

FINISH -to- START Precedence Relationship

FINISH -to- START
(Predecessor -to- Successor Precedence Relationship)
Reading from left to right...
Predecessor activity A must FINISH before Successor
activity (B) can START
(Most common / default relationship)

Progress Reporting...Four methods of recognizing Earned Value (Of some discrete effort)

1. Fixed Formula (e.g. 25 / 75) - tasks scheduled to take less than two reporting periods.
2. Weighted Milestone (e.g. 30% at first milestone, balance upon completion of the task)
3. Percent Complete (e.g. estimate 40% of task is complete, recognize 40% of task PV)
4. Physical Measurement (e.g. 270 miles of fiber optic cable laid along route)

Three types of Effort involved in creating Earned Value

1. Discrete Effort (measurable work accomplished)
2. Apportioned Effort (e.g. QA, Inspection, Testing, at 10% of underlying discrete effort)
3. Level of Effort (e.g. PM, Contract Admin, at \$X perreporting period - never see any SV)

Quality (Definition per PMBOK)

What is 'Quality'?
"The degree to which a set of inherent characteristics fulfill requirements"
* PMBOK, pg. 228

Quality Assurance (Definition per PMBOK)

What is 'Quality Assurance'?
"Auditing quality requirements and the results of quality control measurements to ensure appropriate quality standards are used"
* PMBOK, pg. 242

Juran

Created "Fitness for Use" concept
(Meeting actual needs of customers / stakeholders)
Also, big believer in value of using the Pareto Principle
(80-20 rule)

Edward Deming

Created the “Total Quality Management” (TQM) concept Key points:

- Be proactive, not reactive (in ensuring quality)
- Utilize leadership and accountability
- Measure and strive for constant improvement
- Continuous Improvement
- Testing early on, to identify problems early-on.

Philip Crosby

Created “Zero Defects” concept
(Do it right the first time to avoid re-work and extra cost in the long run)

6σ (Quality Mgmt Methodology)

Invented by Motorola, 1981 Registered Service and Trade Mark of Motorola. black belts, green belts, etc. Provides margin for a later 1.5 σ shift in mean DMAIC

- Define • Measure • Analyze • Improve • Control

McGregor’s Theory X and Y

X - old school, top-down specific direction, labor does not want to work.

Y - newer, management provides big picture and direction, labor wants to work and enjoys it

Maslow’s Hierarchy of Needs

- Self Actualization
- Esteem
- Belonging
- Safety
- Physiological

Herzberg Motivational Theory

He says two main areas for workplace success:

- (1) Hygiene (safe environment, steady pay, stable job)
- (2) Motivating Agents (non-financial in nature – opportunity to improve, education, responsibility)