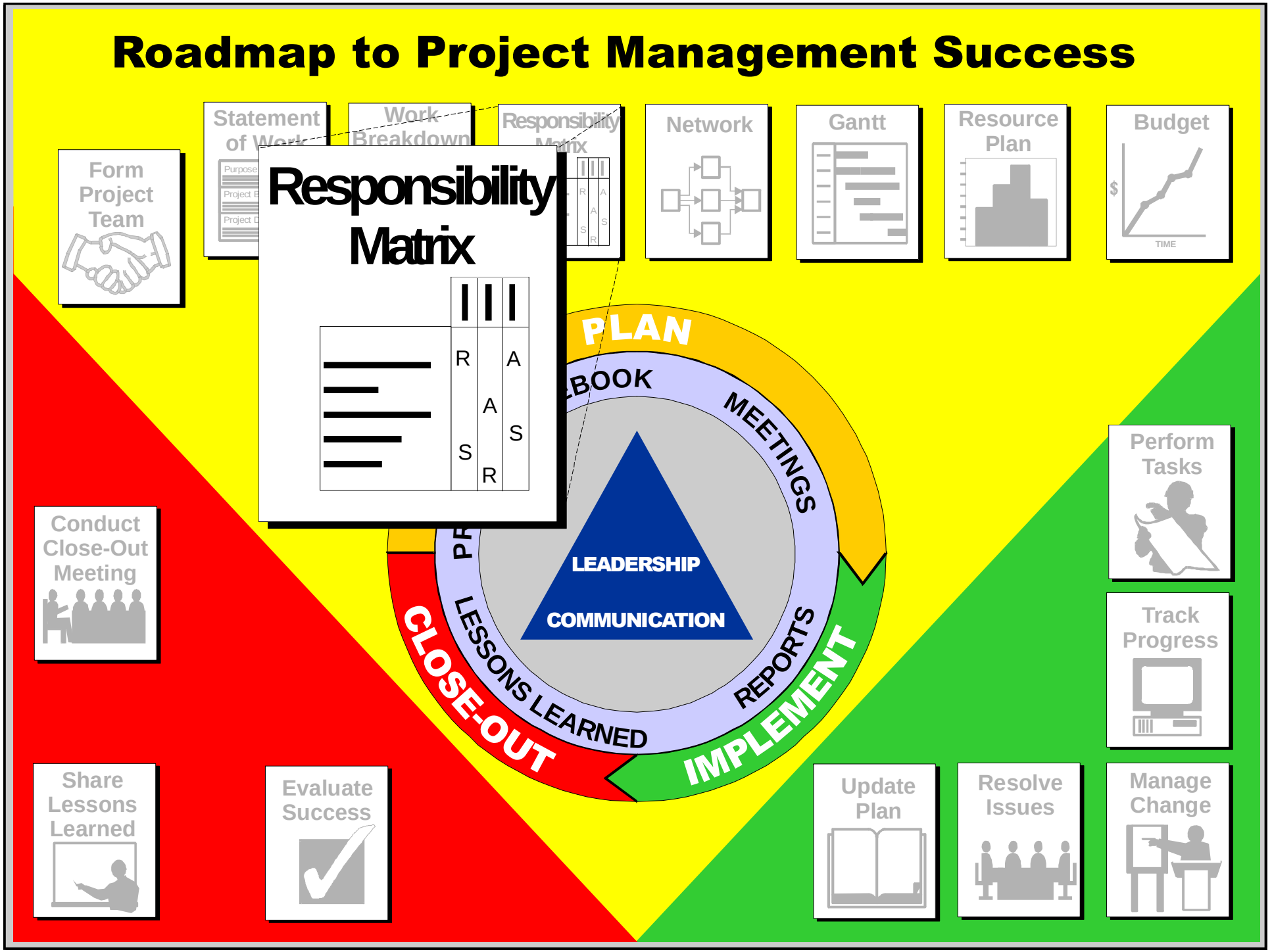
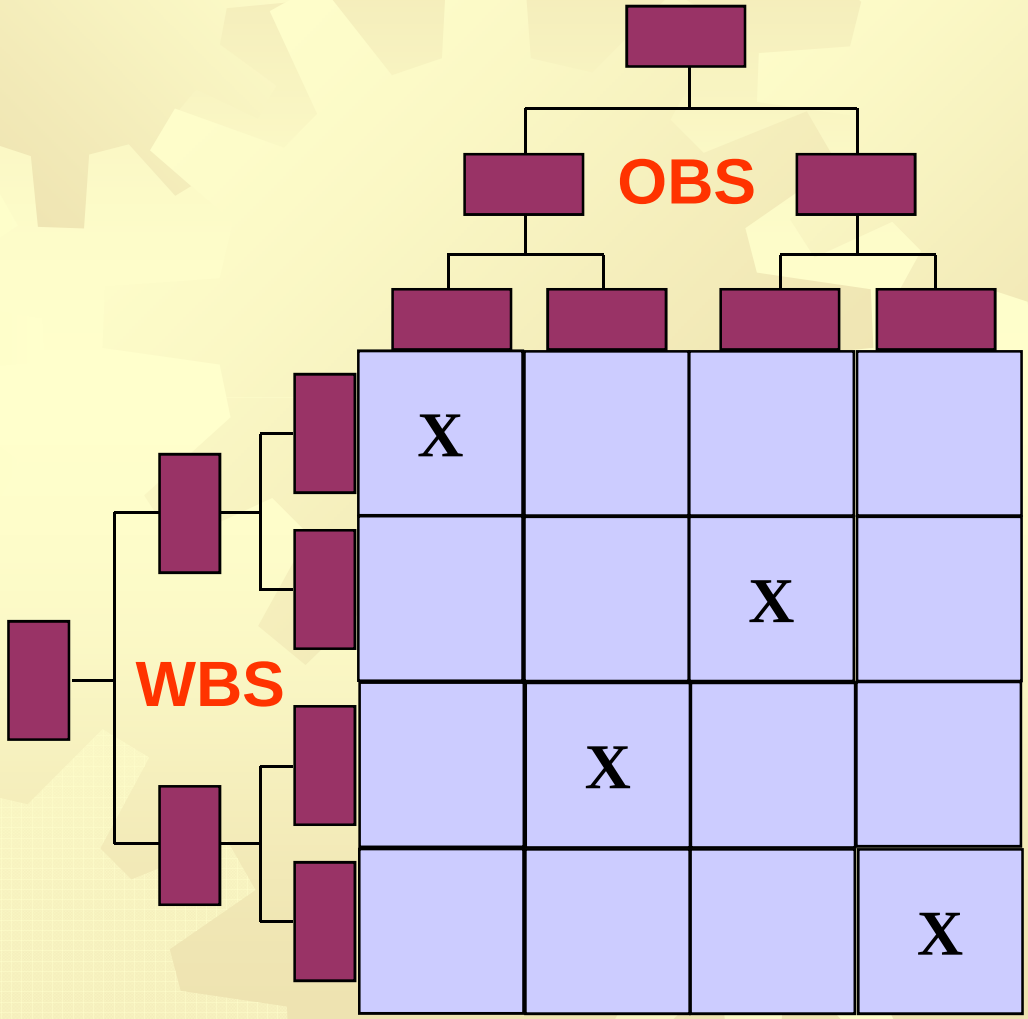
# Roadmap to Project Management Success



