Project Management- An overview

Project Management

- Objective
  - To give an overview of Project Management Concept
  - Identify key components, roles, responsibilities and tools that contribute to the success of a project

Project Management

- Main topics
  - Project management principles, tools and constraints
  - Project planning
  - Project communication
  - Project Execution
  - Project Monitoring and Controlling
  - Project maintenance
  - Closing of project
  - Project Control

What is a project?

- **Series of tasks** aiming at the delivery of a **product or service**
- Leads to **benefits**
- Has a **specific objective** and defined quality and performance **requirements**
- Must be completed in a **defined schedule**.
- Consumes **resources** (people, money, equipment, etc.)
- Must respect a given **budget**
- Involves **teamwork**

Key Definitions

Project

- **Temporary endeavor** undertaken to create a unique product, service or result

Project Management

- **Application of knowledge, skills, tools and techniques** to project activities in order to meet or exceed stakeholder needs and expectations from a project

Project Management Methodology

- **Set of integrated** processes, tools and techniques created to **initiate, plan, staff, execute and monitor** projects in a consistent and effective manner.

Key Definitions

Programme

- **Group of projects** managed in a coordinated way to obtain benefits and control not available from managing them individually.

Portfolio

- **Collection of projects or programmes** and other work that are grouped together to facilitate effective management.

Activity or task

- **Work element** completed to deliver a work package. Includes duration, costs, resources. Tracking unit for the project.

Projects vs. Operations

- Projects
    - Single objective
    - One end objective
    - Centered around end deliverable
    - Focuses on project milestones
    - Involves trade-offs
    - Schedule
    - Budget
    - Scope
    - One- time
    - Temporary organizations
    - Reporting according to
      project codes on scope schedule
      and budget

- Operations
    - Multiple objectives
    - Multiple deliverables
    - Production centered
    - Focuses on designated time period
      i.e. yearly, quarterly
    - Decisions based on term results
    - On - going activities
    - Permanent specialized staff
    - Reporting by responsibility center or
    - performance and transactions

What is Project Management?

- A set of principles and tools for Defining, Planning, Executing, controlling ,,,and completing a PROJECT

- It is " …*the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholders' needs and expectations from a project"* (PMBOK).

- It is a **discipline** of defining and achieving finite **Objectives**.

Project Management

❑ Project management principles, tools and constraints

❑ Roles and responsibilities of the Project Sponsor, Project Manager, Project Team, etc.

❑ Use of standardized templates and project charter

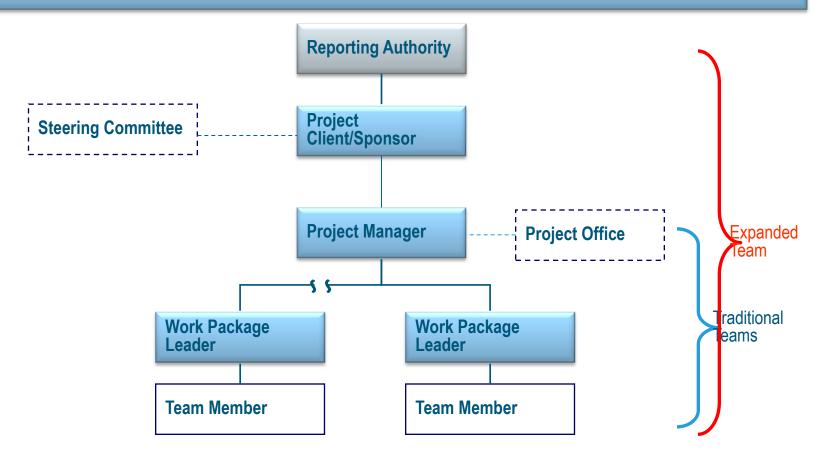❑ Project management triangle (scope, time and budget)

Why use Project Management?

- Manage and control change

- Ensure quality of product delivery

- Communicate useful and required information
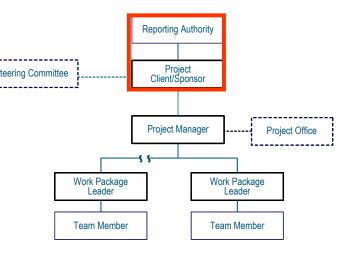
- Prevent problems

- Model the future

... Create Value!

