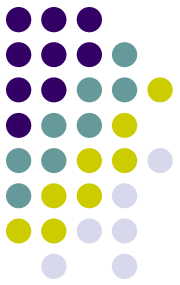


Chapter 2

The Organization and Process

2.1. The Organization



* Understanding Organizations

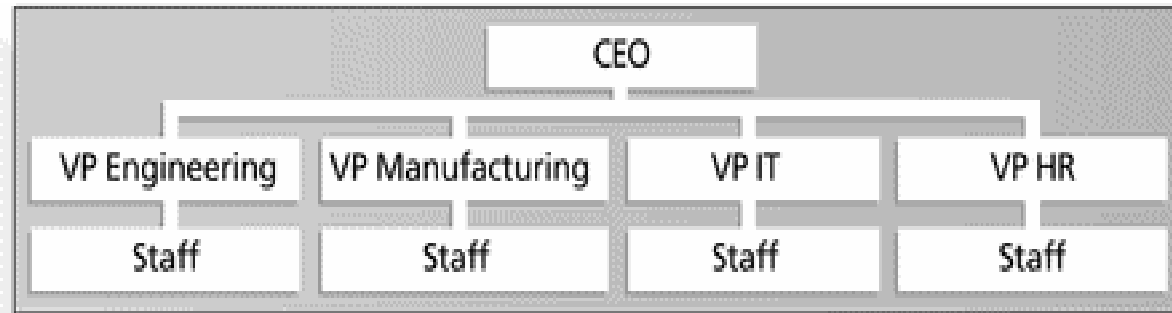
| | |
|--|--|
| <p>Structural frame: Focuses on roles and responsibilities, coordination and control. Organizational charts help define this frame.</p> | <p>Human resources frame: Focuses on providing harmony between needs of the organization and needs of people.</p> |
| <p>Political frame: Assumes organizations are coalitions composed of varied individuals and interest groups. Conflict and power are key issues.</p> | <p>Symbolic frame: Focuses on symbols and meanings related to events. Culture is important.</p> |

Project managers must learn to work within all four organizational frames to function well in organization.

* Many Organizations Focus on the Structural Frame

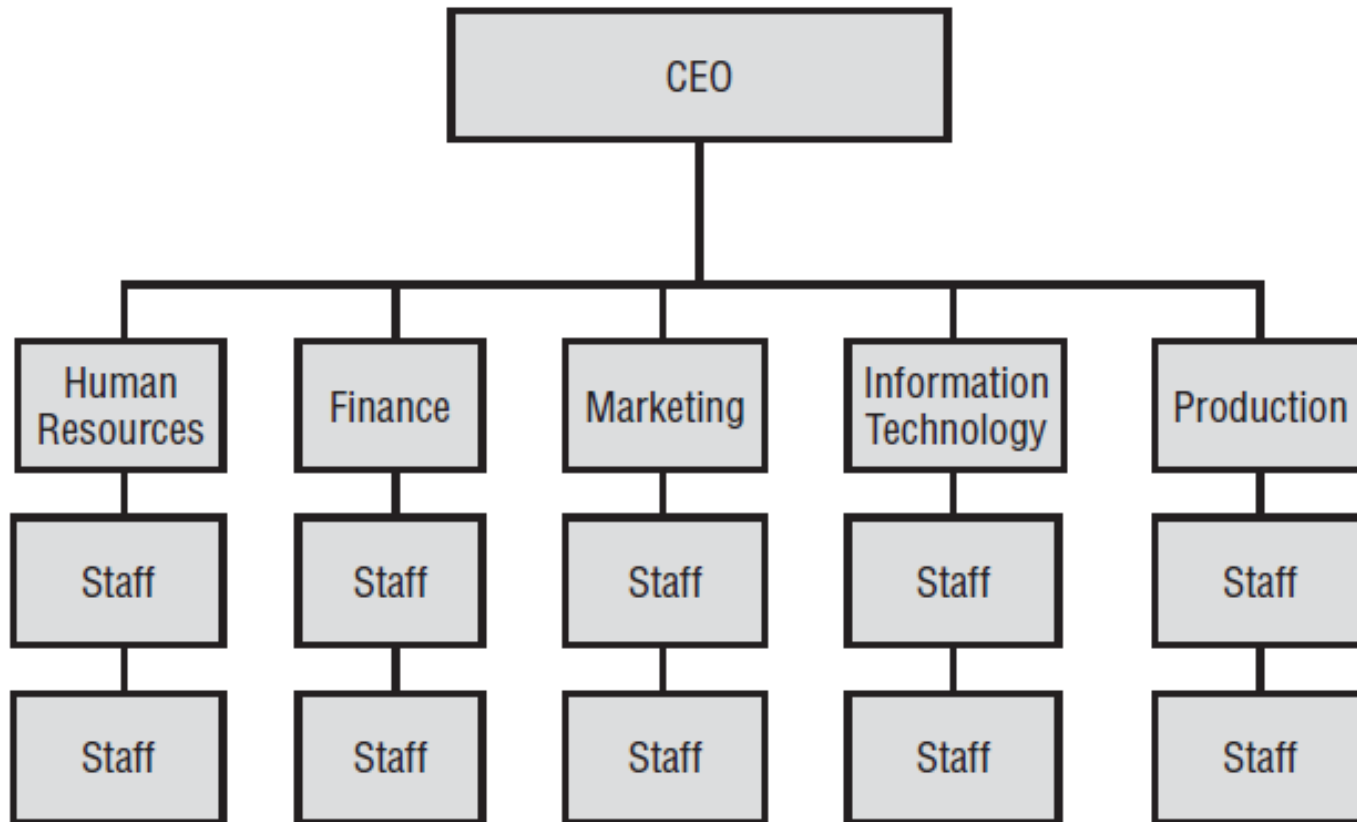
- 3 basic organizational structures
 - functional
 - project
 - matrix

