Project

- A temporary endeavor that produces a unique product, service, or result
- Temporary in nature and has a definite beginning and ending

Project Management

- Project management is the application of knowledge, skills, tools, and techniques to satisfy project requirements
  - Preparing a business case to justify the investment
  - Estimating resources and times
  - Developing and implementing a management plan for the project
  - Leading and motivating the project delivery team
  - Managing the risks, issues, and changes on the project
  - Monitoring progress against plan
  - Closing the project in a controlled fashion when appropriate

Value of Projects

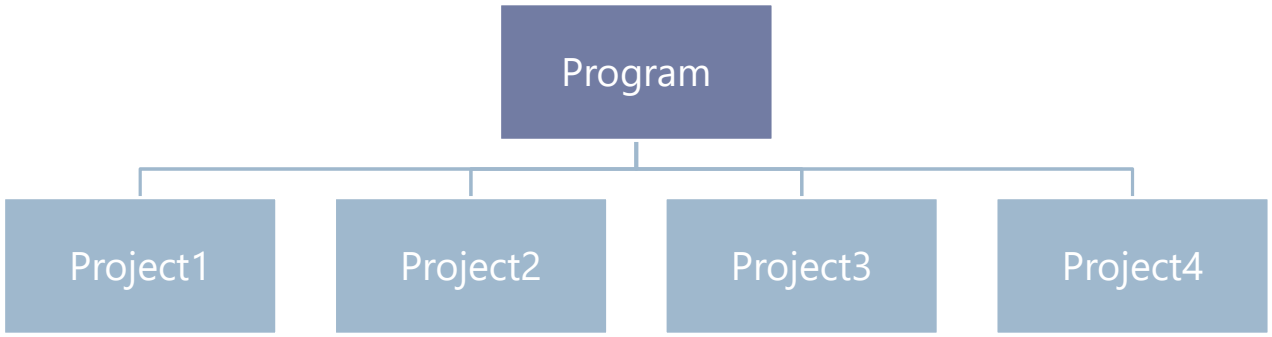
- What value will this project bring to the company upon completion?
- Why should we undertake this project?
- Money, Brand Reputation, Customer Service, New or Change product or Service

Operations Management

- Deals with the ongoing production of goods and/or Services
- Considers the acquisition, development, and utilization of resources that firms need to deliver the goods and services

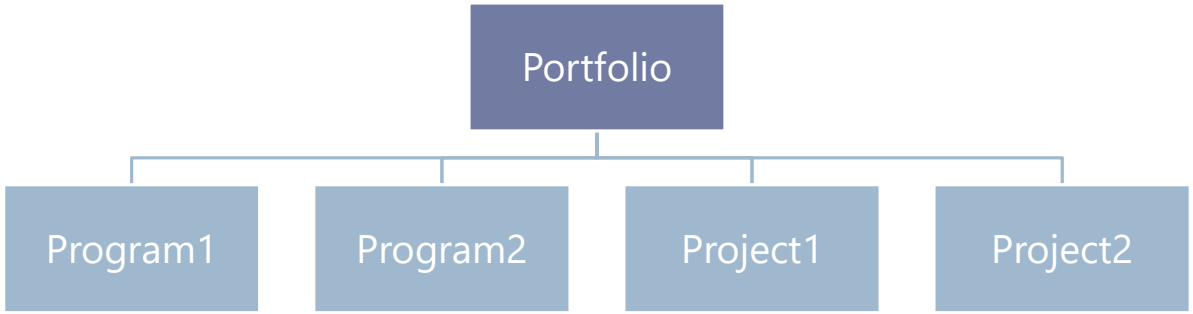
Program Management

- Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually
  - Must be some value add in managing them together as a program
  - A project may or may not be part of a program, but a program will always have projects
  - Focuses on the project interdependencies and helps to determine the optimal approach for managing them



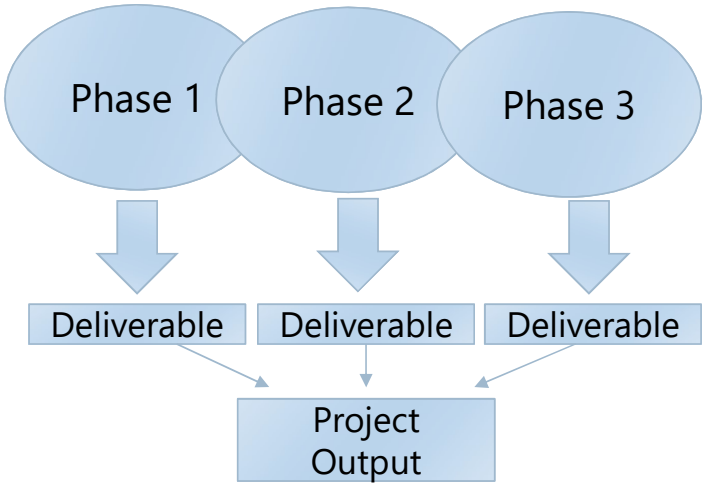
Portfolio Management

- A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
  - Collections of Projects, Programs, subsidiarity Portfolios
  - Achieve strategic (long term) objectives



