

Google Project Management Course.

What is Project management

- Project : An unique endeavor , and usually includes a set of unique deliverable .
- ↓
 - Series of Task
 - need to be completed
- A temporary pursuit ; it has defined beginning and end .
- To reach desired outcome .
- It take collaboration and careful planning
- keep project On **Track & Budget**.

What Application

- Project management of knowledge , skills , tools , and techniques to meet the project requirement and achieve the desired outcome .

Why

Valuable to business it help to ensure that a project deliver the expected outcome on time and in budget .

How

School Want a Collaboration with Hospital for student to interact with doctor in emergency

Organize

Budget

maintain

Strong

Communication

Organize Training Sessions for faculty to get better understand with technology , policies , procedures .

Strong Communication with School , doctors , teachers etc .

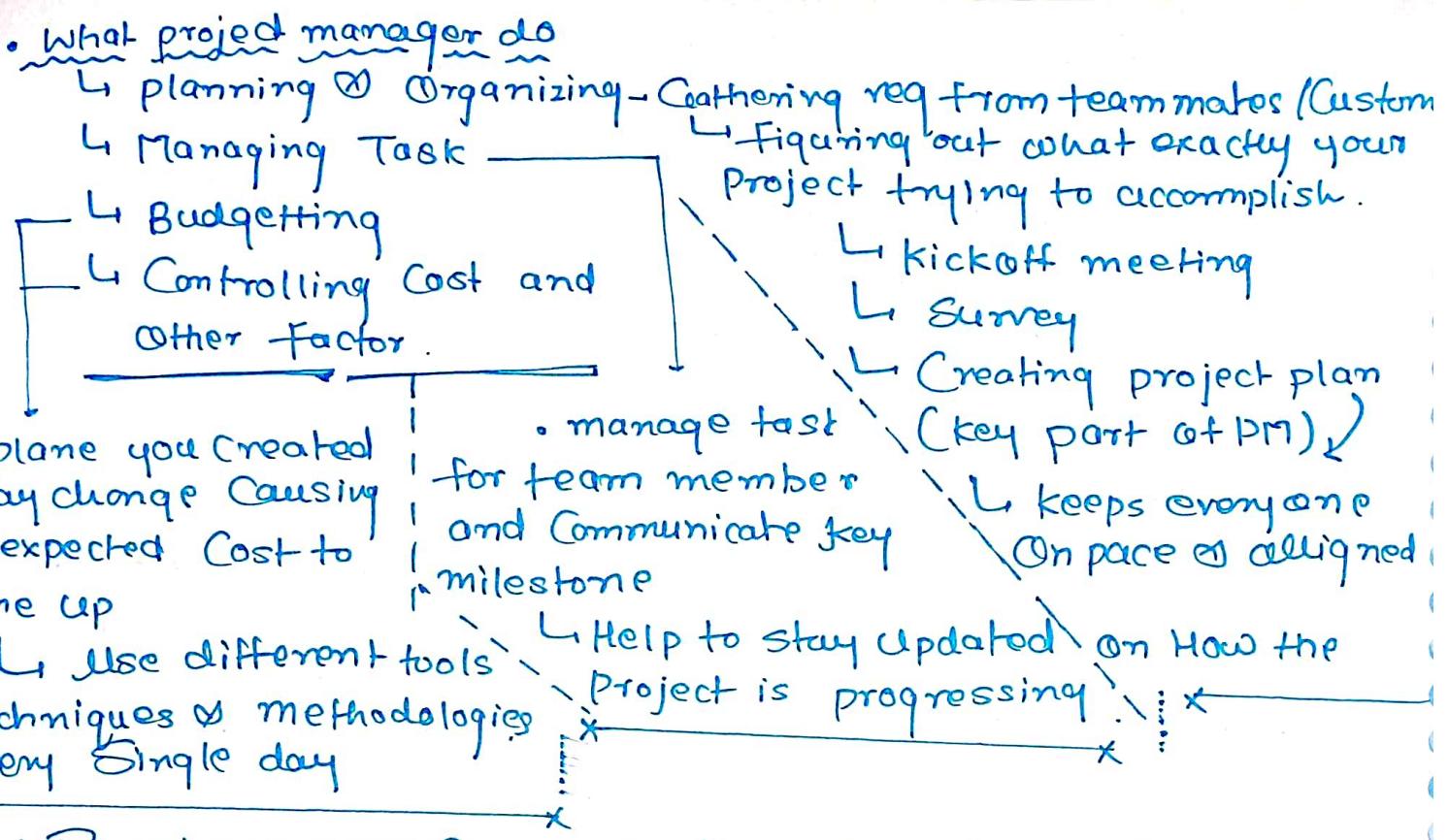
Budget for tablet , Computer and Other Vital equipment to facilitate the Virtual Checkup .

Poor project management

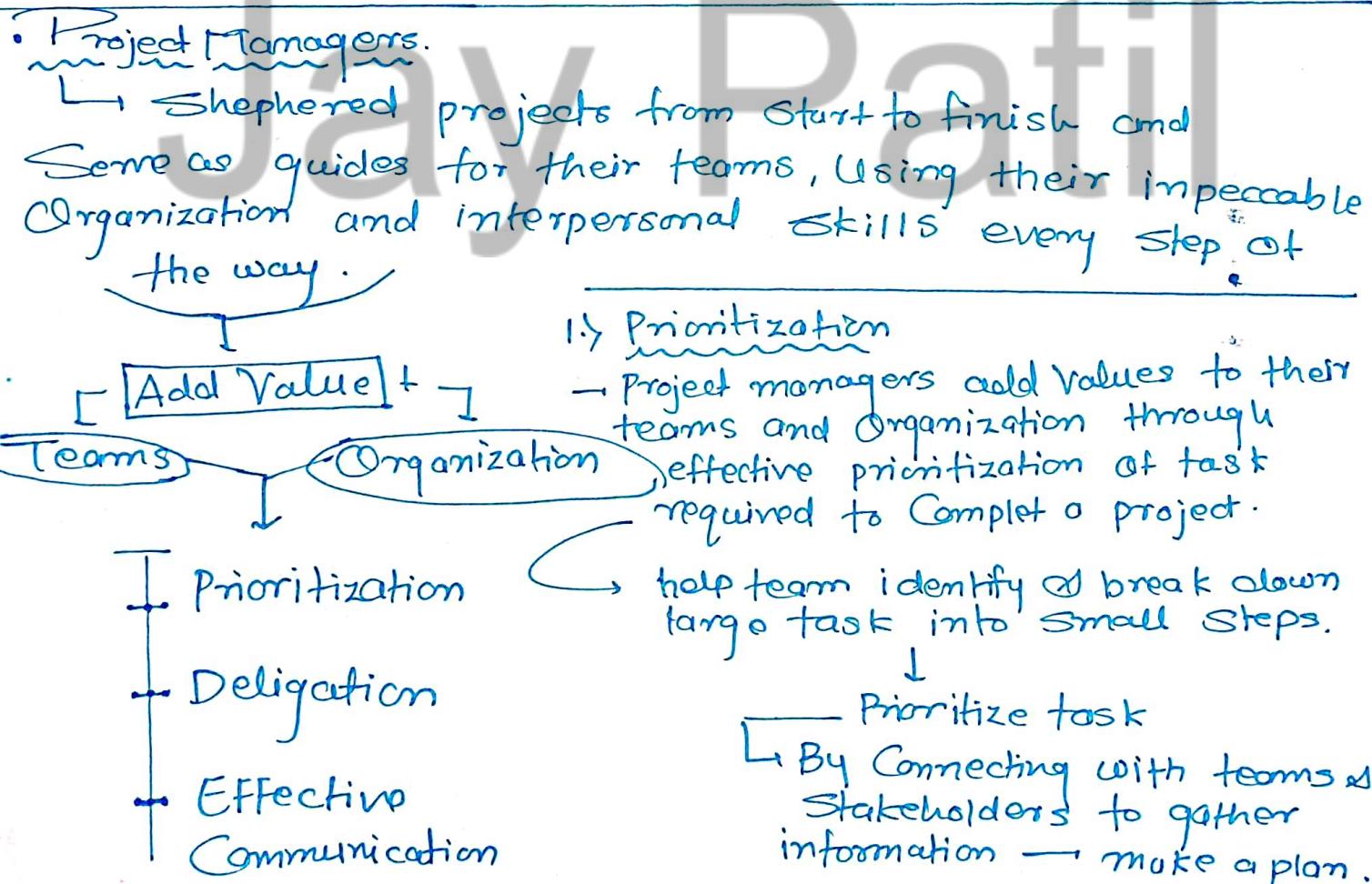
↳ 48% of projects miss delivery date

↳ 43% of projects miss budget targets

↳ 31% of projects fail to meet organization goal .



- Project manager can apply their knowledge to more than one industries.



2) Delegation: project manager use delegation to add value by handing task to team & organization by matching tasks to perfect man to individual who can best complete the work.

↳ for example → I know Tensorflow → Tf task will be [Best Tf Dev in Organization] assigned to me.

3) Effective Communication: Project managers deliver value through effective communication, both with their teams and with key stakeholders.

- planning and organizing
 - ↳ Making use of productivity tools and creating process.
 - ↳ Create plans, timelines, schedules, and other forms of documents to track project completion.
- Budgeting & Controlling Cost and Other factor
 - ↳ Monitor and manage the budget
 - ↳ Track issue and risk.
 - ↳ Manage Quality
 - ↳ Remove Unforeseen barriers.
- Managing task.

Responsibilities

- ↳ Hold all team members accountable for their assigned task.
- ↳ ensures that issues and risk are tracked and visible and establish escalation paths.
- ↳ Understand and help teammates to adopt the right workflow and project management styles.
- ↳ Collaborate with other teams at the organization to deliver solution that meet the requirement based on project scope, schedule and budget.

Skills for successful Project manager.

- Enabling decision making
- Communicating & Escalating
- flexibility
- Strong Organizational skills.

1) Enabling decision making

- ↳ Crucial to keep projects and achieve their goals.
- Ensuring project is on track by gathering information from your teammates.
- ↳ also ensure decisions are communicated to your coworkers.

2) Communicating & Escalating

- ↳ Documenting plans
- ↳ Sending emails.
- ↳ Status about the project.
- ↳ holding meeting to escalate risk or issue to stakeholder.

3) Flexibility

- ↳ Knowing how to be flexible when changes are needed is key

↓

- plans definitively will change (even with Careful upfront planning)
 - maybe company goal changes
 - maybe member of your team left

Staying cool under pressure

↓

Helps your team stay Calm

4) Strong Organizational skills.

- ↳ having ability to organize all processes and core elements of a project to ensure nothing get lost or overlooked

- Key skills used to build relationship with your teammates and Stakeholders.



• Influencing without Authority

A project managers ability to guide teammates to complete their assigned work without acting as their direct managers.

* Key Interpersonal Skills

- Communication → Checking in with teammates to understand how they are progressing on a task and providing clear feedback to a team's work.
- Negotiation → Working with a teammate to compromise on a new deadline when they tell you they won't be able to complete their work on time.
- Conflict mediation. → It is necessary to apply on teammates and stakeholders to balance a project.

Sometimes frustrating changes cause conflict within a team.

(Mediation) will use to ensure the project will not suffer due to these temporary conflicts.

Project Life Cycle

- Initiate the project
- make a plan
- Execute & Complete task
- Close the project.

→ Guide your project in a right direction → so that you and your project stay on a right place / track.

- 1. Initiate the project
 - Define project goal and deliverable
 - Identify the budget and resources.

→ Document all this info → showcase the project value

↳ approval → more power

- launch pad of a entire process of your project
 - The people involved in your project
 - Other details.

2. ~~make~~ a plan → Once project approved
- ↳ How you meet a [Goals of your project] Creating is 100% essential.
 - establish a team • Budget • Breakdown of all task
 - Planning for risks & change • Communicate team roles & responsibility
- 3.) Execute ↳ Complete task
- ↳ Its imp to point out that your project team has the job of Completing the project task
 - monitor progress
 - keep your team motivated
 - remove obstacles might come up
 - What task need to be done, how, when to complete task
 - Communicate
 - make adjustment
- 4.) Close the project ↳ allocation / to schedule / budget
- ↳ Why: teams get movement to celebrate all their hard work
 - ensure all task has been completed
 - Confirm acceptance of project outcome.
 - Initiate a Project ↳ Reflect lesson learned - retrospective
 - ↳ Organize all information available to you about project
 - ↳ Defining project Goals → Details of your project
 - ↳ Determine resources, people and other project details.
 - ↳ Get project Approval.

