues, the book draws upon established project management knowledge areas outlined in the PMBOK® Guide, Fourth Edition, and applies them specifically to IT projects. These knowledge areas encompass project integration, scope, time, cost, quality, human resources, communications, risk, and procurement management. Additionally, the five primary process groups—initiating, planning, executing, monitoring and controlling, and closing—are utilized as a framework throughout the text.

One significant enhancement in this edition is the inclusion of practical applications of Microsoft Project 2010, with a dedicated appendix designed to help readers navigate the software. Microsoft Project 2010 introduces features such as the Ribbon interface, manual scheduling, a Timeline feature for improved visualization, and a Team Planner view, which assists in the effective assignment of tasks and management of team overallocations.

The revision also synchronizes content with the updated PMBOK® Guide, ensuring that students and practitioners are equipped with current methodologies and practices. A focus on maintaining Project Management Professional (PMP) certification and insights into other certifications, like CompTIA's Project certification, provide added value for those seeking to further their credentials in the field.

Overall, this edition presents a cohesive blend of theory and practical instruction, making it an essential guide for both students and practitioners aiming to bolster their understanding and skills in information technology project management. By providing a clear, integrated approach to project management concepts, tools, and techniques, the book lays a solid foundation for success in this rapidly evolving discipline.

Chapter 2 Summary: Approach

In this revised edition of "Information Technology Project Management," significant updates and enhancements have been introduced to align with current trends and practices in project management. The chapter outlines the evolution of project scope management, which now includes a dedicated process for collecting requirements. This process yields various outputs, such as requirements documentation, a management plan, and a traceability matrix—tools crucial for tracking project needs and ensuring alignment with stakeholder expectations.

The appendix, titled "Additional Running Cases," introduces two new case studies that focus on green computing projects and the exploration of project management through video clips. Each knowledge area chapter is complemented by its own running case, while older examples from the previous edition are accessible on a new premium companion website. This website serves as a valuable resource for enhanced learning, featuring interactive quizzes, informative links, a Jeopardy-like review game, templates, and additional exercises that facilitate a deeper understanding of project management concepts.

The text emphasizes the importance of continual learning in the field, noting that successful project management often involves adapting to change. Acknowledging feedback from a diverse audience, including students and

professionals from various countries, the book incorporates practical guidance and updated examples reflecting recent developments in information technology management.

Structured around the Project Management Body of Knowledge (PMBOK) Guide, this edition uses its framework while expanding upon it with contemporary insights relevant to the twenty-first century. A particularly valuable resource included is a detailed guide on using Microsoft Project 2010, a prevalent project management software, which helps readers apply software tools effectively in managing scope, time, cost, human resources, and communication.

For those pursuing professional certifications, such as the Project Management Professional (PMP), this text offers targeted preparation resources. Learning from personal anecdotes, such as the experience of taking a Minnesota driver's license test, reinforces that expertise does not always equate to successful certification—emphasizing the need for a solid foundation in theory and practice, which this text aims to provide.

Overall, the Sixth Edition seeks to equip readers with the latest methodologies, software proficiency, and real-world applications necessary for successful information technology project management in a rapidly evolving industry.

Chapter 3 Summary: Organization and Content

The content speaks to the importance of thorough preparation and understanding of the foundational materials when pursuing certifications, specifically in project management. The author recounts a personal experience of failing a driving test due to overconfidence and a lack of preparation, illustrating the value of studying the official resources provided by the relevant organization—in this case, the Minnesota Department of Public Safety. This narrative emphasizes that practical experience alone is often insufficient without a structured approach to learning.

The guide being discussed is based on the PMI's PMBOK® Guide, Fourth Edition, which serves as a critical resource for those seeking Project Management Professional (PMP) certification as well as for the CompTIA Project exam. The sixth edition of the guide includes a variety of features designed to enhance the learning experience. Readers are provided with exercises, challenging cases, templates, and sample documents that reinforce project management principles. Additionally, optional simulation software developed by Fissure, a Registered Education Provider with PMI, is available to help users practice their project management skills effectively.

A companion premium website accompanies the text, acting as a centralized hub for additional resources that support learning. This website offers access

to lecture notes, interactive quizzes, podcasts, and other tools that can enhance students' understanding of project management. It also includes links to the author's materials, showcasing real class syllabi, student project samples, and other relevant links.

The organizational structure of the book is methodical. It is divided into three main sections. The first section introduces the fundamental framework of project management and sets the context for the subsequent chapters. Chapters 4 through 12 delve deeply into the specific knowledge areas, including project integration, scope, time, cost, quality, human resources, communications, risk management, and procurement management, all tailored to the context of information technology projects. Each knowledge area is comprehensively explored in dedicated chapters that align with the essential processes identified in the PMBOK® Guide. For instance, the chapter on project quality management covers key processes like planning, performing quality assurance, and executing quality control, while also introducing concepts such as Six Sigma and various software tools used in project management.

Overall, this text serves as an essential guide for aspiring project managers, enriching their understanding and providing practical tools for effective project execution.

Chapter 4: Pedagogical Features

The text summarizes key aspects of project management, specifically tailored towards information technology (IT) projects. Each chapter is structured to facilitate understanding and application of various project management concepts, integrating both theory and practical examples.

Chapter Overview

Project Management Fundamentals: Each chapter begins with a clear set of objectives and is anchored by an opening case that illustrates real-world IT project scenarios. This contextualizes the theoretical concepts to be discussed, encouraging student engagement.

Key Tools and Techniques:

- The chapter on **Project Integration Management** elaborates on essential project-selection documents, such as
  - **Net Present Value (NPV)** analyses,

  - **Return on Investment (ROI)** calculations,

  - **Payback Period** analyses, and

- **Weighted Scoring Models**.

These tools are critical for assessing the viability of projects before they commence.

- Similarly, the **Project Scope Management** section includes practical documents like project charters and scope statements. It introduces several **Work Breakdown Structures (WBS)**, which are essential for defining project deliverables.

Appendices
The appendices serve as practical guides for applying project management skills to real-life projects.
- **Appendix A** offers comprehensive instructions on utilizing Project 2010, featuring over 60 screenshots for visual support.
- **Appendix B** outlines the knowledge required to obtain project management certifications, such as the Project Management Professional (PMP).
- **Appendix C** lists additional real-world cases and discusses simulation software use for hands-on practice.

Pedagogical Features
To enhance learning, the text employs several educational tools:
- **Learning Objectives** provide clear outcomes for each chapter.

- **Chapter Summaries** distill key concepts.

- **Discussion Questions** foster critical thinking, while **Quick Quizzes** and **E xercises** offer practical application opportunities.

- **Running Cases** deepen understanding through contextual examples.

- A **companion website** adds further resources, including interactive quizzes and podcasts.

Real-World Integration: Successes and Failures
Every chapter emphasizes the importance of learning from both successes and failures in project management. Examples of both are presented, illustrating that failures provide significant insights for improvement. This dual focus enriches the reader's understanding of the challenges and realities faced in managing IT projects.

Case Wrap-Up: Each chapter concludes with a wrap-up of the initial case, reflecting on whether the project succeeded or faced challenges. This serves to reinforce the lessons learned and connect theoretical knowledge to practical outcomes.

Overall, this text not only lays a foundation in project management

principles but also equips readers with practical tools, making them well-prepared to tackle real-world IT projects.

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Chapter 5 Summary: Supplements

Summary of Chapters

In the exploration of project management, this text emphasizes the critical nature of understanding and mastering key concepts through a wealth of media examples and best practices. The effective management of projects is illustrated through various forms of media—television shows, films, and news articles—which underscore both successful and failed initiatives. These illustrations highlight the pervasive nature of projects in contemporary society, aiming to spark interest in the study of project management by connecting theory with familiar projects from popular culture.

Among the noteworthy insights is a best practice introduced by Robert Butrick, from "The Project Workout," suggesting that successful projects should align closely with organizational strategy and actively involve stakeholders. This principle serves as a cornerstone for effective project management, framing the discussions in the early chapters.

Key terminology plays a significant role in clarifying concepts in both project management and information technology. Terms are highlighted in bold during their first appearance within the text and are also collected in a glossary at the end of each chapter, thus providing readers with a robust

vocabulary essential for communicating in this field.

The text further emphasizes the importance of hands-on experience with project management software, particularly Microsoft Project 2010, along with other relevant tools like spreadsheet software. It argues that theoretical knowledge is only enhanced through practical application, thus each chapter includes exercises aimed at developing software skills and understanding real-world project management practices. Additionally, there are advanced exercises available in the appendices, encouraging deeper engagement with practical tools.

