

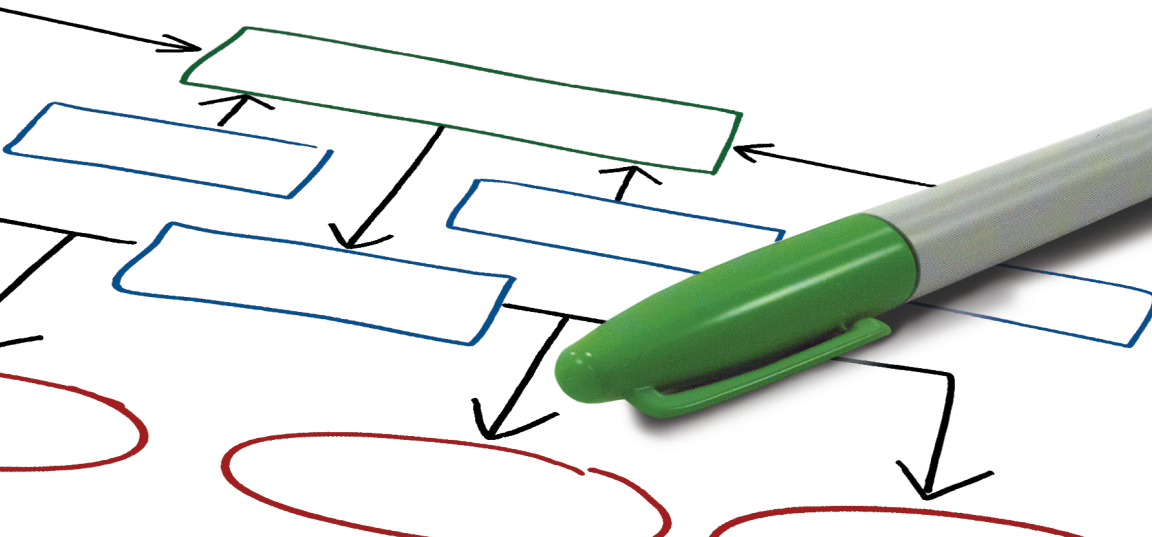
Tom Kendrick

Author of *IDENTIFYING AND MANAGING PROJECT RISK*

101 PROJECT MANAGEMENT PROBLEMS

AND HOW TO SOLVE THEM

Practical Advice for Handling Real-World Project Challenges



A PDF COMPANION TO THE AUDIOBOOK

101 Project Management Problems and How to Solve Them

© 2011 Tom Kendrick

All rights reserved. No portion of this book may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopy, recording, scanning, or other—except for brief quotations in critical reviews or articles, without the prior written permission of the publisher.

Published by HarperCollins Leadership, an imprint of HarperCollins Focus LLC.

Any internet addresses, phone numbers, or company or product information printed in this book are offered as a resource and are not intended in any way to be or to imply an endorsement by HarperCollins Leadership, nor does HarperCollins Leadership vouch for the existence, content, or services of these sites, phone numbers, companies, or products beyond the life of this book.

Bulk discounts available. For details visit:
www.harpercollinsleadership.com/bulkquotes
Email: customercare@harpercollins.com

ISBN 978-0-8144-1557-3

Printed in the United States of America

7. What are the key considerations when developing or revising a project life cycle? What should I consider when choosing between “waterfall” and “cyclic” (or “agile”) life cycles?

Cyclic vs. Waterfall Project

	<i>Waterfall</i>	<i>Cyclic</i>
Deliverable(s)	Well defined	Novel
Team size	Medium to large	Small
Project type	Large scale or hardware development, Fee-for-service, Construction, Research and development	Small-scale software development
User involvement	Infrequent	Constant

51. How do I improve the quality and accuracy of my project estimates?

Common Estimating Processes

	<i>Relevant metrics exist</i>	<i>No data is available</i>
Prior activity experience	<ul style="list-style-type: none"> • Project retrospectives • Databases • Notes and status reports • Parametric formulas and experiential rules (“size methods”) 	<ul style="list-style-type: none"> • Task owner and team inputs • Peer inputs • Inspections • Delphi analysis • Short (“2- to 20-workday” or “80-hour”) WBS activities • Further breakdown
No activity experience	<ul style="list-style-type: none"> • Published information • Vendor quotes • Expert consultation 	<ul style="list-style-type: none"> • Guesses • Doing part and extrapolating • Outside help • Older methods

EVM Planning

	<i>Budgets</i>	
<i>Schedules</i>	Planned Expenses	Actual Expenses
Planned Schedule	Planned Value (PV)	
Actual Schedule	Earned Value (EV)	Actual Cost (AC)