Functional



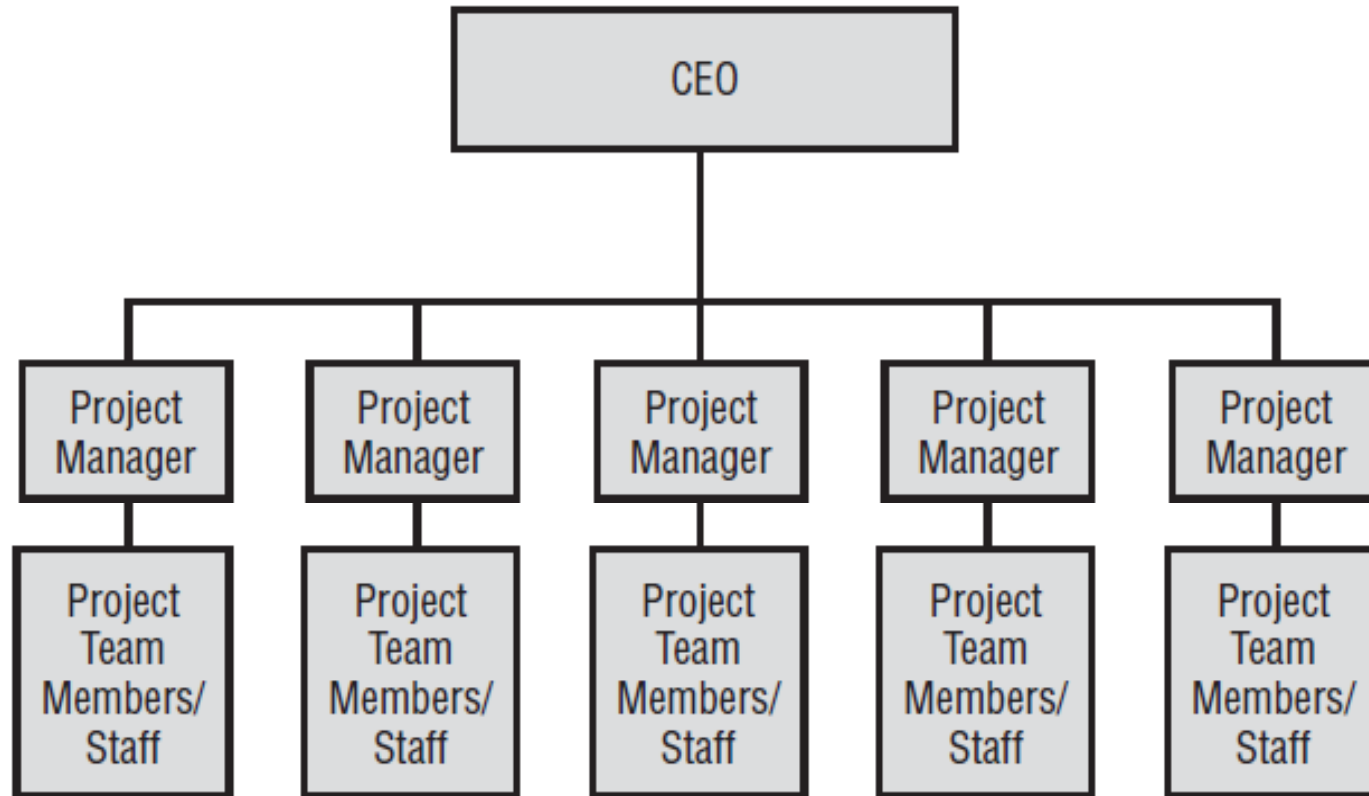
* Many Organizations Focus on the Structural Frame