To support the educational journey, supplemental materials are provided, including an Electronic Instructor's Manual containing lecture preparation aids and discussion prompts, and ExamView® software for creating customized testing materials. These resources aim to enrich the teaching and learning experience, making project management concepts not only accessible but also engaging for students.

By drawing connections between projects illustrated in media, best practices, and the practical application of software tools, the text establishes a cohesive foundation for understanding project management in a contemporary context. This comprehensive approach ensures that readers are well-equipped to navigate the complexities of project-oriented environments.

Chapter 6 Summary: Acknowledgments

Summary of Chapter Overview:

This chapter serves as a comprehensive guide to the supportive resources and tools accompanying the text on Information Technology Project Management. It emphasizes the pedagogical enhancements designed to assist both instructors and students in navigating the subject matter effectively.

1. Assessment Tools:

The chapter outlines the ExamView assessment software, which facilitates both LAN-based and Internet exams. It includes hundreds of questions aligned with the textbook's content, allowing students to create personalized study guides with page references for focused revision. This computerized testing framework not only aids student learning by enabling assessments at their convenience but also streamlines grading for instructors.

2. PowerPoint Presentations:

Accompanying the text are Microsoft PowerPoint slides tailored for each chapter. These slides act as valuable teaching tools, available for classroom

presentations or distribution to students. Instructors are encouraged to supplement these with additional slides to address specific topics they wish to cover in greater depth.

3. Solution Files:

For instructors, solutions to end-of-chapter questions are accessible via a password-protected Instructor Resource CD-ROM and the Course Technology website. This provides a vital resource for educators, ensuring they have the necessary materials to guide discussions and learning.

4. Distance Learning:

The chapter highlights the integration of online learning platforms such as WebCT and Blackboard, extending the textbook's reach. By providing online resources like self-tests, glossaries, and additional content, these platforms foster an enriched learning environment that prepares students for the demands of modern information technology.

5. Acknowledgments:

The author expresses gratitude to numerous individuals whose support was instrumental in the development of the book. This includes the dedicated staff at Course Technology and colleagues from academia who contributed

their expertise. The acknowledgment extends to students and faculty who offered constructive feedback on earlier editions, emphasizing the collaborative nature of the project and the continuous learning fostered through interaction within the academic community.

This chapter ultimately encapsulates the comprehensive framework designed to enhance the teaching and learning experience in Information Technology Project Management, laying foundational support for the reader's educational journey.

Chapter 7 Summary: About the Author

Summary of Preface and Author Background

In the preface, Kathy Schwalbe expresses her gratitude towards the faculty reviewers who contributed valuable feedback during the revision of her book. A diverse group of academics from various institutions provided insights that helped enhance the text. Schwalbe is particularly thankful for the support of her family, especially her husband, Dan, who has been instrumental in her career as a lead architect, and their three children, Anne, Bobby, and Scott, who admire her dedication to writing and project management.

Schwalbe, a Professor of Business Administration at Augsburg College, focuses her teaching on areas like project management, systems analysis, and electronic commerce. Her background includes ten years in various roles in the industry, such as an Air Force officer and information technology consultant, before transitioning to academia in 1991. She holds a Ph.D. in Higher Education, an MBA in High Technology, and a B.S. in Mathematics. Additionally, her active involvement in the Project Management Institute (PMI) highlights her commitment to the field, where she has held leadership positions and contributed to project management education and testing.

By sharing her journey and the acknowledgment of those who supported the writing process, Schwalbe sets a tone of collaboration and continuous improvement in education within the realm of information technology and project management.

Chapter 8: Introduction

Introduction to Microsoft Project 2010

This guide serves as a concise resource for utilizing Microsoft Office Project Professional 2010, commonly referred to as Project 2010, to enhance project management tasks. The Project 2010 suite includes several key products:

1. **Project Standard 2010** - A standalone program for individual project managers, mirroring earlier versions.
2. **Project Professional 2010** - An upgrade from Project Standard, allowing connections to Project Server 2010 for collaborative project management.
3. **Project Server 2010** - A solution based on SharePoint Server 2010 that offers extensive work management capabilities across organizations.

For organizations intending to leverage Project Server 2010's full potential, recommended practices include establishing standards, templates, and procedures beforehand.

Project Management Components and Capabilities

Project 2010 facilitates the management of nine essential project

management knowledge areas, although users often focus on five: scope, time, cost, human resource, and communications management. This guide leverages these realms to frame the learning and usage of Project 2010.

Key project management practices outlined in the guide include:

- **Scope Definition**: Establishing project boundaries and deliverables.

- **Time Management**: Developing timelines and schedules.

- **Resource and Cost Management**: Assigning resources and budgeting.

- **Performance Tracking**: Setting baselines and entering actual performance data for evaluation.

Understanding foundational project management concepts, such as work breakdown structures and task dependencies, is crucial before effectively navigating Project 2010. Users are encouraged to consult additional resources for comprehensive guidance.

New Features of Project 2010

Project 2010 is notable for its user-centric enhancements:

- **User Interface**: Transitioning to a ribbon interface for improved command visibility, organized under tabs like File, Task, and Project. The new Backstage feature offers a centralized location for managing files.

- **Viewing Options**: Introduces a timeline view for a succinct overview of project schedules and a team planner view, allowing managers to readily allocate tasks among team members.

- **Manual Scheduling**: Unlike its predecessors, which automatically scheduled tasks, Project 2010 defaults to manual scheduling, granting flexibility in how tasks and subtasks are inputted.

- **Improved Collaboration**: Integration with popular industry portals and Microsoft Exchange 2010 enhances teamwork by allowing task management directly through Outlook.

Getting Started with Project 2010

To use Project 2010, users need Windows 7, Vista, or XP. A trial version is available for download, with discounted purchases available for students and faculty. The guide includes hands-on practices based on a fictitious project titled the "Project Tracking Database," designed to showcase how to effectively use the software in real-world scenarios.

Users will engage with various activities that require managing files like finance.mpp and resource.mpp, and through the process, they will create crucial project files such as scope.mpp and time.mpp. Additionally, for any technical issues, users are directed to Microsoft's Support Services.

Conclusion

In summary, this appendix provides foundational tools and knowledge for effectively managing projects using Microsoft Project 2010. By following the structured approach outlined, users can navigate the complexities of project management with confidence and efficiency.

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Chapter 9 Summary: Overview of Project 2010

In this chapter, we begin with an introduction to Microsoft Project 2010, a powerful tool designed for project management. The focus is on familiarizing the user with the software's essential features, including its main screen, help resources, and the setup for a Project Tracking Database project.

Overview of Project 2010

To get started, users must first launch Project 2010, which can be done by navigating through the Windows taskbar or double-clicking a desktop shortcut. Upon opening, the software presents the default Gantt Chart view—a graphical representation that displays project tasks alongside a timeline. The interface also includes a Quick Access toolbar and customizable Ribbon, similar to other Microsoft applications, making navigation seamless for users accustomed to the Windows environment.

Getting Acquainted with the Help Feature

Understanding how to utilize the Help feature is crucial for new users, as it offers assistance and resources directly through the software. Users can access various help options by clicking the help icon or pressing F1. Additionally, Microsoft provides extensive online resources, including downloadable files, case studies, and articles specific to Project 2010.

Main Screen Elements

The Gantt Chart view serves as the primary interface, displaying the Entry table on the left and the Gantt chart on the right. Users can toggle between different views and adjust various elements using the Ribbon. For example, the Indicators column provides symbols associated with tasks, like notes or hyperlinks. Basic operations, such as expanding or collapsing tasks and adjusting column widths, are intuitive and follow principles familiar to users of spreadsheet software like Excel.

Working with Template Files

Project 2010 includes numerous template files that users can access via the 'File' tab. In this chapter, we focus on the **finance.mpp** template, which aids in implementing a new finance and accounting system. This template helps illustrate the functionalities of Project 2010. Users are guided to open it, examine its components, and interact with various screen elements to get a comprehensive understanding of the application's capabilities.

The chapter outlines how to manipulate the template, including adjusting the timescale on the Gantt chart and displaying different outline levels. Key concepts such as Work Breakdown Structure (WBS) levels and milestones are introduced, explaining their significance in project management.

Exploring Project Views

Project 2010 offers multiple views to help users analyze project data effectively. The Gantt Chart and Network Diagram provide graphical displays of project timelines and task dependencies, while Task Sheet and various table views allow users to delve into specific data points, such as schedules or costs. Detailed tasks can be viewed in a Form layout, focusing on individual task information.

