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If you are planning to get an **appreciation and develop understanding** of the subject matter, read the Notes (*First of the available files*).

Should you wish to **self-study and learn how to apply the technique**, consider purchasing both Notes and Slides when available.

Recommended Self-study steps:

- *Review Notes first.*
- *Use Slides as more focused study. Review Notes to clarify concepts.*
- *Review examples and carry out exercises presented.*

To train a group of people at your facility, visit our web sites to explore options and details: <http://nutek-us.com/wp-sem.html>

Nutek, Inc.

3829 Quarton Road, Suite 102

Bloomfield Hills, Michigan 48302, USA.

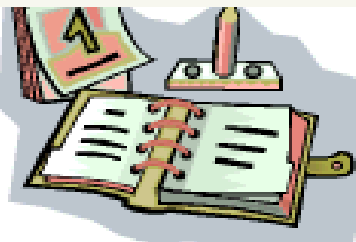
Tel: 1-248-540-4827, E-mail: Support@Nutek-us.com

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Seminar Handout - Preview Notes

Project Management - Principles and Practices



Instructor:

Ranjit K. Roy, Ph.D., P.E., PMP
Trainer and Consultant

Nutek, Inc.

Bloomfield Hills, Michigan 48302, USA.



Project Management

- Principles and Practices

Introduction and Content



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3829 Quarton Road, Suite 102, Bloomfield Hills, Michigan 48302, USA.
Tel: 1-248-540-4827, E-mail: Support@Nutek-us.com, Web site: <http://nutek-us.com>

Instructor's Background

Ranjit K. Roy, Ph.D., P.E., PMP, (Mechanical Engineering, president of **NUTEK, INC.**), is an internationally known consultant and trainer specializing in quality engineering. Dr. Roy has achieved recognition for his down-to-earth style of teaching of Taguchi's experimental design and other quality improvement techniques like Quality Operating Systems (QOS), Production Problem Solving, Project Management, etc.



Dr. Roy began his career with The Burroughs Corporation as a senior project engineer following the completion of graduate studies in engineering at the University of Missouri-Rolla in 1972. At General Motors Corp. (1976-1987) Dr. Roy assumed various engineering responsibilities, his last position being that of reliability manager. While at GM, he consulted on a large number of documented quality improvement projects of significant cost savings.

Dr. Roy established his own consulting company, Nutek, Inc. in 1987 and currently offers consulting, training, and application workshops on product and process design improvement. He is the author of the textbooks **A Primer On The Taguchi Method**, published by the Society of Manufacturing Engineers in Dearborn, Michigan, **Design of Experiments Using the Taguchi Approach: 16 Steps to Product and Process Improvement** published (January 2001) by John Wiley & Sons, New York, and of **Qualitek-4** software for design and analysis of Taguchi experiments. Dr. Roy is a fellow of the American Society for Quality and an adjunct professor at Oakland University, Rochester, Michigan. Dr. Roy is listed in the **Marquis Who's Who** in the world.

Contact: Tel: 248-540-4827 E-mail: rkr@Nutek-US.com

Project Management - Principles and Practices

Course Outline

In today's fast-paced business world, organizations that practice sound project management principles secure competitive advantage over those who rely on experience alone. Today, to get products and services to the market faster with a cost advantage, the projects must be time-based as well as cost-based. Project Managers who understand how to use the tools of Project Management are taking leadership roles in the constant drive toward operating improvement.

This comprehensive 4-day seminar is an in-depth and participative course providing project managers with the skills, knowledge and tools needed for project success. Seminar attendees learn the essential steps in setting up project plans, scheduling work, exercising appropriate control and monitoring progress to achieve desired project goals. Through class exercises and realistic simulations, attendees learn how the principles are put into practice. This course conforms to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide, 3rd Edition)* by Project Management Institute and reviews most materials included in the Project Management Professional (PMP) exam. The topics covered in this session are considered among the best practices in the field. Upon completion of this course, the participants return to their own organizations prepared to meet time, budget and performance objectives of their own projects.

Course discussions during the cover the following PMBOK® areas:

- Cost Management
- Scope Management
- Time Management
- Risk Management
- Communication Management
- Human Resource Management
- Procurement Management

Benefits from the Session:

The participant will learn the skills necessary for planning, scheduling, controlling and assessing risk in projects. Projects planned following the guidelines discussed in this course will reduce the time it takes to get a new team up-to-speed, making your organization realize the benefits of a team's synergy more quickly, develop better solutions, generate more innovative ideas, and secure greater buy-in. By attending this session, you will develop working knowledge to calculate project duration and express it in terms of confidence intervals using *critical path method* and PERT.

Who should attend this seminar/workshop?

- Managers and executives responsible for diverse projects
- Anyone seeking a structured project management method
- Project managers currently experiencing difficulty keeping projects on track
- Support function managers and supervisors who want a better understanding of the project management process
- Individuals who want to prepare themselves for a project management exam



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| | |
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| - | |
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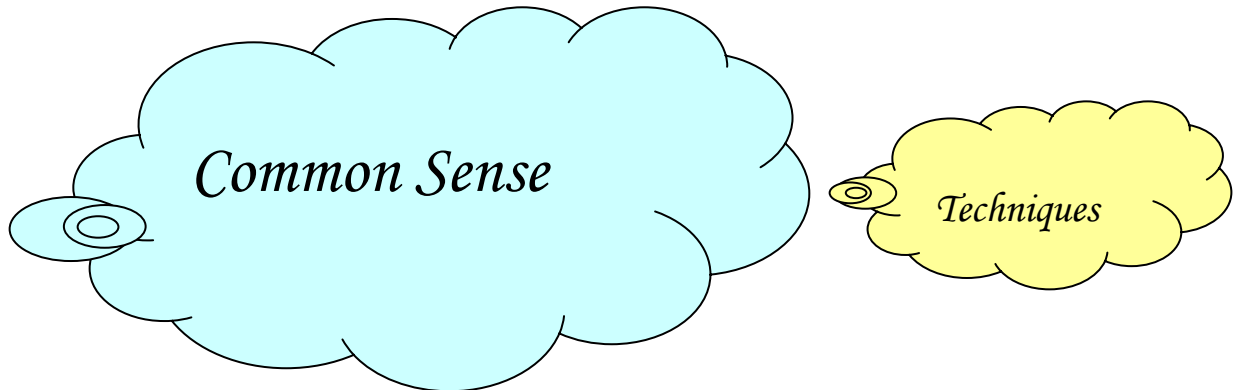
- Solution to Module Exercise A.12
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- **PMI** & Project Management Professional Exam. (PMP) A.46
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PM Overview & Introduction

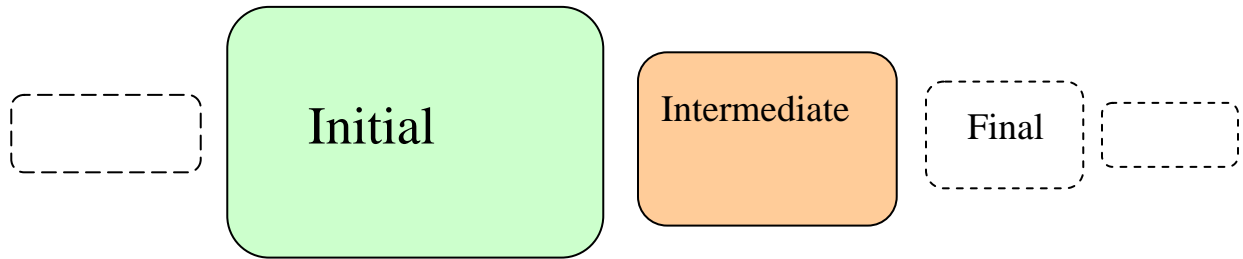
“Project Management is all about how to successfully lead, conduct and manage a project”

It takes lots of common sense and a few techniques!