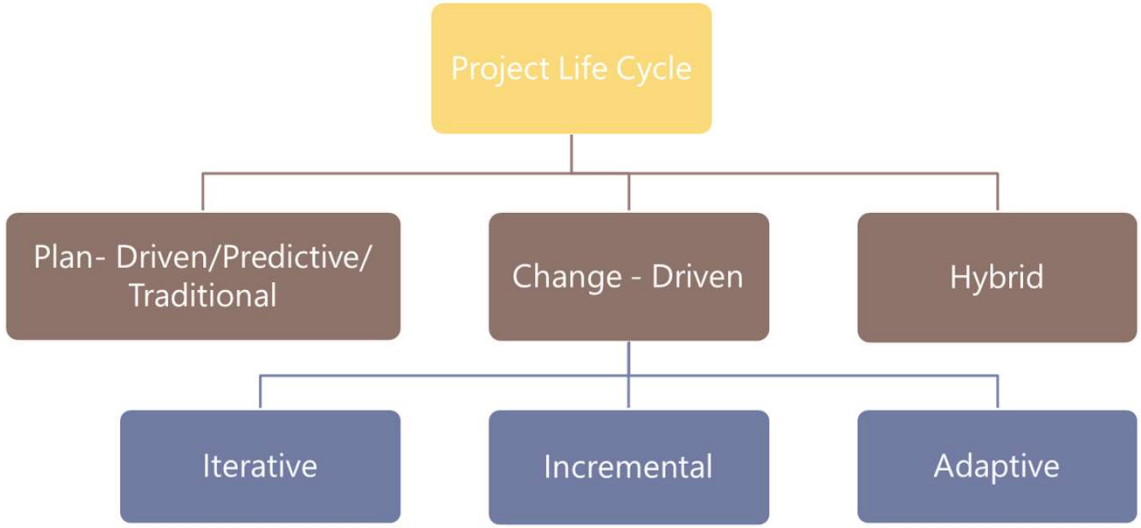
Phases and Deliverables

- A phase is a collection of logically related project activities that culminates in the completion of one or more deliverables.
  - The number of the phases depends on the industry type and size and the complexity of the project
- A deliverable is any unique and verifiable product, service or result.
  - May be tangible or intangible
  - Must be accepted by the customer or sponsor for the phase



Project Life Cycle

- A representation of the phases that a project typically goes through from start to finish
- Can be either predictive or adaptive



Project Governance

- **Project Governance**
  - Framework within which project decisions are made
  - Three pillars:
    - Structure
    - People
    - Information

Stakeholders

- Individuals, group, or organization that may affect, be affected, or perceive to be affected by the project.

Key Stakeholders

- **Project Manager -** manages the project
- **Customer -** uses the project deliverable
- **Project team -** the collection of individuals completing the project work
- **Project Sponsor –** Provides resources and support
- **Functional Manager -** Departmental Manager, i.e Manager of Engineering, Vice President of Marketing, Director of IT. Generally controls resources

Project Roles

Project Manager

- Empowered to lead the project
- Authorized to make decisions
- Responsible for the success or failure of the project

Project Coordinator

- Weaker then the PM
  - May be authorized to make decisions

Project Expeditor

- Weakest role of the PM world
  - Very limited decision ability

Project Management Office

- Organizational Structure that standardizes the processes and facilitates the sharing of resources, methodologies, tools, and techniques
- **Types:**
  - **Supportive:** Supports the project manager, such as providing templates, training, or lessons learned form other projects.
  - **Controlling:** Determines the framework or methodology and use of specific forms
  - **Directive:** Controls the project. PM will be assign and report to the PMO.

