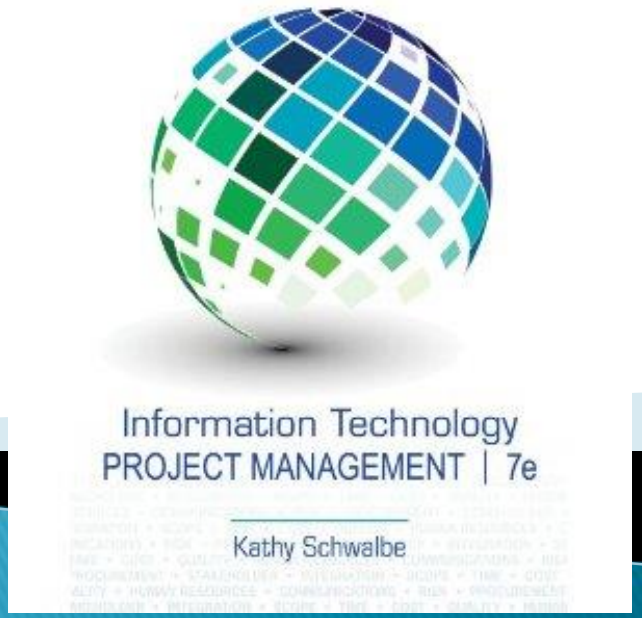
Chapter 3: The Project Management Process Groups: A Case Study

Information Technology Project Management, Seventh Edition



Note: See the text itself for full citations.

Learning Objectives

- Describe the five project management process groups, the typical level of activity for each, and the interactions among them
- Understand how the project management process groups relate to the project management knowledge areas
- Discuss how organizations develop information technology (IT) project management methodologies to meet their needs

Learning Objectives

- Review a case study of an organization applying the project management process groups to manage an IT project, describe outputs of each process group, and understand the contribution that effective initiating, planning, executing, monitoring and controlling, and closing make to project success
- Review the same case study of a project managed with an agile focus to illustrate the key differences in approaches
- Describe several templates for creating documents for each process group

PM Process Groups

- Project management is an **integrative** endeavor; decisions and actions taken in one knowledge area at a certain time usually affect other knowledge areas.
  - Managing these interactions often requires making trade-offs among the project's scope, time, and cost
  - …but also between other knowledge areas, such as between risk and human resources.
- We can view project management as a number of related processes.

PM process groups

- A process is a series of actions directed toward a particular result.
- PMBOK recognizes 47 processes that fall into five basic process groups:
  1. **initiating**
     - to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
  2. **planning**
     - to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.
  3. **executing**
     - to complete the work defined in the project management plan to satisfy the project specifications
  4. **monitoring and controlling**
     - to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
  5. **closing**
     - to finalize all activities across all Process Groups to formally close the project or phase

TABLE 3-1 Project management process groups and knowledge area mapping

Knowledge Area	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Integration Management	Develop project charter	Develop project management plan	Direct and manage project work	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 Time Management		Plan schedule management, Define activities, Sequence activities, Estimate activities resources, Estimate activity durations, Develop schedule		Control schedule	

TABLE 3-1 Project management process groups and knowledge area mapping (*continued*)

Knowledge Area	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Cost Management		Plan cost management, Estimate costs, Determine budget		Control costs	
Project Quality Management		Plan quality management	Perform quality assurance	Control quality	
Project Human Resource Management		Plan human resource management	Acquire project team, Develop project team, Manage project team		
Project Communications Management		Plan communications management	Manage communications	Control communications	
Project Risk Management		Plan risk management, Identify risks, Perform qualitative risk analysis, Perform quantitative risk analysis, Plan risk responses		Control risks	
Project Procurement Management		Plan procurement management	Conduct procurements	Control procurements	Close procurements
Project Stakeholder Management	Identify stakeholders	Plan stakeholder management	Manage stakeholder engagement	Control stakeholder engagement	

Note that there are activities from each knowledge area under the planning process groups

PM Process groups

- You cannot equate process groups with project phases.
  - A project can have different project phases, but all projects will include all five process groups.

- **Initiating processes** include defining and authorizing a project or project phase
  - take place during each phase of a project:
    - project managers and teams should *reexamine the business need* for the project during every phase of the project life cycle to determine if the project is worth continuing.
    - Initiating processes are also required to end a project. Someone must initiate activities to ensure that the project team completes all the work, documents lessons learned, assigns project resources, and that the customer accepts the work.

Planning processes

- Include devising and maintaining a *workable scheme(plan)* to ensure that the project addresses the organization's needs.
- Projects include several plans: the scope management plan, schedule management plan, cost management plan, and procurement management plan…
  - The project management plan coordinates and encompasses information from all other plans
- These plans define each knowledge area as it relates to the project at that point in time.
- To account for changing conditions on the project and in the organization, project teams often revise plans **during each phase** of the project life cycle.

