

PROJECT MANAGEMENT CONTEXT AND PROCESS

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LEARNING OUTCOME



Upon completion of this module, candidate should be able to:



Understand the theory of the project management context and process.



Understand the project team and its structure in the organization.



Explain the process group task in providing security of data in the organization.



What is Project Management Context?



The “project management context” explains how an environment may affect a project.



The environment of a project produces constraints, demands, and opportunities of a project completion.



A wide concept comprises factors with various levels of significance that have a positive or negative impact on the resources, constraints and opportunities.





CATEGORY OF PROJECT MANAGEMENT CONTEXT







Project Context

- The project context means the environment that the project is carried out.
- Majority of organizations set policies and procedures for projects to be incorporated organizational cultures such as shared values, norms and expectations.
- Top-down or bottom-up project management methodologies are both possible.
- For example, system development or engineering projects influences the outcome or type of project context. For system development requires system testing that demand different standard and procedures for every modules or interfaces executed.





Temporal Context

- Temporal context means every project has its own historical context. Factors that influence a project and need to be understood in relation to its past, current and future.
- Examples of temporal context are lesson learned, pre-project politics, experiences from the past, technical content of project mission, new ideas and routines, blueprints and government policies.
- The success of the project's completion may be jeopardized if the present and future temporal contexts are not in alignment.





Organizational Context

- The organizational context in project management constitute of the structural link between projects and the organization involved in the project.
- As projects, programs, and portfolios are naturally performed by a group of individuals, the relationships among the project team members as well as between the team and the work are formed. The congregation of these relationships contributes to the environment of the projects and the project success, creating a specific context for each project.
- Inherently formed when individuals work together, and ultimately change individuals' behavior and build a desired work environment which suits the characteristics of specific projects.





Organizational Context

- Moreover, the organizational environment is a set of pressures and forces in the organization that have the potential to affect the organization operates and its ability to get scarce resources.
- Specific environment consists of forces from the organization's external stakeholders that directly affect an organization's value creation process, namely customers, distributors, unions, competitors, suppliers, and government. These stakeholders are involved in how organizational activities are carried out and how efficient and effective the processes are in doing so.