Project management methodology

→ Set of guiding principles and processes for running a project through its life cycle.

2 Types

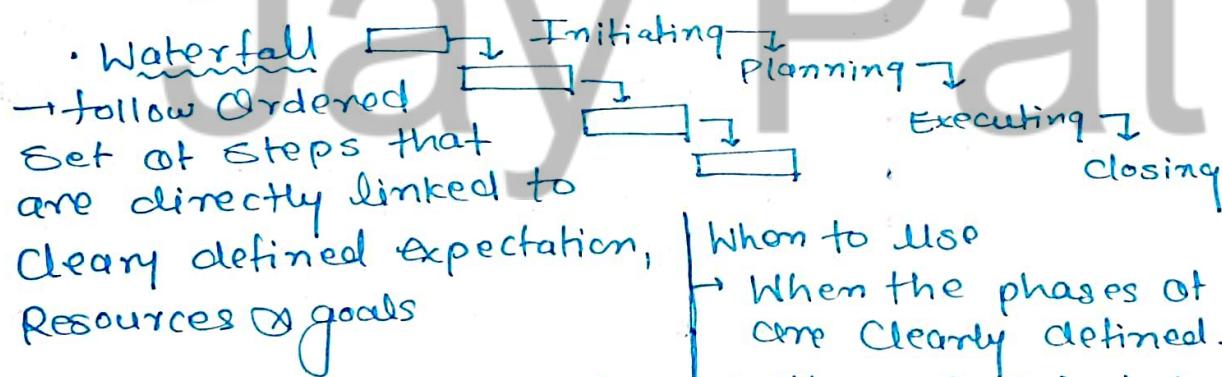
Linear : Linear means the previous phase or task has to be completed before the next can start.

Iterative : Iterative means some of the phases and tasks will overlap or happen at the same time that other tasks are being worked on.

2 most popular Project Management Methodologies

1) Waterfall

2) Agile.



- But it is not made for a change and flexibility
- Having low risk.

When to use

- When the phases of the project are clearly defined.
- When 1 task is to be completed before another task comes in.
- When project is expensive to make changes once its started. (Tight Budget)

Agile

- Able to move quickly & easily
- Willing able to change & adapt.
- Done in pieces.
- Agile project phases overlap and tasks are completed in iteration, which in Scrum are called Sprints.
- for fast delivering product

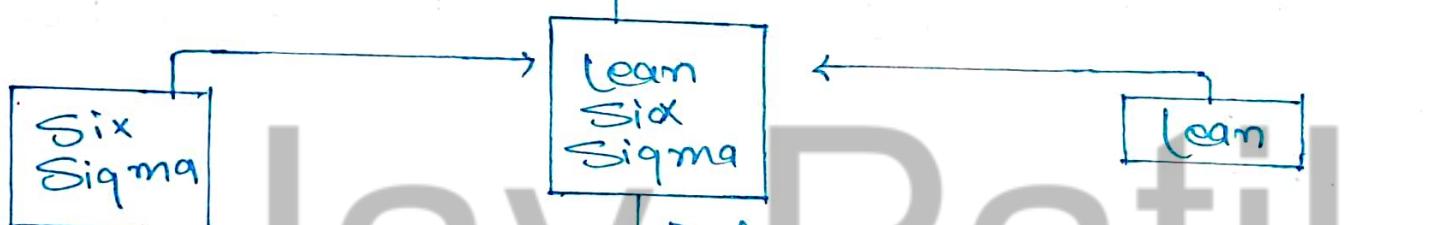
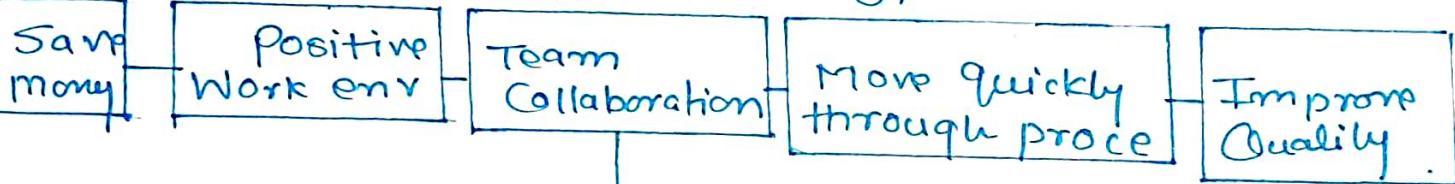
- Agile is mindset than just a series of steps & phases.
- Agile approach is for client who have idea of what they want → But → Doesn't have concrete picture in mind.
- Agile has level of high uncertainty & risk involved

for Example →

Building Website

Your team building different parts of a website at a same time.

* Lean Six Sigma Methodology



5 Stages.
[DMAIC]

- Define → Project goal / Initiation phase.
- Measure → How the current process performs.
- Analyze → Identify gaps & issues.
- Improve → get starting improvement
- Control → learning from work you did up front to put new process

Strategy for process Improvement

↳ Trying to figuring out problem in current process

Fix them → So Everything runs more smoothly

Organizational Structure

→ The way a Company or Organization is arranged

↳ How Job tasks are divided & Coordinated

↳ How all members are relate to One another.

Organization is mapped Out Using

1. Reporting chart

- Show relationship b/w people group within the Organization

- Details who each Person or group reports to

• Authority has to do with your ability to make decision for the project that impact the Organization

Authority and responsibility will vary from project to Project.

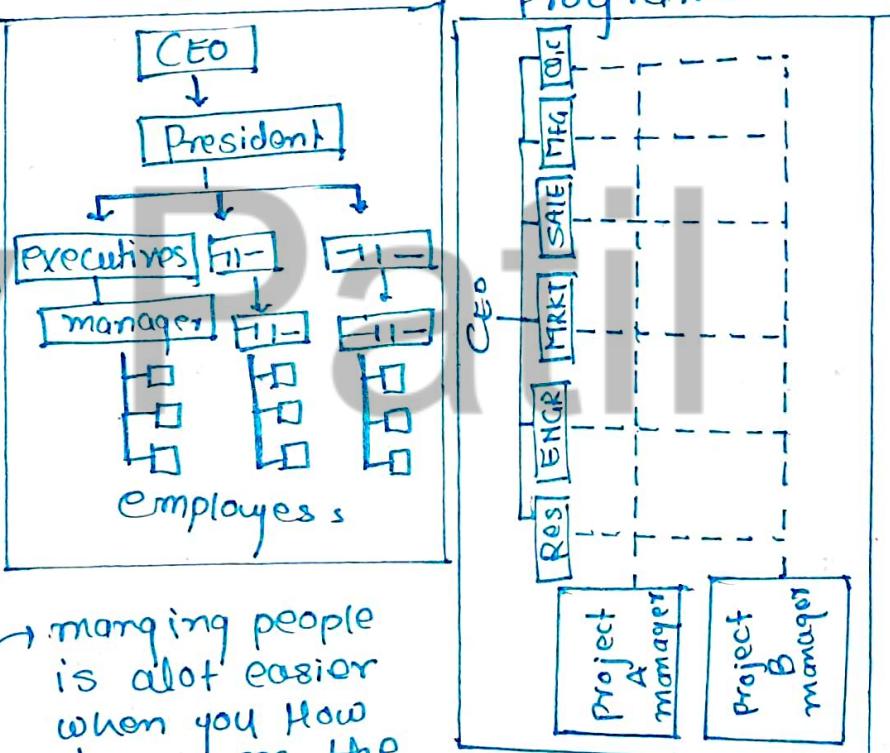
2. Org Chart

classic

functional
or top-down
Structures.

matrix

Direct higher-ups
and Stakeholders
from Other
departments or
Programs.



• Resource Availability

→ Know how to access the people, equipment & budget needed for a project.

→ managing people is a lot easier when you know how to access the people, equipment & budget you need.

↳ like In Classic structure : less Authority & tighter Scope.

↳ In matrix structure : more Authority

Organizational Culture → get much deeper insight and more complete picture into who they are and how they navigate the world

- beliefs
- tradition
- customs



acts as a guide

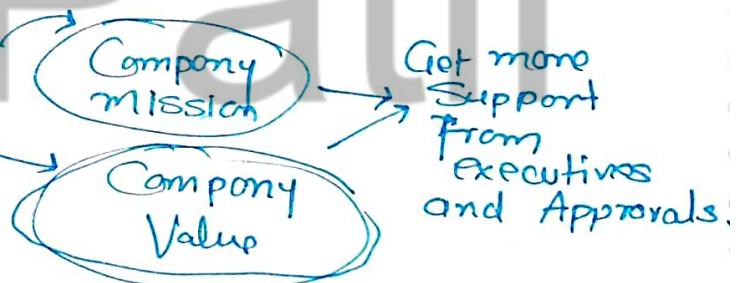
- ↳ How they operate on a daily basis
- ↳ How they relate to one another
- ↳ How they can be expected to perform

The values employees share, as well as the organization's values, mission and history.

Company's Personality.

- ↳ Helps you navigate a team more effectively
- ↳ impacts the way you plan your project.
- ↳ Can minimize conflict and complete project the project as much as support and harmony as possible

* How the project supports
* How the project aligns



Consider following questions:

- 1.) How does communication happen?: meeting, email, call
- 2.) How are decisions made? - majority vote, top down approval
- 3.) What kind of rituals are in place: When someone new comes to facility? Are they taken out for a lunch, giving tour of a building, introducing to staff
- 4.) How are projects typically run?: classic, matrix, other
- 5.) What kind of practices, behavior and values are reflected by the people in the organization.

Navigating Culture

- Ask Questions
- make Observation
- Understand your impact.

Change Management

→ The process of delivering your completed project and getting people to adopt it.

① Core Concepts

↳ Create a Sense of Owership and urgency.

getting other to feel like they are empowered to take responsibility to successful completion of their task.

↳ Figure out the right combination of skills and personalities.

Getting them understand that the project is important to identify what actions needed to be taken to move project along.

↳ Effective Communication.

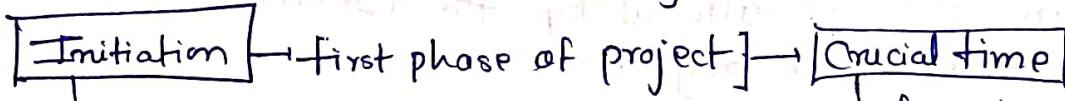
↳ Having effective communication with your team means being transparent, upfront with your plans and ideas and making information available.

② Participating in Change Management.

→ Participating in change management involves being empathetic to the challenge of the change management process and supporting necessary changes throughout the project life cycle.

Google management 2 Course

Project Initiation



- 1) Identify project goals
- 2) Resources and other details

for asking Ques to Stakeholder.

- Outcomes will outweigh the cost of the project

To determine this: Cost Benefit Analysis

The process of Adding up the expected Value of a project
the benefits and Comparing them to the dollar cost.

To do this → determine the benefits of a project

Benefits

- What value will this project Create
- How much money could this project Save our organization
- How much money will it bring in from existing customer
- How much time will be Saved imp
- How will the User experience be improved.

Cost

- How much time will people have to Spend on project?
- What will be the cost One-time?
- Are there any Ongoing cost?
- What about long-term Cost?

Key Components



1) Goals: Goals are you've been asked to do and what you're trying to achieve.

2) Scope: process to define the work that needs to happen to Complete the project.

3) Deliverables: Product and Services that you will Create for your Customer, Client, or project Sponsors

4) Success Criteria: The Standard by which you measure how successful a project was in reaching its goal.

5) Stakeholders: They're people who both have an interest in, and are affected by, the completion and success of a project.

6) Resources:
1. Budget
2. People → goal.
3. material

• Combining all the above stuff → project charter

A document that clearly defines the Project and its goal and outlines what is needed to accomplish them.

* Defining Project Goals and deliverables

• Project Goal → The desired outcome of the project.

for example
Basically it's a roadmap to your destination → Well-defined goals are clear and specific

↳ Improve the response time via email by 20.11 → numerical val to determine if we are going right

goal

How to do

RIGHT

• Project deliverables → The product or service that are created for the customer, client or project sponsor.