Functional



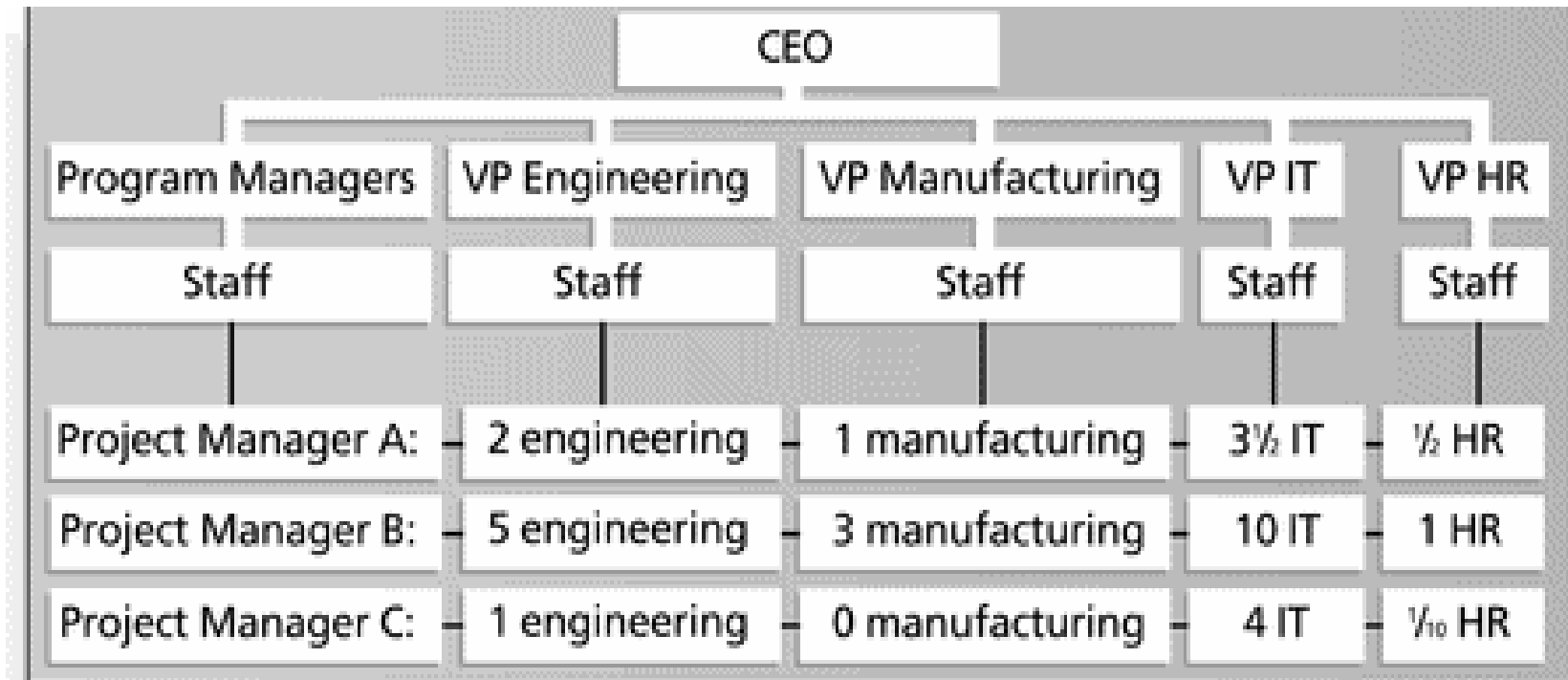
* Many Organizations Focus on the Structural Frame

Project



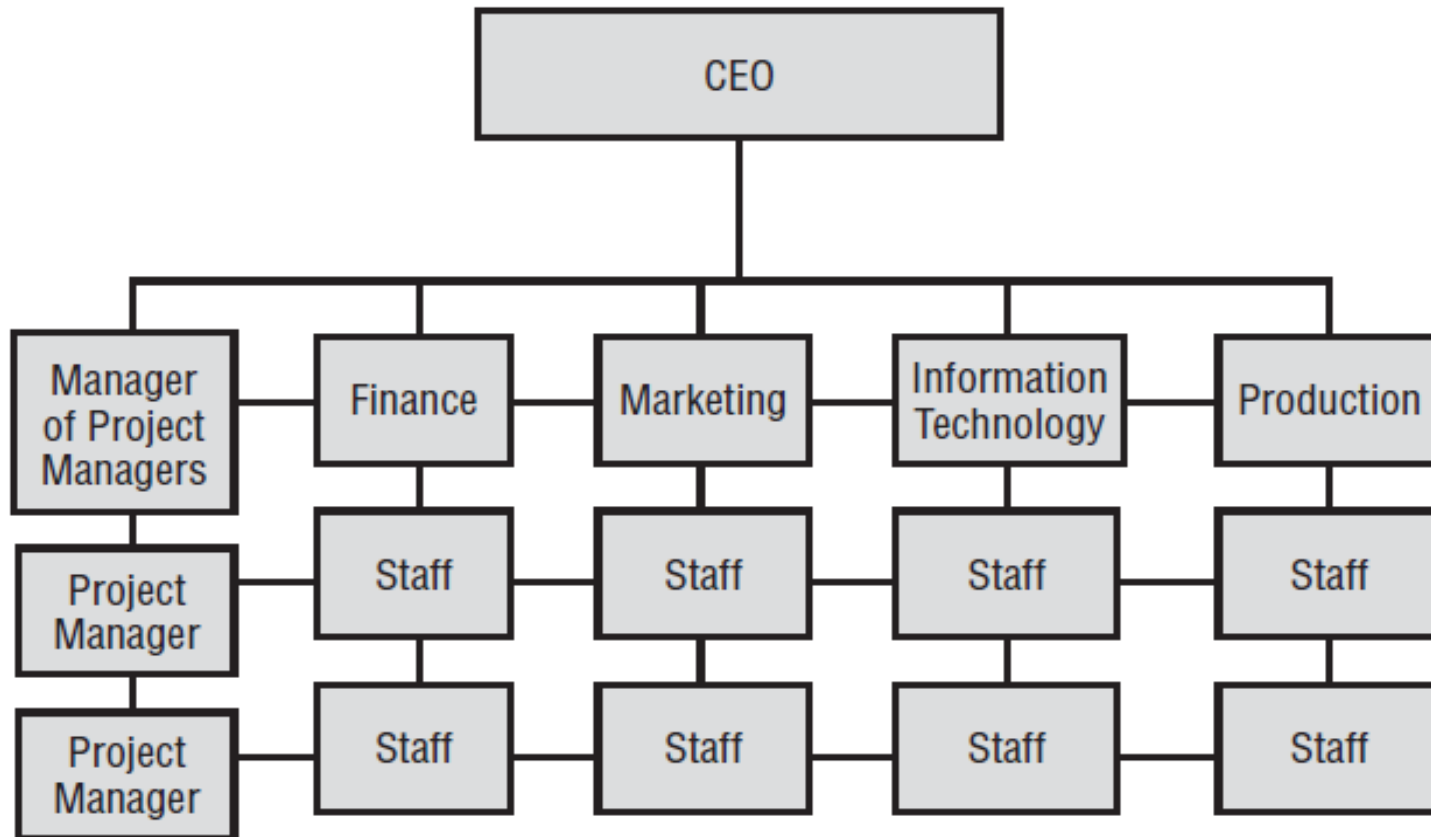
* Many Organizations Focus on the Structural Frame