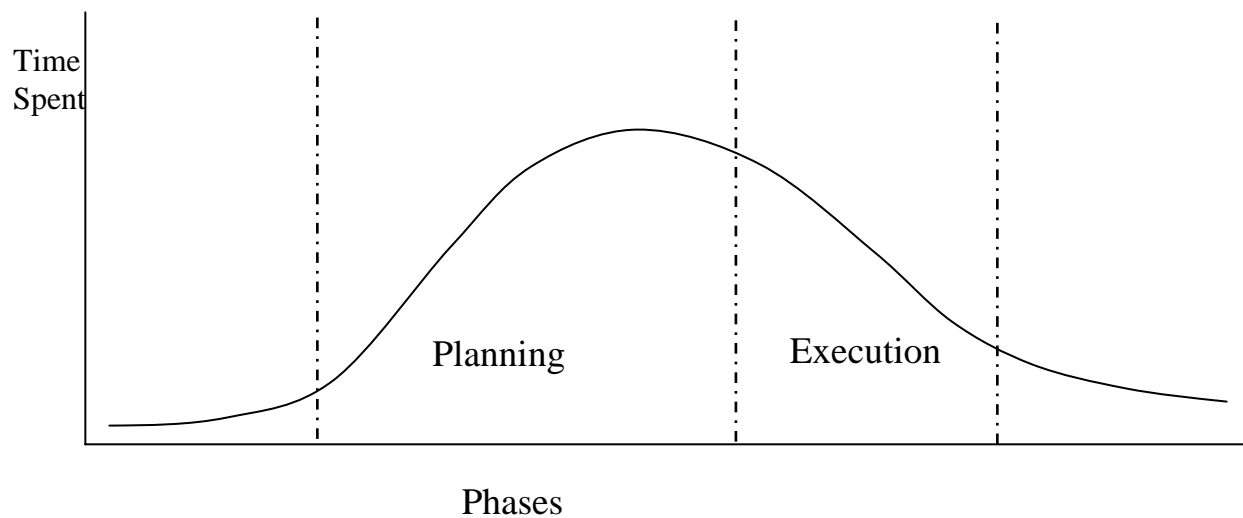
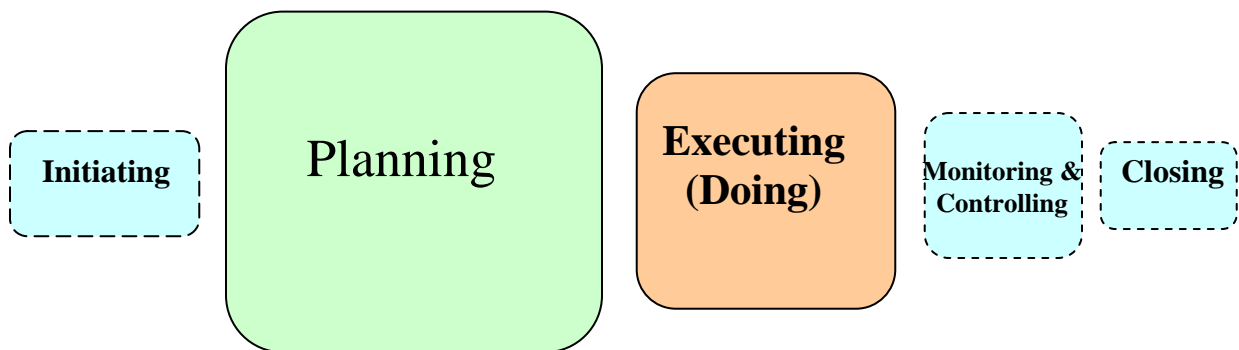


- Common sense items are too numerous
- All projects will make use of some of them
- Larger industrial projects make use of many of the techniques we will discuss in this class
- But, industrial projects are too specific and technical for diverse applications
- Simple & small projects are easy to understand by all, but do not usually make use of techniques
- Thus, the most of our examples in the class will be simpler projects that all attendees can relate to

Minimum Planning Activities (Phases as per PMBOK® 3rd Edition)