# Responsibility Assignment Matrix (RAM) — Purpose

- Ensure that all tasks are assigned to people
- Show levels of involvement of people to work

# Linkage Between WBS and OBS




Break Timer

# Responsibility Assignment Matrix

RASIC Method

| MARKETING STUDY | PROJECT MANAGER | CUSTOMER | TEAM MEMBER | SENIOR MANAGEMENT | SUPPORT STAFF |
|---|---|---|---|---|---|
| IDENTIFY POTENTIAL MARKET | C | | S | R | |
| IDENTIFY SURVEY POPULATION | C | R | S | I | |
| DEVELOP SURVEY | R | I | S | I | |
| TEST SURVEY ON SAMPLE | R | I | S | | S |
| FINALIZE SURVEY | R | A | S | I | S |
| CONDUCT SURVEY | R | I | S | I | S |
| COLLECT SURVEY | R | I | S | | |
| ANALYZE DATA | | | R/S | | I |
| REPORT RESULTS AND SUGGESTION | R | A | S | A | S |

**LEGEND**

R - RESPONSIBLE
A - APPROVE
S - SUPPORT (DOES THE WORK)
I - INFORM
C - CONSULT

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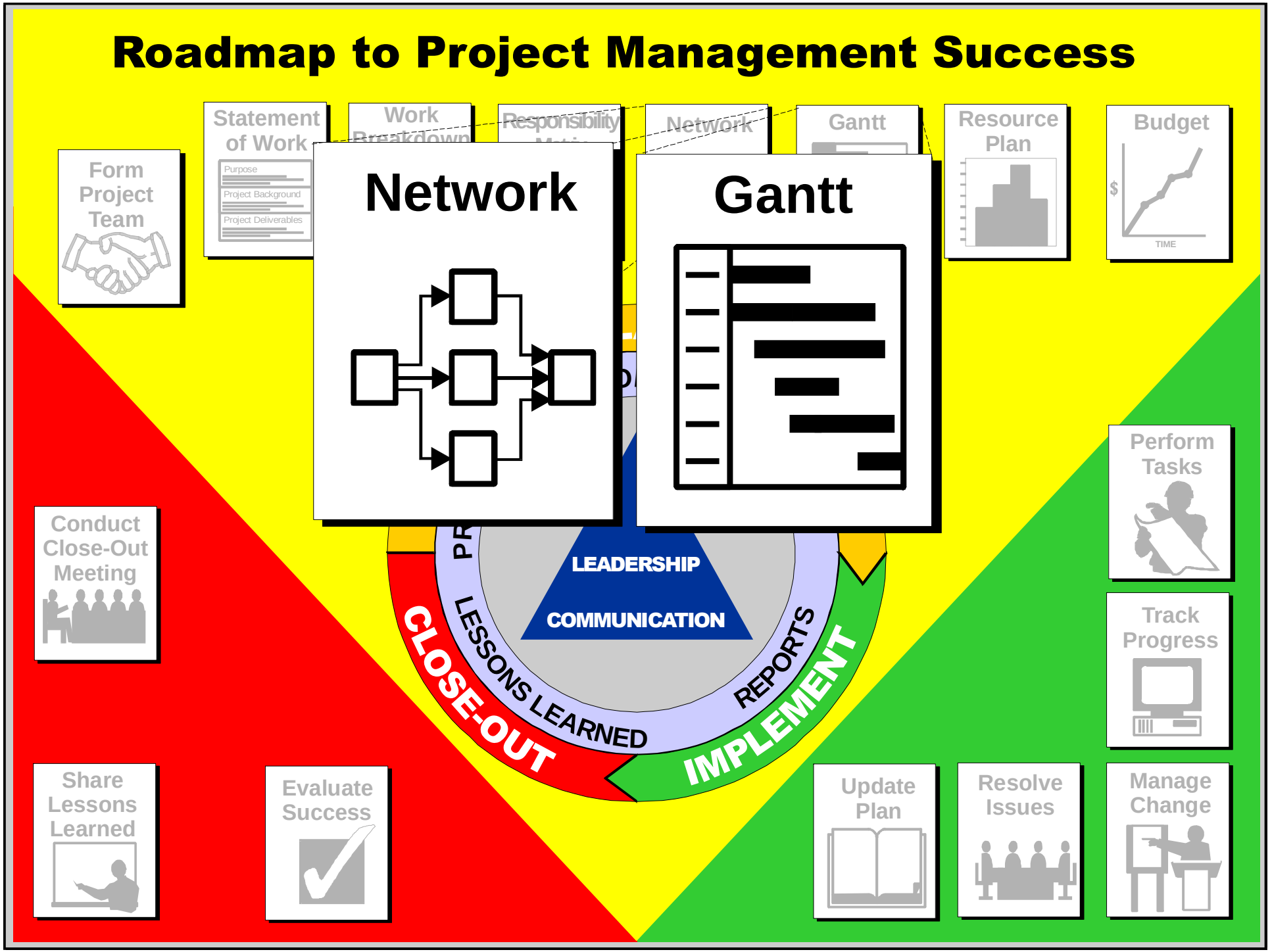
# RASIC Coding System