Matrix (➡)



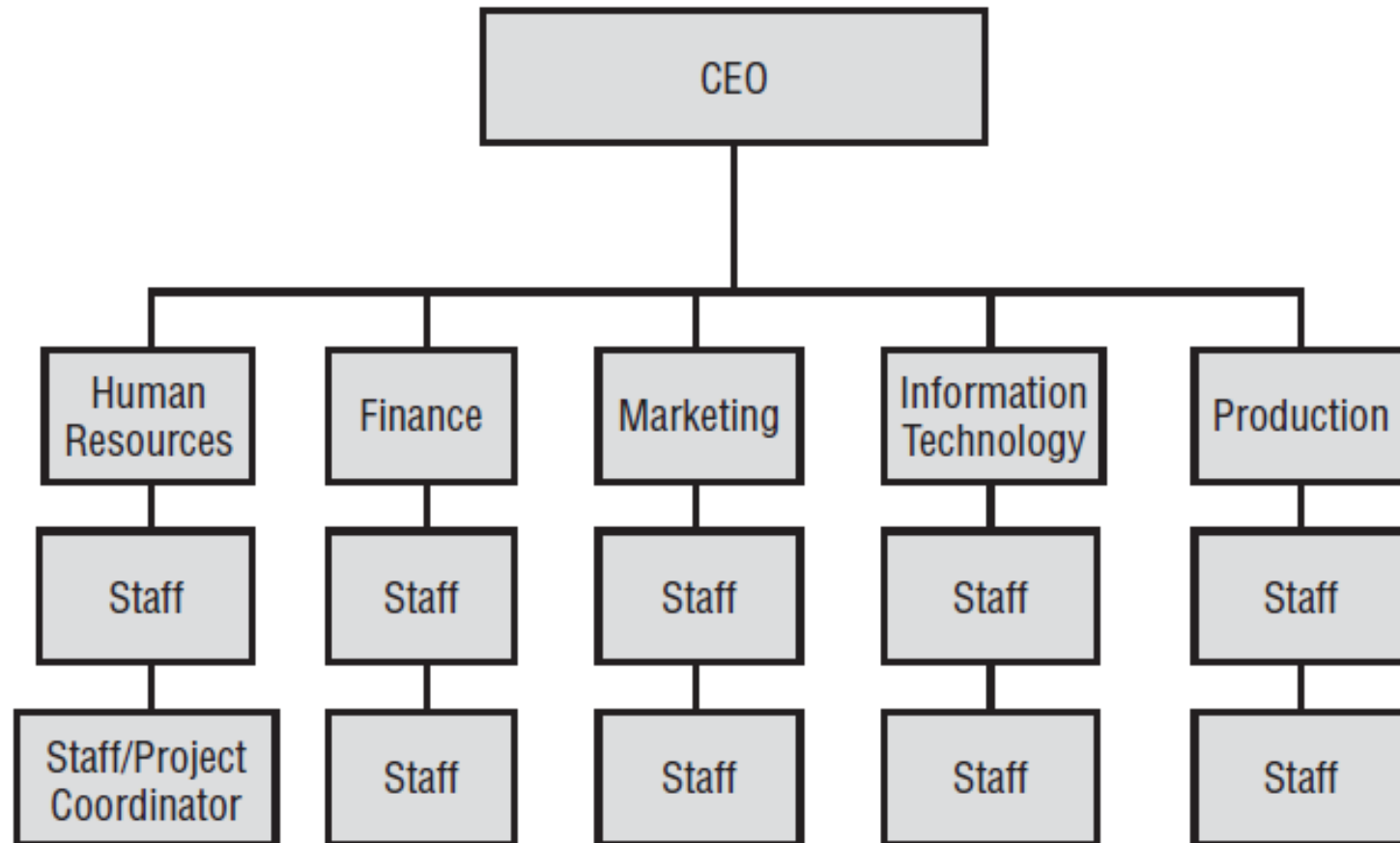
* Many Organizations Focus on the Structural Frame