Project Bosses

- **Sponsor**
  - Internal or External
  - Project Champion
  - Funding the project
  - Maybe used to resolve conflicts in the project
- **Program Manager**
  - Senior to Project Manager
  - Maybe responsible for several projects executing at the same time
  - Maybe used to resolve conflicts in the project

Organizational Structures

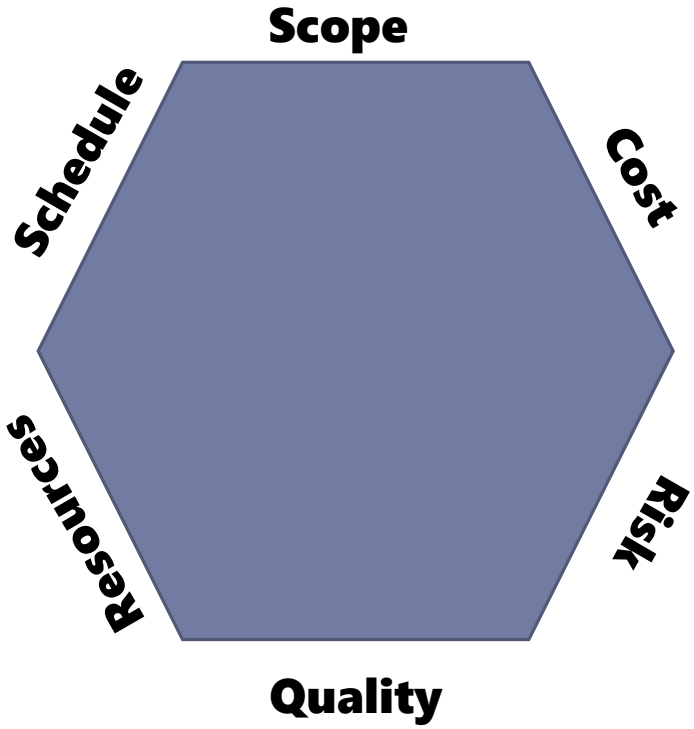
- **Functional Organizations**
  - Structure that groups staff members according to their area of expertise (sales, marketing, construction, etc.). Functional structures require the project team members to report directly to the functional manager
- **Matrix Organizations**
  - There are three matrix structures: **weak, balanced**, and **strong**. The different structures are reflective of the project manager's authority in relation to the functional manager's authority.
- **Project Oriented Organizations, (Projectized)**
  - Structure where the PM has the greatest amount of authority. The project team is assigned to the project on a full-time basis. When the project is complete, the project team members moves on to other assignments within the organization.
- **Hybrid**
  - Blended type

Organizational Structures Chart

	Functional	Weak Matrix	Balance Matrix	Strong Matrix	Projectized
PM	Little/No	Low	Low to Moderate	Moderate to High	High/Total
Resource Avail.	Little/No	Low	Low to Moderate	Moderate to High	High/Total
Budget controls	Functional Manger	Functional Manger	Mixed	PM	PM
Pm Role	PT	PT	PT/FT	FT	FT
PM Staff	PT	PT	PT/FT	FT	FT

Project Constraints

- Scope
- Schedule
- Cost
- Risk
- Quality
- Resources



PROCESS GROUPS & KNOWLEDGE AREAS TABLE *Page 25, PMBOK*

Knowledge Areas	Project Management Process Groups				
	Initiating	**Planning**	**Executing**	**Monitoring & Controlling**	**Closing**
Project Integration Management	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work Manage Project Knowledge	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
Project Scope Management		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
Project Schedule Management		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Durations Develop Schedule		Control Schedule	
Project Cost Management		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
Project Quality Management		Plan Quality Management	Manage Quality	Control Quality	
Project Resource Management		Plan Resource Management Estimate Activity Resources	Acquire Resources Develop Team Manage Team	Control Resources	
Project Communications Management		Plan Communications Management	Manage Communications	Monitor Communications	
Project Risk Management		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	Implement Risk Responses	Monitor Risks	
Project Procurement Management		Plan Procurement Management	Conduct Procurements	Control Procurements	
Project Stakeholder Management	13.1 Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	

Process Groups and Knowledge Areas

49 Processes organized into 5 Process Groups & 10 Knowledge Areas

10 Knowledge Areas

1. Integration Management (7)
2. Scope Management (6)
3. Schedule Management (6)
4. Cost Management (4)
5. Project Quality(3) Management
6. Resources Management (6)
7. Communications Management (3)
8. Risk Management (7)
9. Procurement Management (3)
10. Stakeholder Management (4)

5 Process Groups

1. Initiation (2)
2. Planning (24)
3. Execution (10)
4. Monitor & Control (12)
5. Closing (1)

Process

- Inputs, Outputs and Tools/Techniques combined to execute a specific purpose on the project
  - **Input**
    - Starting point for the process, the raw materials to begin the execution
      - Could be the output of a previous process
  - **Tools and Techniques**
    - The actions or methods that are used to transform the raw materials into the output
  - **Output**
    - The end result of our efforts. The raw materials into a polished stone
      - Maybe the input into another process