- R = Responsible
  - Ensures that the assigned work is completed
- A = Approve
  - Approves that the work meets all requirements
- S = Support
  - Does the work
- I = Inform
  - Is kept informed of work status
- C = Consult
  - Is consulted on the work

# Guidelines

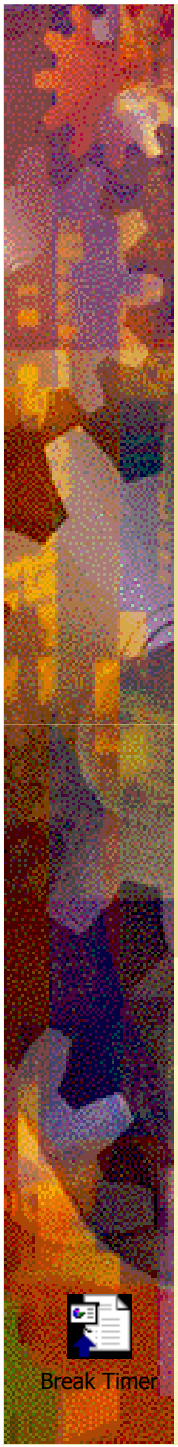
- Team member names should be shown across the horizontal axis in the final matrix.
- There should be only one R and one S for each activity if possible.
- Every activity should have an R and an S. R/S for an activity is acceptable.
- The project manager will have the majority of Rs.
- The customer and senior management have the majority of As and Is.

# Roadmap to Project Management Success



# Project Schedule — Purpose

- Determine if requested completion date is possible.
- Identify start and completion dates of all work.
- Determine the controlling sequence of activities.
- Provide data for resource allocation.
- Track progress by providing a baseline.



# Scheduling

**Step 1:** Estimate Activity Durations

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# Estimating Techniques

- Deterministic
  - Best Guess
  - Delphi (Consensus)

- Probabilistic
  - Program Evaluation Review Techniques (PERT)

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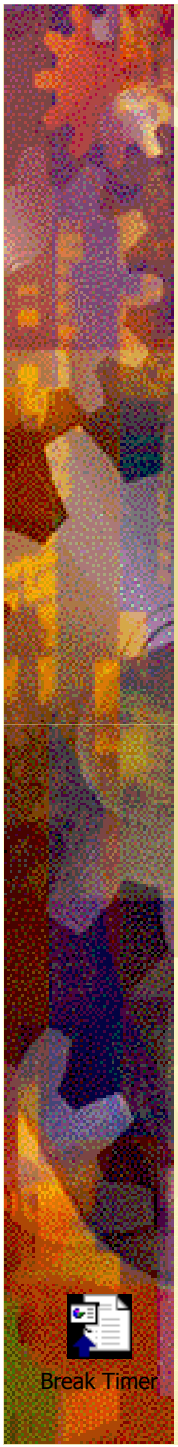