Executing processes

- Executing processes include
  - coordinating people and other resources to carry out the various plans and create the products, services, or results of the project or phase.
- Examples:
  - acquiring and developing the project team,
  - performing quality assurance,
  - distributing information,
  - managing stakeholder expectations, and
  - conducting procurements
  - …

Monitoring and controlling processes

- Monitoring and controlling processes include:
  - regularly measuring and monitoring progress to ensure that the project team meets the project objectives.
- The project manager and staff monitor and measure progress against the plans and take **corrective action** when necessary.
- Ex:
  - is reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track.

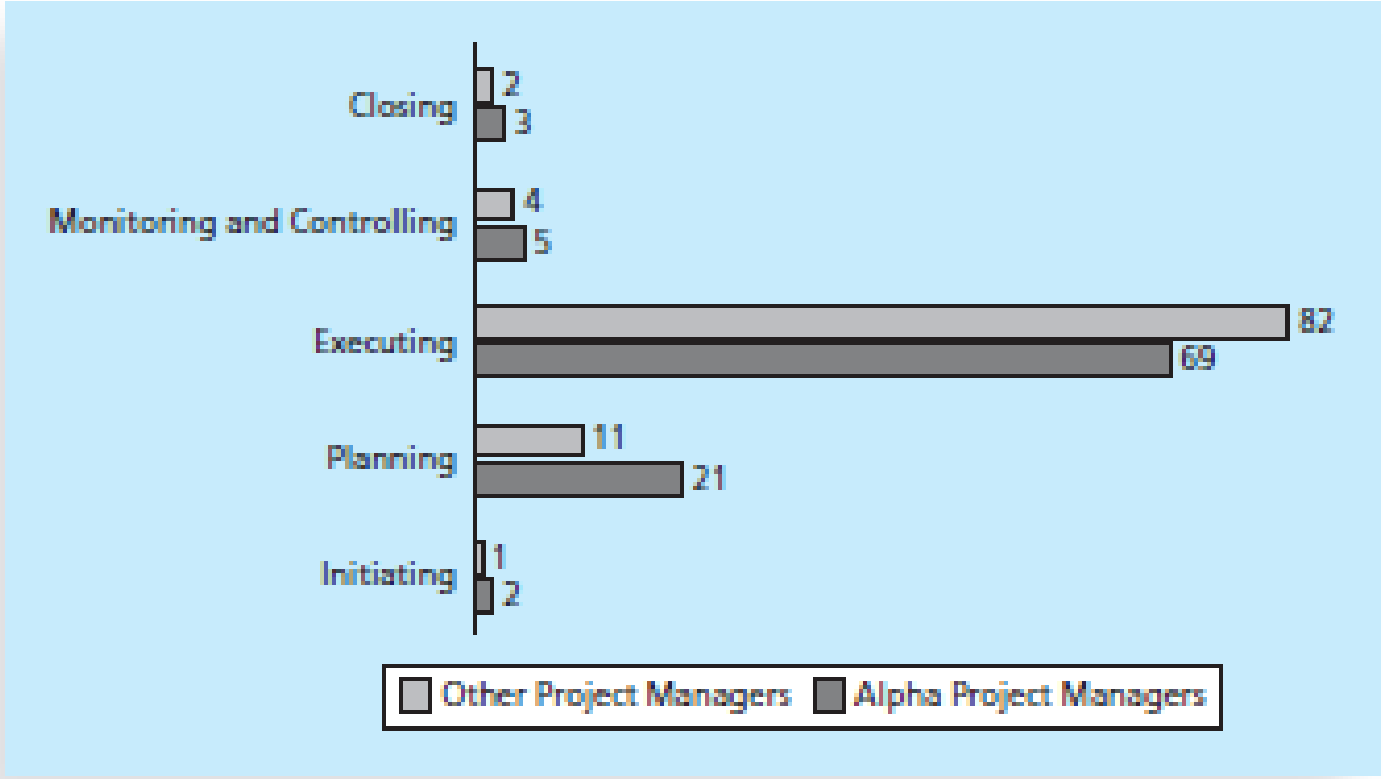
Closing processes

- Closing processes include:
  - formalizing acceptance of the project or project phase and ending it efficiently.
  - Administrative activities are often involved:
    - archiving project files,
    - closing out contracts,
    - documenting lessons learned,
    - and receiving formal acceptance of the delivered work as part of the phase or project.

PM process groups

- The process groups are not mutually exclusive.
  - For example, project managers must perform monitoring and controlling processes throughout the project's life span.
  - The level of activity and length of each process group varies for every project.
  - Normally, executing tasks requires the most resources and time, followed by planning tasks.
- You can apply the process groups for each major phase or iteration of a project, or you can apply the process groups to an entire project.