Next, users are encouraged to navigate through these views using the **finance .mpp** file. This exploration includes manipulating subtasks, examining the calendar view, and accessing reports. The ability to customize data displays is emphasized, showing how users can filter project information to focus on specific aspects, such as milestones or critical tasks.

Utilizing Filters

Filters play a crucial role in managing and viewing data effectively within Project 2010. Users are instructed on how to apply filters to highlight only milestones or specific tasks, allowing for a more focused analysis of project status and progress. This feature is particularly useful when dealing with comprehensive projects that contain numerous tasks.

In summary, this chapter comprehensively covers the foundational aspects of Microsoft Project 2010, guiding users through its features and functionalities. By the end, readers gain confidence in navigating the software, utilizing templates, and applying views and filters, setting the

stage for more advanced project management tasks in upcoming chapters.

Chapter 10 Summary: Project Scope Management

Summary of Project Management Concepts and Procedures

In this instructional guide, we explore the features of Microsoft Project 2010 to facilitate effective project scope management. The focus is on creating a new project file, developing a Work Breakdown Structure (WBS), and setting a baseline to track project progress.

Overview of Project Scope Management

Project scope management is essential for defining the work necessary to complete a project. Before engaging with Microsoft Project 2010, it is crucial to establish the project scope, which involves creating a project file that includes the project name and start date, and formulating a list of tasks. This list evolves into the WBS, a hierarchical representation of all project tasks. If tracking actual project performance against planned work is required, establishing a project baseline is an important step.

Creating a New Project File

To begin, you must create a new project file in Microsoft Project 2010:

1. **Open a Blank Project**: When you launch Project 2010, a blank project file opens automatically, labeled as Project1, Project2, etc. If necessary, you can initiate a new file by selecting "Blank Project" via the File menu.

2. **Set Project Information**: Access the Project Information dialog by navigating to the Project tab. Input the project start date (suggested as 2/1/11) and leave other settings as default to align with the instructional material.

3. **Input Advanced Properties**: In the Project Properties dialog, fill in the Title (e.g., "Project Tracking Database") and Author (e.g., "Terry Dunlay"), and then confirm your entries.

Developing a Work Breakdown Structure (WBS)

A well-structured WBS is foundational for project planning and entry of tasks within Microsoft Project. To assist in this process:

1. **List Tasks**: Enter a series of tasks into the Entry table, organized under broader categories of project management process groups: initiating, planning, executing, controlling, and closing. You can insert or edit tasks as needed.

2. **Task Organization**: To create a clear hierarchy, ensure that each task reflects its relationship within the overall project structure.

Creating Summary Tasks

Once the individual tasks are entered, the next step is to establish summary tasks that reflect higher-level project phases:

1. **Indent Subtasks**: Select groups of subtasks (e.g., Tasks 2-4 for "Initiating") and use the Indent task feature to create a summary task (e.g., Task 1 becomes a summary task). This visually distinguishes summary tasks from their subtasks and allows for better navigation within the project.

2. **Continue Indenting**: Repeat the process for other task categories such as planning, executing, controlling, and closing, enabling a clear structure that is easily manageable.

Numbering Tasks

To enhance clarity, you can utilize automatic WBS numbering in Project 2010:

1. **Display Outline Numbers**: Activate the Outline Number feature under the Format tab to show task hierarchy numerically.

2. **Project Summary Task**: Enable the Project Summary checkbox to create a top-level overview, which can help in presenting the overall structure of the project effectively.

Conclusion

By following the outlined steps, users can efficiently navigate Project 2010 to create a structured, hierarchical, and detailed project plan. Understanding these processes facilitates better scope and project management, ultimately ensuring that the project remains on track and aligned with its initial goals.

For a hands-on approach, users are encouraged to engage with the practical exercises in Microsoft Project, creating their own WBS and refining project details for improved management outcomes.

Section	Key Points
Overview of Project Scope Management	Defining project work is crucial; involves creating a project file, establishing the project scope, and formulating a WBS. Setting a baseline is important for tracking performance.
Creating a New Project File	Open a Blank Project in Project 2010. Set Project Information including start date. Input Advanced Properties like Title and Author.

Section	Key Points
Developing a Work Breakdown Structure (WBS)	List tasks organized by project management process groups. Organize tasks to reflect hierarchy within the project.
Creating Summary Tasks	Indent subtasks to create summary tasks for better navigation. Continue this for all task categories to maintain clear structure.
Numbering Tasks	Activate Outline Numbers to display task hierarchy. Enable the Project Summary checkbox for top-level structure overview.
Conclusion	Users can navigate Project 2010 to create a detailed project plan; practical exercises improve scope management and project outcomes.

Critical Thinking

Key Point: Developing a Work Breakdown Structure (WBS) is crucial for effective project planning.

Critical Interpretation: Imagine embarking on a significant life project, perhaps starting a new business or pursuing a degree. Just like crafting a Work Breakdown Structure, you would begin by breaking your grand vision into smaller, manageable tasks—defining each step clearly. This method not only clarifies your path forward but gives you a sense of accomplishment as you complete each task. By organizing your goals hierarchically, you can prioritize what needs to be done first, ensuring that you stay on track and remain aligned with your ultimate objective. This structured approach instills confidence, transforms overwhelm into actionable steps, and propels you toward success, reminding you that every great achievement begins with a well-thought-out plan.

Chapter 11 Summary: Project Time Management

Chapter Summary: Project Management with Microsoft Project 2010

This chapter provides a comprehensive guide to managing project files using Microsoft Project 2010, emphasizing the importance of effectively tracking performance against a project baseline, managing time, and establishing task dependencies to ensure project success.

Saving Project Files with or without a Baseline

Project management relies heavily on tracking performance against a predetermined baseline—an approved plan outlining expected tasks and timelines. Unlike earlier versions, Project 2010 defaults to saving files without a baseline. Thus, during the development of the Project Tracking Database, users should save their files without a baseline, setting the stage for future performance comparisons once the base is established. To save a file without a baseline, users can simply specify a filename and choose the save location.

After saving the project file, users learn to manage time effectively, which is critical for tracking progress and ensuring timely completion.

Project Time Management
A key feature of Project 2010 is its time management capabilities. Users must input durations for tasks and establish their scheduling structure. Task dependencies must also be defined to facilitate automatic schedule adjustments and critical path analysis.

Manual vs. Automatic Scheduling:

In Project 2010, a significant distinction is made between manual and automatic scheduling. Tasks can be set to automatically assign durations of one day and generate start and finish dates, or they can be manually scheduled by the user, which offers more control but requires additional effort to manage tasks. This flexibility enables project managers to adapt as project parameters evolve.

Entering Task Durations
When entering task durations, users must define each task's duration using various time symbols (e.g., d for days, w for weeks). A milestone can be created by setting a task's duration to zero. If a due date is certain, users have the option to manually input specific start and finish dates instead of estimated durations.

Additionally, Project 2010 allows for the creation of recurring tasks—like weekly meetings—through a straightforward dialog interface, further

optimizing time management.

As users create task durations within their project file, it's crucial to ensure that summary tasks remain free of direct duration entries, as they automatically calculate based on their subtasks.

Establishing Task Dependencies
For a well-functioning project plan, establishing the relationships between tasks is essential. Users can create task dependencies through three main methods: using the Link Tasks button, entering predecessors manually in the Entry table, or dragging Gantt chart symbols to connect tasks visually.

These dependencies help refine scheduling and improve critical path management—making it clear which tasks must be completed on time to keep the project on track.

Changing Task Dependency Types and Adding Lead or Lag Time
In instances where tasks won't logically fit a standard finish-to-start relationship, Project 2010 allows users to explore other dependency types, such as finish-to-finish or start-to-start. Adding lead time can overlap tasks, effectively compressing project schedules, while lag time introduces delays between dependent tasks.

Users are encouraged to adjust their project schedules to reflect realistic

timelines, especially before critical milestones by adding lead or lag times as necessary.

Gantt Charts and Network Diagrams

Gantt charts in Project 2010 serve as a visual representation of the project timeline, showcasing tasks and their dependencies. Users can format Gantt charts to highlight critical tasks in red, making them more visible.

Meanwhile, network diagrams provide an alternative view of project scheduling, organizing tasks in a flowchart style. Tasks on the critical path are identifiable in red, helping to guide project managers in strategizing and resource allocation.

Critical Path Analysis

Understanding the critical path—the sequence of crucial tasks that determines the shortest completion time—is vital for maintaining project timelines. Features like the Schedule table and Critical Tasks report enable users to analyze and monitor critical tasks closely to avoid delays.