# Scheduling

**Step 2:** Determine Activity Sequence By Creating a Network Diagram

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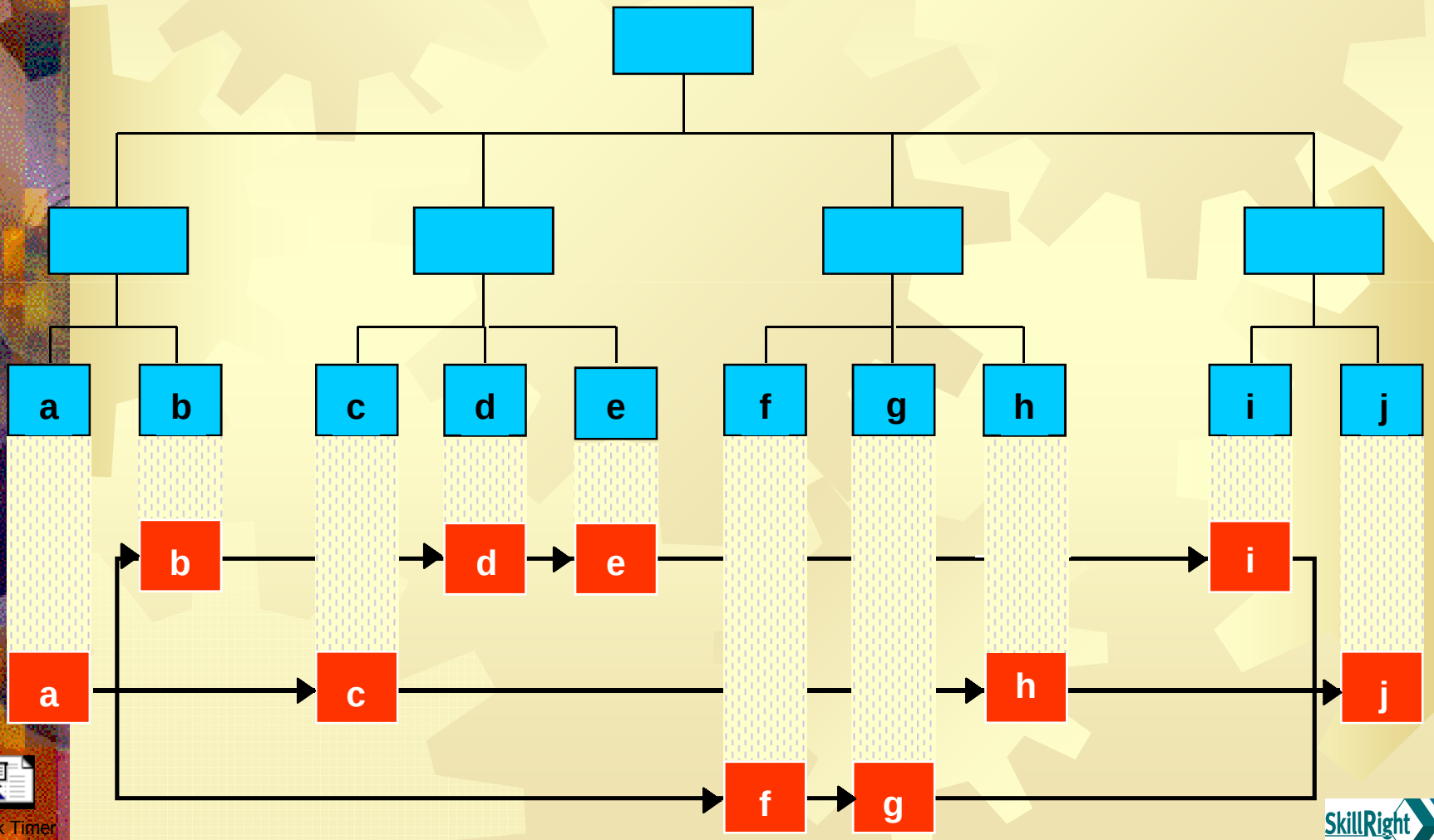
# WBS/Network Diagram Linkage

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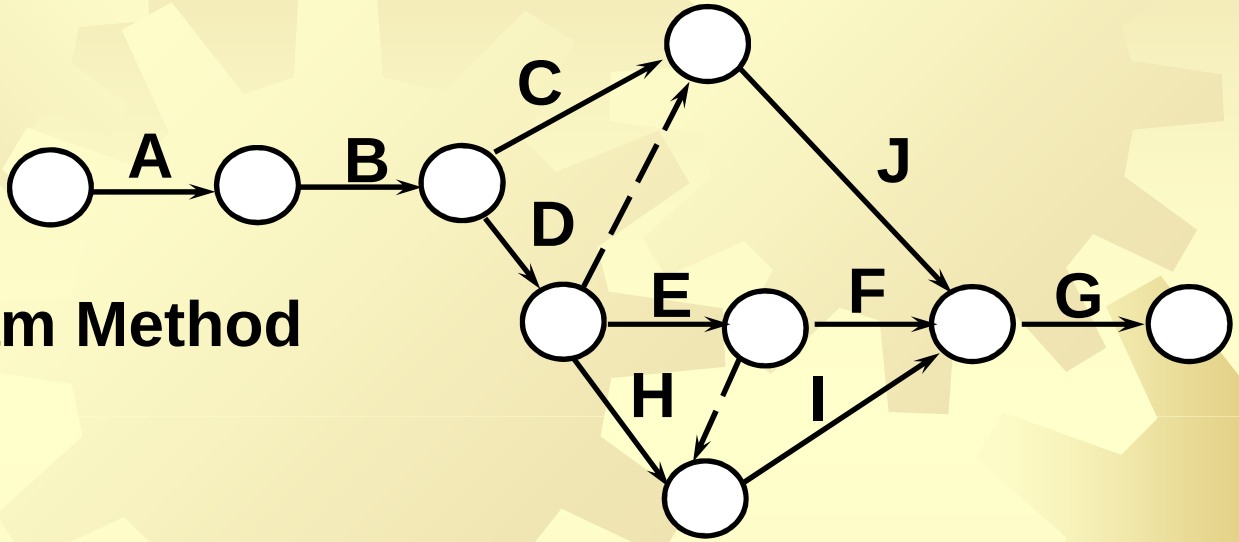
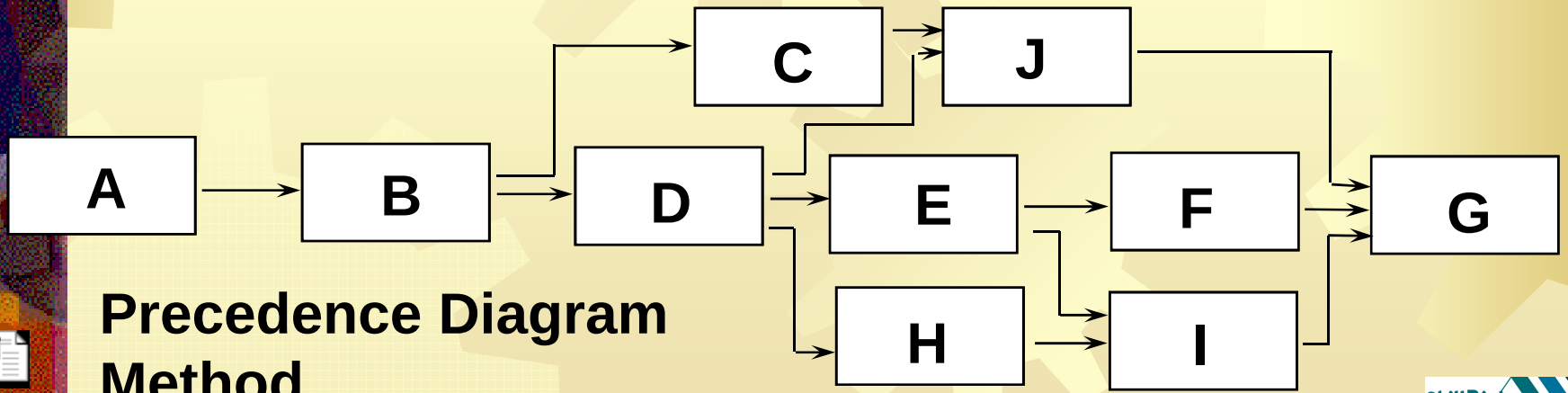
# Network Diagram Methods




