



A MESSAGE FROM THE PRESIDENT

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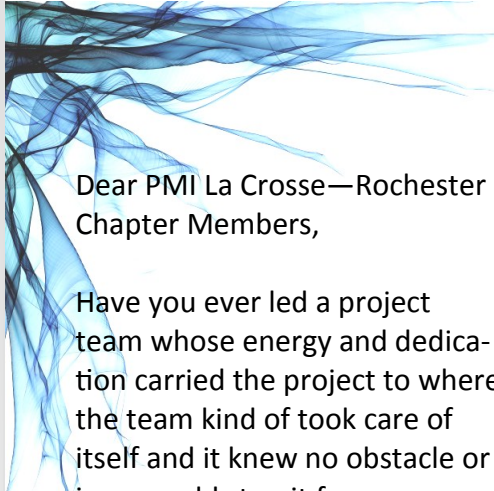
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Dear PMI La Crosse—Rochester Chapter Members,

Have you ever led a project team whose energy and dedication carried the project to where the team kind of took care of itself and it knew no obstacle or issue could stop it from completing its objective? It’s a great feeling to work with such a team.

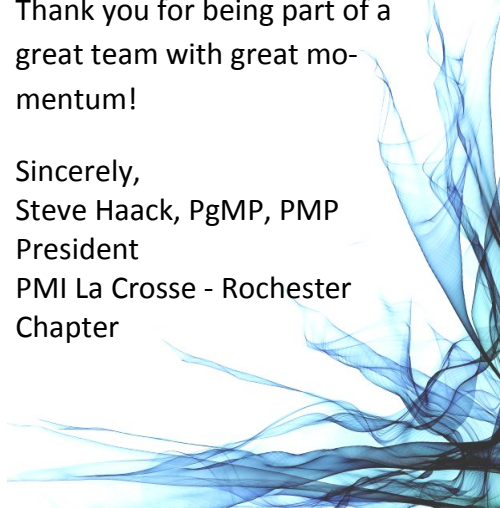
That is the feeling I get with our small but enthusiastic chapter. Excellent speakers, an excellent board, and most of all, excellent chapter members have shown so much energy in the past few months that it seems we are building incredible momentum. So many people have come forward to ask for volunteer opportunities, request to join our chapter, look for PMP prep courses, request to be on the board...it really is like that won-

derful feeling of being on a special team.

Help us to continue to have that feeling. Join us in our events this spring as we explore hosting a couple webinars and will also host the popular professional development day (March conference). Become a PMI La Crosse – Rochester chapter member or refer a friend to become one. Let a board member know if you are interested in volunteering with the chapter, even with a small role.

Thank you for being part of a great team with great momentum!

Sincerely,
Steve Haack, PgMP, PMP
President
PMI La Crosse - Rochester
Chapter





UPCOMING PMI LA CROSSE- ROCHESTER CHAPTER EVENTS FOR 2015

- ⇒ **February 10, 2015**—“Successful Projects Don’t Happen By Chance” webinar with Matthew Weaver, PMP, CSM, ITIL V3 presenting via web for this lunch event in Rochester, MN
- ⇒ **February 12, 2015**—“Apply Lean Tools to Project Management” with Joe Hesch, MBA, Lean Six Sigma Black Belt, and Lean Sensei at Kaplan, Inc. presenting at this dinner event in La Crosse, WI
- ⇒ **March 20, 2015**— “Professional Development Day: The Talent Triangle” hosted and sponsored by Rochester Community and Technical College. Please register with RCTC for this event at XX
- ⇒ **April 15, 2015**—“A Season with the Blue Stars, Step by Step” presented by Brad Furlano, Executive Director, at this dinner meeting in La Crosse, WI
- ⇒ Coming up in May in La Crosse, WI will be an exciting panel discussion— details are TBD. More information coming soon!