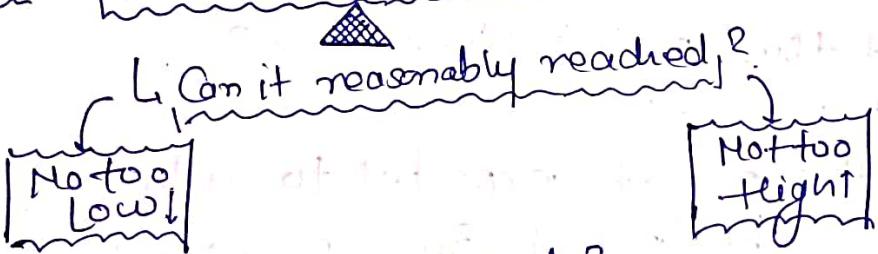
What gets produced or presented at the end of a task event or process.

② Setting Smart Goal

S	Specific	What do I want to accomplish?
M	measurable	Why is this goal?
A	Attainable	Who is involved?
R	Relevant	Where should the goal be delivered?
T	Time-bound	To what degree?

- measurable → for staying MOTIVATED
 - ↳ How much?
 - ↳ How many?
 - ↳ How will I know when it's accomplished?
- metrics → use it
 - Ex: Revenue
- Benchmark → last year
 - Sale as a benchmark to set this year goal.

- Attainable → find balance b/w 2 extremes



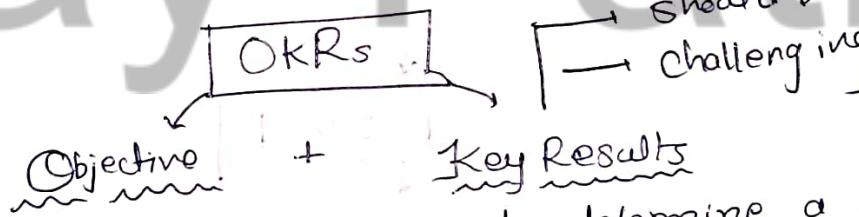
- ↳ How can it be accomplished?
- ↳ measure / set goal in Quarter (year)

- Relevant

- ↳ Does it make sense?

- ↳ Does the goal make sense?
- ↳ Is the goal worthwhile?
- ↳ Is it the right time?

- Time bound → Deadline



→ OKR's combine a goal and a metric to determine a measurable outcome.

- Objective → Define what needs to be achieved
 - Describe a desired outcome.

Example: increase in customer retention.

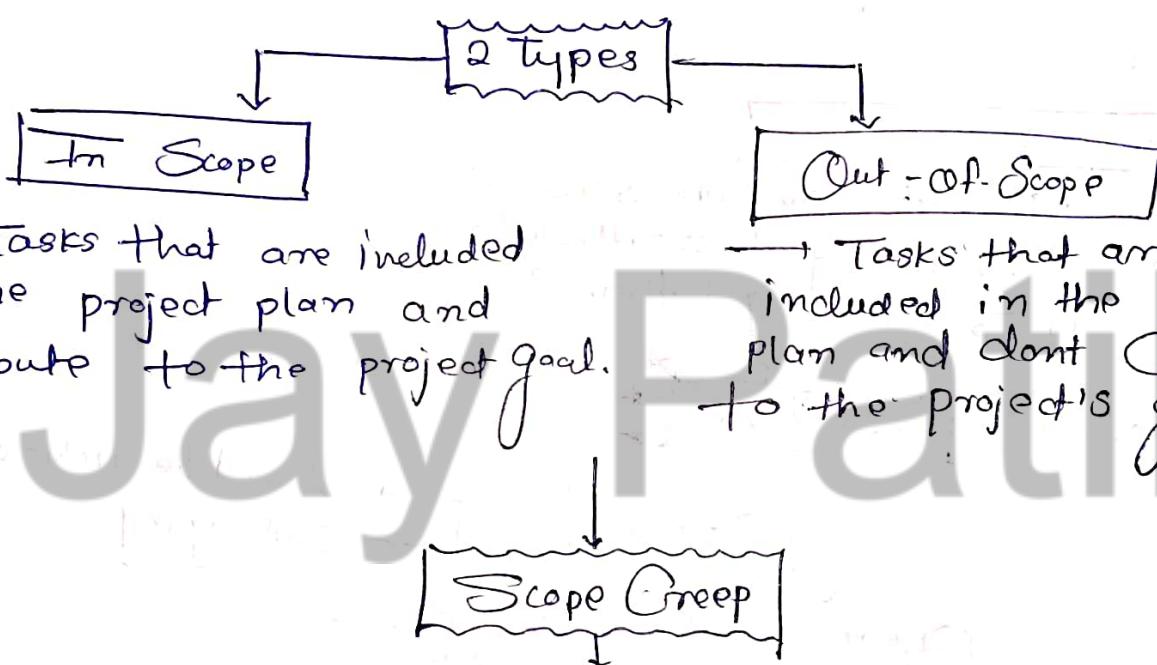
Example: Improve the employee onboarding process.

- Key Results → The measurable outcome that defines when the objective has been met.

Example: achieve a 90% of customer satisfaction rating by the end of the first quarter.

- OKR's Levels
 - ↳ Company / Organization → These OKR shared across organization
 - ↳ Department / Team
 - ↳ Project.

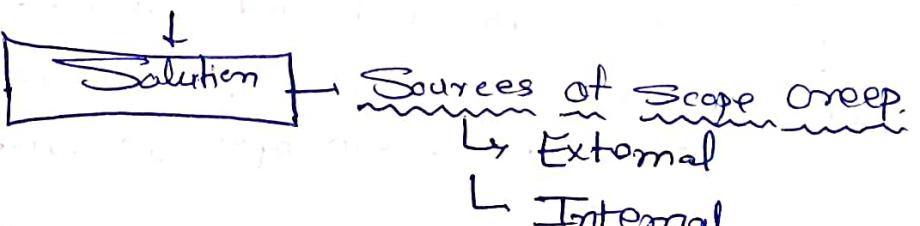
- Determining a project's Scope
 - ↳ Where did this project come from?
 - ↳ Why is it needed?
 - ↳ What is the project expected to achieve?
 - ↳ What does the project sponsor have in mind?
 - ↳ Who Approves the final results?



→ Tasks that are included in the project plan and Contribute to the project goal.

→ Tasks that are not included in the project plan and don't Contribute to the project's goal.

Changes, growth and uncontrolled factors that affect a project's Scope at any point after the Project begins.



1. External Sources

↳ Easier to recognize

- Ex.
- Customer request.
 - Environmental Shifts
 - Changes in technology.

- Solution
- ↳ make project plan **Visible**
 - What going to be produced
 - What resources are required
 - How much will it Cost
 - How much time will it take
 - ↳ Get Clarity On project Requirement.
 - ↳ Set ground rules and expectation for Stakeholder involvement.
 - ↳ Create a plan for dealing with Out of scope requests.
 - ↳ Put your agreement and plan in writing.

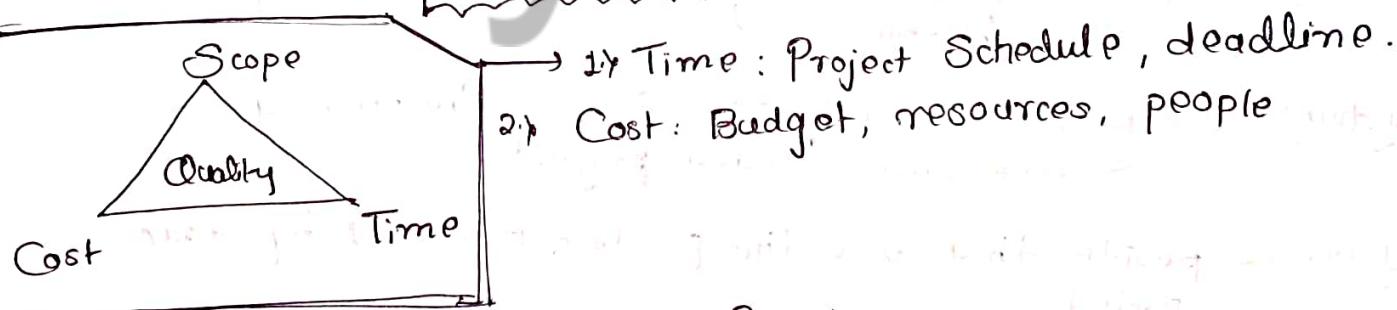
2.4 Internal Scope Creep

- product improvement.
- processes changes

→ Managing changes to project Scope

- In Order to decide if a Scope change is acceptable
- What impact it will have

Triple Constraint model



→ Launching and handing over Project

Delivering the final result of your project to the client or user.

↳ measuring the success of your project using the Success Criteria established at the outset of the Project.

- Defining Success Criteria
 - ↳ tell us whether or not the project was successful
 - ↳ Specific details of project goals, deliverables required and expectations.

Adoption → Adoption refers to how the customer uses and adopts a product or service without any issues.

- Engagement → How often or meaningful Customer interaction and participation is over time.



- ## → Accessibility for Project managers.

- When choosing a team, Consider:
 - > Required roles
 - > Team Size
 - > Necessary Skills.
 - > Availability

- Project Sponsor → = [Director of product]
person who's accountable for project and ensures the project delivers the agreed Upon business profit.

- Team members → people doing the work and making this happen.

- Customers → people who will get some value from a successfully landed project.

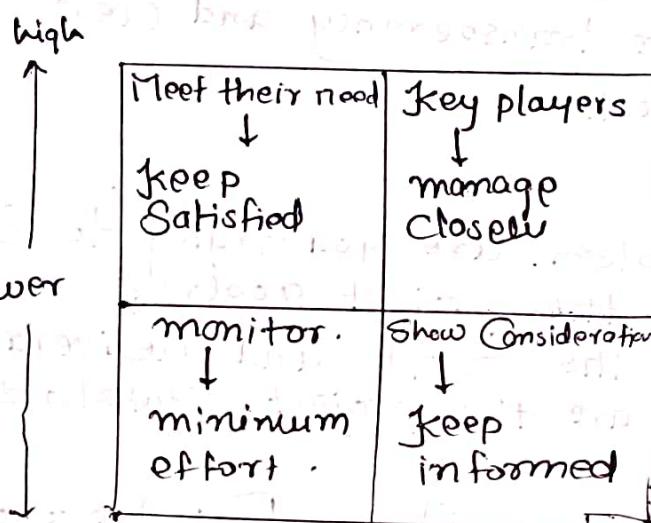
- Users → people that use the product produced by your project.

- Stakeholders
 - Primary → Who best benefit directly from project
 - Secondary → Indirectly impacted by project Success.

* Stakeholder Analysis

- 1) Make a list of all the Stakeholder the project impact.
 - 2) Determine the level of interest and influence for each Stakeholder.
 - 3) Assess stakeholder ability to participate and then find ways to involve them.

- Influence
 - measures how much power Stakeholder has
 - How much this stakeholders' action effect the Project Outcome.

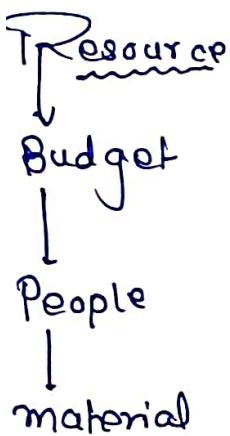


- RACI Chart → It helps to define roles and responsibilities for individual or team to ensure work get done efficiently

4 Type Participation

- **R**esponsible : Those doing work to Complete task
- **A**ccountable : Those making Sure the work get done
- **C**onsulted : Those giving feedback like Subject matter - expert or decision maker
- **I**nformed : Those just needing to know the final decision or that a task is Complete.

Week 4 → Essential Project Resources



Documentation

→ Clear and Consistent documentation
Can ensure transparency and clear
Communication

Question

- What problem are you trying to solve?
- What are the project goals?
- What are the scope and deliverables and who are the project stakeholders?

Types of documentation

- Project Proposal
- Project Charter

Project proposal kick off the initiation phase by influencing the org to move forward.

- * Project Proposal → Starting point to help you understand the desired goals and impact.
- ① formal Document
- ② Presentation
- * Project Charter → A formal document that clearly defines the project and outlines the necessary details needed to reach its goals.
- ③ Key details of a project.

(Living Document)

→ makes clear that the benefits of the Project outweigh the costs of the project.

Cost Benefit Analysis

- Business Value created
- Money Saved
- Time invested.

