

4. Check out the Project Management Institute's home page at www.pmi.org.
 - a. Review general information about PMI as well as membership information.
 - b. See if there is a PMI chapter in your state. If not, where is the closest one?
 - c. Use the search function at the PMI home page to find information on Project Management Body of Knowledge (PMBOK). What are the major knowledge areas of PMBOK?
 - d. Explore other links that PMI provides. What do these links tell you about the nature and future of project management?

Note: If you have any difficulty accessing any of the Web addresses listed here or elsewhere in the text, you can find up-to-date addresses on the home page of Dr. Erik Larson, coauthor of this text: <http://business.oregonstate.edu/faculty-and-staff-bios/erik-larson>

References

- Benko, C., and F. W. McFarlan, *Connecting the Dots* (Boston: HBS Press, 2003).
- Cohen, D. J., and R. J. Graham, *The Project Manager's MBA* (San Francisco: Jossey-Bass, 2001).
- Darnell, R., "The Emerging Role of the Project Manager," *PM Network*, vol. 11, no. 7 (1997).
- Derby, Charles, and Ofer Zwikael, "The Secret of (Defining) Success," *PM Network*, vol. 26, no. 8 (August 2012), pp. 20–22.
- Gray, Clifford, "Program Management, A Primer," *PM World Today*, vol. 13, no. 8 (August 2011), pp. 1–7.
- Jonas, D., "Empowering Project Portfolio Managers: How Management Involvement Impacts Project Management Performance," *International Journal of Project Management*, vol. 28, no. 8 (2010), pp. 818–831.
- Koh, Aileen, and Lynn Crawford, "Portfolio Management: The Australian Experience," *Project Management Journal*, vol. 43, no. 6 (2012), pp. 33–41.
- Peters, T., *PM Network*, January 2004, vol. 18, no. 1, p. 19.
- Project Management Institute, *Leadership in Project Management Annual* (Newton Square, PA: PMI Publishing, 2006).
- Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK)*, (Newton Square, PA: PMI Publishing, 2013).
- Project Management Institute, *PMI Today*, July 2011, p. 11.
- The Standish Group, *CHAOS Summary 2009*, pp. 1–4.
- Stewart, T. A., "The Corporate Jungle Spawns a New Species: The Project Manager," *Fortune*, September 1996, pp. 14–15.



Case 11

A Day in the Life

Rachel, the project manager of a large information systems project, arrives at her office early to get caught up with work before her co-workers and project team arrive. However, as she enters the office she meets Neil, one of her fellow project managers,

who also wants to get an early start on the day. Neil has just completed a project overseas. They spend 10 minutes socializing and catching up on personal news.

It takes Rachel 10 minutes to get to her office and settle in. She then checks her voice mail and turns on her computer. She was at her client's site the day before until 7:30 p.m. and has not checked her e-mail or voice mail since 3:30 p.m. the previous day. There are 7 phone messages, 16 e-mails, and 4 notes left on her desk. She spends 15 minutes reviewing her schedule and "to do" lists for the day before responding to messages that require immediate attention.

Rachel spends the next 25 minutes going over project reports and preparing for the weekly status meeting. Her boss, who just arrived at the office, interrupts her. They spend 20 minutes discussing the project. He shares a rumor that a team member is using stimulants on the job. She tells him that she has not seen anything suspicious but will keep an eye on the team member.

The 9:00 a.m. project status meeting starts 15 minutes late because two of the team members have to finish a job for a client. Several people go to the cafeteria to get coffee and doughnuts while others discuss last night's baseball game. The team members arrive, and the remaining 45 minutes of the progress review meeting surface project issues that have to be addressed and assigned for action.

After the meeting Rachel goes down the hallway to meet with Victoria, another IS project manager. They spend 30 minutes reviewing project assignments since the two of them share personnel. Victoria's project is behind schedule and in need of help. They broker a deal that should get Victoria's project back on track.