In summary, managing a project in Microsoft Project 2010 involves a systematic approach to saving files, entering task details, establishing dependencies, and utilizing Gantt charts and network diagrams to ensure that schedules remain on track while adapting to changes as necessary.

Section	Key Points
Chapter Summary	Guide to managing project files in Microsoft Project 2010, focusing on tracking performance, time management, and task dependencies.
Saving Project Files	Save files without a baseline for performance tracking; specify filename and location.
Project Time Management	Input task durations and define dependencies for scheduling and critical path analysis.
Manual vs. Automatic Scheduling	Tasks can be automatically assigned durations or manually managed for more control.
Entering Task Durations	Define durations using time symbols and create milestones; avoid direct entries in summary tasks.
Establishing Task Dependencies	Create dependencies using Link Tasks, manual entry, or Gantt chart methods to enhance scheduling.
Changing Dependency Types	Explore dependency types like finish-to-finish and add lead or lag time for realistic scheduling.
Gantt Charts & Network Diagrams	Gantt charts visually represent tasks; network diagrams organize in flowchart style, highlighting critical paths.
Critical Path Analysis	Identify the critical path to ensure timely project completion; use tools to monitor critical tasks.
Conclusion	Manage a project systematically in MS Project 2010 by saving files, entering details, establishing dependencies, and visualizing schedules.

Critical Thinking

Key Point: The importance of establishing task dependencies

Critical Interpretation: Understanding the relationships between tasks is not just vital in project management; it can inspire you to analyze how your own life's objectives connect. By recognizing that some goals depend on the completion of others, you can prioritize effectively and allocate your time and resources better. This knowledge encourages you to see the bigger picture of your endeavors, urging you to establish clear steps and interdependencies in your journey, ensuring that every action you take leads you closer to your ultimate aspirations.

Chapter 12: Project Cost Management

Chapter Summary: Microsoft Project 2010 Cost Management and Resource Assignment

In this chapter, we focus on the management of costs and resources within Microsoft Project 2010, building upon the foundation established in earlier sections where task durations were set and dependencies were defined. With the context laid, we can now transition to cost management features that many users often overlook in favor of more established software solutions.

The chapter begins by guiding users to generate a **Critical Tasks report**, essential for visualizing project bottlenecks. Upon closing this report, users are reminded to save their work, ensuring a streamlined workflow as they proceed to the next segment focused on **cost management**.

Entering Cost Information

Users are introduced to the concept of differentiating between **fixed and variable costs**—a vital part of budgeting. While fixed costs remain constant regardless of acts, variable costs fluctuate based on resource usage.

Human resources typically constitute a significant portion of project costs, making accurate entry and tracking crucial.

Fixed and Variable Cost Estimates

To manage costs effectively:

1. Users are directed to the **Cost table** to input fixed costs for each task, which can also reflect per-use costs for materials.
2. The next step elaborates on entering **human resource costs**. By defining each resource within the **Resource Sheet**, users gain insights into resource allocation, identifying underutilized personnel who could be reassigned to optimize project timelines.

The chapter introduces a cast of characters for illustration: Kathy (Project Manager), John (Business Analyst), Mary (Database Analyst), and Chris (Intern), each with specified rates. These resources are systematically entered into the Resource Sheet to facilitate tracking and management.

Assigning Resources

Once resource details are inputted, users learn to assign these resources to tasks using various methods:

1. **Entry Table Method**: Users select tasks and assign resources via dropdowns in the Resource Names column, familiarizing themselves with real-time updates in costs and durations in their project schedule.

2. **Resource Tab Method**: Through a dedicated dialog, users can assign tasks and view implications on durations and overall costs.

3. **Split Window Method**: This approach offers dual visibility of resource assignments alongside cost impacts, adhering to best practices for resource management.

Reviewing Cost Information

After assigning costs and resources, users are guided to review **cost information**, employing multiple views—cost tables and reports that provide insights into overall project expenditures. The **Cash Flow report** delivers a financial overview, while the **Project Summary report** captures essential project metrics like baseline dates and costs.

Establishing a Baseline Plan

The concept of a **baseline plan** is critical. Users learn that after finalizing task inputs, they must establish a baseline for performance tracking. A backup file is recommended to keep the original plan intact for future

comparisons.

Tracking Actual Costs and Time

With a baseline set, users are now prepared to enter actual costs and timelines as the project progresses. This involves marking completed tasks, entering actual start and finish dates, and assessing variances to maintain alignment with project goals.

Earned Value Management (EVM)

The chapter concludes with an introduction to **Earned Value Management**, a technique for measuring real-time project performance against the baseline. Users are instructed to utilize visual reports to gauge performance through key metrics like **Schedule Variance (SV)** and **Cost Variance (CV)**.

Conclusion

In sum, this chapter emphasizes the practical applications of cost management and resource assignment in Project 2010, equipping users with the tools necessary to both track and manage project costs effectively, ultimately guiding them toward successful project completion. It prepares them for deeper exploration into human resource management features in

subsequent sections, ensuring a comprehensive understanding of project dynamics.

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Chapter 13 Summary: Project Human Resource Management

In the chapter on Project Human Resource Management, the focus is on effectively managing resources within Microsoft Project 2010, particularly through features like resource calendars, histograms, resource leveling, and the new Team Planner feature.

Resource Calendars: Initially, you learned to use the standard Project 2010 calendar, which is set for typical working hours, but this can be adapted to fit specific project needs. You can create a custom calendar by accessing the "Change Working Time" dialog from the Project tab. This allows you to define new working times and fiscal years. After creating a custom calendar, you can assign it either to the entire project or to individual resources, adjusting work schedules for things like vacation days to avoid conflicts in resource allocation.

Resource Histograms: A resource histogram visually represents the assignment of resources over time, highlighting whether individual resources are over- or under-allocated. You can generate these histograms using the Resource Graph view, which breaks down resource usage per individual. This tool helps project managers identify potential overallocations, such as when Kathy is shown working over her available capacity in June, allowing adjustments to be made to project schedules for

better workload balance.

Overallocation and Resource Usage: When reviewing resource usage, you might discover employees like Kathy and Mary are overloaded with work. The Resource Usage view allows you to see detailed daily work hours, helping you pinpoint specific days when overallocations occur. For example, if Kathy's hours exceed the expected total due to overlapping tasks, adjustments will need to be made.

Resource Leveling: To resolve these conflicts and ensure a more even distribution of resource workloads, the technique of resource leveling can be employed. This involves delaying tasks to alleviate overallocations. Users can access the Resource Leveling options to set the leveling criteria (such as "Hour by Hour") and apply it to smooth out the workload across resources. Notably, any adjustments can be undone if needed.

Using the New Team Planner Feature: A further enhancement in Project 2010 is the Team Planner feature, which provides a visual interface for resource management. For instance, if Brian is double-booked across two tasks, this view highlights such conflicts. Tasks can be easily reassigned by dragging them to different resources or time slots, simplifying the process of managing workloads and minimizing overallocation.

In conclusion, the chapter emphasizes the importance of employing various

resource management tools in Project 2010 to keep projects on track and ensure resources are utilized effectively. Understanding how to manipulate calendars, interpret histograms, level resources, and use the Team Planner will enhance any project manager's ability to navigate the complexities inherent in human resource allocation within projects.

Topic	Description
Resource Calendars	Utilizes standard and custom calendars in Project 2010 to manage specific project hours and working times, adapting for individual resources to avoid conflicts such as vacation days.
Resource Histograms	Visual representation of resource allocation over time, helping identify potential overallocation issues for individual resources, facilitating adjustments in project scheduling.
Overallocation and Resource Usage	Detailed tracking of resource work hours to identify overwork situations, allowing project managers to pinpoint specific days of overload for adjustments.
Resource Leveling	A technique to resolve overallocations by delaying tasks and smoothing workload distribution across resources, with options to undo changes if necessary.
Team Planner Feature	A visual tool for managing resources that helps identify conflicts and allows for easy reassignment of tasks to manage workloads effectively and reduce overallocation.
Conclusion	The chapter reinforces the necessity of using Project 2010's tools for effective resource management, emphasizing their role in keeping projects on track and ensuring effective resource utilization.

Critical Thinking

Key Point: Resource Leveling

Critical Interpretation: Imagine a world where your workload feels manageable, not overwhelming. The concept of resource leveling not only applies to project management; it resonates deeply in your personal life too. Just as in a project where tasks are adjusted to prevent overloading, you can take a step back and evaluate your own commitments. By balancing your responsibilities, scheduling breaks, and redistributing tasks—whether at work, home, or in social settings—you can maintain a sustainable pace and ensure that you're not stretched too thin. This way, you invest not just in productivity but also in your well-being, demonstrating that a thoughtful approach to managing your resources—your time and energy—can lead to a more harmonious and fulfilling life.