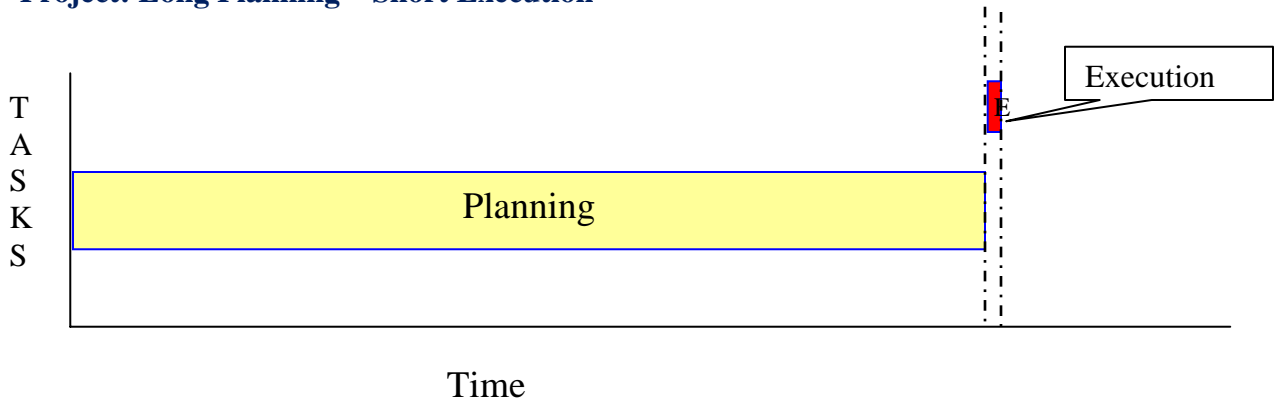


With a few more activities



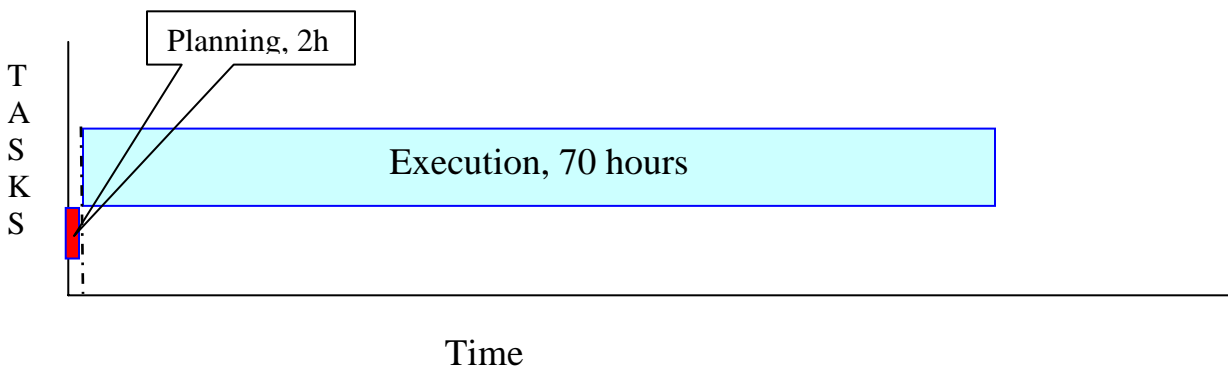
1. Wedding Ceremony & Reception (300 – 500 days of planning, 1 day of ceremony)

Project: Long Planning – Short Execution



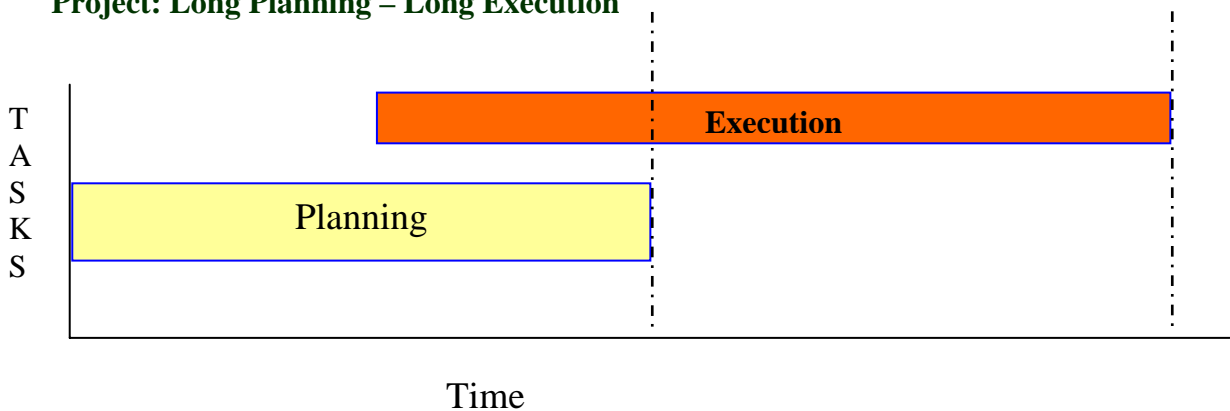
2. Powering Powerless Michiganders (Friday Aug. 14, 2003, 4:15PM, 2.2 Million households lost power; Power restored by Sunday night. Planning 2 hours, Execution 70 hours)

Project: Short Planning – Long Execution

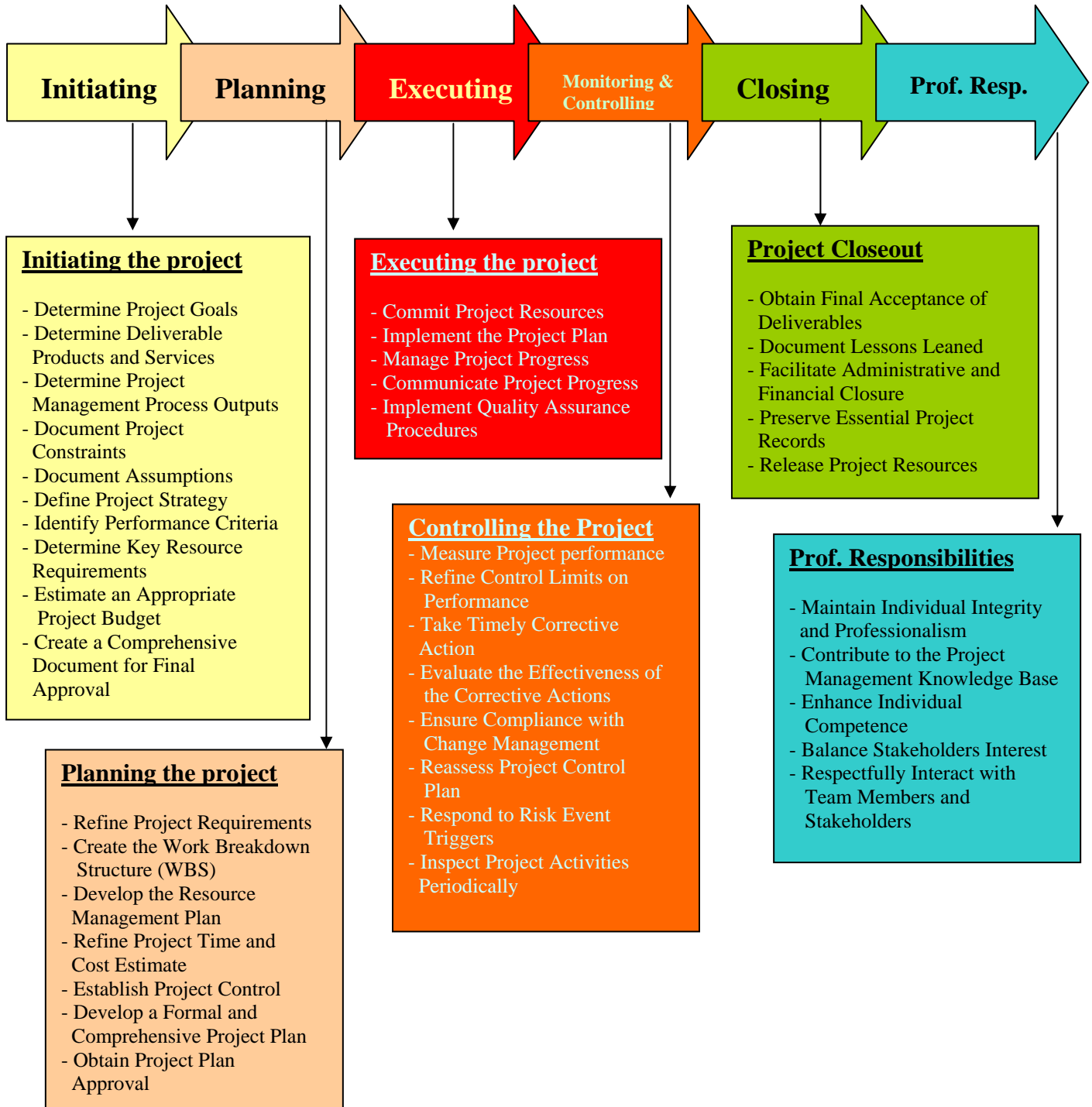


3. Lunar Exploration Project (Years to plan, years to execute)

Project: Long Planning – Long Execution



Project Management Tasks



Project Management - Principles and Practices

Source of Knowledge for Project Management

- **Project Management Institute (PMI)**, a professional organization founded in 1969, is the main source of guidance in the practice of project management.

