Wrap Up

Module 12

12-1

Instructor Notes

This module refers to page 65 in the Learning Log

Module 12 Timing

This module lasts for 1 hour 15 minutes, 15:30-16:45, on day 3. The agenda is:

Start	End	Length	Subject
15:30	16:00	30	Course Debrief
16:00	16:45	45	Setup and Conduct Exam

Summary of Documents:

The Case Study Book contains the following:

Case Study 12-1 Personal Action Plan

Learning Objectives

Now that you have completed the PMF course, you should be able to manage a project by:

- Using project management skills across IBM
- Applying the Seven Keys to Success™
- Building your project team
- Preparing a useful team charter
- Identifying and validating your project requirements
- Using change management to control requirements
- Preparing a PBS, WBS, and OBS
- Preparing a Risk Management Plan
- Establishing a project estimate
- Creating a project schedule
- Developing and managing project baselines
- Using project management tools to control project execution
- Preparing and executing a project closing

12-2

Review the course learning objectives

Point out the websites listed on page 69 of the learning log.

During the discussion and debrief in each module, be sure to bring up the following points which will appear on the final exam.

Module 2 – Team and Communication

The Team Development Life Cycle consists of four phases:
Form, Storm, Norm, Perform

Why does the project manager develop the project team?
Performance improvements

All of the following are true about the Seven Keys to Success ^{TM} except
Effective at all stages of the project
Many of the keys are interrelated, such as Stakeholders and Business Benefits
Identify and prioritize corrective actions
Replaces the need for WWPMM

Module 3 – Requirements and Stakeholders

The project charter is used to formally authorize a project. It also provides the following except
Gives the project existence
Defines the Project Definition Document
Contains the product description
Describes the Project Manager's authority

The project manager is interviewing stakeholders to determine needs, requirements and exclusions. Which of the following is true?
Documented requirements must be clear and concise, because they form the basis of project plans

Module 4 – Creating a WBS

Which of the following best shows who is working on what part of the project?
Responsibility Assignment Matrix

Module 5 – Risk

The project manager and team have completed analyzing the severity of the project's risks. What is the best risk response to use for low impact and low probability risks?
Acceptance

Which of the following is not true about risk management?
Prioritizing means determining which risks are important to mitigate
Risks are assessed continuously
The Project Management Knowledge Network (PMKN) is a source for identifying risks
Project manager always controls the contingency and management reserves

Risk Analysis involves which of the following?
Risk Rating Matrix

All of the following are used to identify risks except
Brainstorming
Root cause identification
Risk situational factors
Insurance

The team is putting together the risk plan, once approved then the plan should
Be reviewed only by the project sponsor
Contain response strategies for each risk
Be done only once and then frozen (during the Plan phase)
Always add time to work packages

Module 6 – Estimating

The project manager and the team are trying to produce an accurate cost estimate. What estimating method should they use?
Bottom-up estimating

A project manager does not control the budget for her project. In which type of organizational structure is she likely working?
Functional

During estimating, the project manager is trying to determine the amount of labor hours that will be needed to complete each task. The project manager is estimating
Effort

All of the following are advantages of a top-down estimate except
It is quick and easy to produce
It is less costly to produce
It is very accurate
Project details do not need to be known

Module 7 – Scheduling

Which of the following is an excellent tool for communicating with the sponsor or upper management?

Milestone chart

The project manager should establish cost, schedule, and scope baselines

When the scope, cost and schedule are approved by the stakeholders

You have just created a schedule baseline. Which of the following is true about activities on the critical path?

Float is zero

Module 8 – Change Management

Which of the following is the ultimate result of a change control system?

Approved/rejected changes

A key stakeholder has requested a change to the scope of the project. The project manager should

Analyze the impact of the request on the project

Module 9 – Executing and Controlling

SV is the schedule variance and is equal to EV-PV. If it is negative, that means the project is behind schedule.

CV is the cost variance and is equal to EV-AC. If it is positive, that means the project is under budget.

Which of the following is not a main cause of troubled projects?

Failure to reach an understanding of the requirements

Ineffective project startup

Failure to follow IBM internal processes and guidelines

Inability to solve technical problems

Which tool is used to report the health of a project?

Seven Keys Status Report

The project manager needs to collect metrics to

Enable the project manager to have a tool for measuring the progress of a project and communicate its status quantitatively

Module 11 - Closing

Project closeout should begin
> **On the first day of the project**

Personal Action Plan

Spend a few minutes thinking about what you have learned.

Complete the Project Management Personal Action Plan
- Identify your PM strengths
- Identify your PM weaknesses needing improvement
- Describe the steps you will to take to improve
- Describe how your supervisor / manager can help you improve

12-3

Document to use for this activity:

Case Study 12-1 Personal Action Plan

Give the participants 10 minutes to complete the personal action plan.

Reminders

Please watch for the IBM e-mail that will contain:

1. The Course and Instructor evaluations
2. The Course Completion Certificate Request

These are important to you and IBM.
Please give us your feedback.

12-4

Any Final Questions?

12-5

Test Protocol

- Use pencil - completely circle your choice for the correct answer

- Please remain seated until it is your turn at the grading desk ... one person at a time please ...

- Once you receive your results, please leave the room

- Clear everything off the desktops and remove all charts from the walls

- You may begin as soon as you receive your test and answer sheet.

Good Luck!

12-6