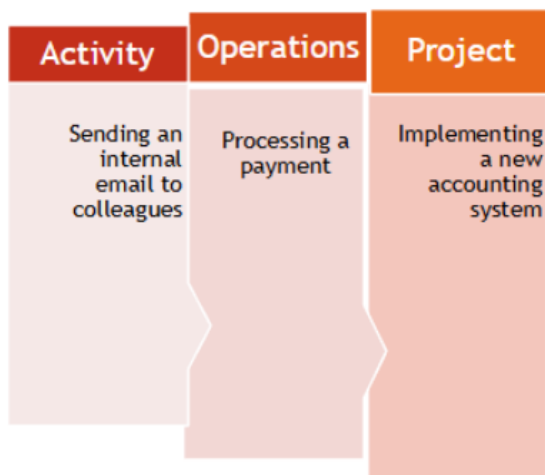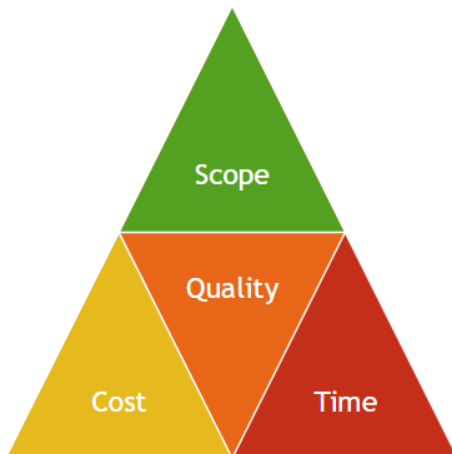# Lecture(1-5)

Project

It lasts for a limited time, usually with an agreed start and end-date,•

- ONE-OFF: It is not something that is repeated

- DELIVERS RESULTS: It creates a product, service or result, often based on agreedrequirements.•

- NOT SMALL: Requires non-trivial effort,often of more than one person

    - In an organisation (i.e.job) anything that is not a project is referred to as an

- OPERATION unless it's just too SM ALL to be a project then it's an ACTIVITY

Activity	Operations	Project
Sending an internal email to colleagues	Processing a payment	Implementing a new accounting system

The Project Triangle

Project Triangle

The project triangle comprises:

- Scope
- Cost
- Time

The goal of good project management is **balancing constraints**.

Quality is also a key.

Cost

- **Cost**: The total money spent on a project.
- **Budget**: The amount of money available to complete a project.
- If the final cost exceeds the budget, the project is **over budget**.
- During the **planning phase**, costs are **estimated** to determine affordability.

Time

- **Elapsed time**: The days, weeks, months or years from a project's start to its end.
- **Schedule**: A plan showing when the project and specific tasks will be completed.
- If the completion date is after the scheduled completion date, the project is considered **late**.

Scope

- What the project should produce.

- Defined in a **specification**.

- Examples:

    - Software project: Features

    - Building project: Architect's plan

Quality

- Quality means the product or service **performs satisfactorily and is fit for its intended purpose**.

- Quality depends on the project and its purpose.

- Examples:

    - Software: Not buggy and easy to use

    - Buildings: Meets building regulations

Key Point on Constraints

- One constraint **cannot be changed without affecting the others**.

- Changing only one constraint will reduce **quality**.

- The **project manager** decides which constraints to change.

- The **Iron Triangle** shows that increasing scope requires more time and/or more money.

Setting Targets

- **Time constraint**: Deadline

- **Cost constraint**: Budget

- **Scope constraints**: Specification

- **Quality constraints**: Specification or standards documentation

Planning Phase

The project manager works with the team to create:

- Technical design

- Task list

- Resource plan

- Communication plan

- Budget

- Initial schedule

- Defined roles and responsibilities

Execution Phase

- Planned activities are carried out.

- Deliverables are constructed.

- Results are presented to stakeholders.

Closing Phase

- Deliverables are confirmed and completed.

- Sponsor satisfaction is confirmed.