She returns to her office and makes several phone calls and returns several e-mails before walking downstairs to visit with members of her project team. Her intent is to follow up on an issue that had surfaced in the status report meeting. However, her simple, "Hi guys, how are things going?" elicits a stream of disgruntled responses from the "troops." After listening patiently for over 20 minutes, she realizes that among other things several of the client's managers are beginning to request features that were not in the original project scope statement. She tells her people that she will get on this right away.

Returning to her office she tries to call her counterpart John at the client firm but is told that he is not expected back from lunch for another hour. At this time, Eddie drops by and says, "How about lunch?" Eddie works in the finance office and they spend the next half hour in the company cafeteria gossiping about internal politics. She is surprised to hear that Jonah Johnson, the director of systems projects, may join another firm. Jonah has always been a powerful ally.

She returns to her office, answers a few more e-mails, and finally gets through to John. They spend 30 minutes going over the problem. The conversation ends with John promising to do some investigating and to get back to her as soon as possible.

Rachel puts a "Do not disturb" sign on her door, and lies down in her office. She listens to the third and fourth movement of Ravel's string quartet in F on headphones.

Rachel then takes the elevator down to the third floor and talks to the purchasing agent assigned to her project. They spend the next 30 minutes exploring ways of getting necessary equipment to the project site earlier than planned. She finally authorizes express delivery.

When she returns to her office, her calendar reminds her that she is scheduled to participate in a conference call at 2:30. It takes 15 minutes for everyone to get online. During this time, Rachel catches up on some e-mail. The next hour is spent exchanging information about the technical requirements associated with a new version of a software package they are using on systems projects like hers.

Rachel decides to stretch her legs and goes on a walk down the hallway where she engages in brief conversations with various co-workers. She goes out of her way to thank

Chandra for his thoughtful analysis at the status report meeting. She returns to find that John has left a message for her to call him back ASAP. She contacts John, who informs her that, according to his people, her firm's marketing rep had made certain promises about specific features her system would provide. He doesn't know how this communication breakdown occurred, but his people are pretty upset over the situation. Rachel thanks John for the information and immediately takes the stairs to where the marketing group resides.

She asks to see Mary, a senior marketing manager. She waits 10 minutes before being invited into her office. After a heated discussion, she leaves 40 minutes later with Mary agreeing to talk to her people about what was promised and what was not promised.

She goes downstairs to her people to give them an update on what is happening. They spend 30 minutes reviewing the impact the client's requests could have on the project schedule. She also shares with them the schedule changes she and Victoria had agreed to. After she says good night to her team, she heads upstairs to her boss's office and spends 20 minutes updating him on key events of the day. She returns to her office and spends 30 minutes reviewing e-mails and project documents. She logs on to the MS project schedule of her project and spends the next 30 minutes working with "what-if" scenarios. She reviews tomorrow's schedule and writes some personal reminders before starting off on her 30-minute commute home.

1. How effectively do you think Rachel spent her day?
2. What does the case tell you about what it is like to be a project manager?



Case 1.2

The Hokies Lunch Group¹

PART A

Fatma settled down for lunch at the Yank Sing Chinese restaurant. She was early and took the time to catch up on her e-mail. Soon she would be joined by Jasper and Viktoria, two fellow 2014 grads from Virginia Tech in Blacksburg, Virginia.

Jasper worked as a software engineer for a start-up company that wanted to expand the boundaries of sharing economy. Viktoria was an electrical engineer who worked for a German healthcare company in San Francisco. They had met each other at a Silicon Valley alumni reception hosted by Virginia Tech. Each of them felt a bit like a fish out of water on the West Coast, so they decided to have lunch together each month. The lunch evolved into a professional support group. A major part of each of their jobs was managing projects, and they found it useful to share issues and seek advice from each other.

Fatma worked for a very successful Internet company whose founders believed that everyone in the firm should devote three days a year to community service projects. The company was partnering with several companies in the construction industry to renovate abandoned buildings for low income families. The next project was the renovation of an empty warehouse into eight two-bedroom apartments. Fatma was part of the core team in charge of scheduling and managing work assignments.

Viktoria and Jasper entered the restaurant together. Viktoria was the first to move to the Bay area. She was currently working on the next-generation neural

¹ Hokies is the name associated with Virginia Tech athletic teams.