Strong Matrix



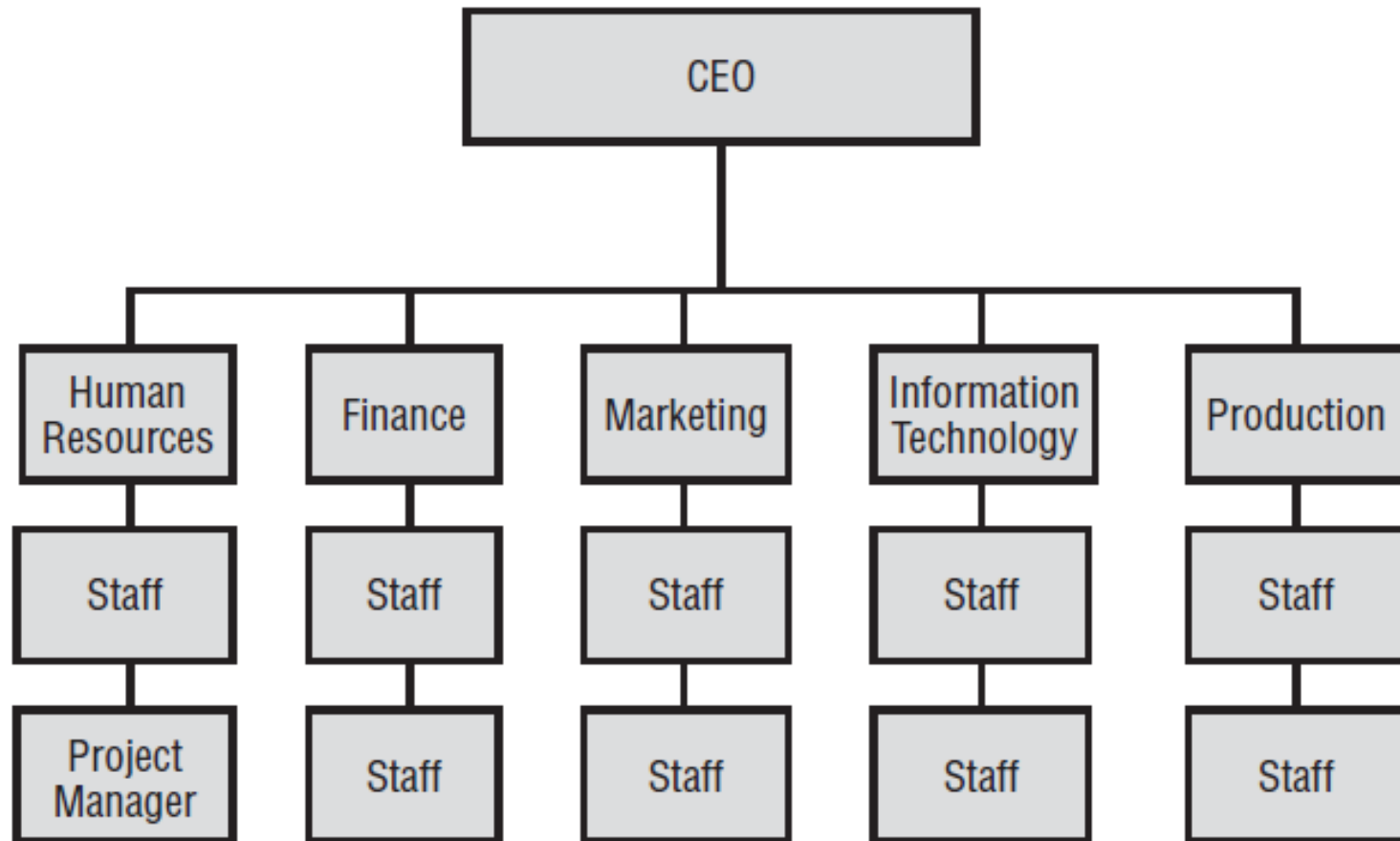
* Many Organizations Focus on the Structural Frame

Weak Matrix



* Many Organizations Focus on the Structural Frame

Balanced Matrix

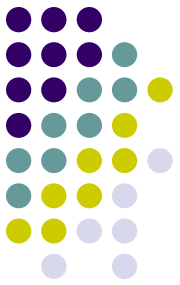


* Many Organizations Focus on the Structural Frame

Comparing Matrix Structure

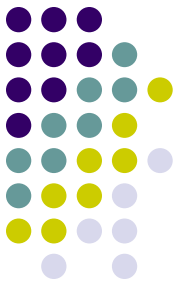
| | Weak Matrix | Balanced Matrix | Strong Matrix |
|------------------------------------|---|--|--------------------------------------|
| Project Manager's Title: | Project coordinator, project leader, or project expeditor | Project manager | Project manager |
| Project Manager's Focus: | Split focus between project and functional responsibilities | Projects and project work | Projects and project work |
| Project Manager's Power: | Minimal authority and power | Balance of authority and power | Significant authority and power |
| Project Manager's Time: | Part-time on projects | Full-time on projects | Full-time on projects |
| Organization Style: | Most like functional organization | Blend of both weak and strong matrix | Most like a projectized organization |
| Project Manager Reports To: | Functional manager | A functional manager, but shares authority and power | Manager of project managers |

* Suggested Skills for Project Managers



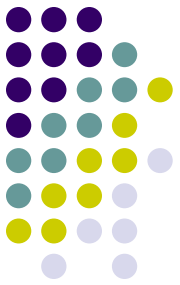
- Project managers need a wide variety of skills
- They should be comfortable with change, understand the organizations they work in and with, and be able to lead teams to accomplish project goals
- Project managers need both “hard” and “soft” skills. Hard skills include product knowledge and knowing how to use various project management tools and techniques, and soft skills(or human relations skills) include being able to work with various types of people