**Arrow Diagram Method**




**Precedence Diagram Method**

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# Create a Network Diagram

- **A** is the first activity
- **B, C** and **D** are dependent on **A**
- **E** and **F** are dependent on **B**
- **G** is dependent on **C**
- **H** is dependent on **C** and **D**
- **I** is dependent on **F** and **G**
- **J** is dependent on **E, I,** and **H**
- **J** is the last activity

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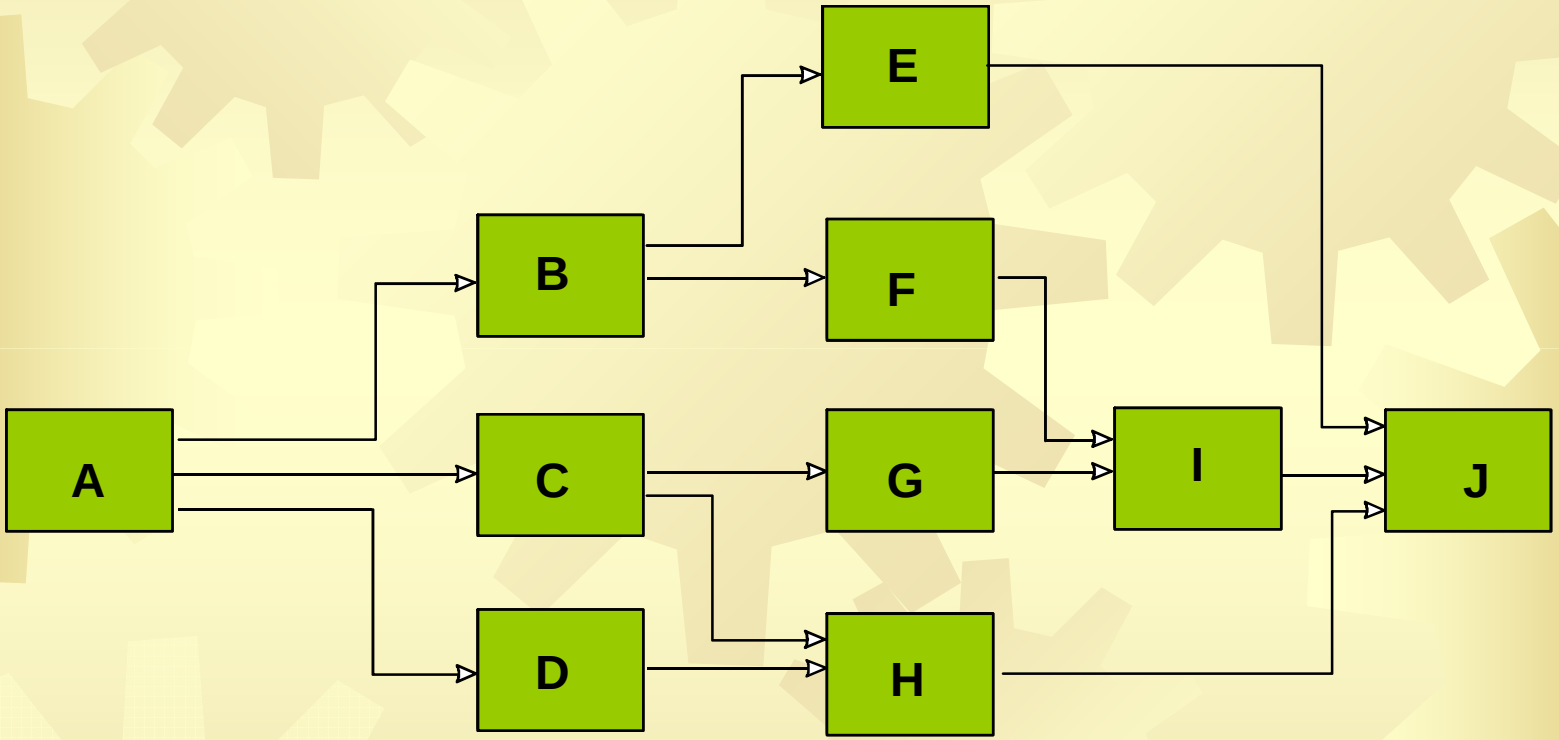
# Precedence Diagram Method




Logic Connection

Activity

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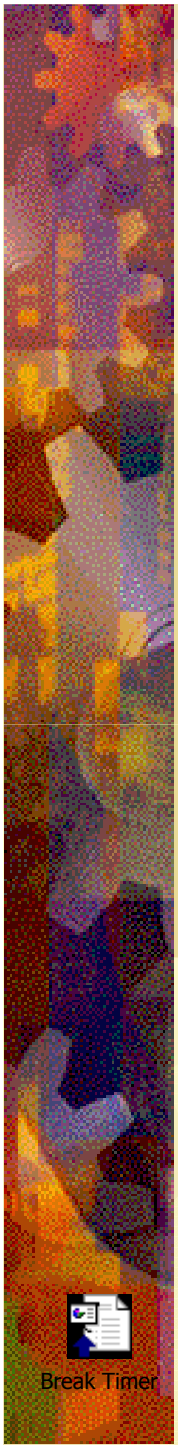