The Basic Project Organization Model

Key Roles and Responsibilities

- **Project Client/Sponsor**

  – Overviews project

  – Appoints or approves appointment of PM

  – Approves and monitors project plan

  – Provides or secures budget

  – Liaises with senior management team

  – Provides PM performance review

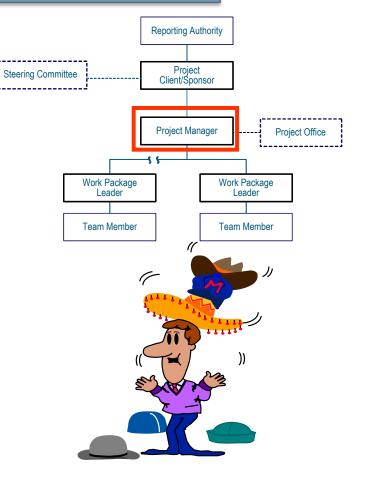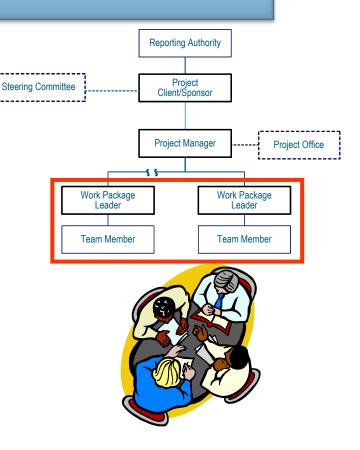 – Approves deliverables

  – Provides final acceptance

Key Roles and Responsibilities

- **Project Manager**

  - Assembles and leads project team, communicates with all stakeholders

  - Leads project planning

  - Accomplishes project within objectives

  - Monitors and reports project

  - Provides work package leader performance reviews to their functional managers
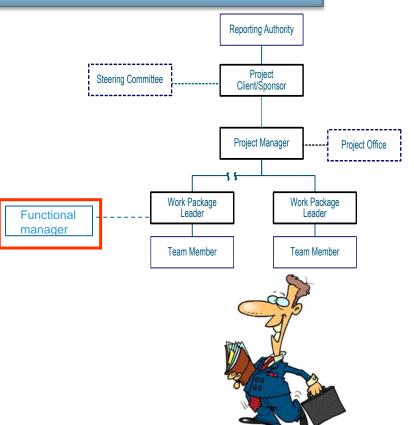
Key Roles and Responsibilities

- **Work Package Manager/leader (or project team member)**

  – Understands work requirements and expectations

  – Plans Work Package(s)/activities and participates in project level planning

  – Assembles and leads work package team

  – Accomplishes Work Package/activities with planned time, cost and deliverables

  – Updates during execution and reports to PM as required
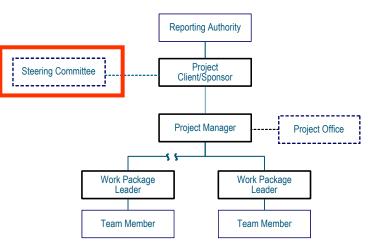
  – Keeps own functional manager informed

Key Roles and Responsibilities

- **Functional Manager, depending on matrix style**

  – Assign work package leaders

  – Oversee work package resource assignment

  – Ensure their function can support agreed to project plans

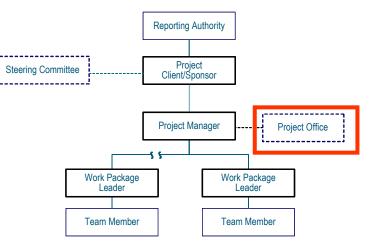 – Ensure quality of deliverables for projects developed by their staff

Key Roles and Responsibilities

- **Steering Committee**

    – Approve PM assignment when required

    – Review and approve: Project Charter, Project Management Plan and Major Scope Changes

    – Provide Leadership and support to project team vs. other impacted business areas and stakeholders

    – Review progress reports

    – Facilitate decentralized decision making and resolve inter-project conflicts

Key Roles and Responsibilities

- **Project Office**

  – Identify best practices, processes, tools to create and add value to the organization, shareholders and clients

  – Provide support and assistance to project teams (training and coaching)

  – Actively participate in strategic projects

  – Assist and support portfolio management

What every PM should know

- ❑ How to develop and use a Project Charter
- ❑ Sound and efficient project planning and control techniques
- ❑ How to communicate with stakeholders
- ❑ How to manage risks
- ❑ How to manage expectations
- ❑ How to develop a project management plan including a realistic schedule
- ❑ How and when to delegate
- ❑ How to execute!

Using a Project Charter

- Why use a Charter?
  - Provides organization's commitment to the project:
    - Describes and explain its benefit
    - Provides justification
    - Lists key constraints (costs, time, technical.)
    - Describes responsibilities
  - Acts as a « Contract » between parties
- Living Document
- Must be read! Keep relatively succinct!
- A project charter must link to the program charter.