- Final project status is communicated to all stakeholders.

Project Team Management and Leadership

Three Needs of Team Management

- **The project**: The work must be completed successfully.

- **The team**: Team needs take priority over individuals.

- **The individual**: Personal development and wellbeing must be supported.

The Project Manager's Role

The project manager achieves objectives by:

- Managing project processes, Leading the team , Applying tools and techniques.

Key Responsibilities

- Manage day-to-day team activities

- Deliver project outputs to the client

- Identify stakeholders

- Plan and organise work

Skills Matrix

Definition

A competency matrix that visually represents skill levels using numerical values.

Skills Matrix

Employees	Skills						
	Induction Process	Customer Focus	Payroll Processing	Excel Intermediate	Excel Advanced	Presentation Skills	Safety Training
Team Member A	5	3	1	1	1	1	1
Team Member B	5	5	4	1	5	4	2
Team Member C	3	3	5	3	4	2	4
Team Member D	4	5	1	3	4	5	4
Team Member E	4	4	1	3	2	5	5
Total	21	20	12	11	16	17	16
Skills Average	4	4	3	3	3	3	3

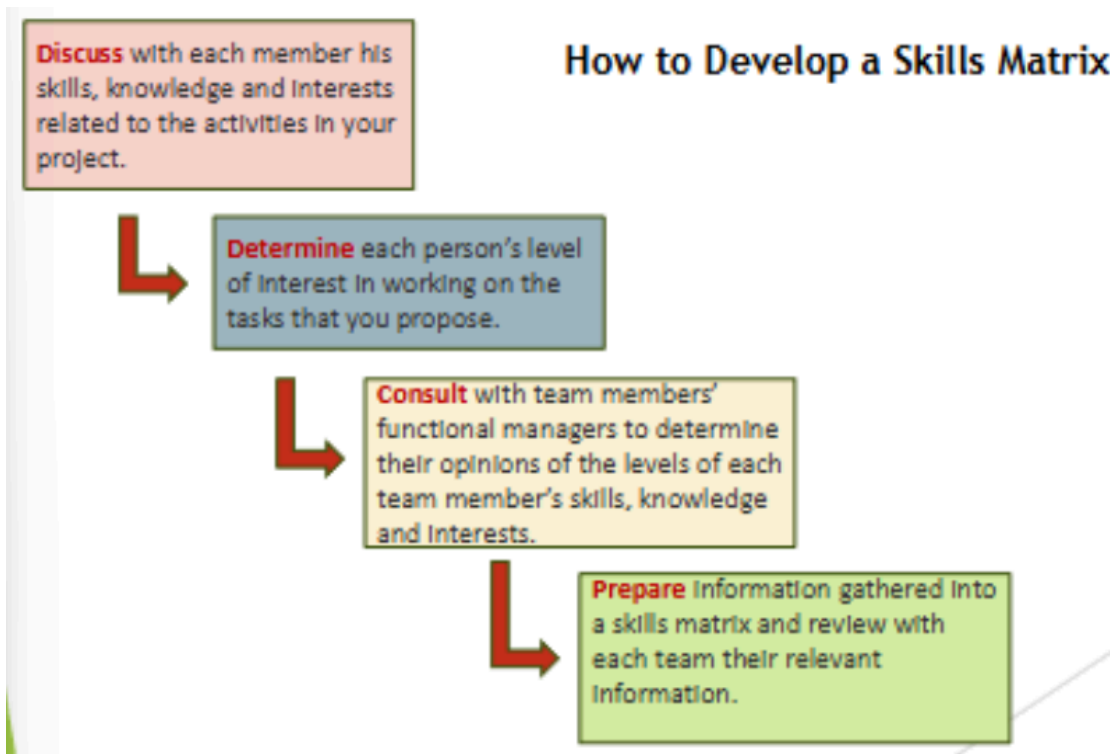| 1	Training Required	2	Currently Being Trained	3	Basic Training Received	4	Skilled Enough	5	Can Coach

Managerial Uses

- Monitor team balance

- Assign tasks appropriately

- Predict performance

- Track team development

Development Steps

How to Develop a Skills Matrix

Discuss with each member his skills, knowledge and interests related to the activities in your project.