# Scheduling

**Step 3:** Calculate the Schedule Using Critical Path Method (CPM) Procedures

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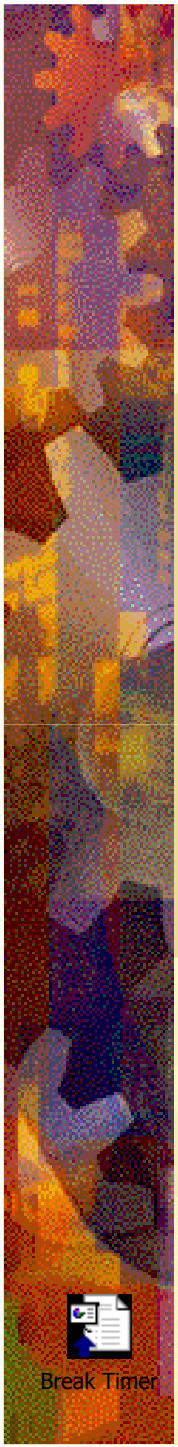

# What's is the Critical Path?

- Riskiest path in a project
- Path with the most important activities
- Path with least slack
- Path with least resistance
- Path with longest duration
- Path to **Emerald** City

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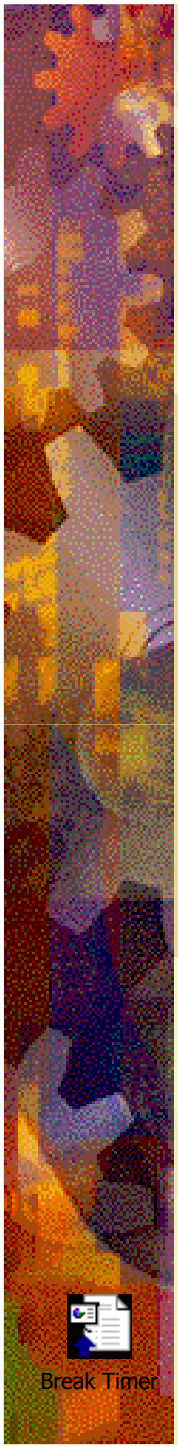

# What's is the Critical Path?

- Path with least slack
- Path with longest duration

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# Determine the Critical Path

- A = 2 weeks
- B = 1 week
- C = 3 weeks
- D = 1 week
- E = 4 weeks
- F = 3 Weeks
- G = 2 weeks
- H = 1 week
- I = 2 weeks
- J = 1 week

Break Timer

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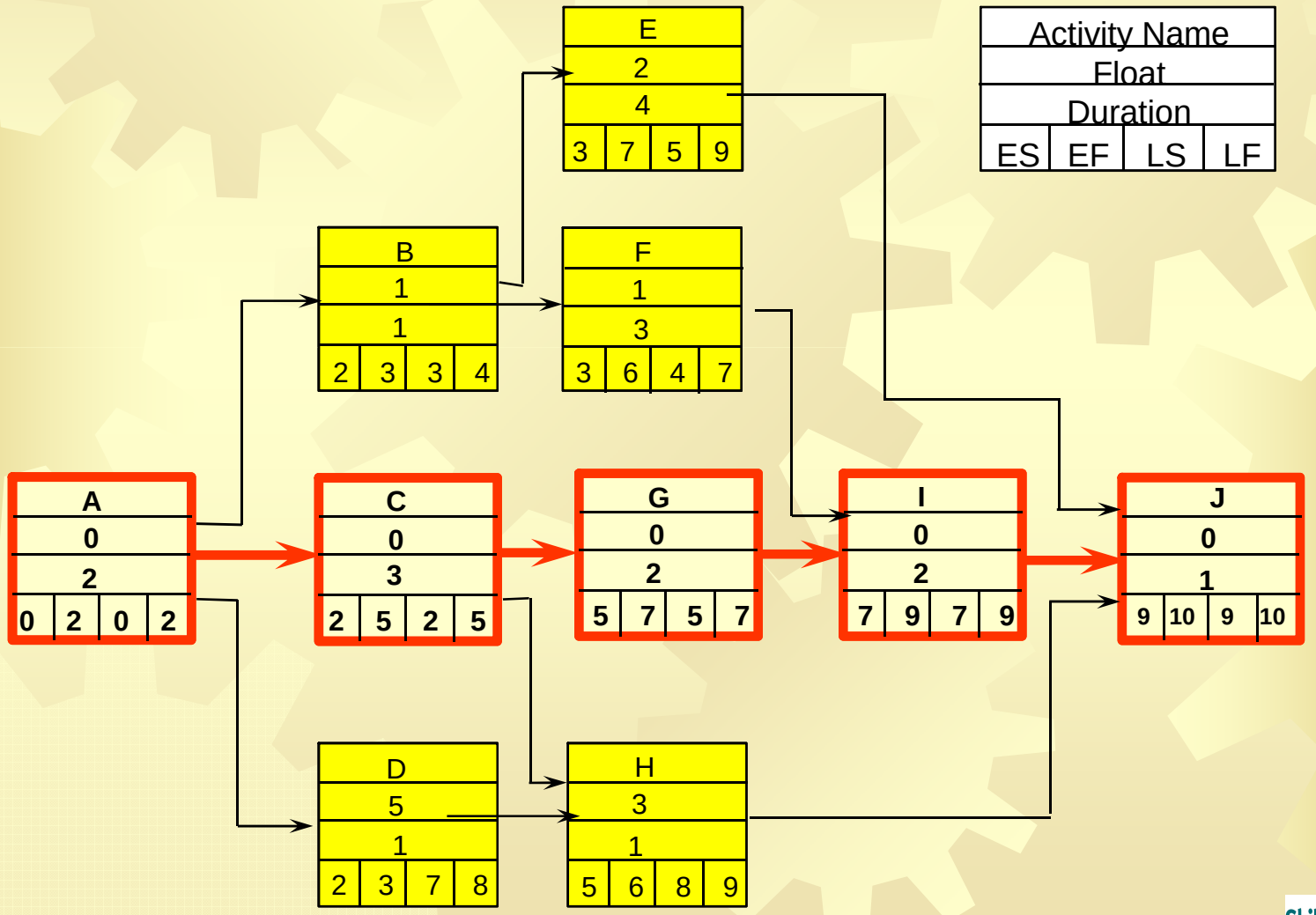
# Project X — Critical Path Solution