**CHECK OUT THE CALENDAR OF EVENTS PAGE FOR
REGISTRATION AND MORE INFORMATION ON
UPCOMING EVENTS @ [WWW.PMILACROSSE-
ROCHESTER.ORG](http://WWW.PMILACROSSE-ROCHESTER.ORG)**



JOIN THE PMI LA CROSSE-ROCHESTER CHAPTER BOARD IN 2015!

To all PMI La Crosse-Rochester Chapter Members,

Election to the PMI La Crosse-Rochester Chapter Board is coming up very soon. There are many benefits to joining the PMI La Crosse-Rochester board of directors. You will work with a dynamic team to support the chapter's objectives, which are:

- To provide a forum for discussion and examination of and ideas related to the management of projects, and aiding with problems, solutions, and applications.
- To help promote the membership and goals of PMI.
- Opportunity to participate in PMI forums and conferences at the regional and national level.
- As a board member, you also receive PDU credits for your service.

Open PMI La Crosse-Rochester Chapter Board positions are:

- VP of Communications
- VP of Marketing
- VP of Events Rochester
- VP of Events La Crosse
- VP of Finance

Stay tuned for more information. If you have any questions, please feel free to contact Ajay Singh at pastpresident@pmilacrosse-rochester.org.

Sincerely,

Ajay Singh, PMP

Past President—PMI La Crosse –Rochester Chapter

**ARE YOU INTERESTED TO KNOW WHAT YOUR PEERS THINK
AND DO WITH THEIR PROJECT MANAGEMENT SKILLS?**

**CHECK OUT THIS PM BLOG FOR INTERESTING ARTICLES
FROM YOUR PEERS: [WWW.PROJECTMANAGEMENT.COM/
BLOG/VOICES-ON-PROJECT-MANAGEMENT/](http://WWW.PROJECTMANAGEMENT.COM/BLOG/VOICES-ON-PROJECT-MANAGEMENT/)**

WHAT HAVE YOU BEEN UP TO...



Welcome New PMI
Chapter Members!

- Tyler Huenter
- Laura Mueller
- Karen Nielsen
- Traci S. Martin
- Angela Cramer

New and Current PMPs - Don't forget to submit your PDUs!

More information on how the "Calendar of Events" section at www.pmilacrosse-rochester.org



SAMPLE PMP QUESTIONS FOR REVIEW

Question—You are managing the development of a new space module design for future exploration missions. It is important to both minimize space and also comfortably accommodate astronauts for extended missions. For the sleep arrangements, the design goal is to develop a bunk with a height requirement that will accommodate 99.7% of qualified astronaut candidates. Project research indicates that the mean height for astronaut candidates is 5 feet 9.5 inches and the standard deviation is 3 inches. Using normal distribution as the basis for the calculation, what is the required length/ height of the bunk to satisfy the requirement?

- A. 5 feet 9.5 inches
- B. 6 feet .5 inches
- C. 6 feet 6.5 inches
- D. 8 feet .5 inches

ANSWERS ON PAGE 6!

“My Projects are Constantly Late, Over Budget and Deliver Low-Quality Products. What Can I Do?” By: Jamal Moustafaev, MBA, PMP

I get asked this question all the time. My consulting engagements start with it. My trainings – whether public or on-site – start with it. Sometimes, I even hear it during casual conversations with my friends. Usually this inquiry is followed by the following statement, “Well, you are the project management expert! Care to share your opinion on the subject?” In reality the answer to this question is not that simple and exists in a two-dimensional space, so to speak.

First, if the company is experiencing these problems, there is a good chance that their [project management](#) processes are deficient. The word “deficient” in this context can mean a number of things: lack of proper methodology and templates, absence of experienced project managers or insufficient executive buy-in for project management just to name a few. Any combination of these factors severely limits the ability of the organization to scope, estimate, schedule and control their endeavors potentially leading to missed deadlines, overrun budgets and poor quality products and services.