All who practice project management benefit from the Guide to the **Project Management Body of Knowledge (PMBOK®)** published by PMI.

- **PMBOK®** represents the standard and accepted guidelines for project management
- Use **PMBOK®** as a master reference.
- **PMBOK®** contents will be discussed later in this session.

Although people of all ages have managed and accomplished projects for thousands of years, it has been recognized as discipline only a few decades ago. Today the practice is standardized and there are numerous computer aides to support the project success.

Projects of type:

Ancient projects – The Egyptian pyramids, the Trojan horse, the Great Wall, Alexander’s conquest of the east, etc.

Projects of recent pasts –

Wright Brother’s flight, construction of rail road, the Statue of Liberty, the Taj Mahal, the Eiffel Tower, and the Empire State Building, etc.

Projects of more recent time – The Moon Landing Mission, The Dessert Storm, The Operation Iraqi Freedom, DTE Energy’s ability to bring Power back to Detroit, MI Aug. 14, 2004, 4:15PM), one of the large but short-lived project (72 hours, 2.2 M people out of power), etc.

These projects were all completed by people at different times using their own method of workings at different schedules and cost. Today’s project managers benefit from the best practices of the past and use of standardized techniques allowing project completion with high efficiencies in cost, time and scopes.



What is a Project and what are its Characteristics?

A project is plan that needs to get done in a set **timeframe** & within a deadline. Projects come in all sizes and may involve one or more people.

“A project is a temporary endeavor undertaken to provide a unique product and service.”
 – the Guide to the PMBOK

“A project is a problem scheduled for solution.”
 - J. M. Juran

A project is composed of multiple tasks including a plan, proposal, or scheme to meet a designated performance, time, and cost requirement.

A project has specific:

- goals
- time frame
- final outcome or result
- budget
- resources
- plan (what gets done when)
- evaluations (option to be evaluated on their own)

Project Types and Characteristics:

Projects come in all sizes – building a deck in your backyard, planning a wedding reception, moving into a new office, creating and implementing a new customer support database, or building a rail transportation system to connect two airport terminals, etc.

A project could be a one-man show or involve thousands of people. Also, like a well-written story, a successful project has a **beginning, middle, and end**. A project often originates with an idea or concept by someone or a group people to accomplish something. The middle part of the project always has lists of things to do, a plan,

or strategies for completing tasks, & schedules for getting the job done. The end of a project, of course, results in achieving what all wanted and what all team members can be proud to have accomplished.



Beginning



Middle



End



Continued



Project Management

- Principles and Practices



Nutek, Inc.

3829 Quarton Road, Suite 102

Bloomfield Hills, Michigan 48302, USA.

Phone: 248-540-4827, Email: Support@Nutek-us.com

Web site: <http://Nutek-us.com>

Slide to Class Note Correspondence

Ref. Page N/A

- **Most slides shown are in your HANDOUT**
- **Only key information from HANDOUT are shown in slides**
- **Applicable reference page numbers are shown in slides**
- **Read your handout for more detail descriptions of concepts presented.**

Ref. Page

REFERENCES:

*There is not a single reference book that covers materials for all phases of project.
You will need to study additional texts for PMP exam preparation.*

Focus - *Course Coverage*

Ref. Page N/A

What is a project?

What do we mean by
management of the project?

Project Management - Principles and Practices

What are key concepts and
principles?

What are proven ways
to apply it?

PM Background & History

Ref. Page N/A

- ⌘ PM Has been in use long before king Cheops planned the construction of his Pyramid.
- ⌘ Hebrews & Hindus re-synchronized their calendar (based on the phases of the moon) with the annual seasons by the adding an extra month.
- ⌘ Many historical projects were completed before 19th century.
- ⌘ Henry L. Gantt (1861 - 1919) introduced a visualization tool around 1917 known as the Gantt Chart which dramatically advanced the science of project management.
- ⌘ **PERT** (Program Evaluation and Review Technique) analysis tool was invented in 1950's.
- ⌘ **PMI** (Project Management Institute) was founded in 1969. It had 5,000 members in 1989 and 90,000 members in 2000.
- ⌘ PMI gathers and maintains the **Project Management Body of Knowledge (PMBOK®)** for all projects to benefit from.

Seminar Content

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Course Coverage

This seminar covers all topics included in PMP certification exam, with special concentration on most technical areas utilized in project management (PM).

How You May Benefit From This Class

Ref. Page N/A

- ⌘ Know content necessary for Project Management Professional (PMP) Certification by the PMI.
- ⌘ Understand key concepts in PM.
- ⌘ Learn application of **technical PM tools**:
 - ☒ Break Even Chart
 - ☒ Average Rate of Return on Investment
 - ☒ Present and Future Value of Money
 - ☒ **Precedence Diagram**
 - ☒ **Critical Path Method - Schedule**
 - ☒ **Program Evaluation and Review Technique (PERT) - Schedule**
 - ☒ Earned Value Analysis – Performance reporting
 - ☒ Accelerated and Double Declining Depreciation
 - ☒ Risk Rating Matrix
- ⌘ Develop confidence in applying the PM concepts in real life applications.
- ⌘ Gather knowledge to determine needs to manage projects and become better project manager or team member.

Examples of Common Projects

Ref. Page N/A

- ⌘ Installation of a new computer system
- ⌘ **Changing oil of an automobile** engine
- ⌘ Preparing & delivering a **class report**
- ⌘ Developing a new product
- ⌘ Design a new marketing or advertising campaign
- ⌘ Building a **new house**
- ⌘ Rebuilding kitchen in the house
- ⌘ Moving office to a new building
- ⌘ Preparing a **meal for weekend party**
- ⌘ Getting dressed to go to work
- ⌘ Vacuuming the house
- ⌘ Applying paints to a finished door
- ⌘ Building a shed in the back yard
- ⌘ **Salting & Plowing** the roads after a big snow *(30 trucks, 133 roads, 850miles, 7000 tons of salt to spray in a 12 hour shift, Dec.3, 2003)*



PROJECT - Mars Exploration Project



Objectives:

Search for evidence of liquid water that may have been present on Mars.