Determine each person's level of interest in working on the tasks that you propose.

Consult with team members' functional managers to determine their opinions of the levels of each team member's skills, knowledge and interests.

Prepare information gathered into a skills matrix and review with each team their relevant information.

Tuckman's Stages of Group Development

Forming

- Orientation and socialisation
- High dependence on leader

Storming

- Conflict and resistance
- Lack of unity
- Leader encourages participation

Norming

- Increasing cohesion
- Conflicts resolved
- Norms and roles established

Performing

- Focused on tasks and problem-solving

- Mature handling of disagreement
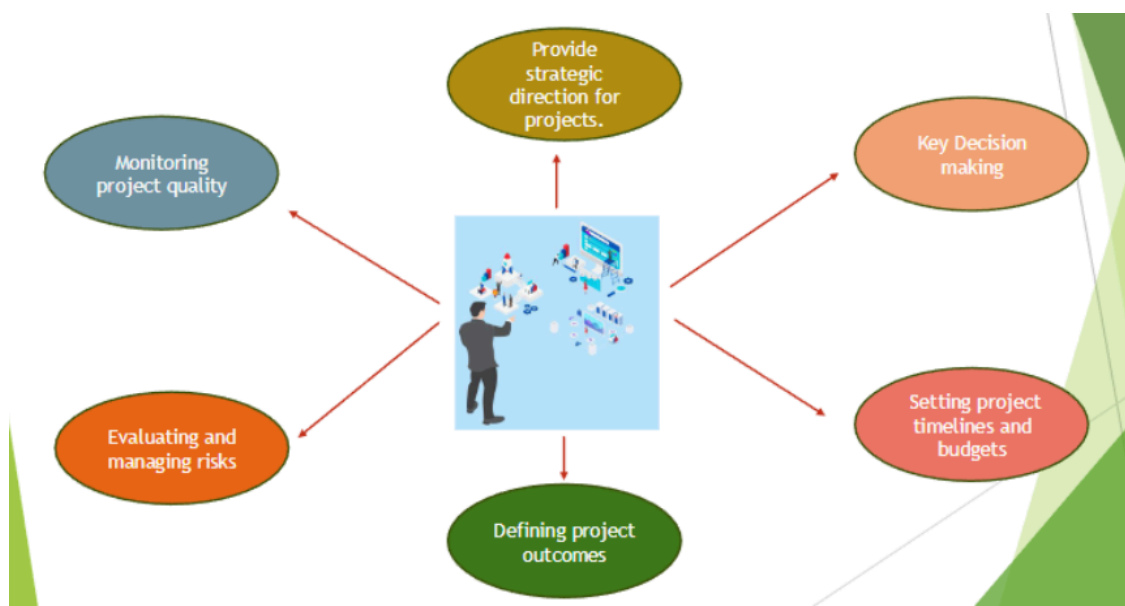
- High interdependence

Adjourning

- Team disbands

- Anxiety about separation

- Leaders may hold closure ceremonies

Project Sponsorship

This is the role played by a **senior business leader (or group of leaders)** who is accountable for ensuring a project delivers its intended benefits and aligns with organisational strategy.

What Project Sponsors Do?

They bring together **financial and non-financial considerations** and perform **risk analysis** so decision-makers understand the confidence level in expected returns.

Project Steering Committee (PSG)

- The PSG is the project's top management governing body

- In smaller projects, one sponsor may take on all PSG roles

- Members are senior managers responsible for project success

- They provide guidance, resources, and strategic oversight

Effective Sponsor–Manager Relationship

This requires:

- Clear definition of roles and responsibilities

- Agreed reporting formats and frequency

- Open communication, especially when issues arise

- Mutual trust and understanding of working styles

- Strong personal rapport and professionalism