Chapter 14 Summary: Project Communications Management

In this chapter, we delve into the capabilities of Microsoft Project 2010, specifically focusing on enhancing project communications management. Having previously learned how to manage resources within Project 2010—such as adjusting resource calendars and resource leveling—this section prepares you to effectively communicate project information.

Project Communications Management

Microsoft Project 2010 serves as a robust tool for generating, collecting, disseminating, storing, and reporting on project information. It offers a wide array of features including tables, views, and reports that facilitate communication among stakeholders. This chapter outlines the essential reports and views that project managers can utilize to maintain a clear understanding of project status and progress.

1. **Common Reports and Views**:

   - Project 2010 provides various reports tailored for different management levels. For instance, Overview Reports summarize high-level project information for executives, while Current Activities Reports help managers

monitor ongoing tasks. Specific reports are available to highlight unstarted or delayed tasks, as well as budget-related insights, enabling project managers to swiftly identify areas of concern and address potential issues.

   - A comprehensive summary table (Table A-5) illustrates the function of various Project 2010 features, including Gantt Charts for visualizing task progress, Network Diagrams for understanding task dependencies, and Cost Reports for managing project finances.

2. **Using Templates and Hyperlinks**

   - To streamline project management, using templates is highly beneficial. Organizations often maintain a library of standard templates that can be adapted for specific projects. Project 2010 includes built-in templates, and additional options are available online through Office.com.
   - Users can create their own templates easily by saving a project file under the .mpt format. Tailoring these templates is key to addressing the unique aspects of each project.
   - Inserting hyperlinks to other documents (such as meeting agendas or project charters) within Project 2010 improves coordination and accessibility of project materials. The chapter guides you through the process of embedding hyperlinks and adding notes to tasks, thereby enhancing clarity and communication.

3. **Inserting Notes and Comments**:

- Adding descriptive notes to tasks within Project 2010 allows users to provide context or additional information about specific activities. For example, entering notes for the 'Charter signed' task can detail the collaborative process behind the project charter, ensuring that all contributors are aware of its background when reviewing the project.

In conclusion, by leveraging the features of Microsoft Project 2010 effectively—such as reports, templates, hyperlinks, and notes—project managers can significantly enhance communication within their teams and optimize project management practices. This chapter underscores the importance of effective communication in ensuring project success and demonstrates how technology can facilitate this process.

Section	Description
Project Communications Management	Focus on using Microsoft Project 2010 to enhance project communications management.
Common Reports and Views	Overview Reports for executives, Current Activities Reports for task monitoring, highlight unstarted or delayed tasks and budget-related insights; illustrated with a summary table of features like Gantt Charts and Network Diagrams.
Using Templates and Hyperlinks	Benefits of using standard templates from a library or creating custom templates (.mpt format); inserting hyperlinks for improved coordination and accessibility among project materials.
Inserting Notes and Comments	Adding descriptive notes to tasks for context and additional information, helping team members understand task backgrounds.

Section	Description
Conclusion	Leveraging Microsoft Project 2010 features for improved communication and project management success; emphasizes the role of technology in facilitating effective communication.

Critical Thinking

Key Point: The Importance of Effective Communication in Project Management

Critical Interpretation: Imagine standing in a room filled with colleagues, each with their own ideas and perspectives on a project. In that moment, you realize that achieving your shared goals hinges on effective communication. By utilizing tools like Microsoft Project 2010, which offers various report features and opportunities to insert notes and hyperlinks, you can ensure that every team member is on the same page. This chapter inspires you to actively foster open lines of communication, transforming potential misunderstandings into a collaborative symphony of ideas, ultimately enabling you to navigate the complexities of any endeavor with clarity and confidence.

Chapter 15 Summary: Exercises

Summary of Microsoft Project 2010 Application

Introduction to Project 2010

Microsoft Project 2010 offers enhanced features and functionalities that set it apart from its predecessors, including improved user interfaces, better collaboration tools, and more effective ways to manage tasks and resources. The introduction of tools like Team Planner and updated reporting features helps users streamline their project management processes.

Creating a Work Breakdown Structure (WBS)

To establish a clear project structure, users can create a Work Breakdown Structure (WBS) hierarchy within Project 2010. This involves defining primary deliverables and breaking them down into smaller, manageable tasks. The software offers visual tools to help organize tasks hierarchically, ensuring a clear flow and representation of the project scope.

Time Management Features

Project 2010 also aids in effective time management. Users can enter durations for tasks, link them to depict sequential relationships, and employ the Gantt chart view to visualize project schedules. The software highlights critical paths, helping project managers understand the timeline and

prioritize tasks that are essential for timely project completion.

Cost Management Capabilities
In terms of cost management, Project 2010 enables users to track expenses and manage budgets effectively. Users can enter fixed costs in the table view and assign resources to specific tasks. The program can also generate earned value information, providing insights into budget performance and helping managers to keep projects financially on course.

Resource Management
With Project 2010, users can adjust resource calendars, view histograms, and level resources to manage workloads effectively. The new Team Planner feature allows for a visual representation of resource allocation, making it easier to see who is working on what and how tasks overlap.

Communication Tools
Project 2010 facilitates effective communication by allowing users to link to external files and share project updates within the application. Users can also access templates for various project types, ensuring they start with a solid foundation tailored to their specific needs.

Practical Exercises for Mastery
To deepen understanding, users are encouraged to practice using Project 2010 through a series of exercises. These include homework assignments

focused on creating a project plan, developing specific project elements, and tracking progress. Exercises cover project examples like website development, software training programs, and project tracking databases.

Exercise Examples

1. **Website Development Project**: Create a WBS, enter realistic durations, assign resources, and manage project schedules within the software.

2. **Software Training Program**: Manage tasks relating to vendor selection, course offerings, and employee training sessions.

3. **Project Tracking Database**: Build and enhance a database to manage and track project information for historical records.

Real Project Application

For those involved in ongoing projects, it's beneficial to apply the concepts learned in Project 2010 directly to real-life scenarios. Users are encouraged to set up their project files, manage WBS, track progress, and document their experiences in using the software, fostering an environment of continuous improvement and learning.

Conclusion

Microsoft Project 2010 serves as a comprehensive tool for project management, encompassing essential features that support planning, execution, and tracking of projects. By utilizing its advanced functionalities,

users can enhance their skills in project management and ensure successful project delivery. The exercises provided reinforce these skills, ensuring mastery of the application through practical, hands-on experience.

Chapter 16: What Is PMP Certification?

Appendix B Summary: Advice for the Project Management Professional (PMP) Exam and Related Certifications

Introduction to Project Management Certification Programs
This appendix offers guidance on project management certification programs, focusing on the Project Management Professional (PMP) certification by the Project Management Institute (PMI) and CompTIA's Project certifications. It covers the structure and content of these exams, preparation tips, sample questions, and information on related certifications.

What is PMP Certification?
PMP certification, offered by the PMI, has seen rapid growth, with PMPs now present in over 120 countries. PMI is a prominent association for project management, and its certification is recognized globally. To earn PMP certification, candidates must demonstrate relevant education and experience, pass a rigorous exam, adhere to a code of conduct, and fulfill continuing education requirements.

Companies increasingly prefer PMP-certified professionals, as exemplified by Microsoft choosing PMP certification for its project managers due to its wide recognition. The credential aids career mobility, especially in global

organizations, highlighting its relevance in both stable and fluctuating job markets.

In addition to PMP certification, PMI offers other credentials like the Certified Associate in Project Management (CAPM), PMI Scheduling Professional (PMI-SP), PMI Risk Management Professional (PMI-RMP), and Program Management Professional (PgMP). CAPM certification serves as a preparatory step toward PMP certification.

Requirements for Earning and Maintaining PMP Certification
To qualify for the PMP exam, candidates must:

1. **Document project management experience** (4,500 hours with a bachelor's degree or 7,500 hours without one) within the past eight years.
2. **Complete 35 hours of project management education** covering essential areas like quality, scope, time, cost, resources, communication, risk, procurement, and integration management.
3. **Agree to PMI's Code of Ethics** and professional conduct.

4. **Pay the exam fee** ($405 for members, $555 for non-members).

Once certified, PMPs must earn 60 Professional Development Units (PDUs) over three years to maintain their status, along with a recertification fee.