All Stakeholder agree on the details of the project.

Collaboration Tools

- ↳ monday.com
- ↳ G Suite
- ↳ Jira Software
- ↳ Smart Sheets.

Work management Software

- ↳ Asana
- ↳ Jira Software.

Productivity tools

- ↳ Google Docs
- ↳ Spreadsheets.
- ↳ meeting agendas
- ↳ Status Updates
- ↳ RACI charts
- ↳ Project plans
- ↳ Presentation

Jay Patil

Course 3 → Project Planning: Putting All Together

Week 1

Project Planning

Checklist before planning

- Project manager gets assigned.
- Project goal, Scope and deliverables have to be approved
- Team member get assigned
- Sign off on your project charter.

Planning Phase → 2nd phase of project life cycle.

Schedule

Budget

Risk management plan

3 main factors of planning phase

- Schedule → The project timeline, which include the start date the end date and dates for event in between.
- Budget → The budget accounts for the total cost to complete the project.
- RMP → Searching for possible problems related to project and planning ahead to mitigate those risks.

Kickoff meeting

first meeting in which a project team comes together to ground everyone in a shared vision.

Invited people

- Project team
- Project Stakeholder
- Project Sponsor

Why needed

- Establish a shared Vision
- Align on Scope
- Build team Support
- Ask One & offering
- Set expectation.

Kickoff meeting Agenda

Assigning Work to team

① Introduction :-

- Team member names
- Project roles
- fun fact

② Background :-

- How the project came to be
- Why the project matters
- To share a Vision

Project milestone

Project tasks

Imp point within the project
Schedule that indicates progress
and usually signifies the
completion of a deliverables
or phase of the project.

③ Goals and Scope :-

- In-Scope
- Out-of-Scope
- Target launch date
- Milestone

An Activity that
needs to be accomplished
within a set period of time

④ Roles :-

- What work everyone is responsible for throughout the duration of project.

⑤ Collaboration :-

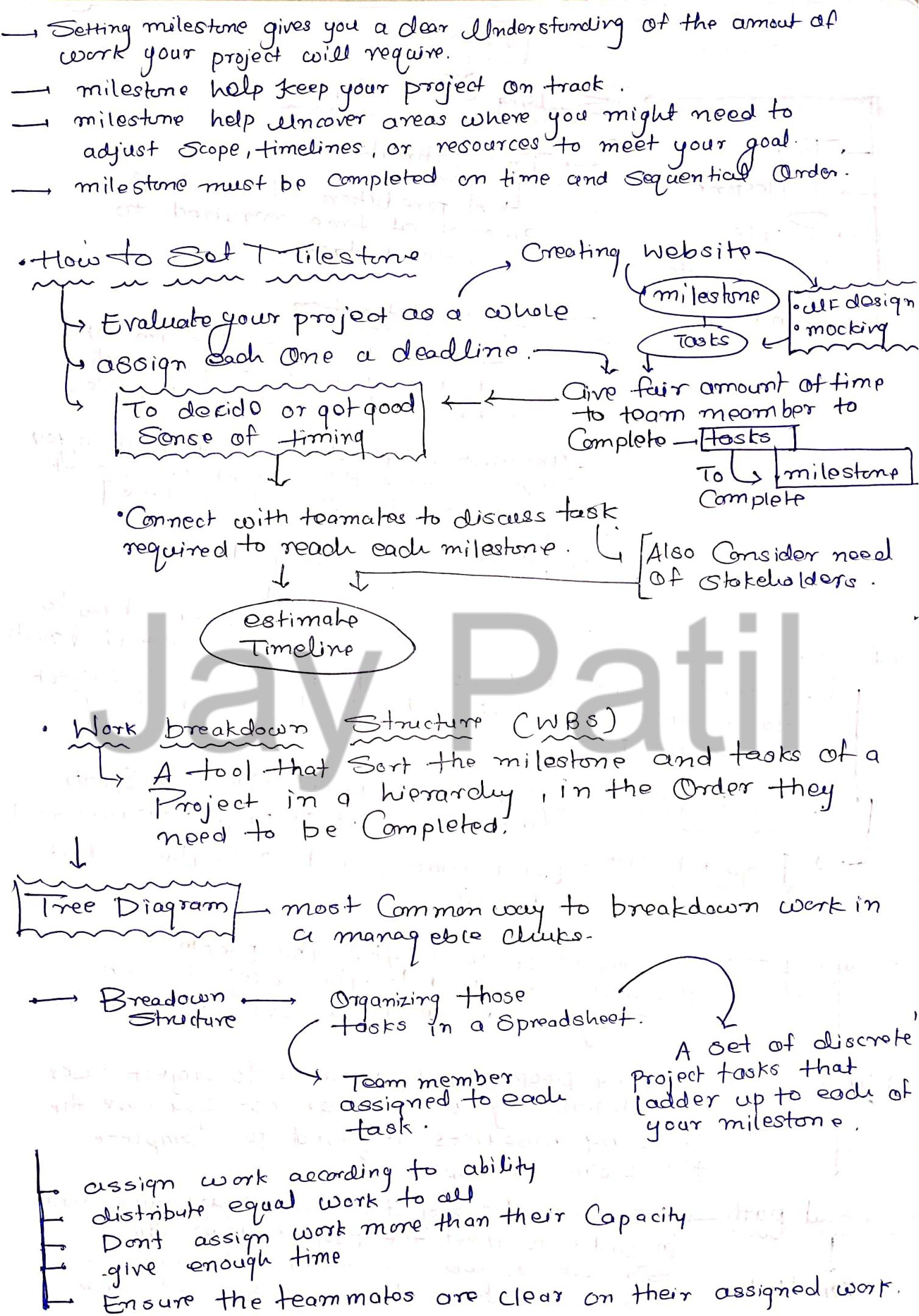
- Shared project tools and docx
- Communication & expectation.

⑥ What comes next :-

- Set expectation and action items

⑦ Questions

- Gain clarity on meeting topics



Week 2

Building a Project Plan

- Tasks
- Milestone
- People
- Documentation
- Time.

Time Estimation

↳ A prediction of the total amount of time required to complete a task.

Effort Estimation

↳ A prediction of the amount and difficulty of active work required to complete a task.

[Unrealistic effort estimate happen when you underestimate the amount of time it will take to complete a task]

Optimism

It good

But

Too much → lead you to potential risk.

Buffer

↳ Extra time added to the end of a task or project in work progress.

→ Task Buffers : Extra time tacked on to a specific task → for Out of project team Control

→ Project Buffer : Extra time tacked onto the end of a project

Capacity

→ The amount of work that the people or resources assigned to the project can reasonably complete in a set period of time.

Planning

→ allocating people and resources to project tasks and determining whether or not you have the necessary resources required to complete the work on time

Critical path

→ The list of project milestones you must reach in order to meet the project goals on schedule, as well as the mandatory tasks that contribute to the completion of each milestone

Zero float

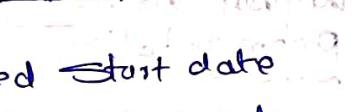
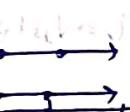
Capacity Planning → allocating people and resources to project tasks and determining whether or not you have the necessary resources to amount of work that the people or resources are assigned to the project can reasonably complete in a set period of time.

• Key point

↳ Identify which can happen in parallel vs which task can happen sequentially

- ↳ Determine which project tasks have a fixed start date
- ↳ Determine which project tasks have an earliest start date
- ↳ Identify if a task has float [slack]

[float] = time available



amount of time you can wait to begin a task before it impacts the project schedule and threatens the project outcome

• Getting Accurate time Estimates

[from your team]

Soft skills

Personal characteristics that help people work effectively with others

For accurate estimation

- ↳ Asking the right question
- ↳ Negotiating effectively
- ↳ Practicing empathy

Breach gap b/w goal and team members capacity

Person's ability to relate to the thoughts and feelings of others.

[Open ended Question]

A question that cannot be answered with yes or no.

Ex: How long does it typically take you to mock-up a website design like this one?

- ↳ How complex is this task?
- ↳ What are the risks associated with this task?
- ↳ When do you think you could have this ready?

• Developing a Project Schedule

Advantage of a good project plan is a clear schedule containing all the tasks of a project, their owners and when they need to be completed.

→ Gantt Chart → [Calendars.]

→ A horizontal bar chart that maps out a project schedule.

Highly Visual Representation

- 1) Project tasks
- 2) Breakdowns
- 3) Project due
- 4) Responsibilities

Tools

Spreadsheet.

• Project Plan Best Practice.

- 1) Carefully review deliverables, milestones, and tasks
- 2) Give yourself time to plan
- 3) Recognize and plan for the inevitable: things will go wrong
- 4) Stay Cenios
- 5) Champion your plan.

Always stay
On Cost

Week 3

Initial phase of
Project Budget

The estimate monetary resources needed to achieve the project's goals and objectives.

Start off of current tasks

forecast

Goal

A cost estimate, or prediction over a period of time.

Increase workforce productivity

Increase Revenue

Attempt to Save Cost.

Components

1) Understanding stakeholder need

2) Budgeting for surprise expense

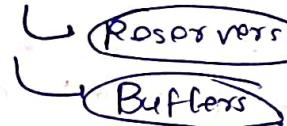
3) maintaining adaptability

4) Reviewing and reforecasting throughout the project.

Resource Cost rates

The Cost of a resource

↓
add funds for



Cost of Quality

Costs that are incurred to prevent issues with product, processes or tasks.

→ Included

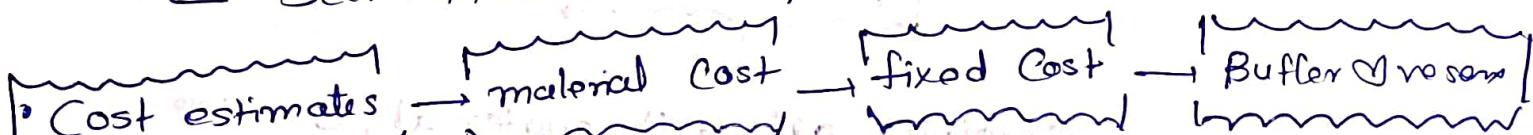
- Prevention Costs
- Appraised Costs
- Internal failure Costs
- External failure costs

Creating Project Budget

- Historical Data → data for best estimation
- Leverage exports → Using maximum advantages
- Bottom up → thinking of all things start to end.
- Confirm accuracy → double check
- Baseline → Dollar amount.

Process

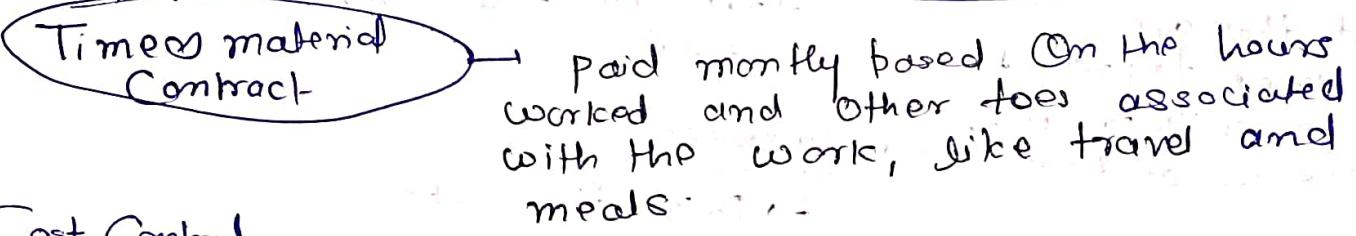
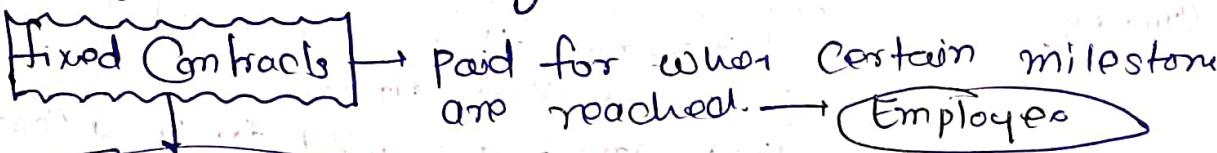
- ↳ Break project into tasks.
- ↳ Estimate Cost of each item
- ↳ Add estimate together
- ↳ Add Contingency and tax
- ↳ Seek Approval from key stakeholders.