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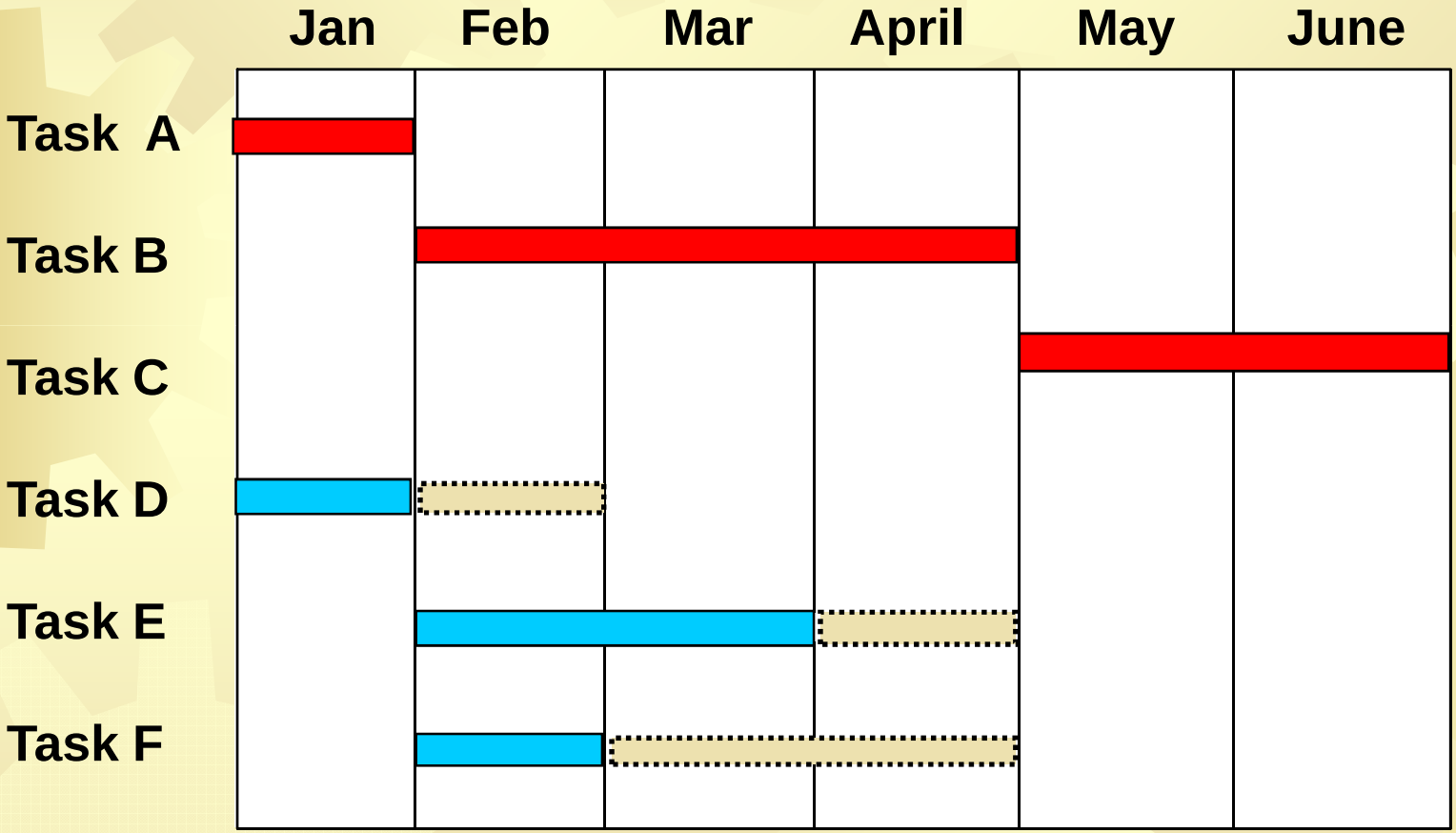
# Scheduling