* Suggested Skills for Project Managers



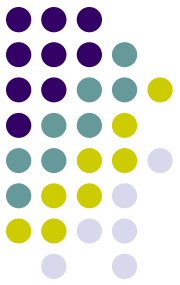
- Communication skills: listening, persuading
- Organizational skills: planning, goal-setting, analyzing
- Team Building skills: empathy, motivation, esprit de corps
- Leadership skills: set examples, be energetic, have vision (big picture), delegate, be positive
- Coping skills: flexibility, creativity, patience, persistence
- Technological skills: experience, project knowledge

* Fifteen Project Management Job Functions



- 1) Define scope of project
- 2) Identify stakeholders, decision-makers
- 3) Develop detailed task list (work breakdown structures)
- 4) Estimate time requirements
- 5) Develop initial project management flow chart
- 6) Identify required resources and budget
- 7) Evaluate project requirements
- 8) Identify and evaluate risks
- 9) Prepare contingency plan
- 10) Identify interdependencies
- 11) Identify and track critical milestones
- 12) Participate in project phase review
- 13) Secure needed resources
- 14) Manage the change control process
- 15) Report project status

* Most Significant Characteristics of Effective and Ineffective Project Managers



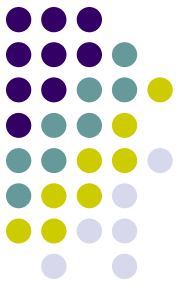
Effective Project Managers

- Lead by example
- Are visionaries
- Are technically competent
- Are decisive
- Are good communicators
- Are good motivators
- Stand up to upper management when necessary
- Support team members
- Encourage new ideas

Ineffective Project Managers

- Set bad examples
- Are not self-assured
- Lack technical expertise
- Are poor communicators
- Are poor motivators

2.2. The Process



* Project Phases and the Project Life Cycle

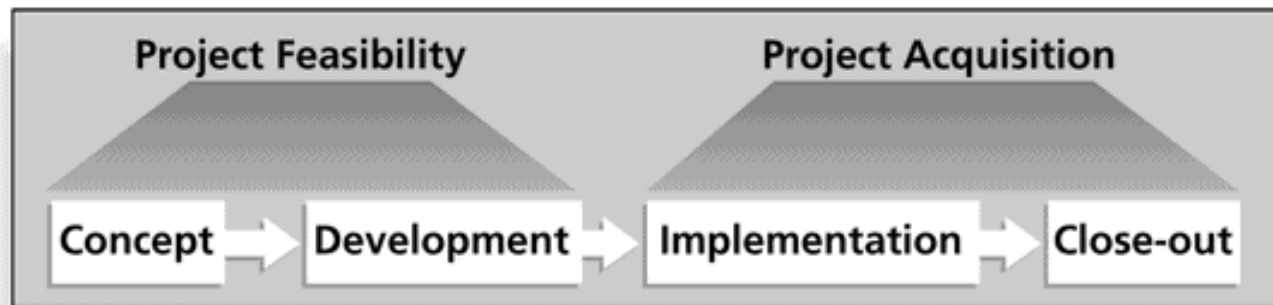
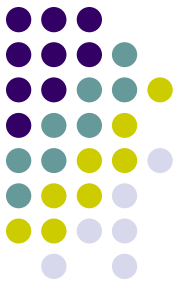
- A project life cycle is a collection of project phases
- Project phases vary by project or industry, but some general phases include
 - concept
 - development

} focus on planning and are often referred to as project feasibility

 - implementation
 - support or close-out

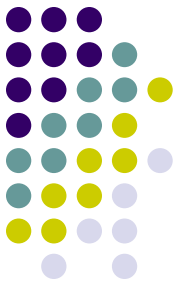
} focus on delivering the actual work and are often referred to as project acquisition