Maintaining a Project Budget

monitoring the budget is crucial for a project manager to enforce accountability in terms of spending.

Milestones are a great opportunity to re-review the budget, to identify if anything needs to be reset or revisited throughout the project.

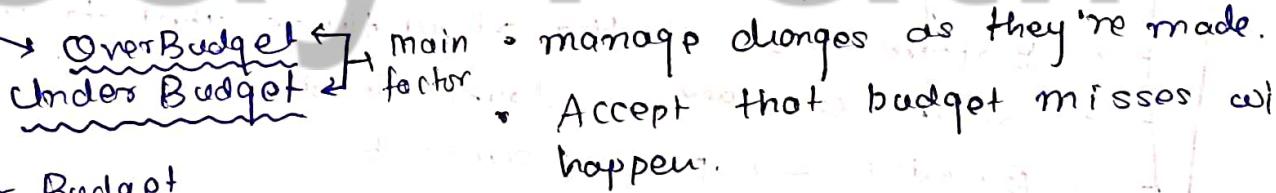


Cost Control

practice where a project manager identifies factors that might impact their budget and then creates effective actions to minimize variance.



Estimate a sign off plan and inform the appropriate stakeholders of any changes that occur.



manage changes as they're made.
Accept that budget misses will happen.

Under Budget

Indicator of less than

satisfactory project management

you could spend more money on project [extra resources]

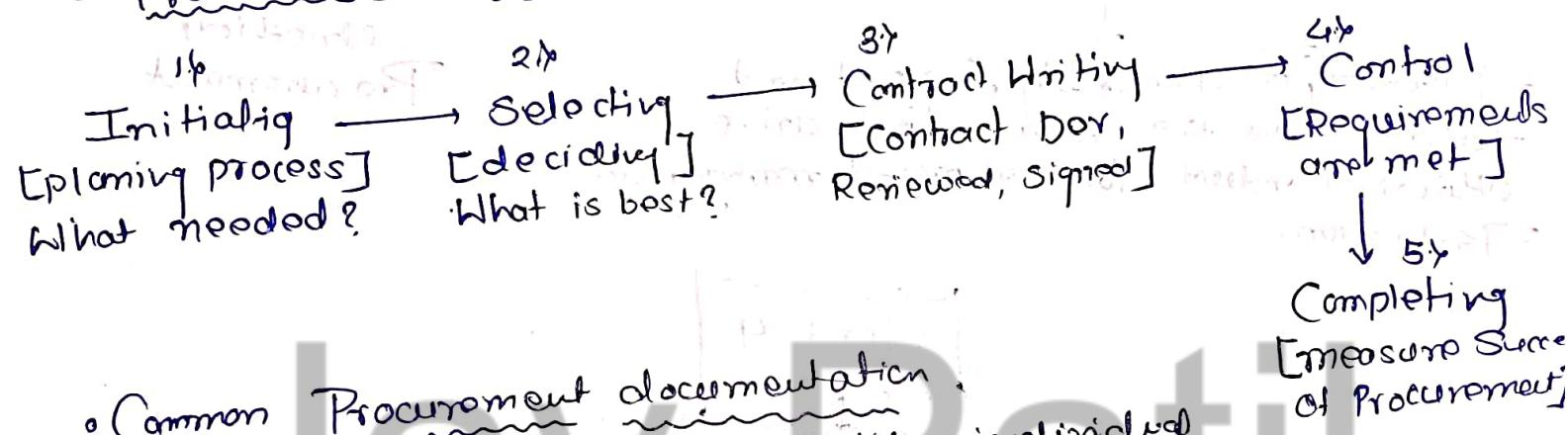


Obtaining all of the material, service and supplies required to complete the project.

Vendors: Individuals or business who provide essential goods and services.

- Sourcing Vendors
- Getting quotes for Vendor's work
- Deciphering which Vendors will fulfill your needs
- Negotiating Vendors Contracts
- Setting deadline for Vendors
- Evaluating Performance
- Ensuring Vendors are paid

• Procurement Process → 5 steps



• Common Procurement documentation:

↳ Each phase is assigned with a individual proposal

↳ 1. Non-Disclosure Agreement (NDA)

↳ 2. Request for proposals (RFP)

↳ 3. Statement of work (SOW)

↳ NDA → for external Workers. → No Customization
↳ A document that keeps Confidential information
within the Organization.

↳ RFP → No Customization
↳ A document that Outlines the details of the Projects.

↳ SOW

↳ A document that clearly layout the products and Services as vendor or Contractor will provide for the Organization

- Subject Matter Experts [SMEs] → asked for input to develop most efficient SOW
 - Legal Advisors → Review this documents with you and for you, and Crafting it alongside others with whom you work.
 - Obtaining Procurement Support
 - Project Management Institute [PMI]
 - Code of Ethics → access as a member or Credential holder. help to understand ethical vs unethical procurement.
- Honesty, Responsibility, Respect and fairness are the Values that drive ethical conduct for the project management profession.

Week 4

Managing risks effectively

Risk → A Potential event which Can Occur and impact your Project.

Issue → A known or real problem that can affect the ability to Complete a task.

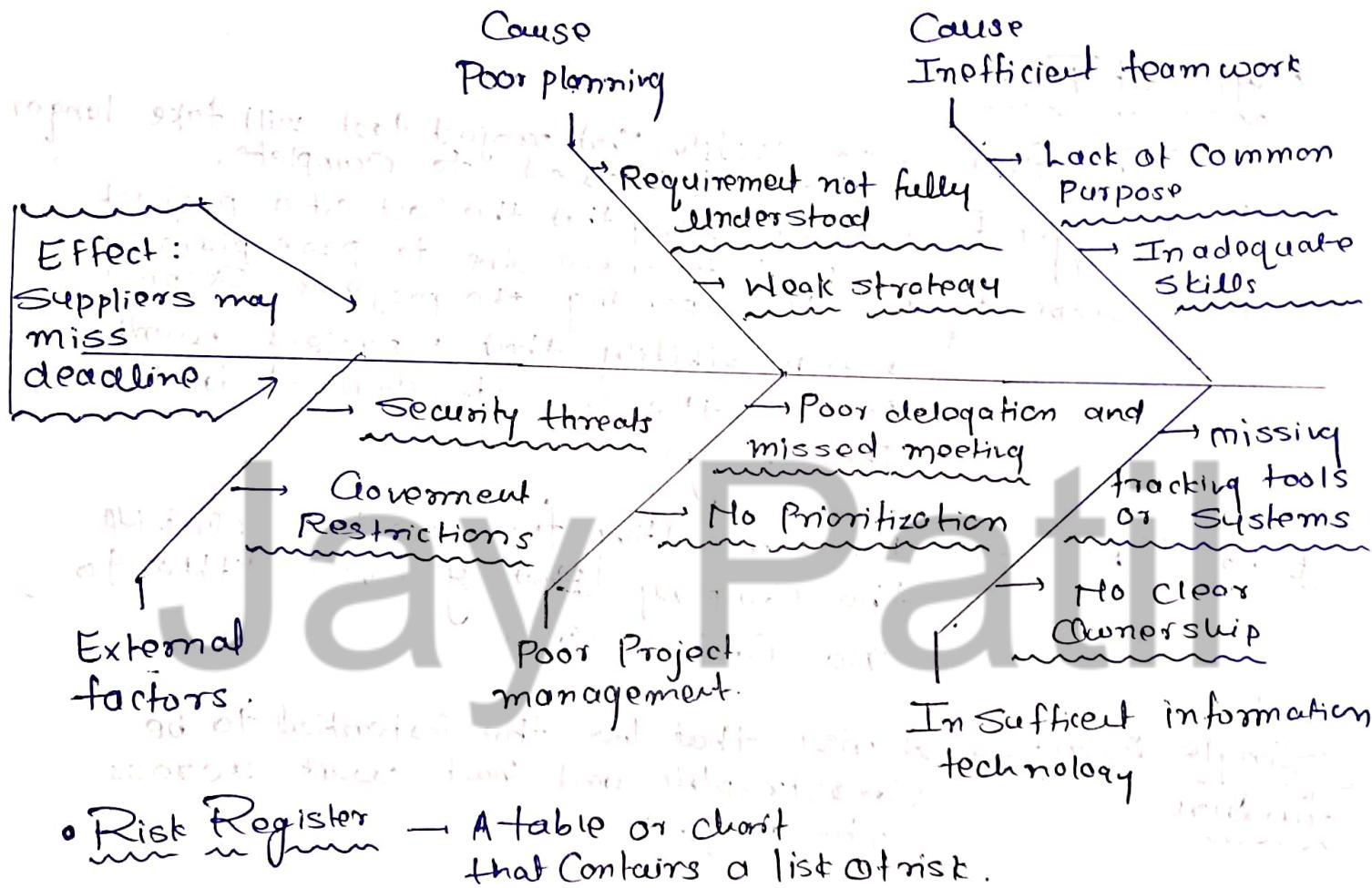
Risk Management → The Process of identifying and evaluating Potential risk and issues that Could impact a Project.

Give Understanding

- ↳ What Could go wrong
- ↳ Who you'll need to Consult.

- ↳ How the risk Could be mitigated.

- Tools to identify risks.
- 1) Brainstorming → Allows groups to spontaneously share ideas without judgement.
 - 2) Cause and effect diagram → diagram that shows the possible cause of an event or risk.



- Risk Register → A table or chart that contains a list of risks.
- Risk Assessment → A stage of risk management where consequences and qualities of a risk are estimated or measured.
- Probability & impact matrix → A tool used to prioritize project risk.
- Impact → A damage a risk could cause if it occurs. impact is determined on a scale of high, medium, low.

- Inherent risk → The measure of a risk. Calculated by its probability and impact.
- Risk → low Impact
low Probability → **low Inherent**
- Risk appetite → The willingness of an organization to accept the possible outcome of a risk.

* Types of Risk

- Time Risk → possibility that project task will take longer than anticipated to complete.
- Budget Risk → possibility that the cost of a project will increase due to poor planning.
- Scope Risk: or expanding the projects
 - ↳ A possibility that a project won't produce the results outlined in the project plan.
- External Risk → Risk resulting from factors outside the company that you have little to no control over.
- ↓
 - Single Point Failure → A risk that has the potential to be catastrophic and halt work across the project.
- Dependency → A relationship between two project tasks where the start or completion of one depends on the start or completion of the other.

→ Dependencies: used to represent the relationships between tasks and activities.

Decision tree ← Risk mitigation Strategies → Reduces Risks.

A flowchart that helps visualize the wider impact of a decision on the rest of a part.

- Avoid it
- Accept it
- Reduce or Control it
- Transfer it

- Avoid → Avoid the risk by taking action that will eliminate the possibility of risk.
- Accept → Accept the risk by accepting the possibility that this risk can happen.
- Reduce/ Control → Reduce Or Control the risk by determining Potential Option to address it.
- Transfer → Transfer the risk by shifting the risk from one Party to another.

Risk management plan

Living document that Contains information regarding high level risks and the mitigation plan for those risks.

• Communicating risk with stakeholders

↳ If you don't tell your stakeholder about important risks, they may be less equipped to help you if an issue arises.

How you Communicate to Stakeholder

↳ Depends on the Severity of the risk

Week 5

Organizing Communication and Documentation

→ Why Communication is Critical

• Communication plan

↳ Organizes and documents the process, types, and experience, expectations of communication for the project.

Always ask yourself.

- What needs to be communicated
- Who needs to communicate
- When communication needs to happen
- Why and how to communicate
- Where the information being communicated is stored.

Adv.

- Improve communication overall
- keep people engaged and motivated
- Gets stakeholder involved in effective conversation.

→ Email Content

- 1) What is working?
- 2) What is not working?
- 3) Where can improvements be made?

Documentation → up to date → Plan: ensure no room for miscommunication.

↳ having plans in one place makes communication quicker, easier and more streamlined.

Provides

- Visibility
- accountability

Course 4

Project Execution: Running the Project

• Tracking and measurement.

A method of following → keep all team members and stakeholders in touch with deadline and goals

activities



→ Crucial for recognizing risk and issues that can derail your progress.

Derivation

Anything that alter your Original Course of action. Derivation from the project plan. Can be positive or negative.

- Transparency → It is essential for accurate decision making.
- Risk management
- keeping the project on track

• Commonly tracked items

1) Project Schedule

2) Status of action item, key tasks and activities.

3) Progress towards milestone.