Rovers

- ⌘ The first rover, named Spirit, launched from Kennedy Space Center on June 10, 2003 at 1:59 p.m. EDT aboard a Delta II rocket.
- ⌘ The second rover, **Opportunity**, launched July 7, 2003 at 11:18 p.m. EDT aboard a Delta II rocket. **Spirit** successfully landed on Mars at 11:35 p.m. EST on January 3, 2004. The rover Opportunity is set to land January 24, 2004. (*Earth to Mars closest distance = 56 million miles*)

Cost

\$820 million NASA project includes a twin rover

Other Facts

- ⌘ NASA launched the **384-pound Spirit** and its twin in hopes they would become the fourth and fifth U.S. spacecraft to survive landing on Mars. Twenty other spacecraft from various nations have failed.
- ⌘ Mars is closest (**56 Million miles**) it has ever been to Earth in 60,000 years.
- ⌘ NASA intends to send spacecraft to Mars at regular 26-month intervals, or each time the Earth laps the Red Planet as they both circle the sun.

Ref: N/A

HEALTHCARE PROJECT EXAMPLES

Ref: N/A

QUALITY MANAGEMENT

Situation: Alcohol & Drug Services of the local county hospital experienced a significant growth in Alcohol and Drug Services use by County residents with fragmented services from contracted private and County providers.

Solution: County healthcare professionals designed and developed a managed care program including a gatekeeper data entry point, building Quality Management processes through Case Management program design and training, Quality Management Manual and Process Improvement Plan, team facilitation, customer service surveys and data-driven organizational development techniques.

Outcome: Over a year and a half contract period, transitioned from a quality fragmented fee-for-service program to a fully-integrated, Disease Case managed health services program which significantly improved provider participation and communication, increased resident access to services.

DISEASE MANAGEMENT

Situation: A healthcare Company, world renowned for quality renal management medical products, requested assistance in developing an End Stage Renal Disease Management program.

Solution: The project team assessed current design, promoted synergistic relationships between independent components through team facilitation activities, and developed a homogeneous national Renal Disease Management system, including development of key operational components, such as process of care algorithm mapping, human resource structures, case management function definitions and position descriptions, Utilization and Quality Management structure and manuals, and information technology systems selection.

Outcome : The sponsor launched a new subsidiary, Renal Management Strategies, which further expanded revenue value-added options built on a world renown reputation of providing manufactured dialysis products and which resulted in two nationally regarded health plan contracts for End Stage Renal Disease Management services.

PROJECT - Time for a New Cobo Hall

Ref: N/A

Detroit, Michigan, *January 4, 2004*

Detroit Mayor Kwame Kilpatrick made his case for replacing the existing Cobo Hall this week (Friday January 8th at the International Auto Show, Cobo Hall).

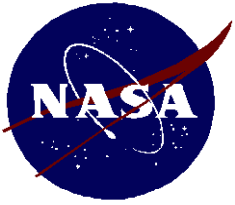
The expansion to take Cobo from its **current 750,000** square feet up to the coveted **1 million mark** which is expected to be **cheaper than building something entirely new**. And the People Mover could still run through it.

In the last quarter of 2003, a task force of Detroit-area convention boosters issued a report calling for either a new or completely rebuilt Cobo at a cost of **\$1.3 billion**.



The \$850-million Washington Convention Center has five major exhibit halls offering a combined 750,000 square feet, 50,000 more than what Cobo has now.

[In Mayor Kwame Kilpatrick's year 2005 state of the city address he announced that downtown Detroit's three main avenues -- Washington, Woodward and Broadway -- will receive \$20 million in improvements by 2006. A five-block stretch of Washington between Michigan and Cobo Center will be improved as well. The effort will give a major boost to the city's plan to beautify downtown in time for the National Football League's Super Bowl, to be held Feb. 5, 2006 at Ford Field. Overall, the city has identified \$100 million in desired downtown upgrades, including work now under way to build Campus Martius Park in the center of Woodward, at Monroe Street. Expected completion: 2006.]



PROJECT – Mars Landing Project



Objectives:

Land man on the Mars

January 14, 2004

President Bush proposed a new mission for NASA. Boldest plan since J. F. Kennedy's goal to land man on the Moon.

Start: 2008, Man on the Mars 2015 -2020

Cost: 1 Billion

Destination:

Journey not a race. "Human being are heading for cosmos."

Immediate benefit: *A National Vision*

Ref: N/A

Our Training Strategy

Ref. Page N/A

Training Objectives: Prepare attendees for PMP certification exam.

Course Content: Complies fully with the PMBOK and PMI's PMP certification exam requirements.

Teaching Methods:

- ⌘ Concepts are presented in sequence of project application phases (initiation, Planning, Execution, etc.) and learning reinforced with examples.
- ⌘ Technical topics covered are followed by hands-on individual and group practice exercises.
- ⌘ Participants also work as a group to create a class project which they work together to implement key steps in project management.
- ⌘ PMP exam requirements are introduced and sample questions reviewed (over 200 Q&A included in the handout).
- ⌘ PMP application requirements are discussed when time allowed and participants ready for application are helped with filing process.
- ⌘ Participants present their group project to the class that allows them to learn project applications from others group.

Course Evaluation: Participants evaluates the course and provide feed back on their learning experience.

Group and Individual Exercises (4 or 5-day course)

Ref. Page N/A

- | | | |
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| - Participant's Project Survey | Individual | |
| 2. Break even chart –Example | Page 1.17 | Group |
| 3. Present value – Exercise | Page 1.19 | Group |
| 4. Exercise Q1.1 – Q1.10 | Page 1.23 | Group |
| 5. Project Planning – Exercise | Page 2.9 | Group |
| 6. Precedence Diagram-Example | Page 2.16 | Group |
| 7. Scheduling - Example | Page 2.31 | Group |
| 8. Exercises Q2.2, - Q2.5 | Page 2.78 | Group |
| Exercise Q2.7 – Q2.11 | Page 2.79 | Group |
| Exercise Q2.1 & Q2.6 | Page 2.80 | Group |
| 9. Exercise Q4.1 – Q4.6 | Page 4.4 | Group |

Quick Course Overview - Insight

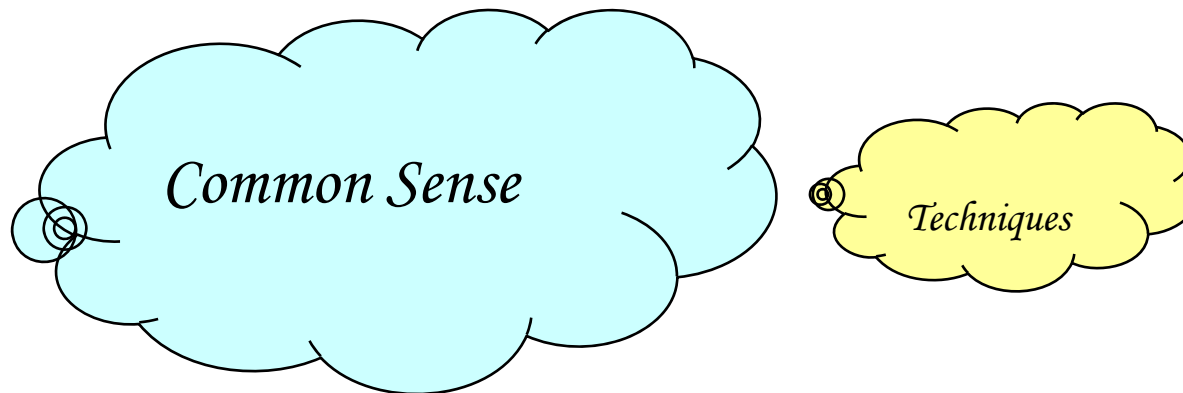
“If you have your sight, you are blessed. If you have an insight, you are a thousand times blessed.”