Percentage of time on each process group



Source: Andy Crowe

FIGURE 3-1 Percentage of time spent on each process group

Outputs of process groups

- Each process groups is characterized by the completion of certain tasks and related output
- Project managers and their teams must decide which outputs are required for their particular project

TABLE 3-3 Project initiation knowledge areas, processes, and outputs

Knowledge Area	Initiating Process	Outputs
Project Integration Management	Develop project charter	Project charter
Project Stakeholder Management	Identify stakeholders	Stakeholder register

- project charter (sometimes project definition, or project statement):
  - statement of the scope, objectives, and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager.
  - Serves as an agreement or contract between the project sponsor and team.

Process groups output

TABLE 3-4 Stakeholder register

Name	Position	Internal/ External	Project Role	Contact Information
Joe Fleming	CEO	Internal	Sponsor	joe_fleming@jwdconsulting.com
Erica Bell	PMO Director	Internal	Project manager	erica_bell@jwdconsulting.com
Michael Chen	Team member	Internal	Team member	michael_chen@jwdconsulting.com
Kim Phuong	Business analyst	External	Advisor	kim_phuong@client1.com
Louise Mills	PR Director	Internal	Advisor	louise_mills@jwdconsulting.com

Methodology vs Standard

- The PMBOK® Guide is a standard that describes best practices for ***what*** should be done to manage a project.
- A methodology describes ***how*** things should be done, and different organizations often have different ways of doing things.

JWD case

- Erica Bell is in charge of the Project Management Office (PMO) for her consulting firm, JWD Consulting, which has grown to include more than 200 full-time consultants and even more part-time consultants. (JWD stands for Job Well Done.)
- JWD Consulting provides a variety **of consulting services** to assist organizations in selecting and managing IT projects.
  - The firm focuses on finding and managing high-payoff projects and developing strong metrics to measure project performance and benefits to the organization.
  - The firm's emphasis on metrics and working collaboratively with its customers
- Joe Fleming, the CEO, wants his company to continue to grow and become a world-class consulting organization.
  - Because the core of the business is helping other organizations with project management, he felt it was crucial for JWD Consulting to have an exemplary process for managing its own projects.
  - He asked Erica to work with her team and other consultants in the firm to **develop several intranet site applications that would allow them to share their project management knowledge**.
- He also thought that the firm should make some of the information available to the firm's clients :
  - project management templates, tools, articles, links to other sites, and
  - an "Ask the Expert" feature to help build relationships with current and future clients.
- Because JWD Consulting emphasizes the importance of high-payoff projects, Joe also wanted to see a business case for this project before proceeding.

Case Study: JWD Consulting's Project Management Intranet Site (Predictive Approach)

- This case study provides an example of what's involved in initiating, planning, executing, controlling, and closing an IT project
- You can download templates for creating your own project management documents from the companion Web site for this text or the author's site
- Note: This case study provides a big picture view of managing a project. Later chapters provide detailed information on each knowledge area

Project Initiation

- Initiating a project includes recognizing and starting a new project or project phase
- The main goal is to formally select and start off projects
  - selection to ensure that it initiates the right kinds of projects for the right reasons.
  - *It is better to have a moderate or even small amount of success on an important project than huge success on a project that is unimportant.*
- The selection of projects for initiation is crucial, as the selection of PM.
  - PM would be involved in initiating a project, but often he is selected after many initiation decisions have been made.

Project Initiation

- Strategic planning should serve as the foundation for deciding which projects to pursue and provides the basis for IT project planning.
  - The organization's strategic plan expresses the vision, mission, goals, objectives, and strategies of the organization.
- IT is usually a support function in an organization, so the people who initiate IT projects must understand how those projects relate to current and future needs of the organization, **how to support business objectives**.
- Providing a good return on investment at a reasonable level of risk is also important

Example

- JWD Consulting's main business is providing consulting services to other organizations, not developing its own intranet site applications.
  - Information systems must support the firm's business goals, such as providing consulting services more effectively and efficiently.
  - could help reduce internal costs by working more effectively, and by allowing existing and potential customers to access some of the firm's information.
  - JWD Consulting could also increase revenues by bringing in more business.
- To measure its performance on this project the firm will use these *metrics*: **reducing internal costs and increasing revenues**

Project Pre-initiation

- It is good practice to lay the groundwork for a project before it officially starts
- Senior managers often perform several pre-initiation tasks, including the following:
  - Determine the scope, time, and cost constraints for the project
  - Identify the project sponsor
  - Select the project manager
  - Develop a business case for a project (see Table 3-2 for an example)
  - Meet with the project manager to review the process and expectations for managing the project
  - Determine if the project should be divided into two or more smaller projects

Pre-initiation for Case Study

- The CEO, Joe Fleming, defined the high-level scope.
- He wanted to sponsor the project himself (it was his idea and it was strategically important to the business).
- He wanted Erica Bell, the PMO Director, to manage the project and make a business case for it.
- If there was a strong business case for pursuing the project, then Joe and Erica would meet to review the process and expectations for managing the project.
- If there was not a strong business case, the project would not continue.
- One project that would last about six months.