4) Costs

5) key decisions, changes, dependencies and risks to the project.

• Different tracking methods

→ Gantt Chart

• Useful for staying on schedule

• Useful for project with many dependencies, tasks, activities, or milestones.

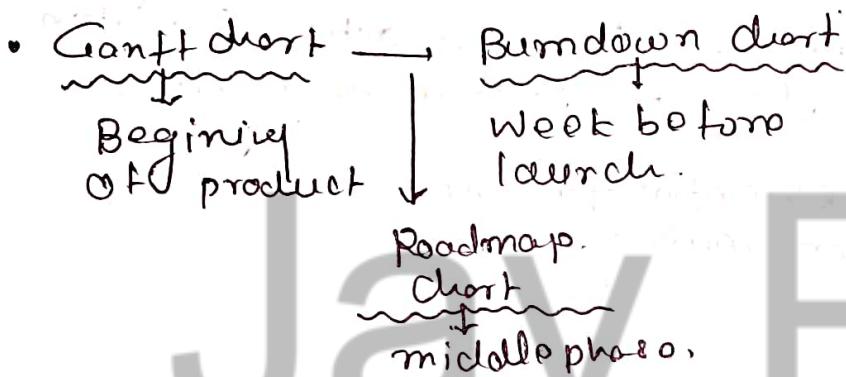
- Useful for larger team.

Roadmap

- Useful for high-level tracking of large milestones
- Useful for illustrating how a project should evolve over time.

Burndown Chart

- Useful for project that require a granular / detailed, broken-down look at each task.
- Useful for project where finishing on time is the top priority



Q) Why Risk and Changes Occur.

→ Risk is a potential event that might occur and could impact your project.

Example

- ↳ A Contractor misses a deadline
- ↳ A new tool leads to a communication breakdown
- ↳ Workload increase due to implementation of an unforeseen policy.

↓
Change → Anything that alters or impacts the tasks, structure, or processes within a project.

Types

↳ New or changing dependencies

↳ Changing priorities

↳ Capacity and people

↳ Limitation on budget or resources

↳ Scope Creep.

- Change Request form.
- project manager and stakeholders use it
- Identifying and tracking dependencies.

↳ 1) Internal dep

The relationship between two tasks within the same project

- Two links that connect one project task to another and are often the greatest source of risk to a project.

↳ 2) External dep

Tasks that are reliant on outside factors, like regularly agencies or other projects.

• mandatory dep

Tasks that are legally or contractually required.

• Discretionary dep

Tasks that could occur on their own, but the team choose to make them reliant on one another.

Dependency management

The process of managing interrelated tasks and resources within the project to ensure the overall project is completed successfully on time, and in budget.

- Proper Identification
- Recording dependencies
- Continuous monitoring and control
- Efficient communication

→ Technique to manage risk

R : Resolved → risk to be addressed. It's no longer a problem

O : Owned → Assign a team member ownership of risk. monitor it

A : Accepted → understand & accept if it can't be solved.

M : Mitigated → formulate a plan to eradicate the risk.

M : Mitigated → formulate a plan to eradicate the risk.

Escalating issue, Critical problems in a project

The process of enlisting the help of higher Level project leadership or management to remove an obstacle, clarify or reinforce priorities, and validate next steps.

Adv

- Act as checks and balances
- Generates speedy decision making
- Reduce frustration
- Encourage participation.

When

- Cause a delay on a major project milestone
- Cause budget overruns
- Can result in the loss of a customer
- push back the estimated project completion date

- Trench Wars occurs when two peers or groups cant seem to come to an agreement, and neither party is willing to give in.
- Bad Compromise occurs when two parties settle on a so-called situation but the end product still suffers.

Week 2

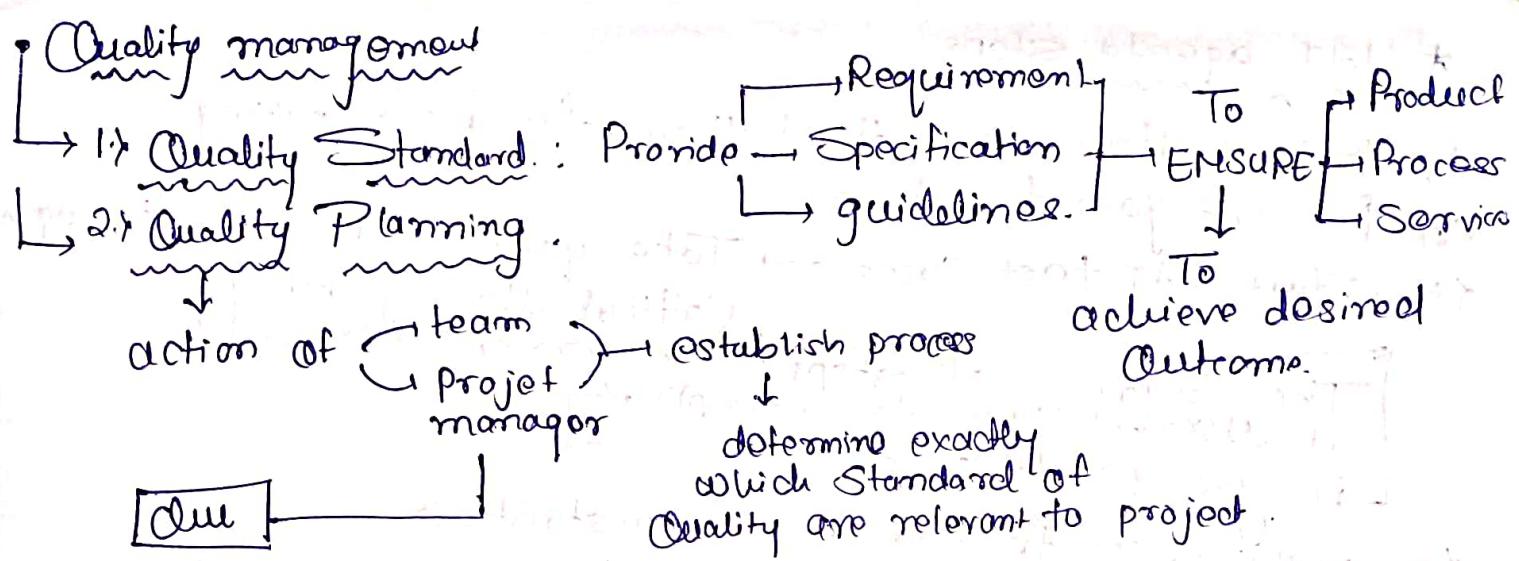
Quality management and Continuous Improvement

key Quality management Concept

Triple Constraint

- ↳ Time
- ↳ Scope
- ↳ Budget

Quality → When you fulfill the outlined requirement for the deliverable and meet or exceed the needs or expectation of your customer.



- 1) Quality Standard: Provide Specification and guidelines.
- 2) Quality Planning: action of team project manager → establish process
- determining exactly which Standard of Quality are relevant to project.
- 1. What outcome do my customers want?
 - 2. What does quality look like for them?
 - 3. How can I meet their expectation.

3) Quality Assurance

- Evaluating if your project is moving towards delivering a high quality service or product.

4) Quality Control

- Involves monitoring project results and delivery if they are meeting desired results or not.

- Fostering Customer Relationship



Negotiation

Empathetic listening

Trust Building

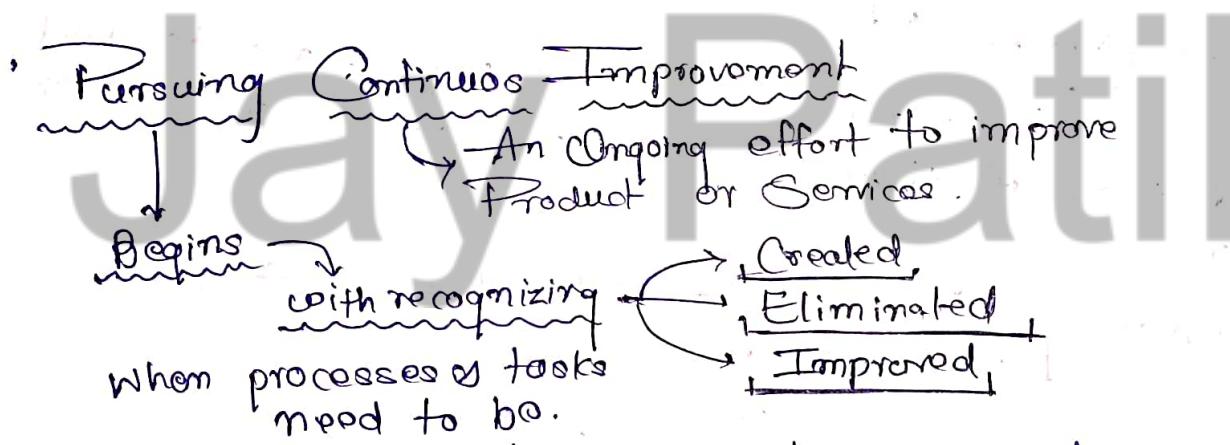
- Measuring Customer Satisfaction

 1) Feedback Survey → Feedback on feature of your product that they like or dislike.

 or User acceptance Test → Test that help business make a sure a product or solution works for its users.

* UAT agenda steps

- ↳ Welcome Users and thank them for participating.
- ↳ Present your to them..
- ↳ Start UAT test Cases. → Take your audience through Critical user journey
- ↳ The Sequence of steps a user follows to accomplish in your product
- ↳ Walk user through a demonstration.
- ↳ Identify Edge Cases
 - Rare Outliers that typically pertain to Software based Project.
 - They deal with the extreme maximums and minimum parameters.
- ↳ Recap findings, identifying issues, prioritize which issues should be addressed first.



↳ Control → An Experimental or Observation designed to minimize the effect of variables.

Methods

- ↳ Data driven Improvement framework
 - ↳ Techniques used to make decision based on actual data.

D : Define

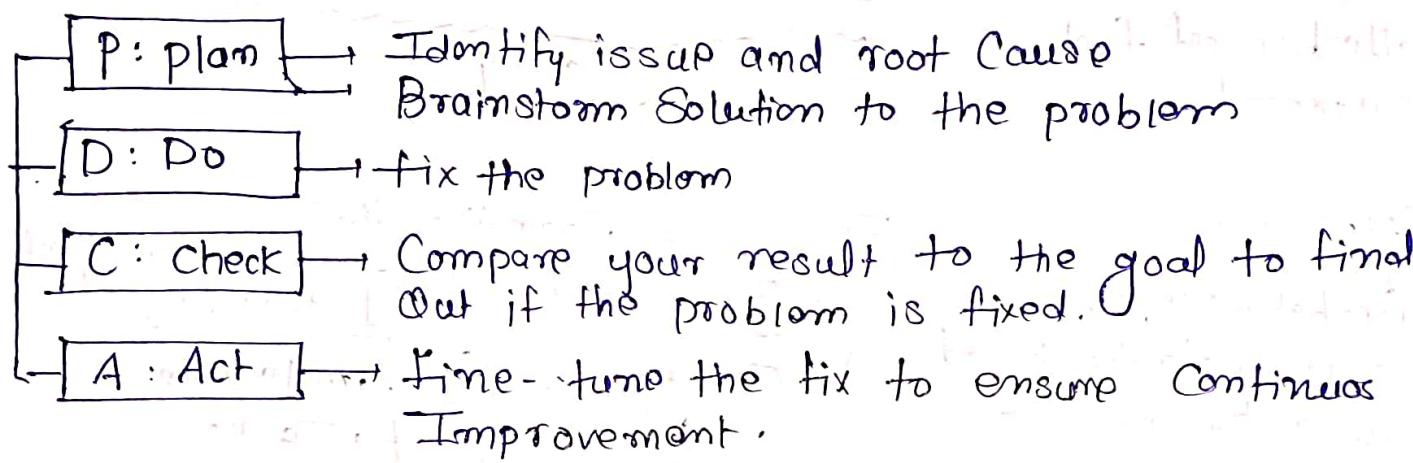
M : Measure

A : Analyze

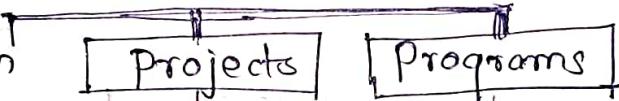
I : Improve

C : Control.

QY PDCA → four step process that focuses on identifying a problem, fixing that issue, assessing whether the fix was successful, and fine-tuning final fix.