PM Overview & Introduction

Ref. Page viii

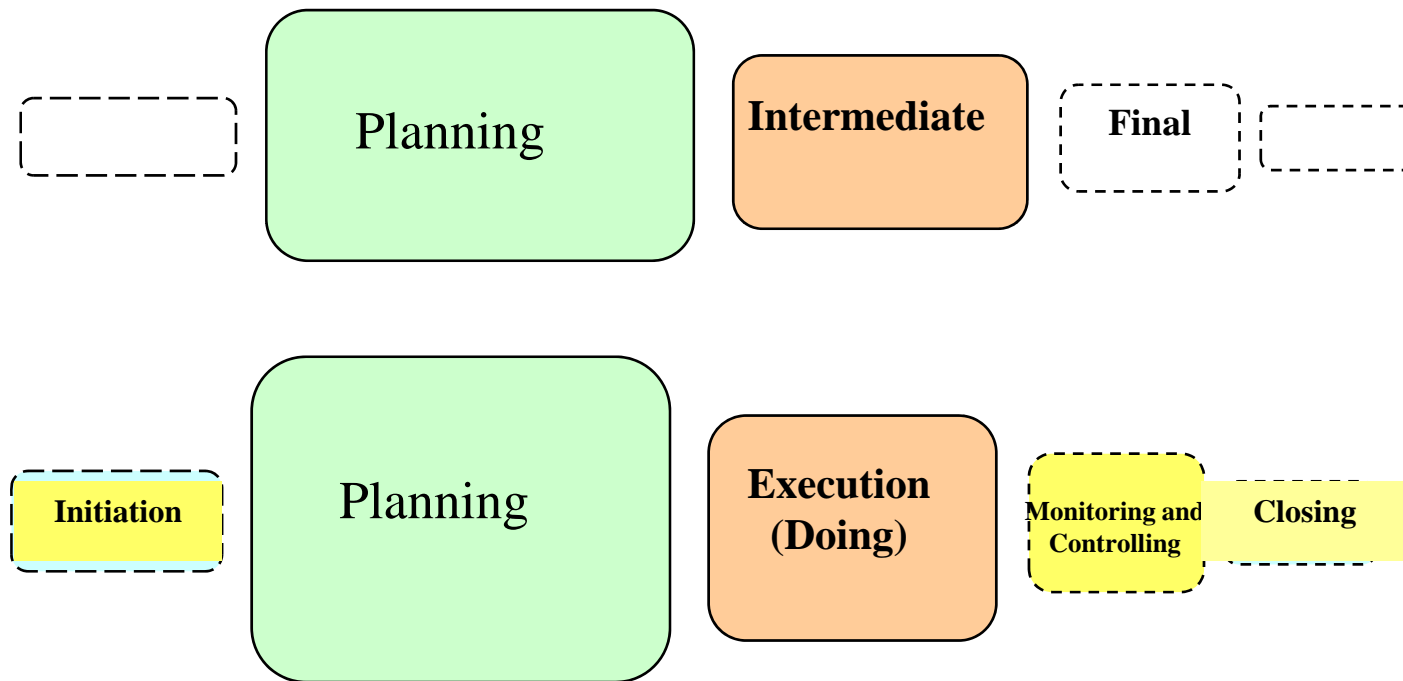
“Project Management is all about how to successfully lead, conduct and manage a project”

It takes lots of common sense and A few techniques



Planning Activities (Phases)