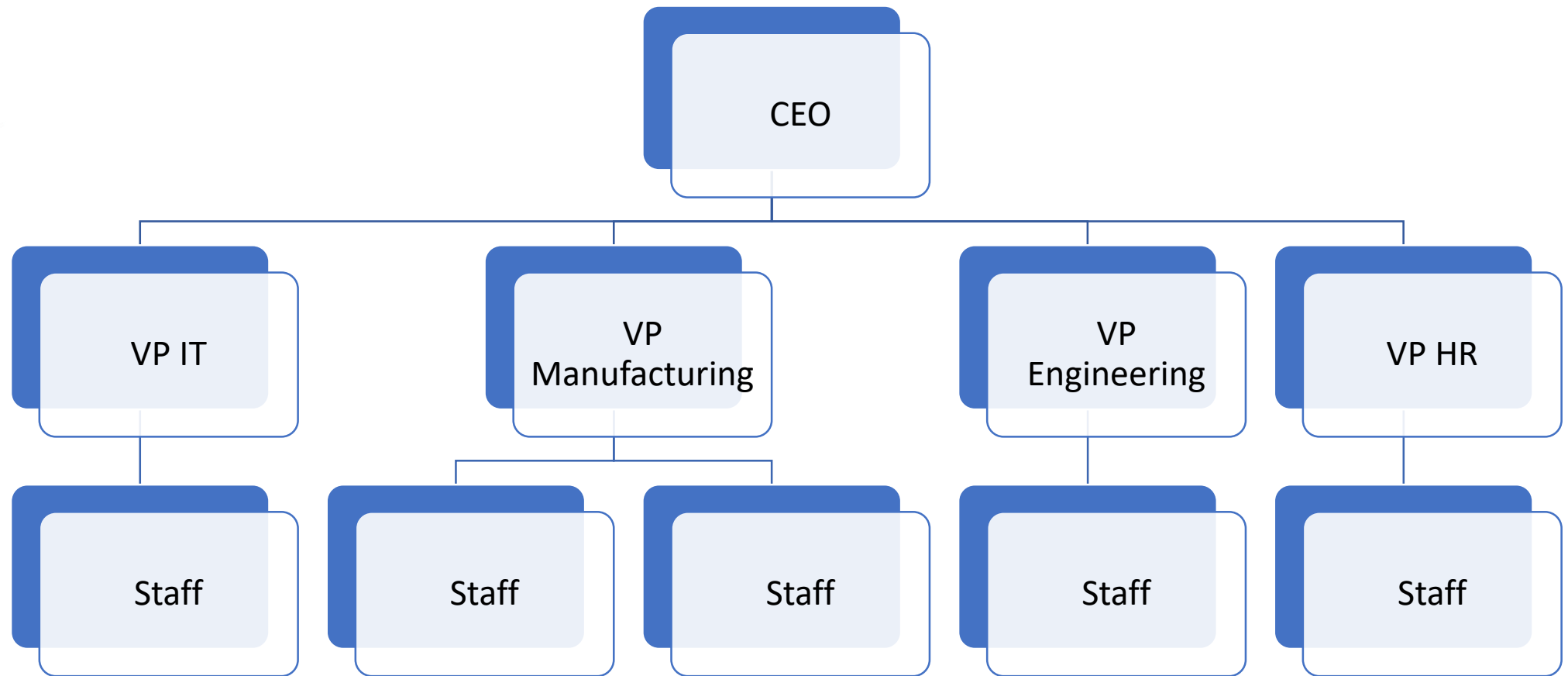


Organizational Context

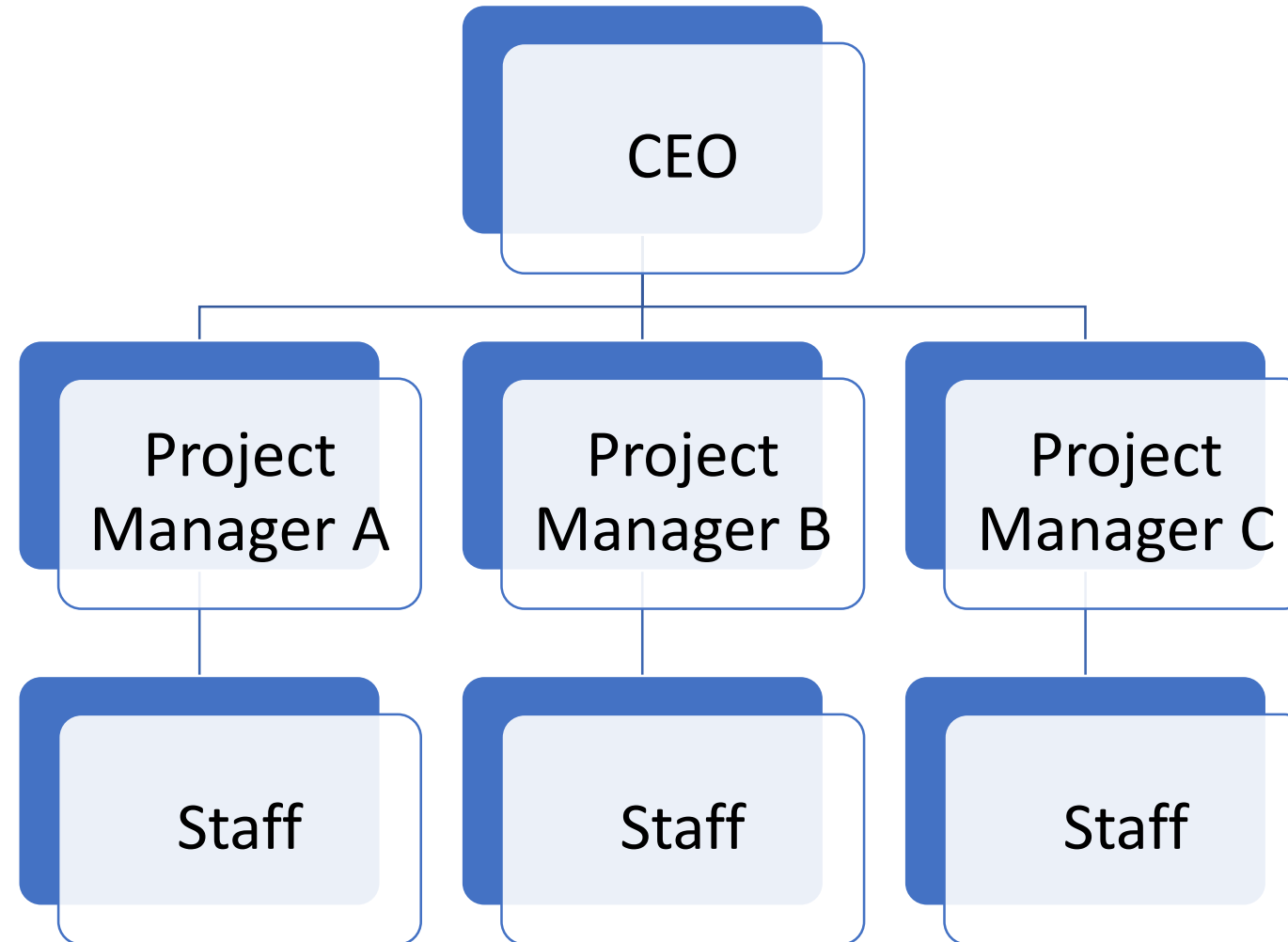
- The fundamental structure in organization consists of project manager and project teams.
- The project manager leads the project with members from different groups and different functions who are assigned to the same project.
- A team can be divided into sub-teams according to needs. Project teams or sub-teams are used for a defined for a certain time of duration.
- There are three (3) types of project management structure such as:
 - Functional
 - Project
 - Matrix