TABLE 3-2 JWD Consulting's business case

1.0 Introduction/Background

JWD Consulting's core business goal is to provide world-class project management consulting services to various organizations. The CEO, Joe Fleming, believes the firm can streamline operations and increase business by providing information related to project management on its intranet site, making some information and services accessible to current and potential clients.

2.0 Business Objective

JWD Consulting's strategic goals include continuing growth and profitability. The project management intranet site project will support these goals by increasing visibility of the firm's expertise to current and potential clients by allowing client and public access to some sections of the intranet. The project will also improve profitability by reducing internal costs by providing standard tools, techniques, templates, and project management knowledge to all internal consultants. Because JWD Consulting focuses on identifying profitable projects and measuring their value after completion, this project must meet those criteria.

3.0 Current Situation and Problem/Opportunity Statement

JWD Consulting has a corporate Web site as well as an intranet. The firm currently uses the Web site for marketing information. The primary use of the intranet is for human resource information, such as where consultants enter their hours on various projects, change and view their benefits information, and access an online directory and Web-based e-mail system. The firm also uses an enterprise-wide project management system to track all project information, focusing on the status of deliverables and meeting scope, time, and cost goals. There is an opportunity to provide a new section on the intranet dedicated to sharing consultants' project management knowledge across the organization. JWD Consulting only hires experienced consultants and gives them freedom to manage projects as they see fit. However, as the business grows and projects become more complex, even experienced project managers are looking for suggestions on how to work more effectively.

4.0 Critical Assumptions and Constraints

The proposed intranet site must be a valuable asset for JWD Consulting. Current consultants and clients must actively support the project, and it must pay for itself within one year by reducing internal operating costs and generating new business. The Project Management Office manager must lead the effort, and the project team must include participants from several parts of the company, as well as from current client organizations. The new system must run on existing hardware and software, and it should require minimal technical support. It must be easily accessible by consultants and clients and be secure from unauthorized users.

5.0 Analysis of Options and Recommendation

There are three options for addressing this opportunity:

1. Do nothing. The business is doing well, and we can continue to operate without this new project.
2. Purchase access to specialized software to support this new capability with little in-house development.
3. Design and implement the new intranet capabilities in-house, using mostly existing hardware and software.

Based on discussions with stakeholders, we believe that option 3 is the best option.

6.0 Preliminary Project Requirements

The main features of the project management intranet site include the following:

1. Access to several project management templates and tools. Users must be able to search for templates and tools, read instructions for using these templates and tools, and see examples of how to

TABLE 3-2 JWD Consulting's business case (*continued*)

apply them to real projects. Users must also be able to submit new templates and tools, which should first be screened or edited by the Project Management Office.

2. Access to relevant project management articles. Many consultants and clients sense an information overload when they research project management information. They often waste time they should be spending with their clients. The new intranet should include access to several important articles on various project management topics, which are searchable by topic, and allow users to ask the Project Management Office staff to find additional articles to meet their needs.
3. Links to other, up-to-date Web sites, with brief descriptions of the main features of the external sites.
4. An "Ask the Expert" feature to help build relationships with current and future clients and share knowledge with internal consultants.
5. Appropriate security to make the entire intranet site accessible to internal consultants and certain sections accessible to others.
6. The ability to charge money for access to some information. Some of the information and features of the intranet site should prompt external users to pay for the information or service. Payment options should include a credit card option or similar online payment transactions. After the system verifies payment, the user should be able to access or download the desired information.
7. Other features suggested by users, if they add value to the business.

JWD Business case

8.0 Schedule Estimate

The sponsor would like to see the project completed within six months, but there is some flexibility in the schedule. We also assume that the new system will have a useful life of at least three years.

9.0 Potential Risks

This project carries several risks. The foremost risk is a lack of interest in the new system by our internal consultants and external clients. User inputs are crucial for populating information into this system and realizing the potential benefits from using the system. There are some technical risks in choosing the type of software used to search the system, check security, process payments, and so on, but the features of this system all use proven technologies. The main business risk is investing the time and money into this project and not realizing the projected benefits.

Scaricare il template per il business case che contiene le sezione 1-10

Financial Analysis of Projects

- Financial considerations are often an important consideration in selecting projects
- Three primary methods for determining the projected financial value of projects:
  - Net present value (NPV) analysis
  - Return on investment (ROI)
  - Payback analysis

JWD Business case

7.0 Budget Estimate and Financial Analysis

A preliminary estimate of costs for the entire project is $140,000. This estimate is based on the project manager working about 20 hours per week for six months and other internal staff working a total of about 60 hours per week for six months. The customer representatives would not be paid for their assistance. A staff project manager would earn $50 per hour. The hourly rate for the other project team members would be $70 per hour, because some hours normally billed to clients may be needed for this project. The initial cost estimate also includes $10,000 for purchasing software and services from suppliers. After the project is completed, maintenance costs of $40,000 are included for each year, primarily to update the information and coordinate the "Ask the Expert" feature and online articles.