But there is also an additional dimension to this problem called the **strategic resourcing**. The question that needs to be answered in order to solve the strategic resourcing predicament is very simple:

“Do you have too many projects in the pipeline and too few resources at your disposal? And if the answer is yes, then which projects are you going to cut or how many resources are you going to add to your pool?”

Let me demonstrate this concept using a seeming unrelated example.

Let us assume that you are a student in one of my project management courses. You are an A+ scholar that knows everything there is to know about project management. To make a long story short, there is no question I can ask that you would be unable to answer.

Let us further assume that the average number of questions on a two-hour final exam for this type course is five. How well would you realistically expect to do on the two-hour exam if I were to decide to include a hundred questions of the same size and complexity on the final test?

Obviously, no matter how smart and well-prepared you were for the exam, you would no doubt fail.

Interestingly enough, when professionals and, especially, executives are provided with the “final exam” case study, they unanimously agree that there is absolutely no chance that any student in the classroom would be able to answer all 100 questions in the course of two hours. But as soon as the concepts of “**questions**” and “**final exam**” are replaced with “**projects**” and “**fiscal year**” respectively their attitude changes completely and they start thinking something along the lines of, “Well if I somehow make them work a bit harder ...”

The lesson here is a company must have an appreciation of its own throughput capacity and ensure that the total size of its ventures corresponds to the size of its project pipeline - meaning the number of projects your employees can handle and deliver successfully is a finite number, which falls under the [project portfolio management](#) domain.

So what is the conclusive answer to the question mentioned in the title of this article? If your organization is experiencing project delivery challenges, the root causes of this situation are most likely concealed in both inadequate project management and project portfolio management.

About the Author

[Jamal Moustafaev](#), MBA, PMP – president and founder of [Thinktank Consulting](#) is an internationally acclaimed expert and speaker in the areas of project/portfolio management, scope definition, process improvement and corporate training. Jamal Moustafaev has done work for private-sector companies and government organizations in Canada, US, Asia, Europe and Middle East. **Read Jamal’s Blog @ www.thinktankconsulting.ca**

Sample PMP Question for review—ANSWER

By: Frank Saladis and Kay Wais <http://www.successfulprojects.com/MockExams>

Question—You are managing the development of a new space module design for future exploration missions. It is important to both minimize space and also comfortably accommodate astronauts for extended missions. For the sleep arrangements, the design goal is to develop a bunk with a height requirement that will accommodate 99.7% of qualified astronaut candidates. Project research indicates that the mean height for astronaut candidates is 5 feet 9.5 inches and the standard deviation is 3 inches. Using normal distribution as the basis for the calculation, what is the required length/ height of the bunk to satisfy the requirement?

Answer: D. 6 feet 6.5 inches

The mean value is calculated using the weighted average formula. The standard deviation is calculated using a generally accepted formula: $\frac{\text{Pessimistic Value} - \text{Optimistic Value}}{6}$. From statistics we know that in normal distribution, there is a 68% chance an outcome will fall within 1 standard deviation from the mean, 95% chance the outcome will fall within 2 standard deviations from the mean, and 99.73% it will fall within 3 standard deviations from the mean. See p.250 –Control Quality. Quality assurance is used to provide confidence that stakeholder requirements will be met. Use of statistical control, attribute or variable sampling is often included as part of the process.

In this scenario, since 99.73% of data points fall within 3σ and it was given that the standard deviation (σ) is 3 inches the required length of the bunk is determined as follows: The 3σ level would normally mean 3σ below or on the negative side of the mean and 3σ above or on the positive side of the mean. In this case we are only concerned with the values above the mean – Therefore, we would calculate 3 times the sigma or standard deviation, which is 3×3 or 9 inches. The addition of 9 inches to the mean would take the top end of the requirement to 6 feet and 6.5 inches.

Reference: 5th Edition PMBOK p. 170-171.



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Global Knowledge – Local Networking

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