Structure and Content of the PMP Exam

The PMP exam consists of 200 multiple-choice questions, with 175 being scored. Questions cover five process groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing, as outlined in PMI's PMBOK® Guide.

Be familiar with three types of exam questions:
1. **Conceptual Questions**: Test knowledge of key project management terms and concepts.
2. **Application Questions**: Require practical application of techniques to hypothetical scenarios.
3. **Evaluative Questions**: Present scenarios for analysis and require a judgement-based response.

Preparation Strategies for the PMP Exam

Preparing for the PMP exam involves understanding personal learning styles, identifying feasible study resources, and understanding PMI's terminology. Resources can range from courses to books, including free options available online.

Key preparation questions include assessing your test-taking abilities, confidence levels, and financial investments in study materials. Engaging in networking opportunities with other project management professionals can

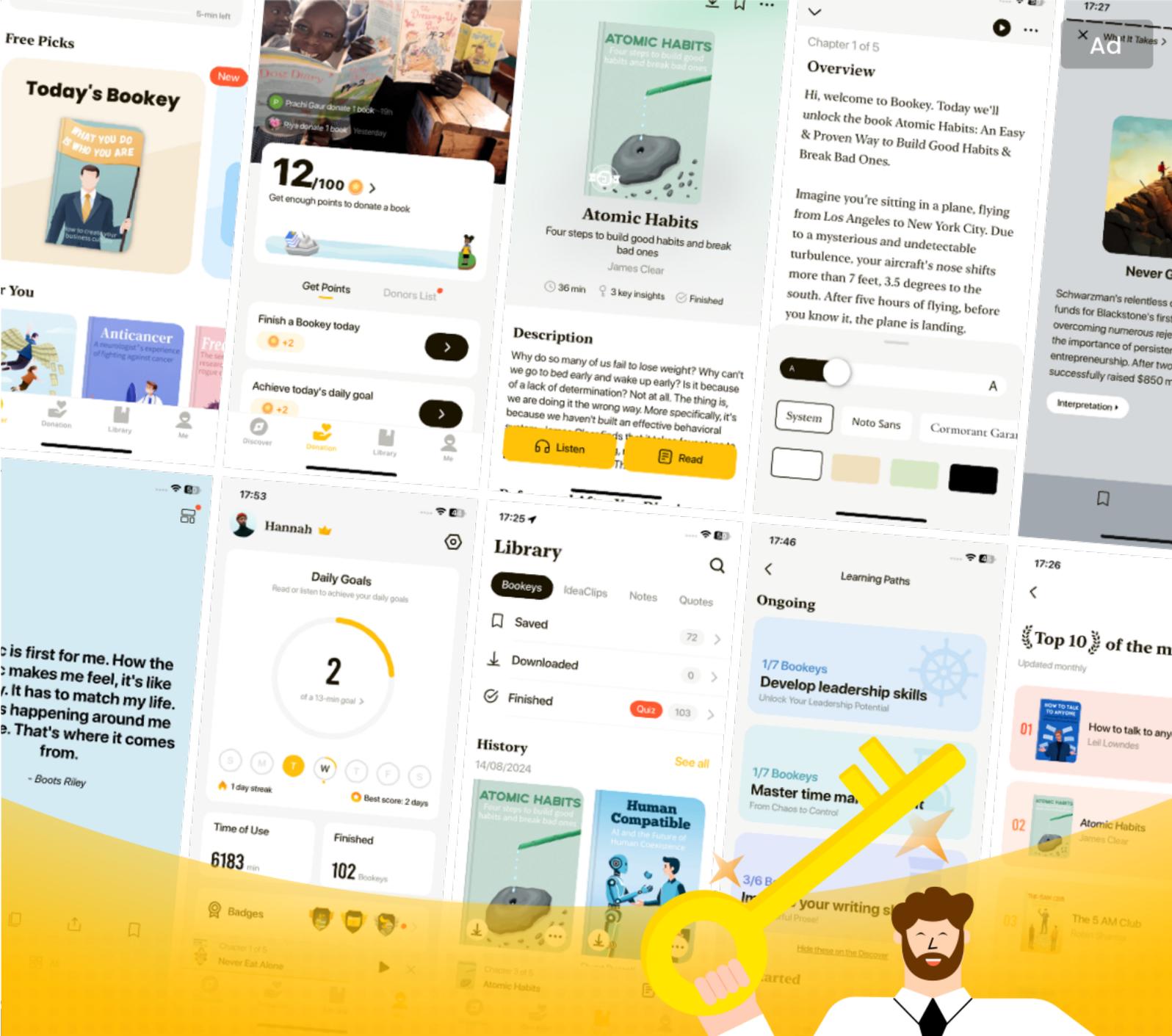also enhance learning and provide support.

Exam-Taking Strategies

To maximize chances of success, consider these strategies during the exam:

1. Use the initial tutorial to familiarize yourself with the test interface.

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Chapter 17 Summary: What Is Project+ Certification?

Chapter Summary

Chapter 16: Ethical Dilemma in Project Management

In the context of a government project with stringent compliance requirements, a team member is found tampering with a piece of foreign-made equipment, contrary to contract stipulations mandating U.S. manufacturing. Faced with this ethical dilemma, the protagonist must decide their course of action. Options range from reporting the violation immediately, discussing the issue with the project manager, or seeking employment elsewhere. This scenario highlights the critical importance of ethics and accountability in project management, as well as the potential consequences of deviating from established guidelines.

Chapter 17: Integrated Change Control Process Outputs

The integrated change control process is vital for maintaining project integrity amidst changes. Key outputs include updates to the project management plan, project document updates, and change request status updates. Understanding which elements are outputs of this process is crucial for effective project governance and ensuring that all stakeholders are

aligned throughout the project lifecycle.

Chapter 18: Understanding Contract Prices

In contractual agreements, understanding pricing structures is essential. For example, given a ceiling price of $1.25 million and a target cost of $1 million with a government share stipulating 75%, the point of total assumption becomes critical for cost analysis. This knowledge enables project managers to navigate financial expectations and risk sharing effectively, ensuring that budgetary constraints are respected while fulfilling contract obligations.

Chapter 19: Project Procurement Management Processes

Involving aspects of obtaining quotes, bids, and offers, procurement management is a fundamental process in project management. It encompasses various steps from planning procurements to conducting and administering them. A clear understanding of these processes is essential for acquiring necessary resources while ensuring that all procurement activities align with project objectives and compliance standards.

Chapter 20: Managing Project Teams

Leadership styles significantly impact team dynamics. A boss who perceives

team members as inherently unmotivated and requires control (known as Theory X) may create a restrictive environment. This approach contrasts with more positive management theories such as Theory Y, which assumes that individuals are diligent and motivated when provided with appropriate conditions. Understanding these theories helps project managers foster healthier team interactions and employee engagement.

Project+ Certification Overview

Introduced by the Computing Technology Industry Association (CompTIA) in 2001, the Project+ certification validates essential project management skills and encompasses the entire project lifecycle. The certification is accessible, requiring no prerequisites, and is designed for those who want to demonstrate their abilities efficiently. With costs and testing details laid out, it is crucial for aspiring project managers to understand how this certification supports their professional advancement and complements other qualifications in their careers.

Requirements for Project+ Certification

To attain the Project+ certification, candidates are encouraged (but not required) to have 2,000 hours of project management experience. The certification process includes a straightforward exam with no expiration, making it an attractive option for individuals seeking to validate their project

management competencies. The certification also offers potential college credits, linking practical experience to academic advancement.

Exam Breakdown and Preparation

Candidates for the Project+ exam should be prepared for 80 questions covering various domains of project management, such as initiation, planning, execution, control, and closure. Review opportunities and sample questions available on CompTIA's website assist candidates in grasping the exam's demands. This preparation ensures that individuals can demonstrate their project management capabilities effectively.

Overall, this collection of chapters emphasizes the critical aspects of project management including ethics, change control, procurement, leadership styles, and obtainable certifications while promoting best practices that all project managers should understand to succeed in their roles.

Critical Thinking

Key Point: Understanding the Integrated Change Control Process

Critical Interpretation: Embracing the integrated change control process in your life is a powerful reminder of the importance of adaptability and alignment amidst change. Just like in project management, where updates to plans and documents are crucial for maintaining project integrity, in your personal and professional spheres, being open to change and understanding its implications can lead to more coherent and effective outcomes. This approach inspires you to remain flexible and proactive, ensuring that you not only navigate challenges gracefully but also communicate effectively with those around you, aligning everyone's efforts towards a common goal.