Projected benefits are based on a reduction in hours that consultants spend researching project management information, appropriate tools, and templates. Projected benefits are also based on a small increase in profits due to new business generated by this project. If each of 400 consultants saved just 40 hours each year (less than one hour per week) and could bill that time to other projects that generate a conservative estimate of $10 per hour in *profits*, then the projected benefit would be $160,000 per year. If the new intranet increased business by just 1 percent, using past profit information, increased profits due to new business would be at least $40,000 each year. Total projected benefits, therefore, are about $200,000 per year. Exhibit A summarizes the projected costs and benefits and shows the estimated net present value (NPV), return on investment (ROI), and year in which payback occurs. It also lists assumptions made in performing this preliminary financial analysis. All of the financial estimates are very encouraging. The estimated payback is within one year, as requested by the sponsor. The NPV is $272,800, and the discounted ROI based on a three-year system life is excellent at 112 percent.

10.0 Exhibits

Exhibit A: Financial Analysis for Project Management Intranet Site Project

Discount rate	8%				
Assume the project is done in about 6 months		Year			
	0	1	2	3	Total
Costs	140,000	40,000	40,000	40,000	
Discount factor	1	0.93	0.86	0.79	
Discounted costs	140,000	37,037	34,294	31,753	243,084
Benefits	0	200,000	200,000	200,000	
Discount factor	1	0.93	0.86	0.79	
Discounted benefits	0	186,185	171,468	158,766	515,419
Discounted benefits - costs	(140,000)	148,148	137,174	127,013	
Cumulative benefits - costs	(140,000)	8,148	145,322	272,336	← NPV
	Payback in Year 1				
Discounted life cycle ROI----------->	**112%**				
Assumptions					
Costs	# hours				
PM (500 hours, $50/hour)	25,000				
Staff (1500 hours, $70/hour)	105,000				
Outsourced software and services	10,000				
Total project costs (all applied in year 0)	140,000				
Benefits					
# consultants	400				
Hours saved	40				
$/hour profit	10				
Benefits from saving time	160,000				
Benefits from 1% increase in profits	40,000				
Total annual projected benefits	200,000				

Capitalizzazione e Attualizzazione

- $C_1 = C_0 + C_0\, i = C_0\,(1+i)$
- $C_2 = C_1 + C_1 i = C_1\,(1+ i) = C_0\,(1+i)\,(1+i) = C_0\,(1+i)^2$
- $C_3 = C_2 + C_2 i = C_2\,(1+ i) = C_0\,(1+i)^2\,(1+i) = C_0\,(1+i)^3$

- $C_n = C_{n-1} + C_{n-1} i = C_{n-1}(1+ i) = C_0(1+i)^{n-1}(1+i) = C_0\,(1+i)^n$

- Dato C_n come trovo C_0?
- $C_0 = C_n/(1+i)^n \quad = \quad C_n * 1/(1+i)^n$
- Fattore di sconto $1/(1+i)^n$
- se n cresce il fattore diminuisce → C_0 diminuisce

Business case

- business_case_financials.xlsx
- Net Present Value (NPV)

$$\frac{R_t}{(1+i)^t}$$

- return on investment (ROI)
- Payback: year in which payback occurs

Net Present Value Analysis

- **Net present value** (NPV) analysis is a method of calculating the expected net monetary *gain or loss* from a project by discounting all expected future *cash inflows and outflows* to the present point in time
- Projects with a positive NPV should be considered if financial value is a key criterion
- The higher the NPV, the better
  - comparison can be made only if you have the same parameters, years, discount rate…

NPV Calculations

- Determine estimated costs and benefits for the life of the project and the products it produces
- Determine the discount rate (check with your organization on what to use)
- Calculate the NPV (see text for details)
- Notes:
  - Some organizations consider the investment year as year 0, while others start in year 1.
  - Some people entered costs as negative numbers, while others do not. Check with your organization for their preferences

Figure 4-4. Net Present Value Example

	A	B	C	D	E	F	G
1	Discount rate	10%					
2							
3	PROJECT 1	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
4	Benefits	$0	$2,000	$3,000	$4,000	$5,000	$14,000
5	Costs	$5,000	$1,000	$1,000	$1,000	$1,000	$9,000
6	Cash flow	($5,000)	$1,000	$2,000	$3,000	$4,000	$5,000
7	NPV →	$2,316					
8		Formula =npv(b1,b6:f6)					
9							
10	PROJECT 2	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
11	Benefits	$1,000	$2,000	$4,000	$4,000	$4,000	$15,000
12	Costs	$2,000	$2,000	$2,000	$2,000	$2,000	$10,000
13	Cash flow	($1,000)	$0	$2,000	$2,000	$2,000	$5,000
14	NPV →	$3,201					
15		Formula =npv(b1,b13:f13)					
16							
17							