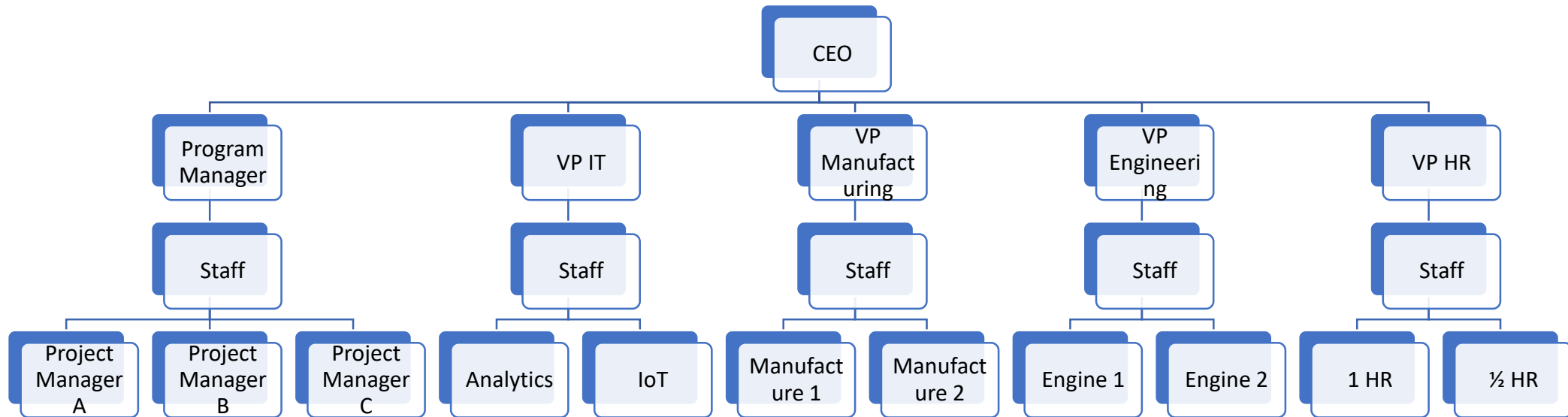
Functional



Project



Matrix



The influence of organizational structure on project

<div> <div>Organization Type</div> <div>Project Characteristics</div> </div>	Functional	Matrix			Project
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High Almost Total
Percentage of Performing Organization's Personnel Assigned Full Time to Project Work	Virtually None	0 – 25%	15 – 60%	50 – 95%	85 – 100%
PM's Role	Part-Time	Part-Time	Full-Time	Full-Time	Full-Time
Administration Staff Project Management	Part-Time	Part-Time	Part-Time	Full-Time	Full-Time



A Role of Project Manager

- Project Manager responsible to lead in initiating, planning, executing, controlling and closing the projects.
- Project Manager must be a resourceful, high discipline, ability in management skills and interpersonal skills.
- A project manager must has a certain values and communication skills to manage various type of people in the organization.





External Context

- People who are in the organization who influenced by factors from internal or external.
- Examples of External Context are company infrastructure, skill, risk attitude, governance and political climate.
- Examples of Internal Context are stakeholders, investors, project managers and project teams.



Who is the Stakeholder?



Stakeholder is a person who owns of shares and has an interest in business activity or decision makings or project outcome in the organization.



For example, government, board of directors, public, shareholders, employees, lenders, suppliers, executives, users and customers.



There are internal and external stakeholders in managing the project. Internal stakeholders are people within the organization such as your manager, regular customer, and project team members. For external stakeholder refers to people that is part of your organization, such as user-tester, contractors, government entities, and suppliers.



Stakeholder Management Plan?



Project Manager creates the stakeholder management plan. In the stakeholder management plan contains input from everyone about their needs, expectations and level of influence.



Why is a stakeholder management plan important?
A plan enables you to articulate to a project team how communication will work — including who will be told what and when.



A primary components of stakeholder management plan are:

- Prioritization
- Stakeholder expectation
- communication rules
- action plans



PROCESS



Process



A process is a sequence of actions taken to achieve a specific goal.



Each process group contains specific practices to be performed.