Step 4:  Show the Schedule by Drawing Gantt and/or Milestone Charts

# Enhanced Gantt Chart




- Critical - Non-Critical - Slack/Float

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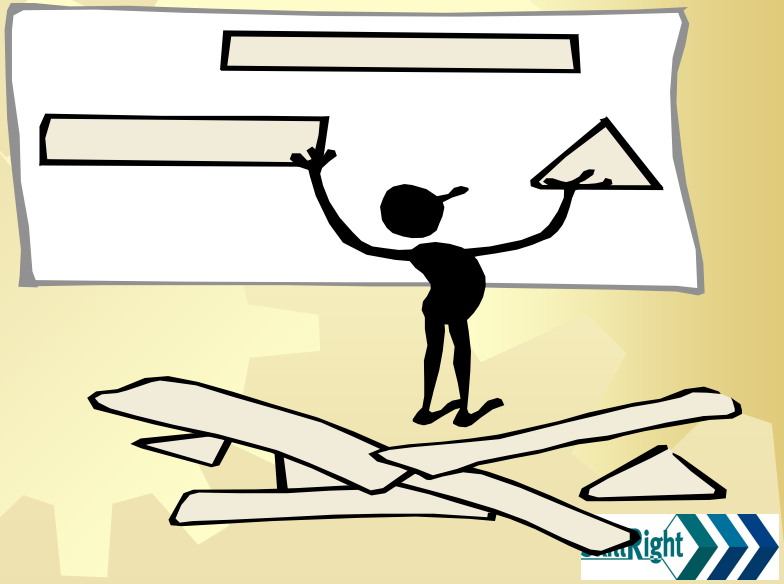
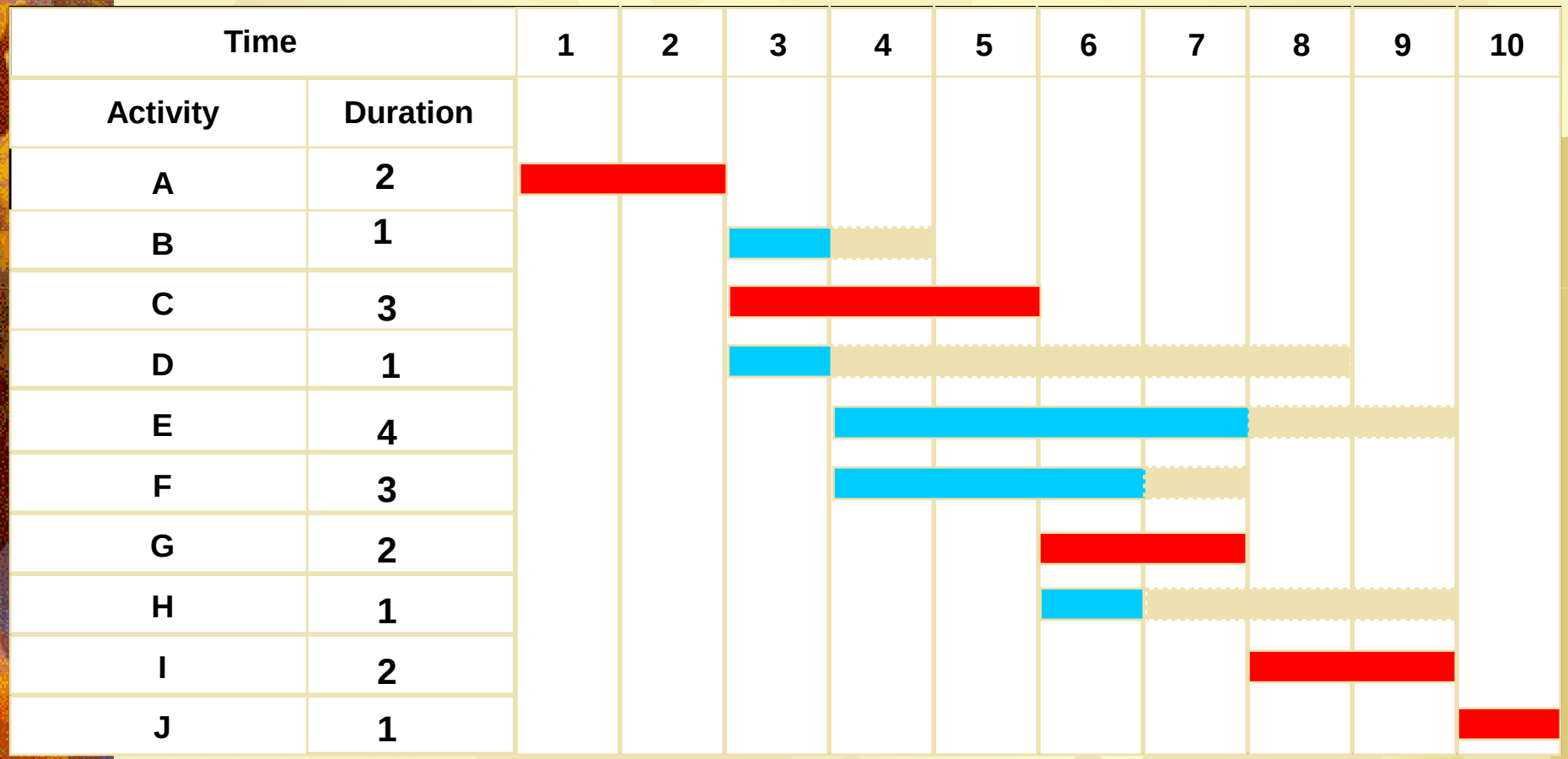
# Gantt Charts

- Simple to construct
- Easy to interpret
- Good for management reporting



Break Timer

# Project X — Gantt Chart Solution

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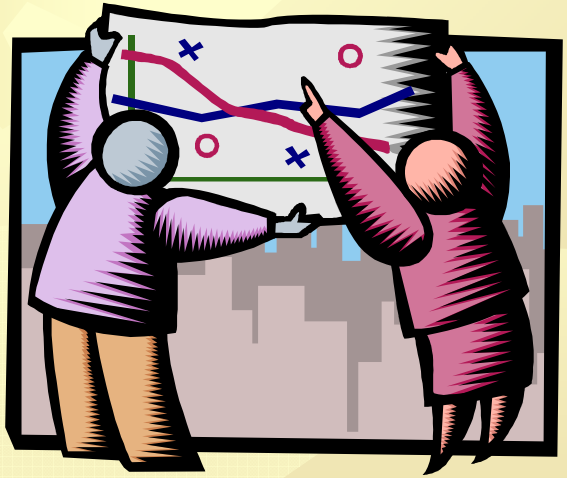
# Develop a Project Schedule

- Prepare a project schedule for the room you are going to paint.



Break Timer

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