• Differentiating Between



One Single-focused Endeavour A Collection of Projects

- Retrospective → A Workshop or meeting that give Project teams time to reflect on a project.
↓
To ensure Continuous Improvement.

A Workshop or meeting that give Project teams time to reflect on a project.
↓
A Collection of Projects and Programs across the whole Organization

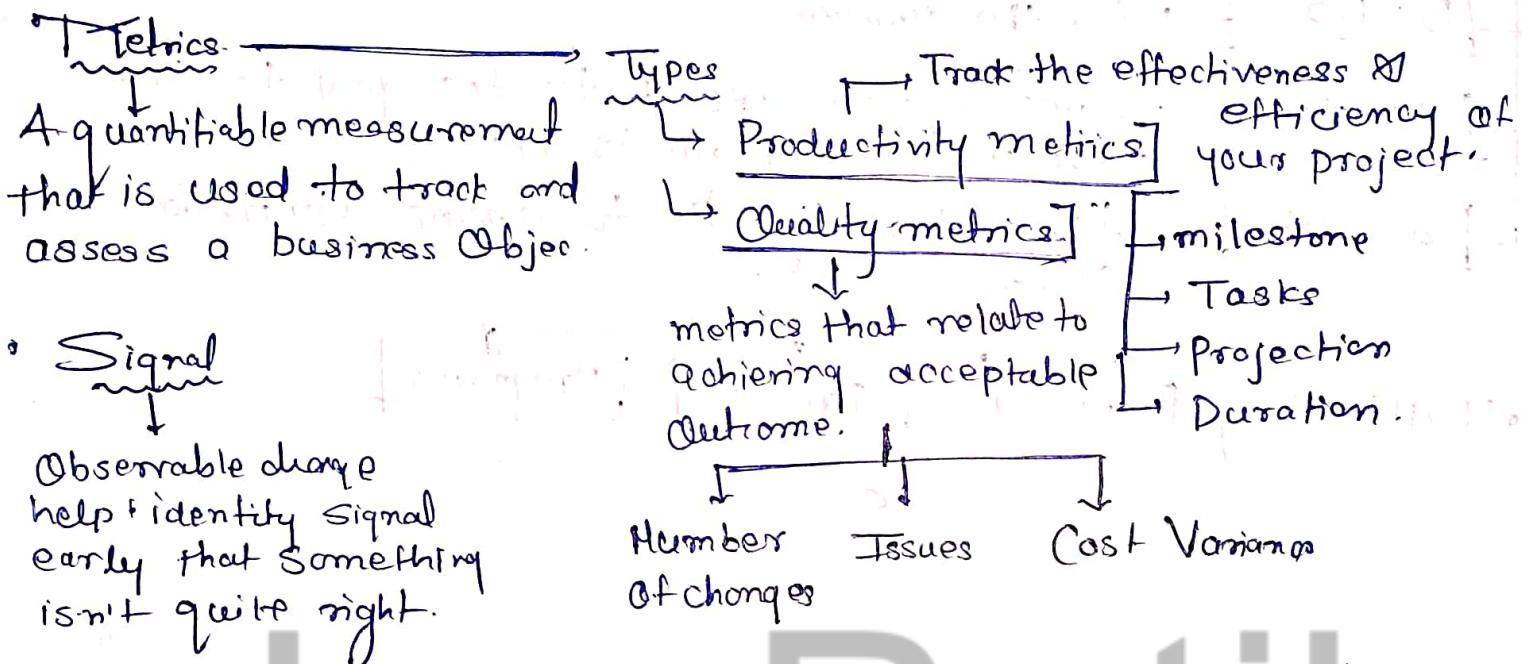
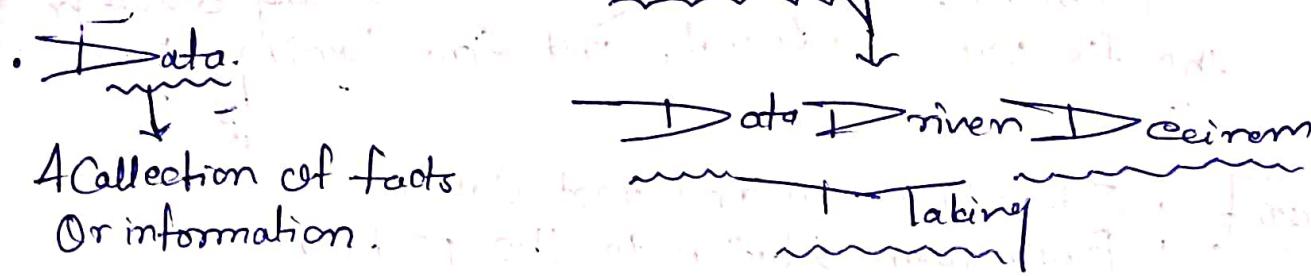
- should happen throughout the life cycle.
- mostly implemented after major milestone.

- Purpose
 - Encourage team building
 - facilitate improved collaboration
 - Promote positive changes



- missed deadline or expectation
- Miscommunication between stakeholders
- Reached the end of a Sprint
- Product launches and landing
- Record key lessons that other people can learn from.

Week 3



Signal

Observable change help + identify signal early that something isn't quite right.

→ Story Telling → The process of turning facts into narrative to communicate something to your audience.

- 1) Define your audience
- 2) Collect the data
- 3) filter and analyze the data
- 4) choose a visual representation
- 5) shape the Story
- 6) Gather your feedback

Week-4

→ Team
A group of people who plan, solve problem make decision, and review progress in service of a specific project or objective.

Leadership and Influencing Skills

Team work

An effective Collaborative Way of working
each person is Committed to and heading towards a shared goal.

- fosters Creativity
- Encourage accountability
- Helps you get stuff done.

Five Factors that impact team effectiveness

Psychological Safety → [An Individual perception of the consequences of taking an Interpersonal risk]

Dependability

Structure and clarity

meaning.

Impact.

→ Leading high-functioning teams

1) Creating System that turns chaos into Order

2) Communicate and listen

3) Promote trust and psychological Safety

4) Demonstrate empathy and create motivation

5) Delegate responsibility and prioritize

6) Celebrate team Success

★ → Bruce Tuckman's Stages of Team Development

- forming
- Storming
- Norming
- Performing
- Adjourning

1. Forming Stage

- ↳ The team gets to know one another
- ↳ project manager Should clarify project goals, roles and Context about projects.

2. Storming Stage

- ↳ frustration emerge

↳ PM should focus on Conflict Resolution

Listen → Solve → Share insights → how → Solved.

3. Norming Stage

↳ Conflicts is mostly resolved team is working together.

↳ PM Should Encourage team Norms.

4. Performing Stage

↳ Team works together seamlessly

↳ PM Should focus on delegating, motivating, Providing Feedback to keep team momentum.

5. Adjourning Stage

↳ Project wrap up

↳ Team disbands.

↳ Celebrate!

• Ethical leadership

↳ A form of leadership that promotes and values honesty, Justice, respect, Community and integrity.

Promoting

→ Defining and aligning Values within your team

→ Demonstrating how adhering those Values.

→ Product managers lead inclusivity by

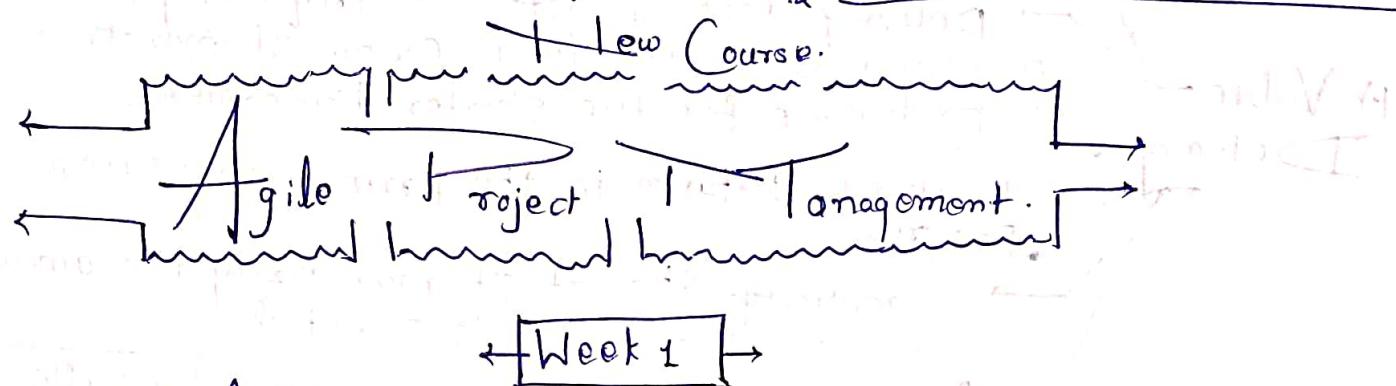
↳ Fostering a culture of respect

↳ Creating an equal opportunity to succeed

↳ Embracing and integrating diverse perspectives.

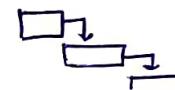
Weeks

Effective Project Communication



Waterfall Approach

The Sequential or linear Ordering of phases

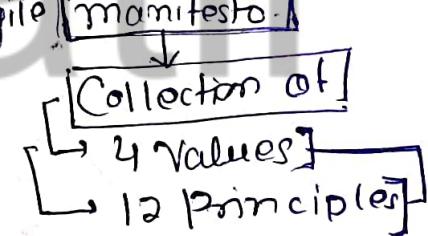


Agile Approach → Iterative Approach

Being able to move quickly and easily.

Agile project management

An Approach to project and team management that embodies "agility" and is based on the Agile manifesto.



Aspect of project

Requirement: Tasks must be finished to ensure project completion

Documentation: Detailed documentation

Deliverables: Tangible outcome of project.

4 Agile Value

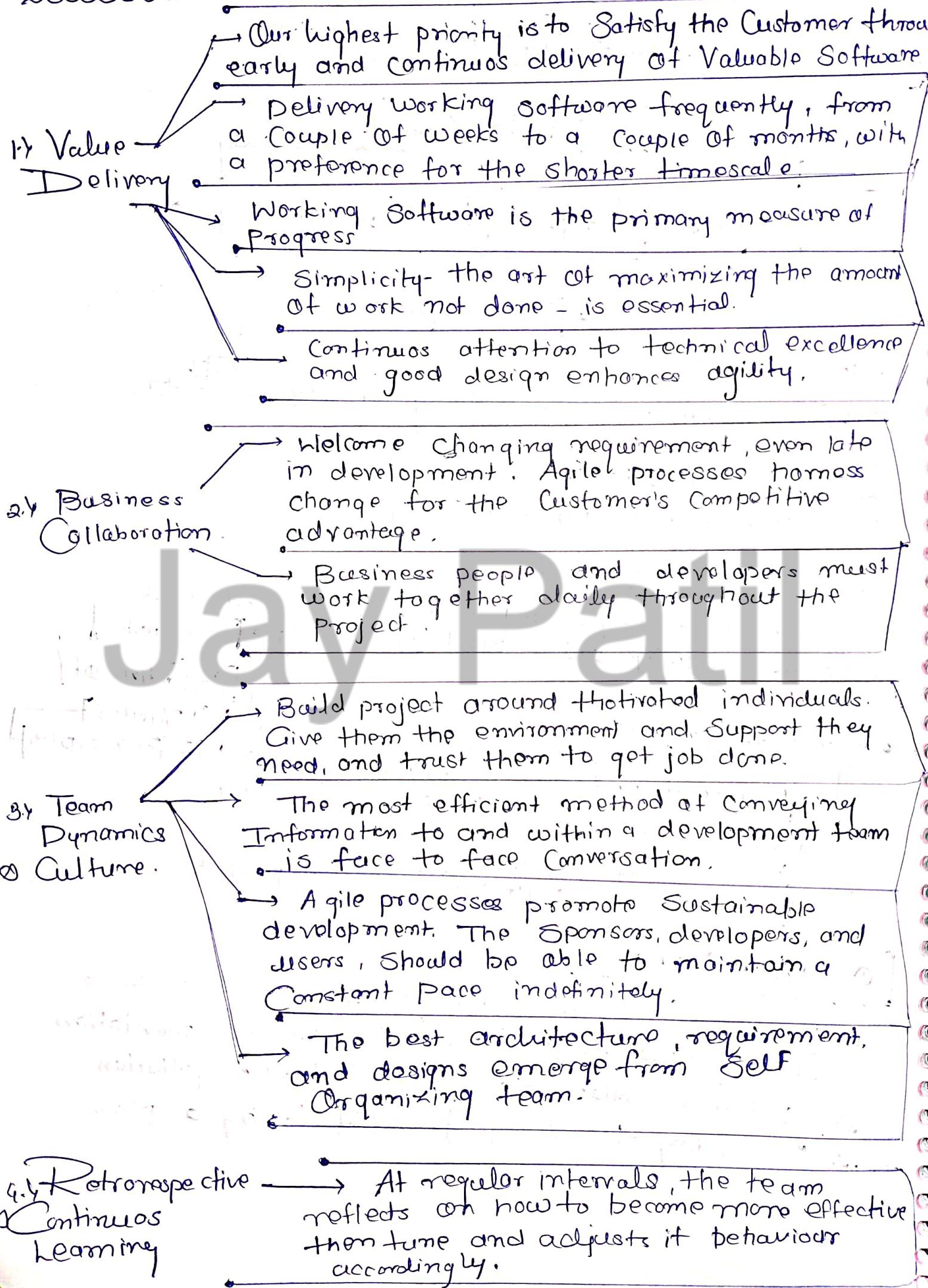
1. Individuals and interaction over processes & tools.