Note that totals are equal, but NPVs are not because of the time value of money

Figure 4-5. JWD Consulting NPV Example

Discount rate	**8%**					
Assume the project is completed in Year 0			**Year**			
	0	**1**	**2**	**3**	**Total**	
Costs	140,000	40,000	40,000	40,000		
Discount factor	1	0.93	0.86	0.79		
Discounted costs	**140,000**	**37,200**	**34,400**	**31,600**	**243,200**	
Benefits	0	200,000	200,000	200,000		
Discount factor	1	0.93	0.86	0.79		
Discounted benefits	**0**	**186,000**	**172,000**	**158,000**	**516,000**	
Discounted benefits - costs	(140,000)	148,800	137,600	126,400	**272,800**	← **NPV**
Cumulative benefits - costs	(140,000)	8,800	146,400	272,800		
ROI →	**112%**					
	Payback In Year 1					

Note: See the template called business_case_financials.xls

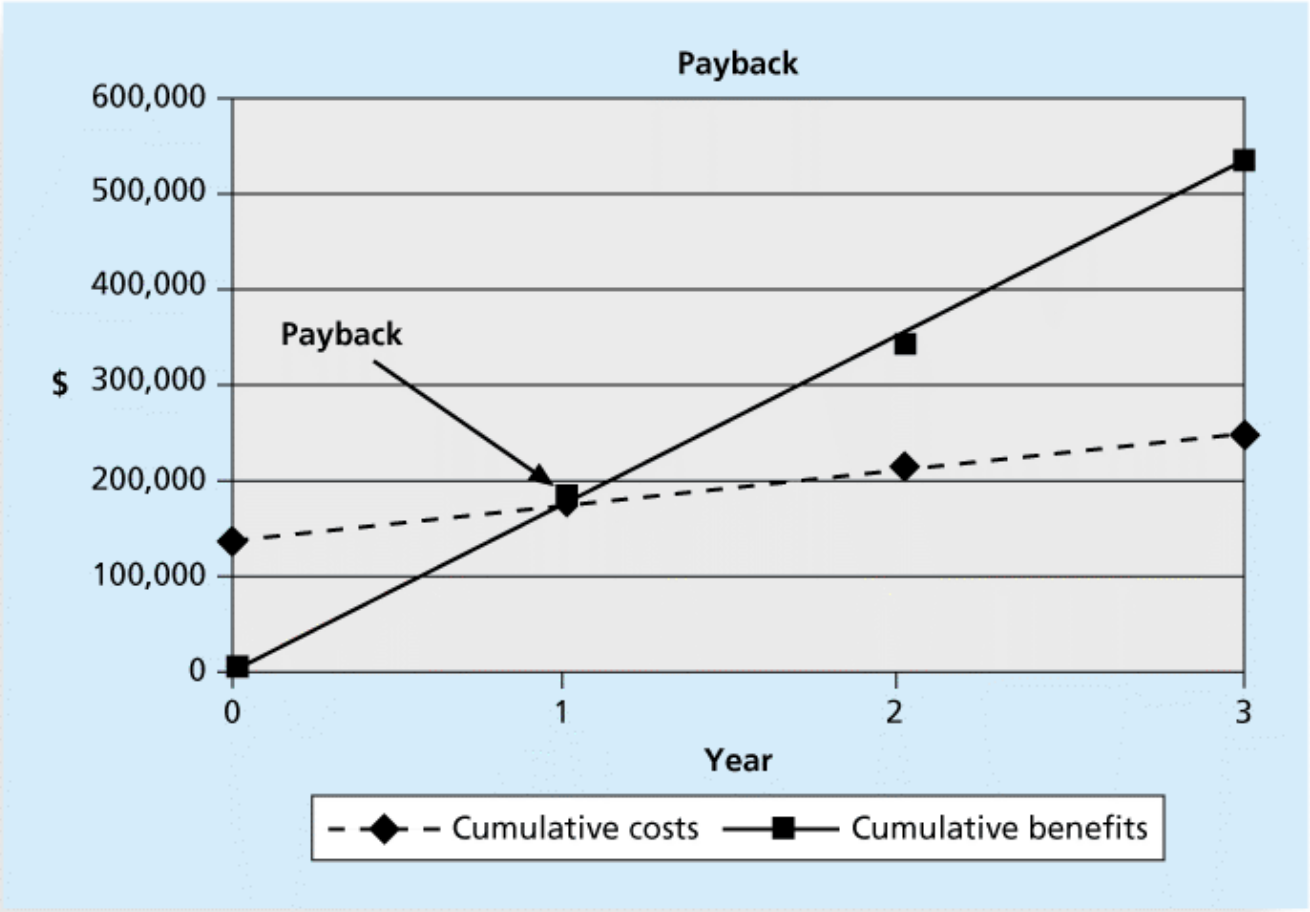
Return on Investment

- **Return on investment** (ROI) is calculated by subtracting the project costs from the benefits and then dividing by the costs
  - ROI = (total discounted benefits - total discounted costs) / discounted costs
- The higher the ROI, the better
- Many organizations have a **required rate of return** or minimum acceptable rate of return on investment for projects
- **Internal rate of return** (IRR) can by calculated by finding the discount rate that makes the NPV equal to zero