Project definition using a «charter»

- Purpose of the «project charter» = document the project for shared understanding, communication and approval
    - Define the program's or project's:
        - Purpose
        - Product
        - Organization
        - Priorities
        - Completion criteria
        - Critical success factors
        - Parameters
        - Reporting relationships
        - User/client responsibilities
    - Basis of understanding with the sponsor/client
- Charter format is flexible
    - Fit to specific organizational requirements
    - Fit to specific project requirements

Project Management

❑ Project planning:
- plan a project
- develop the scope statement
- select a team
- identify deliverables
- estimate the resource requirements time and cost for activities
- develop a project schedule and project budget
- identify and manage risks

Project plan content

- Includes but not limited to
  - Scope, Schedule, Cost, Quality, Communication, risk, Procurement, HR Plans
  - Process Improvement Plan
  - Staffing Plan
  - Milestone List
  - Schedule Baseline
  - Resource Calendars
  - Cost Baseline
  - Quality Baseline
  - Risk Register

- The **Schedule** is included in, but is not, the **Plan**!

Project Management

❑ Project communication:

- Establishing and executing internal and external communication plans

Planning kick-off objective

- Mobilize the team that will contribute to the project plan preparation

- Importance of rapid identification and involvement of collaborators

- Ideally, a planning kick-off meeting will take place in order to:

  - Allow the client/champion and the project manager to present a preliminary version of project charter for discussion and comments

  - Determine the next planning steps for the team to complete

Planning kick-off agenda

- Introductions
  - Team members
  - Project background

- Review Charter and Preliminary Scope Statement

- Planning Outputs, Roles and Responsibilities

- Establish a Schedule for the planning, in other words "Plan the Plan"!

Sample RAM (Responsibility Assignment Matrix)

Legend	R. Responsible (Doers)	Andy Mason	Meg Foley	Therese Swan	Tom Mills	Linda Harris	Joe Nolan	Tim Harris			
	A. Accountable (Buck stops here)										
	C. Consult (In the loop)										
	I. Inform (FYI)										
Code	**Description**										
CRM-UP.1	System Development	A	I	R	C	C	R	I			
CRM-UP.1.1	System Requirements	A	C	R	C	C	R	I			
CRM-UP.1.2	System Design	A	C	R	C	C	R	I			
CRM-UP.1.3	System Implementation	A	C	R	C	C	R	I			
CRM-UP.2	System Testing	R	A	R	I	I	R	I			
CRM-UP.2.1	System Integration Tests	R	A	R	I	I	R	I			
CRM-UP.2.2	QA Tests	R	A	R	I	I	R	I			
CRM-UP.3	System Deployment	C	C	A	C	C	R	I			
CRM-UP.3.1	System Installation Preparation	C	C	A	C	I	R	I			
CRM-UP.3.2	System Installation	C	C	A	C	I	R	I			

Simple rule: 1 and only 1 "A" per row

Project Management

❑ Project Execution:
- coordinating people and resources,
- focusing on deliverables,
- development and management of a Project team,
- distribution of information,
- managing stakeholder expectations,
- conducting procurement.

Project Management

❑   Project Monitoring and Controlling:

- establishing key benefits and project performance,

- measuring project activities,

- monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline,

- identifying corrective actions to address issues and risks properly,

- monitoring factors that could bypass integrated change control (avoiding scope creep and uncontrolled changes).

Project Management

❑ Project maintenance:

- Continuing support of end-users
- Revisions and updates during the life cycle of the project
- Managing changes and amendments

Project Management

❑ Closing of project:

- Formal acceptance of the project and the ending thereof

- Documenting project activities

- Documenting lessons learned,

- Contracts and agreement closure

- Finalizing all activities across all of the process groups to formally close the project or a project phase

Project Management

❑ Project Control:
- Establishment of an independent Project Control function
- Establishment of a project control and governance
- Creation of a transparency among the project parameters
- Investment analysis, cost–benefit analyses, value benefit analysis, expert surveys, simulation calculations,
- Risk-profile analyses
- Milestone trend analysis
- Cost trend analysis
- Target/actual-comparison

10 Things Every PM Must Know

- http://www.projectmanager.com/the-top-10-things-every-pm-must-know.php?utm_source=Constant%2BContact&utm_medium=Email&utm_campaign=Project%2BManager%3A%2BOctober%2B2013%2B-%2BWeek5