2. Working Software over comprehensive documentation

3. Customer Collaboration over contract negotiation

4. Responding to change over following a plan.

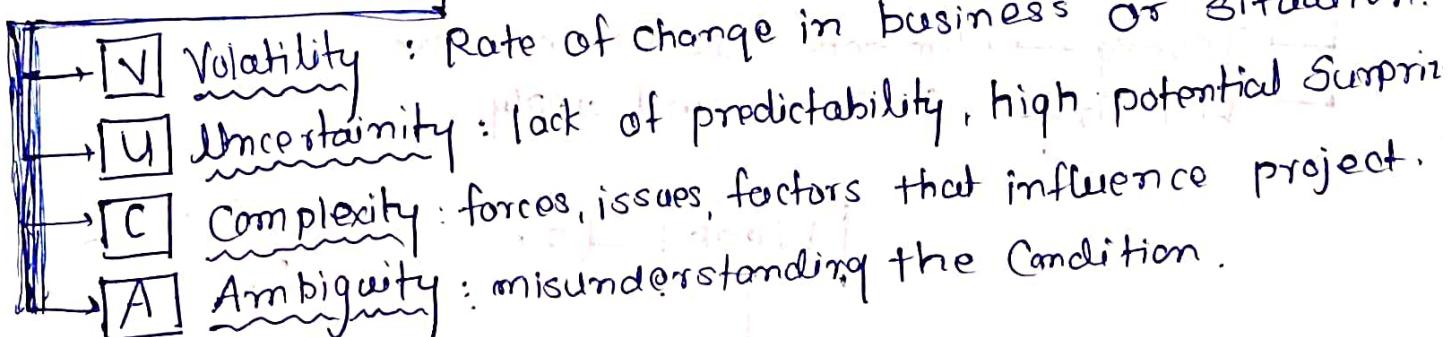
12 Values → Under 4 Themes



To find best
PM Techniques
USE

VUCA

Acronym that defines the Condition
that affect Organization in a changing
and Complex world.



SCRUM

A framework for developing, delivering, and
Sustaining Complex products.

- Scrum master
 - Responsible for ensuring team lives Agile Values
 - follows the processes
 - sharing information to the larger project team
 - helping team to focus on doing their best work
- Product Owner
 - maximizing the Value of the product.
 - Responsible for inventory of work and has final say on how to prioritize work

Kanban

Kan → Sign
ban → board

flow

Provide transparent Visual feedback

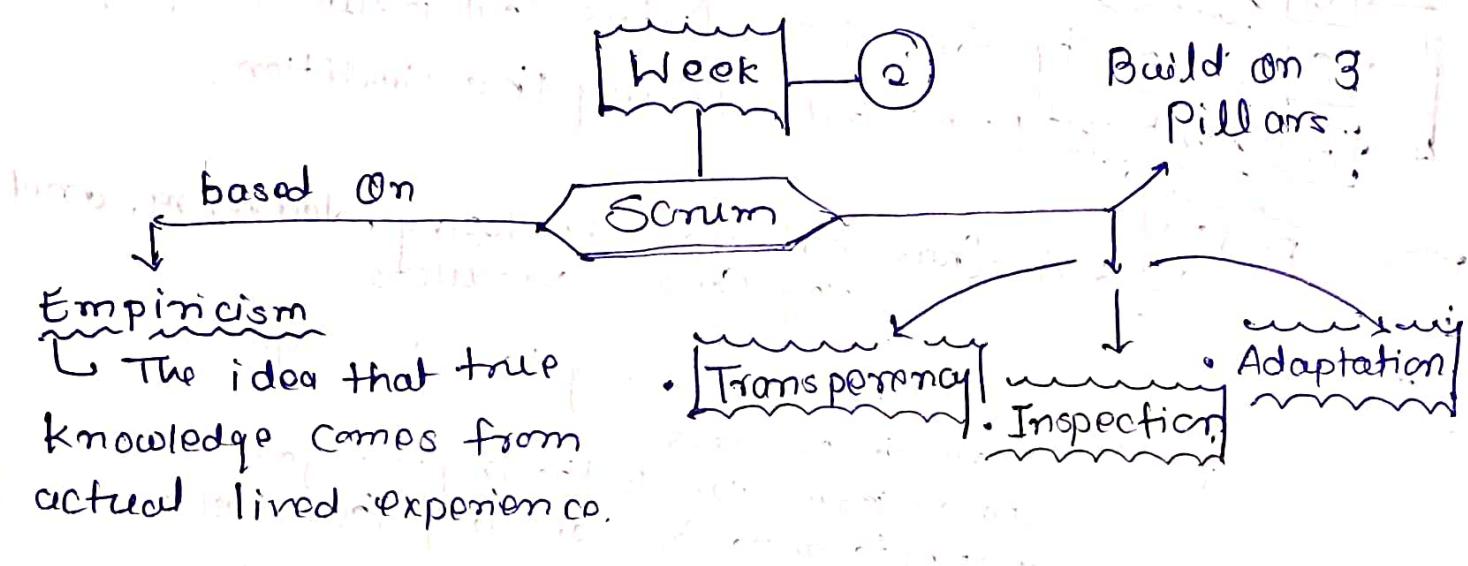
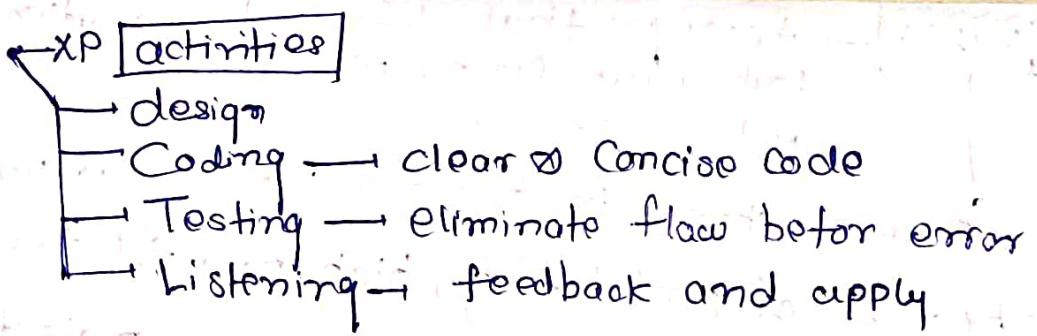
Ensure that the project team Only accept a Suitable amount of in progress work.

A Core principle of Kanban that aims to maximize efficiency.

Extreme Programming (XP)

→ aims to improve product Quality and the ability to respond to changing Customer needs.

→ Takes best practices for the development process "extreme" Level.



- 1) Transparency → Make the most significant aspect of our work visible to those responsible for the outcome.
- 2) Inspection → Conducting timely checks towards the outcome of a Sprint goal to detect Undesirable Variance.
- 3) Adaptation → Adjusting project, product or processes to minimize any further deviation or issue.



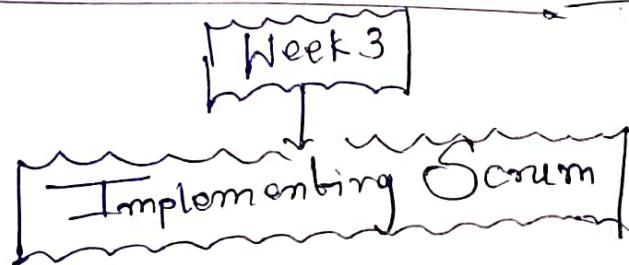
- 1) Commitment
- a) Courage
- a) focus.
- 4) Openness
- 5) Respect

mission → Why we are doing?

A Short Statement that stays Constant for your team throughout the process and gives them something to work towards.

Product Vision → What are we doing?

When you set a Vision, you're making it clear what the team is responsible for and where your team's boundaries are.



- Product Backlog → The Single authoritative source for things that a team works on.

It contains all of features, req, and activities associated with deliverables to achieve the goal of the project.

↳ Living artifact

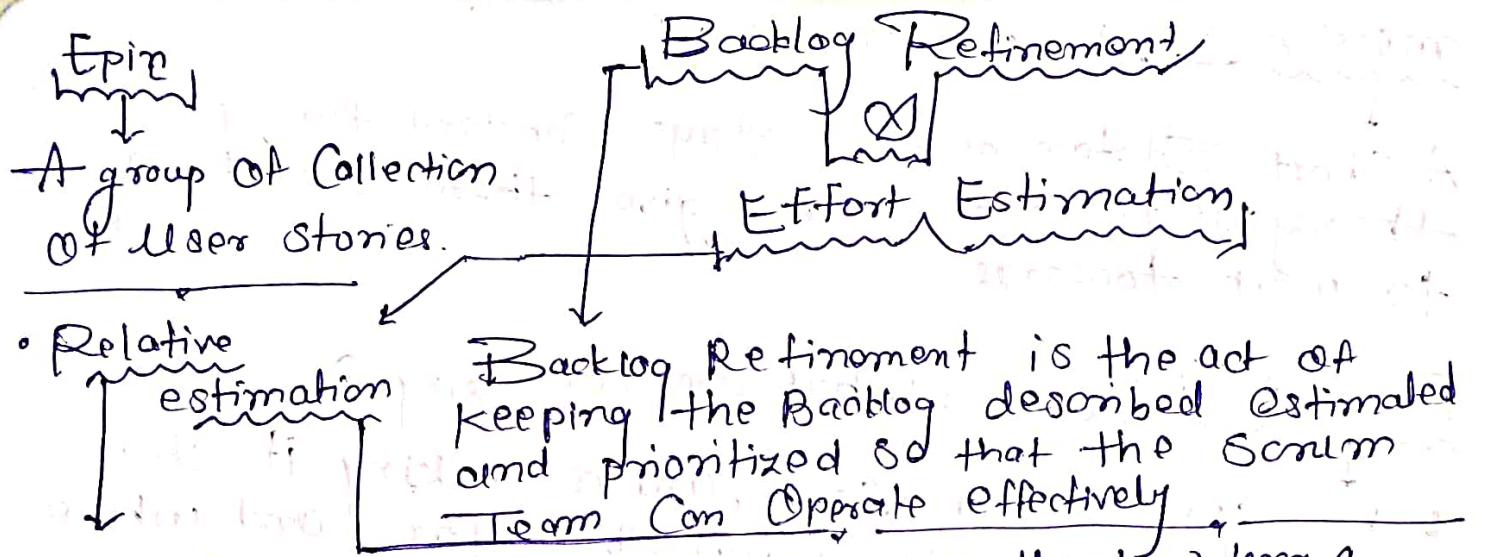
↳ Owned and adjusted by the Product Owner
↳ Prioritized list of features.

- User Stories → Short Simple description of a feature told from the perspective of the user.

User ↗ As a < User role > I want this < actions >
Action ↗ So that I can get this < values >
Benefit

User story

I → InVEST | Independent
N → Negotiable
V → Valuable
E → estimable
S → Small
T → Testable.



Instead of trying to determine exactly how long a task will take, we compare the efforts of that task to another task, and that become the estimate.

* Scrum Guide

- The Sprint
- Sprint planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

Jay Patil