Payback Analysis

- Another important financial consideration is payback analysis
- The **payback period** is the amount of time it will take to recoup, in the form of net cash inflows, the total dollars invested in a project
- Payback occurs when the net cumulative discounted benefits equals the costs
- Many organizations want IT projects to have a fairly short payback period

Figure 4-6. Charting the Payback Period



Project Statement of WORK (SOW)

The components of the Project SOW are as follows:

	Element	Description
1.	Business need	Why do the project? Because of some external factor such as: • Market demand (new demands create new products) • Technological advance (taking advantage of new materials and/or available technologies • Legal requirement • Government regulations (environmental, safety, etc.) • Environmental consideration
2.	Product scope description	Characteristics of the product, service, or result for which the project is undertaken. What is the relationship between that product, service, or result and business need the project addresses?
3.	Strategic plan	The project must contribute to the organization's overall objectives or high-level mission statement.

Project SOW vs business case

- How is the business need different from the business case?
  - The business case takes the business need outlined in the SOW (element 1 in the chart above) and **justifies how** the result of the project (element 2 in the chart above) will satisfy that need AND align with the strategic goals of the organization (element 3 in the chart above)
- The SOW is the **seed** for the business case
- Who creates it?
  - If the sponsoring organization will use the end result, then the **sponsor** is the one that originates the SOW.
  - If a customer is the one that is going to use the end result, then the **customer** is the one that originates the SOW.
  - The SOW may be part of a bid document (request for proposal, request for information, request for bid) or as part of a contract.

JDW project

- PM Erica reviews business case with the sponsor, Joe
- It is worth to carry out the project
  - NPV >0
  - Payback in one year!
  - ROI is high
- Formal initiation tasks can start!

Initiating

- To officially initiate the project Erica knew that according PMBOK the main tasks were

TABLE 3-3 Project initiation knowledge areas, processes, and outputs

Knowledge Area	Initiating Process	Outputs
Project Integration Management	Develop project charter	Project charter
Project Stakeholder Management	Identify stakeholders	Stakeholder register

- Additional outputs:
  - stakeholder management strategy
  - a formal project kick-off meeting

Initiating: Identifying Project Stakeholders

- Erica with Joe Fleming identify key stakeholders
- key team members:
  - 1full-time consultants with an outstanding record (Michael)
  - 1 part-time consultant who was new to the company and supported the PMO (Jessie)
  - 2 members of the IT department who supported the current intranet (Kevin, Cindy)
  - representatives from 2 of the firm's largest clients (client inputs would be important) at their own expense (Kim, Page).
  - their directors of IT, Human Resources (HR), and Public Relations (PR), as well as Erica's administrative assistant.

Table 3-4. Stakeholder Register

Name	Position	Internal/ External	Project Role	Contact Information
Joe Fleming	CEO	Internal	Sponsor	joe_fleming@jwdconsulting.com
Erica Bell	PMO Director	Internal	Project manager	erica_bell@jwdconsulting.com
Michael Chen	Team member	Internal	Team member	michael_chen@jwdconsulting.com
Kim Phuong	Business analyst	External	Advisor	kim_phuong@client1.com
Louise Mills	PR Director	Internal	Advisor	louise_mills@jwdconsulting.com

It's public
Take care do not include sensitive information

Table 3-4. Stakeholder Management Strategy

Name	Level of Interest	Level of Influence	Potential Management Strategies
Joe Fleming	High	High	Joe likes to stay on top of key projects and make money. Have a lot of short, face-to-face meetings and focus on achieving the financial benefits of the project.
Louise Mills	Low	High	Louise has a lot of things on her plate, and she does not seem excited about this project. She may be looking at other job opportunities. Show her how this project will help the company and her resume.

Contents are often sensitive, so do not publish this document.

Developing a Project Charter

- After deciding what project to work on, it is important to let the rest of the organization know
- A **project charter** is a document that formally recognizes the existence of a project and provides direction on the project's objectives and management (**provides authority**)
- Tools and techniques: expert judgment (inside and outside) and facilitation techniques (brainstorming and meeting management)
- Key project stakeholders should sign a project charter to acknowledge **agreement** on the **need** and **intent** of the project; a signed charter is a key output of project integration management

Initiating: Project Charters and Kick-off Meetings

- Table 3-6 an example of a charter for JWD
- Charters are normally short and include key project information and **stakeholder signatures**
  - Erica defined a draft of project charter.
  - Revised it with the team members
  - **Revised it with the sponsor Joe**
- Project charter is different from business case!
  - approval versus authorization
- Usually Charters contains also the **main milestones**

TABLE 3-6 Project charter

Project Title: Project Management Intranet Site Project

Project Start Date: May 2 **Projected Finish Date:** November 4

Budget Information: The firm has allocated $140,000 for this project. The majority of costs for this project will be internal labor. An initial estimate provides a total of 80 hours per week.