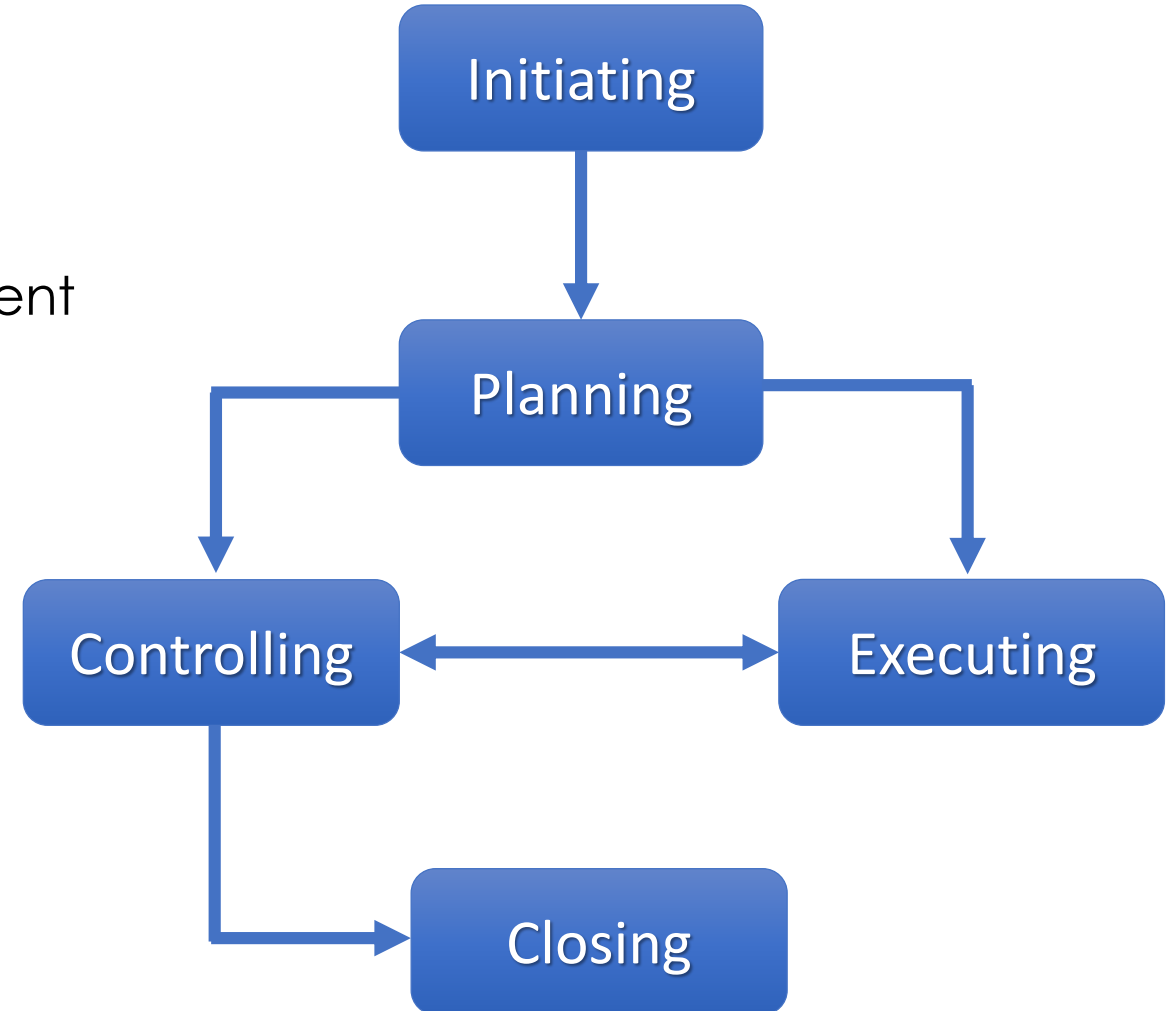
Projects are referred to as a collection of interconnected processes that establish the organization background needed to successfully design, carry out, and manage a project.



Process

The project management process groups consist of:

- Initiating process
- Planning process
- Executing process
- Controlling process
- Closing process



Initiating



Initiating is a process to set goals and aims of project to accomplish.



The suitable stakeholder identification is vital for the project to be a success or failure.



The project must be launched in alignment with the organization's strategic goals. If not, the project might begin aimlessly without any clear goals.



Management must select the suitable Project Manager since he or she plays a vital role. PM needs to create Project Charter. Once the project has been signed, kickoff meeting needs to be conducted.



Planning



After the project initiation has been completed, the planning phase begins.



Project Manager needs to do the project schedule, which design to manage time, cost, quality, risk and other related matters.



In planning phase, Project Manager creates control resources for instance roles and responsibilities.



Project Manager is responsible to use work breakdown structure to manage tasks, make procurement plans and define communication channels.



Executing and Controlling



The executing phase is the project implementation based on planned tasks.



The project manager must keep track the project progress to ensure the actual effort is aligned with the planned effort.

Executing and Controlling



Project Manager needs to monitor and control the project performance, which tasks execute as planned and within budget.



Project Manager needs to continuously measure staff performance based on milestones.



Example: Schedule control and performance reporting.



Closing




Project must be hand over to customers.



Project Manager provides training and knowledge transfer to the end user.



At the end of the project, the lesson learned from the project executing is a beneficial inputs for project improvements.



**“Being a Project Manager is like being an artist, you
have the different colored process streams
combining into a work of art”
~ Greg Cimmarrusti ~**

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