Chapter 18 Summary: What Other Exams or Certifications Related to Project Management Are Available?

The content provided consists of various sections related to project management that highlight key concepts concerning vendor relationships, stakeholder involvement, requirements management techniques, lessons learned, project audits, and available certifications in the field of project management.

Understanding Vendor Delay Requests

In project management, there are legitimate reasons a vendor might request a delay in delivering products. Two of the most viable reasons include:

1. **Underestimation of Time**: The vendor may have initially underestimated the time required for production and delivery.

2. **Quality Improvement**: The vendor might seek additional time to enhance the product quality, which can ultimately benefit both the project and the end user.

Engaging Stakeholders in Change Control

Stakeholders play a crucial role in the change control process during IT projects. Their involvement should occur **throughout the project life cycle** rather than waiting for specific milestones or submissions. This proactive

approach helps ensure that all perspectives are considered, leading to more effective decision-making and adjustment to changes.

Techniques for Managing Requirements

Managing requirements is an essential aspect of project management, and several techniques can be employed to facilitate this process:

1. **Prototyping**: Creating preliminary versions of the product to clarify requirements.
2. **Use Case Modeling**: Representing system functionality through user interactions to gather precise requirements.
3. **Joint Application Development (JAD)**: A collaborative approach where stakeholders come together to discuss and define requirements.

Organizing Project Knowledge

Effective project management involves maintaining clear documentation of the project's history, successes, and failures. Key activities associated with this include:

- **Lessons Learned**: Documenting what went right or wrong during the project.
- **Project Audits**: Regularly reviewing project progress and outcomes to identify issues and improvements.
- **Project Archives**: Ensuring a comprehensive history is kept, which can inform future projects.

Certifications in Project Management

As project management continues to evolve, many organizations have developed certifications to validate a project manager's skills. Notable certifications include:

- **Microsoft Certifications** for proficiency in Microsoft Project tools, establishing competency in both project management and information technology.
- **International Project Management Association (IPMA)** certifications, which are structured into four levels from Project Director to Project Management Associate based on specific responsibilities.
- **Certified IT Project Manager (CITPM)**, developed in Singapore, reflects the collaboration between several organizations to legitimize IT project management credentials.
- Additional PMI certifications like the **Certified Associate in Project Management (CAPM)** and **Program Management Professional (PgMP)** cater to different aspects of project management expertise.

Moreover, many educational institutions and training programs now offer project management courses and degrees, highlighting the growing importance of structured knowledge in this field.

By understanding these essential components and the wider certification landscape, project managers can enhance their professional competencies and ensure successful project outcomes.

Critical Thinking

Key Point: Engaging Stakeholders in Change Control

Critical Interpretation: Imagine you are embarking on a new venture, perhaps a personal project or a career switch. Embracing the idea of engaging stakeholders throughout this journey empowers you to include diverse perspectives, leading to more informed and robust decisions. As you actively involve friends, mentors, or colleagues in your planning and execution phases, their insights can help you navigate challenges more effectively. This not only enhances your project's outcomes but also fosters meaningful relationships and accountability, reminding you that collaboration is key to success in any endeavor.

Chapter 19 Summary: Exercises

In this discussion and exercise section, the focus is on project management certifications, primarily the Project Management Professional (PMP) certification and the Project exam, both of which have gained significant popularity in recent years due to the increasing demand for structured project management in various industries. This growth can be attributed to the recognition of project management as a crucial skill set that enhances the likelihood of project success, thus making certification a valuable asset for professionals.

To take the PMP exam, candidates must fulfill certain eligibility criteria, including relevant project management experience and educational qualifications. The exam is comprehensive, assessing knowledge across various project management processes and methodologies. To maintain PMP certification, holders must earn Professional Development Units (PDUs) through continuous learning and professional engagement. The Project exam, offered by CompTIA, differs from the PMP exam in its focus and structure; candidates must also maintain their Project certification by completing specific requirements.

Understanding the nature of questions in these exams is essential. Conceptual, application, and evaluative questions require candidates to demonstrate varying levels of knowledge and reasoning. The PMP exam

emphasizes questions based on process groups such as Initiating, Planning, Executing, Monitoring and Controlling, and Closing. In contrast, the Project exam covers four domain areas that evaluate specific competencies in project management.

For those preparing for the PMP or Project exam, strategies such as familiarizing oneself with the exam format, utilizing study guides, and participating in study groups can be beneficial. Other certifications besides PMP and Project include Certified ScrumMaster (CSM), PRINCE2, and Agile Certified Practitioner (PMI-ACP), each offering different focuses and recognition in the field.

Exercises suggest practical engagement with the content, such as researching exam information from official websites, completing sample questions, and interviewing certified professionals to gain firsthand insights into the value and impact of project management certifications on career advancement. By actively exploring these components, candidates can better equip themselves for their certification journey and enhance their understanding of the project management discipline.

Chapter 20: End Notes

Summary of Sample Exam Answers and Resources

In this section, the answers to sample Project Management Professional (PMP) and Project+ exam questions are provided, enabling candidates to assess their knowledge in project management principles. Each question is listed with a corresponding letter denoting the correct answer, focusing on critical areas of the exams such as project planning, execution, monitoring, and stakeholder management.

For the PMP exam, the answers range from options c to d, emphasizing key competencies in managing projects efficiently. Notably, the categories of questions cover a variety of scenarios, reflecting real-world situations project managers may encounter. Similarly, the Project+ exam answers (from c to d) show an intersection of skills needed in broader project management contexts.

In addition to the sample answers, the document includes end notes referencing various resources related to project management certifications. These sources provide candidates with further reading materials, insights into industry trends such as the growing importance of PMP certification, and data on salary expectations tied to certification achievements.

Comprehensive resources from the Project Management Institute (PMI) and CompTIA highlight the significance of certifications in enhancing career prospects in project management, detailing the evolving landscape of certification programs aimed at both aspiring and established project managers.

By understanding the content and context laid out in this section, candidates can better prepare for their exams and recognize the importance of mastering project management principles, thereby enhancing their professional development in this essential field.

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Chapter 21 Summary: Additional Case 1: Green Computing Research Project

Appendix C: Additional Running Cases and Simulation Software

Introduction

This appendix aims to enhance project management skills through two additional running cases, alongside guidance on simulation software use. The first case pertains to various project management knowledge areas, while the second aligns with project management process groups. Additionally, Fissure's project management simulation software is introduced to facilitate learning. Further resources, including a previous case study on the Video Game Delivery Project, can be found on the companion website. Tasks in these cases utilize templates for better practice and are structured to reinforce the theoretical underpinnings discussed in previous chapters.

Additional Case 1: Green Computing Research Project

Part 1: Project Integration Management

In this scenario, you serve as a team member for We Are Big, Inc., a prominent global corporation with over 100,000 employees, aiming for environmental improvement while boosting profits. Under the Environmental Technologies Program, managed by Ian, the project titled Green Computing Research focuses on enhancing eco-friendly computing practices. The project, inspired by the CIO Ben, emphasizes resource efficiency, electronic waste management, telecommuting, and software development for green technologies. It is backed by a budget of $500,000 and spans six months.

Key tasks include researching green computing capabilities offered by major firms, creating a weighted decision matrix for project manager candidates, and preparing a financial business case for the initiative. A project charter and an integrated change control plan will also be devised, emphasizing adaptive strategies to handle change requests efficiently.

Part 2: Project Scope Management

You are now appointed project manager and tasked with assembling a proficient team. Ben's preference for internal talent paves the way for on-site selections, while remaining open to external hires for completeness. You'll conduct research reports for various green computing technologies and develop a consolidated final report proposing implementations. Project

documentation must include a requirements traceability matrix and a scope statement that specifies deliverables clearly.

Part 3: Project Time Management

In this phase, the project team forms to create a project schedule. You welcome Matt, Teresa, James, and Le. Each bring unique expertise in technology and collaboration, albeit facing initial adjustment challenges in team dynamics. You are tasked with estimating durations, setting dependencies, and proposing improvements to accommodate project goals within the six-month timeframe, including milestones that adhere to SMART criteria.

Part 4: Project Cost Management

You must establish a refined cost baseline for the project, with estimates particularly scrutinized for accuracy. This involves aligning initial labor costs with new developments, accounting for additional expenses such as a previously overlooked travel budget. By analyzing cost performance and variances using the earned value management techniques, you'll refine budget forecasts accordingly.

Part 5: Project Quality Management

The research team's detail-oriented approach must meet outlined quality standards. As project manager, you compile quality requirements to satisfy stakeholder expectations, notably Ben and the critical Ito. Implementing the

Seven Basic Tools of Quality will aid in maintaining high project standards.

