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<http://business.gwu.edu/mspm/>

"With so much business and project management experience, I was uncertain how much I would learn. My uncertainty was replaced by excitement. The program opened new vistas for me in every class..."

This Month's Tip:

Learn how to create a zip file or zip folder

Zip files are folders or files that have been compressed to save space, it makes emailing or downloading the files quicker

[View how on YouTube from Navitend](#)

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Further info

AAPM® RECOMMENDED READ

CRITICAL CHAIN SCHEDULING AND BUFFER MANAGEMENT . . . GETTING OUT FROM BETWEEN PARKINSON'S ROCK AND MURPHY'S HARD PLACE

by Francis S. "Frank" Patrick

The approach to project management known as "Critical Chain Scheduling and Buffer Management" provides mechanisms to allow a "whole system" view of projects. It identifies and protects what's critical from inevitable uncertainty, and as a result, avoids major impact of Parkinson's Law at the task level while accounting for Murphy's Law at the project level.

Samuel Temitope Apanisile - Nigeria Director AAPM recommends this must read article

[Read more](#)

Editor's Notes :

by Michele Guttenberger, MPM®

PROJECT CLOSEOUTS AND YEAR ENDS

We are in the final leg of 2011 and soon the media will recap the year in review. There will be heroic accomplishments, grand failures, the expected and unexpected events of the year. History pundits will try to analyze, compare and summarize the year's end to other years that have passed. These activities share the same familiarity of a Project Closeout. The Project Closeout provides the purpose of assessing the project to derive any lessons learned and hopefully develop best practices going forward for future projects.

For a successful project the closeout review might be just a final routine task to complete. To an unsuccessful project, the lessons learned may be an uncomfortable reconciliation. However, like bad years, it is important to take into account what has transpired so that these problems do not haunt us into a new project or a new year.

New years and new projects have no chance for prosperity if we continue to carry the old baggage by not acknowledging and defining the history that has taken place before it. If a year could be treated like project at its conclusion, we would - solicit feedback, conduct an assessment, post an Implementation and Updated Skills Inventory Report, provide performance feedback and neatly archive the year's valuable information.

The year has too many stakeholders and many leaders to draw a final conclusion and move forward with the best practices and lessons learned from the previous year. Maybe project closeouts and an exceptional year are dependent on great leaders. It is this leadership that recognizes when the objective has been reached or missed and if we achieved our goal in order to move forward to the future.

Jack Welch, Chairman and CEO of General Electric (1981 – 2001) aptly ties leadership to completion:

"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion."

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Stephen Polak

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Stephen Polak, MSA/MSL, CPA/PFS,
CFE/CFP, CWM/CAM, MPM/CIPM

Member of the Super Board of Standards



Stephen holds the MPM - Master Project Manager - The Original International Masters Certification and CIPM - Certified International Project Manager - The Original International Charter Designation. His guidance insures the MPM is the Graduate Gold Standard of Project Management. Likewise these high standards are included in the CIPM. This International Project Managers Credential contains multi-national knowledge, training and skill sets that are a Flagship Designation for AAPM Board Global.

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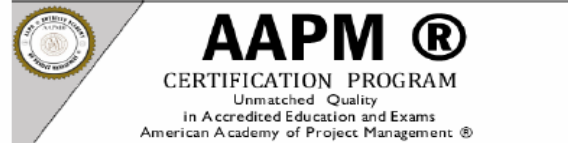
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