* Phases of the Project Life Cycle



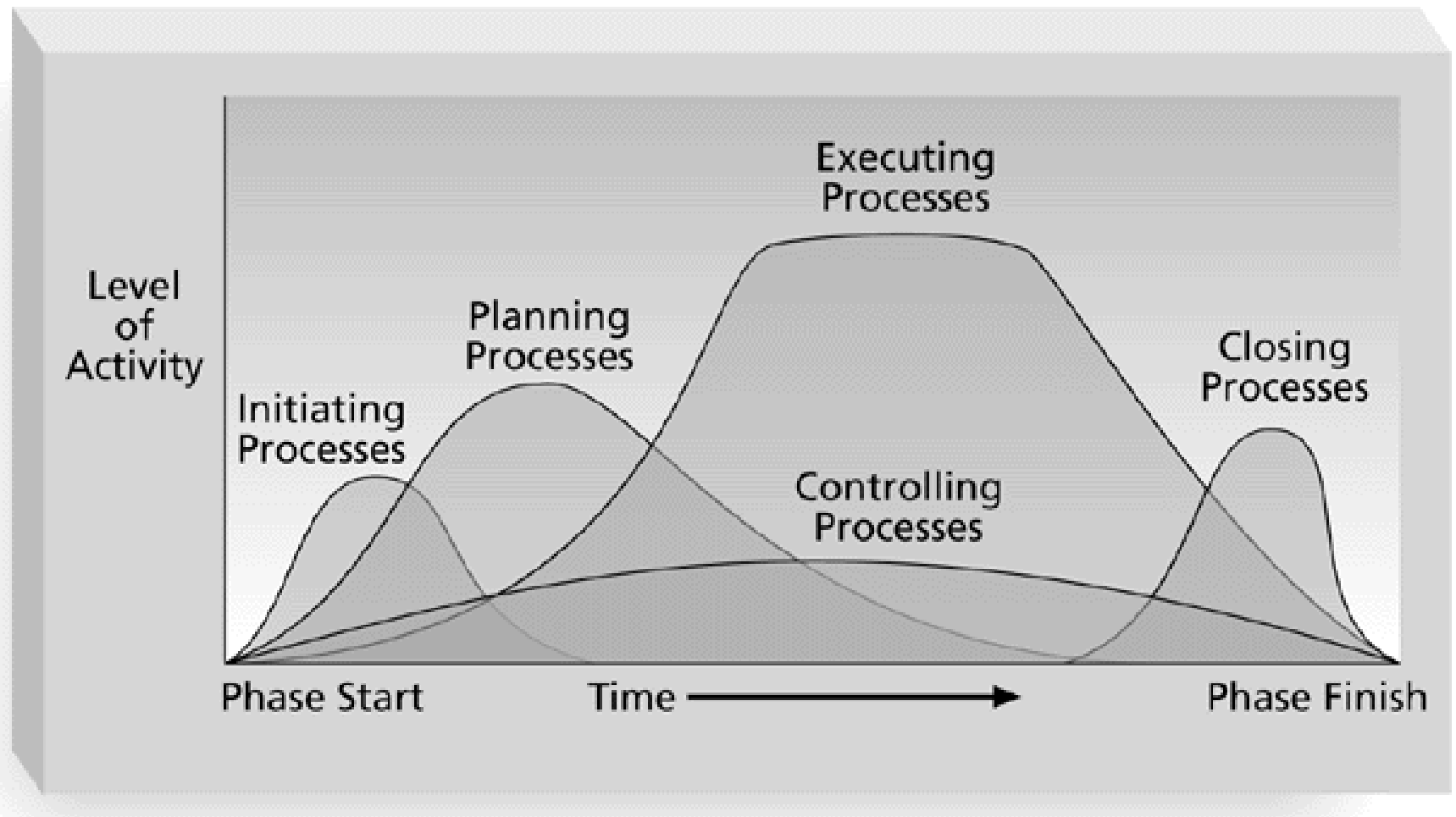
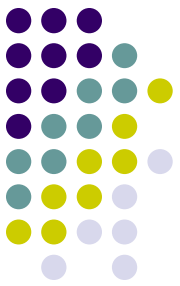
| | | | | |
|------------------------------------|---------------------------|-------------------------|--------------------------|---------------------|
| Sample deliverables for each phase | Management plan | Project plan | Last work package | Completed work |
| | Preliminary cost estimate | Budgetary cost estimate | Definitive cost estimate | Lessons learned |
| | 3-level WBS | 6+-level WBS | Performance reports | Customer acceptance |

* Project Management Process Groups

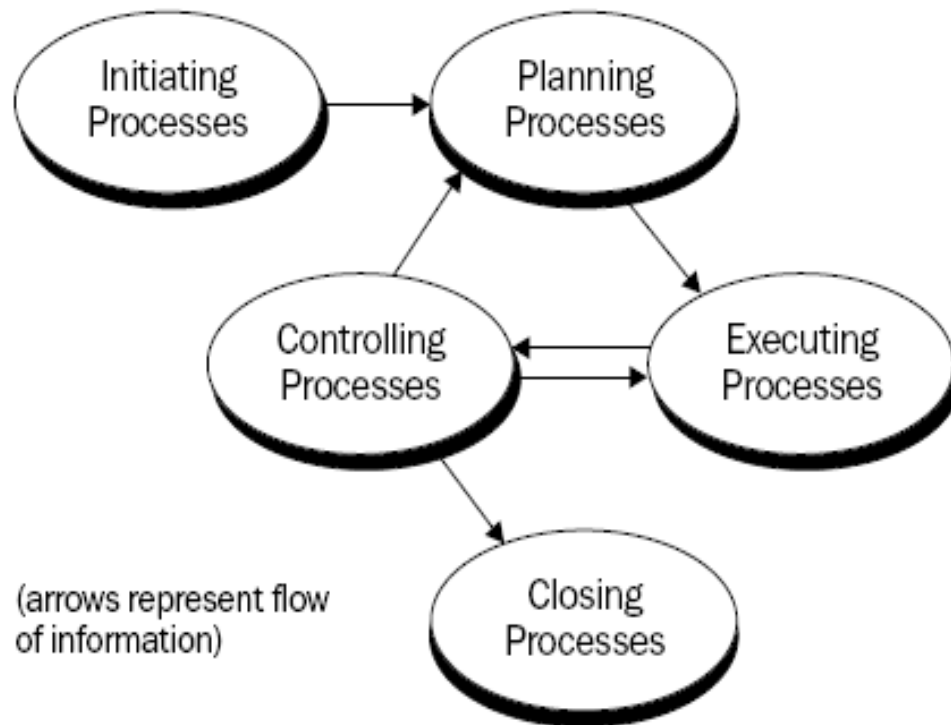
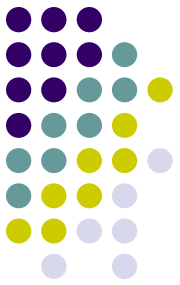