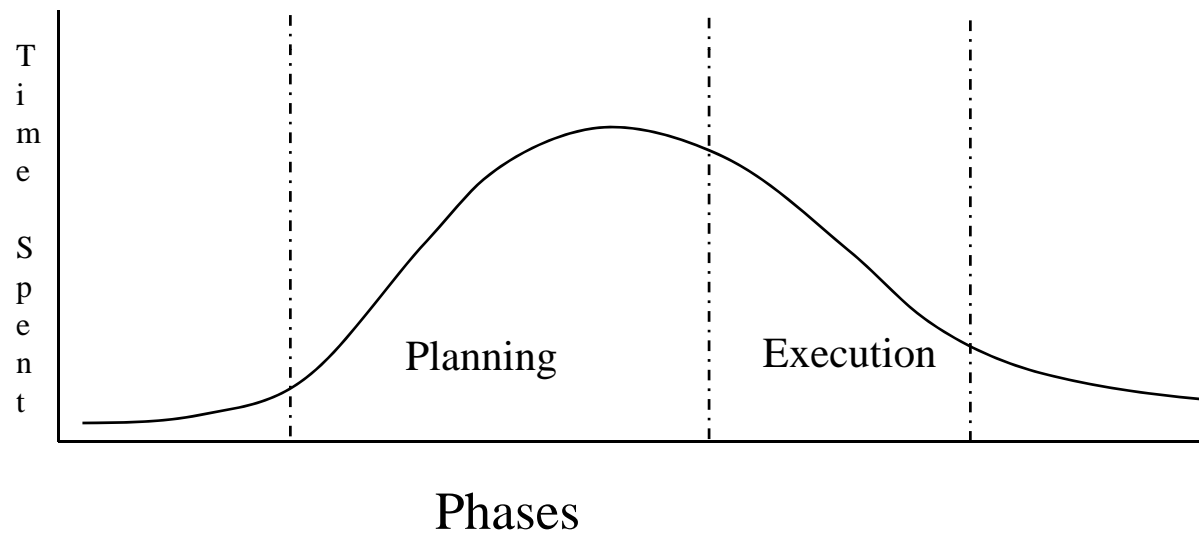
Ref. Page ix



Relative Planning Time

Ref. Page x

Time in different phases of project



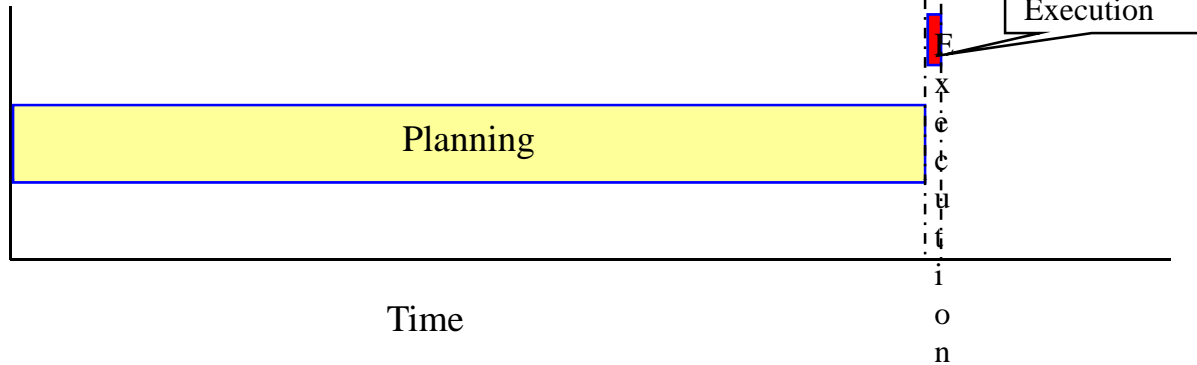
Project Activity Times

Ref. Page x

Project: Long Planning – Short Execution: Wedding Ceremony & Reception (300 – 500 days of planning, 1 day of ceremony)

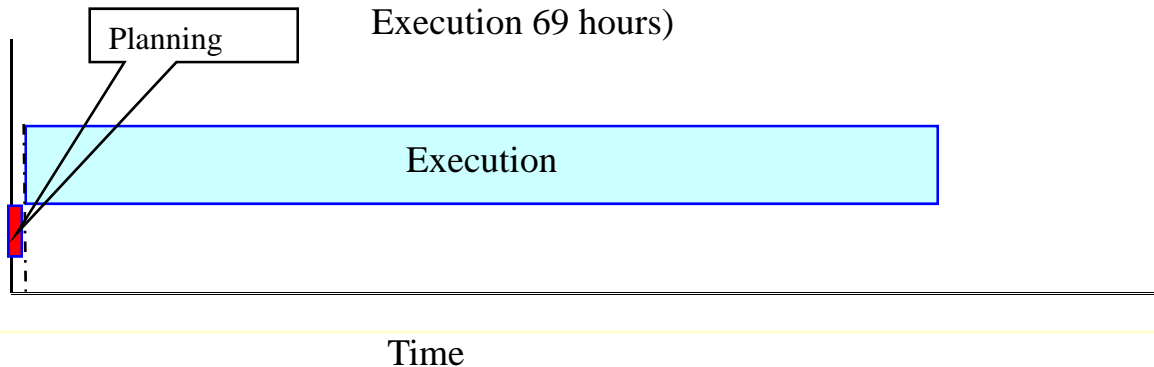
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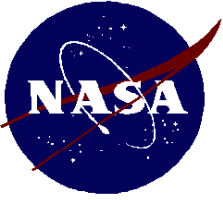
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Project: Short Planning – Long Execution: Powering Powerless Michiganders (Friday Aug. 14, 2003, 4:15PM, 2.2 Million out of power, Power restored by Sunday night. Planning 3 hours, Execution 69 hours)

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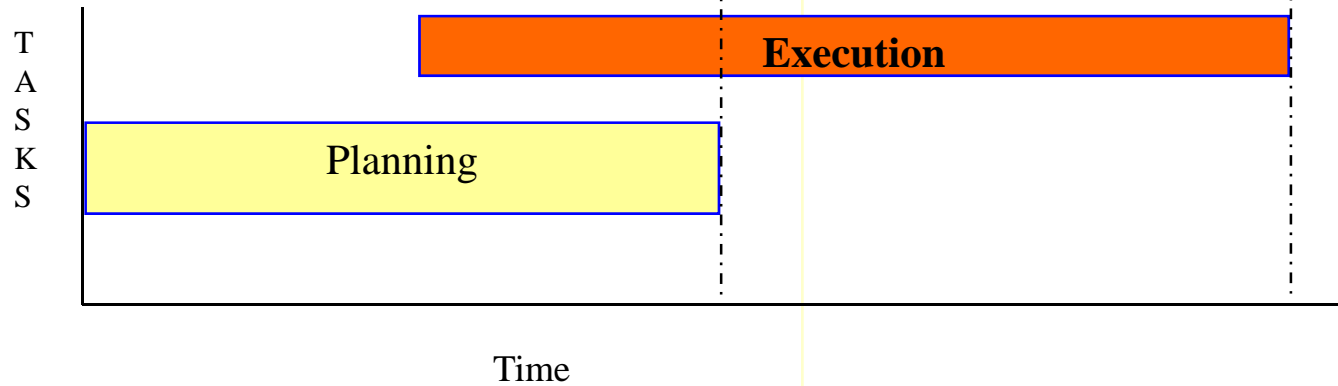


Big Projects

Ref. Page N/A

* Lunar Landing - NASA

Project: Long Planning – Long Execution



Ref. Page N/A (not in handout)