Part 6: Project Human Resource Management

Five weeks into the project, the team meets in person for optimal collaboration. Knowing their interpersonal dynamics is vital; the proposed Meyers-Briggs assessment aids in understanding personality traits that can affect team interactions. Establishing responsibilities through a Responsibility Assignment Matrix (RACI) will delineate task ownership clearly while promoting effective teamwork.

Part 7: Project Communications Management

Communication challenges emerge as some team members revert to email instead of collaborative platforms like wikis. To address these concerns, you will create an issue log to track and resolve misunderstandings while discussing alternatives to enhance team cooperation.

Part 8: Project Risk Management

Given the difficulties encountered, risk management becomes paramount. A risk register will document potential risks (both positive and negative) while a probability/impact matrix quantifies risks, allowing for strategic response planning to mitigate negative impact and leverage opportunities.

Part 9: Project Procurement Management

As the project progresses, additional funds are approved to enhance support

and offset previous challenges with external consultants. The decision to replace a team member with a consulting firm reflects a pivot towards maintaining quality outputs, underscoring the adaptability required in project management.

This comprehensive case illustrates the complexities of a project that intersects environmental goals with business efficiency, demonstrating the multifaceted nature of project management in a corporate context.

Critical Thinking

Key Point: Adaptability in Project Management

Critical Interpretation: This chapter emphasizes the importance of adaptability in project management, which can inspire you to embrace change and flexibility in your own life. Just like a project manager must adjust their plans and strategies based on unforeseen challenges and opportunities, you can encourage yourself to remain open-minded and resilient when facing life's unpredictability. Whether it's in your career, personal relationships, or personal goals, being adaptable allows you to navigate through obstacles and seize new chances for growth and success. This mindset not only enhances your problem-solving capabilities but also fosters a positive outlook, enabling you to thrive in varying circumstances.

Chapter 22 Summary: Additional Case 2: Project Management Videos Project

Summary of Chapters on Project Management Video Project

Introduction to the Project

In the project management class, students are tasked with creating a collection of video clips that exemplify project management concepts. These clips will be drawn from movies and TV shows that effectively illustrate planning, execution, scope management, and motivation techniques. Each clip will be accompanied by a summary, discussion questions, and answers, all intended to be educational in nature.

Contracting with Anne's Consulting Firm

To replace James's contribution, a contract is drafted with Anne's consulting firm for three months of work. Anne will personally engage on a half-time basis at a rate of $200/hour, overseeing other consultants who will contribute up to 100 hours at $150/hour. Anne will visit monthly for meetings, ensuring close collaboration. Importantly, all work produced under this contract will belong exclusively to the company, further defining the nature

of ownership and copyright.

Report Organization and Lessons Learned

Deb, the editor for the project, requires a structured final research report. An executive summary along with a detailed table of contents will be prepared to streamline this effort, summarizing key findings. A lessons-learned report will also be created using a provided template, collecting insights gained from the project's management to improve future initiatives.

Research and Planning Tasks

In the initiation phase, students extensively research video clips that relate to project management concepts, utilizing online resources like YouTube and IMDb. They compile observations into a report while ensuring all references are cited appropriately. This phase also involves learning video editing skills, researching software and hardware necessary for creating educational clips, and drafting initial agreements such as a team contract and a project charter detailing hours worked and resources needed.

Scope and Work Breakdown Structure (WBS)

As the project transitions into planning, a comprehensive scope statement will clarify deliverables and video resources required. Following the scope

development, a Work Breakdown Structure will be drafted to delineate tasks and responsibilities, ensuring all team members understand their roles and contributions.

Cost Estimates and Scheduling

Cost estimation will consider hours necessary for project tasks, calculated at $10 per hour for labor. A Gantt chart and a network diagram will be developed using project management software to visualize timelines and dependencies, complementing the ongoing scheduling efforts. A quality checklist will also be established to guarantee project success.

Risk Management and Communication

A RACI chart will clarify roles across main tasks, while a communications management plan will outline how information is shared within the team and with stakeholders. A probability/impact matrix will identify risks associated with the project, listing at least ten potential obstacles to prepare the team for effective mitigation strategies.

Executing and Finalizing the Project

In the execution phase, students will compile video clips onto a single DVD, ensuring compatibility with the instructor's equipment. Written

documentation including summaries, discussion prompts, and suggested answers will be finalized to facilitate instructional use. Any changes required during this phase will be documented, with additional approvals sought as necessary.

Monitoring and Controlling

Throughout the project, activities will focus on monitoring progress against the plan, ensuring alignment with the established schedule, and controlling any deviations. Feedback mechanisms will also be set up to incorporate input from peers and the instructor, ensuring continuous improvement and adaptation during project execution.

In summary, this project's organized approach offers a comprehensive framework for understanding key elements of project management while fostering teamwork, creativity, and critical thinking among students.

Critical Thinking

Key Point: The importance of structured planning and scope management in project execution

Critical Interpretation: Imagine embarking on a new adventure without a map or a clear plan; the chances of getting lost are high. Similarly, this chapter emphasizes the value of structured planning and scope management in ensuring that your projects stay on track and achieve their goals. By clearly defining your objectives and breaking down your tasks, you set yourself up for success. This approach not only enhances your efficiency but also inspires confidence in your ability to manage complex challenges—whether in personal projects or in your career. Embracing structured planning can transform your everyday endeavors into organized steps towards achieving your dreams.

Chapter 23 Summary: Fissure Simulation Software

Chapter Summary: Project Management Tasks and Simulation

This chapter outlines essential tasks involved in managing a project effectively, focusing on quality assurance, project closure activities, and practical application through simulation exercises.

1. **Seven Basic Tools of Quality**

The chapter begins by introducing the Seven Basic Tools of Quality, which are vital for problem-solving within project management. These tools include:
- **Pareto Chart**

- **Flowchart**

- **Check Sheet**

- **Histogram**

- **Control Chart**

- **Scatter Diagram**

- **Cause-and-Effect Diagram**

To effectively utilize these tools, the chapter suggests selecting one (for example, the Pareto Chart) to create a visual representation that aids in identifying and prioritizing issues your project may face. The provided template (pareto_chart.xls) can assist in this process.

2. **Issue Log Creation**

An issue log is crucial for tracking problems as they arise during the project lifecycle. The chapter encourages using the issue_log.doc template to create and update this log, ensuring that any emerging issues are documented and addressed promptly. This fosters transparency and accountability within the team.

3. **Progress Review Preparation**

As the project progresses, it's important to reflect on accomplishments and challenges. This section stresses the importance of preparing for project reviews by documenting the actual hours spent on tasks compared to the

initial estimates outlined in the draft schedule. This helps gauge efficiency and effectiveness in project execution.

Part 5: Closing Activities

The closing phase of the project is detailed with specific tasks to ensure successful completion and review.

1. **Final Project Presentation**

A 20-minute presentation is to be prepared, summarizing the project's outcomes. The presentation should cover:
- Initial goals
- Planned vs. actual scope, timeline, and costs
- Challenges encountered
- Lessons learned
- Key products produced

Incorporating clips and discussion questions from the project enhances engagement and understanding.

2. **Final Project Report**

A comprehensive final report is essential. This report should include:

- A cover page

- Detailed table of contents

- Appendices containing all relevant documents and findings

Feedback from the instructor on necessary information helps shape the report to meet expectations.

3. **Feedback Collection**

Obtaining feedback is crucial for validating project completion. This includes retrieving customer acceptance through a template (client_acceptance.doc) and gathering impressions from classmates, ensuring a well-rounded review process.

4. **Communication with Authors**

If comfortable, students may share their experiences and provide a copy of the final report to the authors of the course material, fostering a connection with industry experts.

Fissure Simulation Software: Practical Application

The chapter shifts to practical project management skill enhancement using the Fissure simulation software, which is based on a hypothetical project

scenario. Students are encouraged to purchase and run this software independently or in teams.

Simulation Overview
- The simulation consists of an 11-week project featuring seven tasks and potential team members.
- Participants make decisions each week regarding staff assignments, meeting schedules, and training opportunities.
- Decisions affect project outcomes, and the simulation allows for an iterative learning process.

Instructions for Engagement
Students should run the simulation at least twice, documenting key decisions and outcomes during each run. The final report should encapsulate honest reflections on the experience, emphasizing specific decisions and their implications on project performance.

This chapter effectively marries theoretical knowledge with practical application, equipping students with the tools and experiences needed for proficient project management.