- A process is a series of actions directed toward a particular result
- Project management process groups progress from initiation activities to planning activities, executing activities, controlling activities, and closing activities.
- Each process is described by:
 - Inputs
 - Tools and techniques
 - Outputs

Figure 2.1. Overlap of Process Groups in a Phase (PMBOK® Guide, 2000, p. 31)



* Process Links



* Characteristics of the Project Process Groups



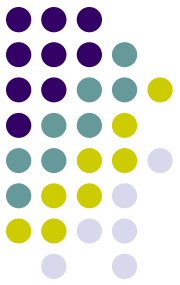
| | Initiating | Planning | Executing | Monitoring and Controlling | Closing |
|----------------------------------|------------|----------|-----------|----------------------------|---------|
| Costs | Low | Low | Highest | Lower | Lowest |
| Staffing Levels | Low | Lower | High | High | Low |
| Chance for Successful Completion | Lowest | Low | Medium | High | Highest |
| Stakeholder Influence | Highest | High | Medium | Low | Lowest |
| Risk Probability | Lowest | Low | High | High | Lower |

1) Project Initiation or Initiating Processes



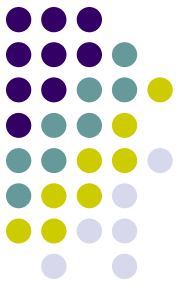
- Initiating a project includes recognizing and starting a new project or project phase
- The main goal is to formally select and start off projects
- Key outputs include:
 - Assigning the project manager
 - Identifying key stakeholders
 - Completing a business case (→)
 - Completing a project charter and getting signatures on it

2) Project Planning or Planning Processes



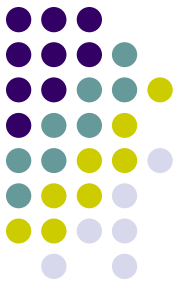
- The main purpose of project planning is to *guide execution*
- Every knowledge area includes planning information (➡)
- Key outputs include:
 - A team contract
 - A scope statement
 - A work breakdown structure (WBS)
 - A project schedule, in the form of a Gantt chart with all dependencies and resources entered
 - A list of prioritized risks

3) Project Executing or Executing Processes



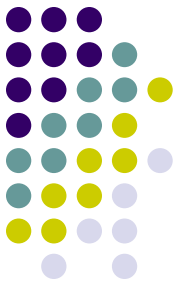
- It usually takes the most time and resources to perform project execution since the products of the project are produced here
- The most important output of execution is work results
- Project managers must use their leadership skills to handle the many challenges that occur during project execution

4) Project Controlling or Controlling Processes



- Controlling involves measuring progress toward project objectives, monitoring deviation from the plan, and taking corrective actions
- Controlling affects all other process groups and occurs during all phases of the project life cycle
- Status and progress reports are important outputs of controlling

5) Project Closing or Closing Processes



- The closing process involves gaining stakeholder and customer acceptance of the final product and bringing the project, or project phase, to an orderly end
- Even if projects are not completed, they should be closed out to learn from the past
- Project archives and lessons learned are important outputs. Most projects include a final report and presentations

Relationships Among Process Groups and Knowledge Areas

| <i>Knowledge Area</i> | | <i>Project Process Groups</i> | | | |
|-----------------------|------------|-------------------------------|------------------------|---------------------------|---------|
| | INITIATING | PLANNING | EXECUTING | CONTROLLIN | CLOSING |
| Integration | | Project plan development | Project plan execution | Integrated change control | |
| Scope | Initiation | Scope planning | | Scope verification | |
| | | Scope definition | | Scope change control | |
| Time | | Activity definition | | Schedule control | |
| | | Activity sequencing | | | |
| | | Activity duration estimating | | | |
| | | Schedule development | | | |
| Cost | | Resource planning | | Cost control | |
| | | Cost estimating | | | |
| | | Cost budgeting | | | |
| Quality | | Quality planning | Quality assurance | Quality control | |

Relationships Among Process Groups and Knowledge Areas (←)

| | | | | | |
|-----------------|--|----------------------------|--------------------------|-----------------------------|------------------------|
| Human resources | | Organizational planning | Team development | | |
| | | Staff acquisition | | | |
| Communications | | Communications planning | Information distribution | Performance reporting | Administrative closure |
| Risk | | Risk management planning | | Risk monitoring and control | |
| | | Risk identification | | | |
| | | Qualitative risk analysis | | | |
| | | Quantitative risk analysis | | | |
| | | Risk response planning | | | |
| Procurement | | Procurement planning | Solicitation | | Contract close-out |
| | | Solicitation planning | Source selection | | |

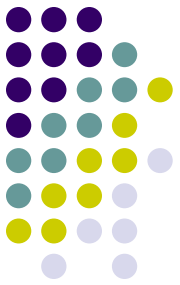
Questions



Please read the following items:

- 1- Understanding organization
- 2- Suggested skills for project managers
- 3- Project management job function
- 4- Most significant characteristics of effective and ineffective project managers
- 5- Project management process group

Business Case (←)



- A business case is a document which justifies the start-up of a project. It includes:
 - a description of the problem or opportunity that exists in the business;
 - a list of the available options for delivering a solution to resolve the problem;
 - a list of the costs and benefits associated with each solution option;
 - a description of the preferred solution.