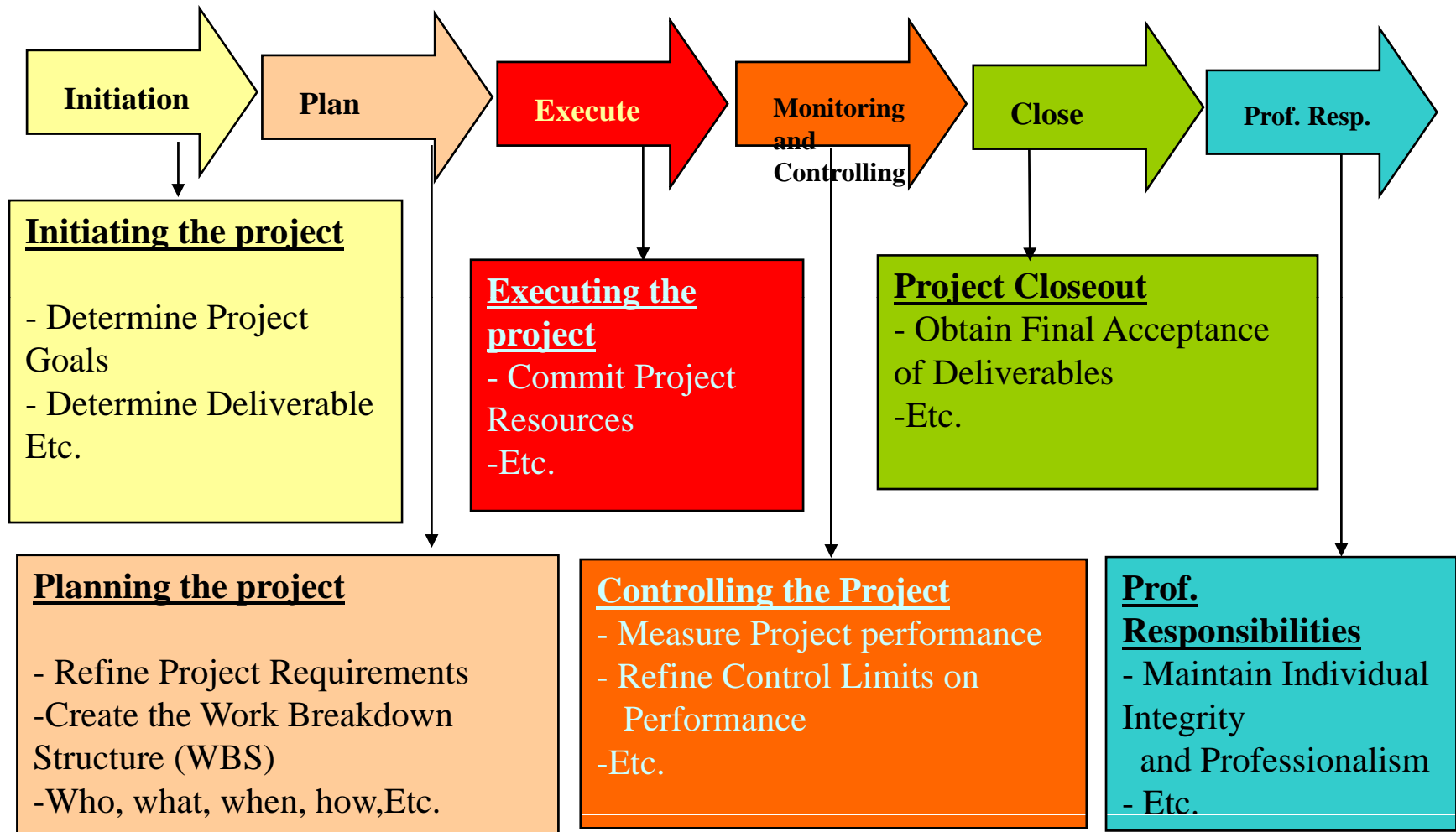
Instructor's Training Strategies

- 1. Tell you about what I will be telling you for the next few days**
- 2. Then, tell you what I have to tell you**
- 3. Often, tell you what I finished telling you**

So, let me start with the first one.

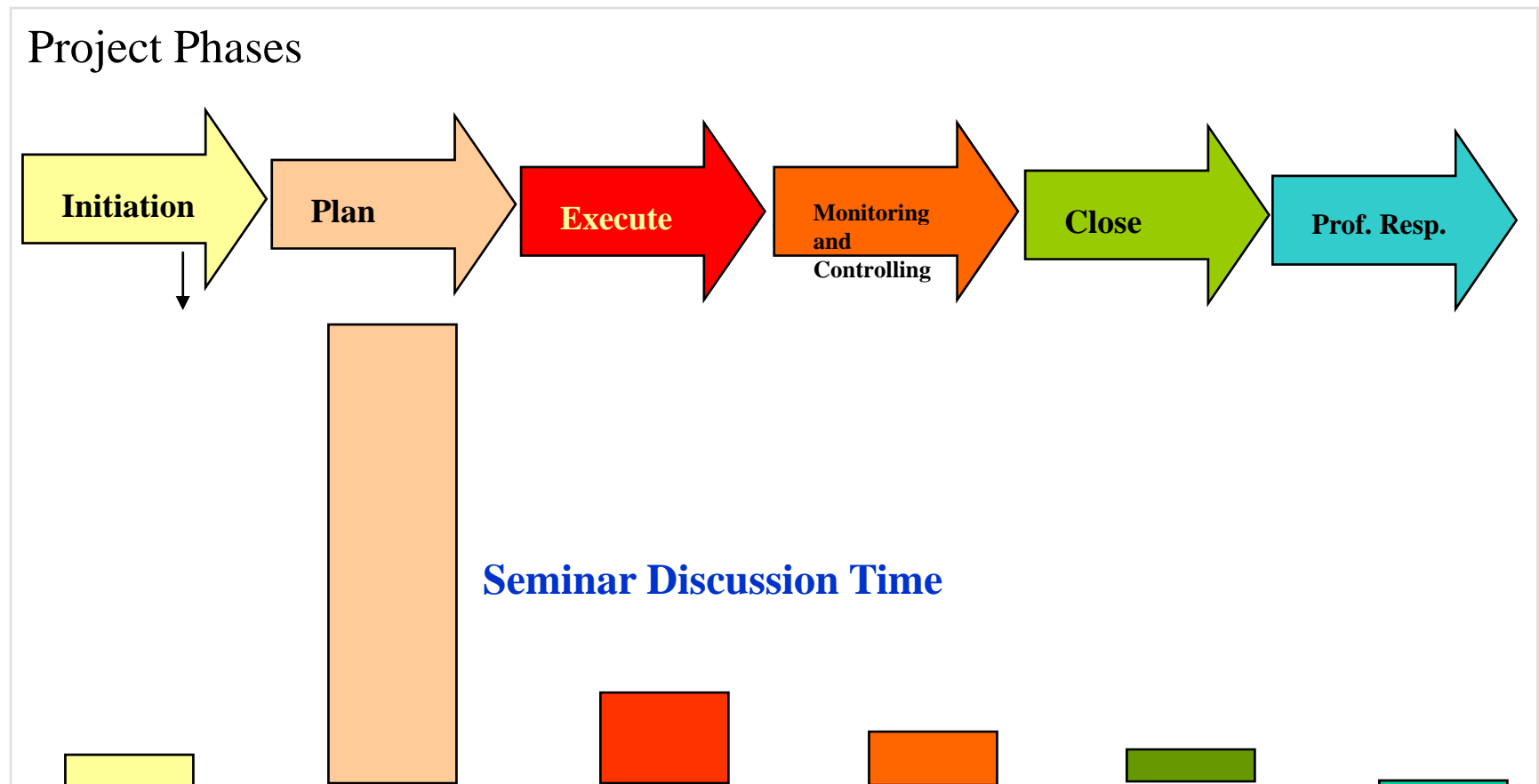
Project Management Tasks

Ref. Page xi



Time & Topics of Seminar Discussions

Ref. Page N/A



Source of Knowledge for Project Management

Project Management Institute (PMI), a professional organization founded in 1969, is the main source of guidance in the practice of project management.
(www.pmi.org)

- All who practice project management benefit from the Guide to the **Project Management Body of Knowledge (PMBOK® Guide, 3rd Edition)** published by PMI.
- **PMBOK®** represents the standard and accepted guidelines for project management
- Use **PMBOK®** as a master reference.
- **PMBOK®** contents will be discussed later in this session.

Visit WWW.PMI.ORG for more details.