Project Manager: Erica Bell, (310) 555-5896, erica_bell@jwdconsulting.com

Project Objectives: Develop a new capability accessible on JWD Consulting's intranet site to help internal consultants and external customers manage projects more effectively. The intranet site will include several templates and tools that users can download, examples of completed templates and related project management documents used on real projects, important articles related to recent project management topics, an article retrieval service, links to other sites with useful information, and an "Ask the Expert" feature, where users can post questions about their projects and receive advice from experts in the field. Some parts of the intranet site will be accessible free to the public, other parts will only be accessible to current customers and internal consultants, and other parts will be accessible for a fee.

Main Project Success Criteria: The project should pay for itself within one year of completion.

Approach:

- Develop a survey to determine critical features of the new intranet site and solicit input from consultants and customers.
- Review internal and external templates and examples of project management documents.
- Research software to provide security, manage user inputs, and facilitate the article retrieval and "Ask the Expert" features.
- Develop the intranet site using an iterative approach, soliciting a great deal of user feedback.
- Determine a way to measure the value of the intranet site in terms of reduced costs and new revenues, both during the project and one year after project completion.

ROLES AND RESPONSIBILITIES

Name	Role	Position	Contact Information
Joe Fleming	Sponsor	JWD Consulting, CEO	joe_fleming@jwdconsulting.com
Erica Bell	Project Manager	JWD Consulting, manager	erica_bell@jwdconsulting.com
Michael Chen	Team Member	JWD Consulting, senior consultant	michael_chen@jwdconsulting.com
Jessie Faue	Team Member	JWD Consulting, consultant	jessie_faue@jwdconsulting.com
Kevin Dodge	Team Member	JWD Consulting, IT department	kevin_dodge@jwdconsulting.com
Cindy Dawson	Team Member	JWD Consulting, IT department	cindy_dawson@jwdconsulting.com
Kim Phuong	Advisor	Client representative	kim_phuong@client1.com
Page Miller	Advisor	Client representative	page_miller@client2.com

Sign-Off: (Signatures of all the above stakeholders)

Comments: (Handwritten or typed comments from above stakeholders, if applicable)

"I will support this project as time allows, but I believe my client projects take priority. I will have one of my assistants support the project as needed."—Michael Chen

"We need to be extremely careful testing this new system, especially the security in giving access to parts of the intranet site to the public and clients."—Kevin Dodge and Cindy Dawson

Inputs for Developing a Project Charter

- A project statement of work
- A business case
- Agreements
  - Can contain the main information for the charter
  - It is better to have a charter since contract are hard to read and to modify)
- Enterprise environmental factors (relevant government and industry standards, organization's infrastructures…)
- **Organizational process assets**, which include formal and informal plans, policies, procedures, guidelines, information systems, financial systems, management systems, lessons learned, and historical information

Output of the project charter process

- …charter itself
- project charters should include:
  - The project's title and date of authorization
  - The project manager's name and contact information
  - A summary schedule, including the planned start and finish dates; if a summary milestone schedule is available, it should also be included or **referenced**
  - A summary of the project's budget or **reference** to budgetary documents
  - A brief description of the **project objectives**, including the **business need** or other justification for authorizing the project

Output of the project charter process

- . . .
  - Project success criteria, including **project approval requirements and who signs off on the projec**t
  - A summary of the planned approach for managing the project, which should describe stakeholder needs and expectations, important assumptions, and constraints, and **should refer to related documents**, **such as a communications**
  - **management plan, as available**
  - A roles and responsibilities matrix
  - A sign-off section for signatures of key project stakeholders
    - The main critical and hard part to realize!
  - A comments section in which stakeholders can provide important comments related to the project

Table 4-1. Project Charter for the DNA-Sequencing Instrument Completion Project

Project Title: DNA-Sequencing Instrument Completion Project
Date of Authorization: February 1
Project Start Date: February 1 **Projected Finish Date:** November 1

Key Schedule Milestones:

- Complete first version of the software by June 1
- Complete production version of the software by November 1

Budget Information: The firm has allocated $1.5 million for this project, and more funds are available if needed. The majority of costs for this project will be internal labor. All hardware will be outsourced.

Project Manager: Nick Carson, (650) 949-0707, ncarson@dnaconsulting.com

Project Objectives: The DNA-sequencing instrument project has been underway for three years. It is a crucial project for our company. This is the first charter for the project, and the objective is to complete the first version of the software for the instrument in four months and a production version in nine months.

Main Project Success Criteria: The software must meet all written specifications, be thoroughly tested, and be completed on time. The CEO will formally approve the project with advice from other key stakeholders.

Table 4-1. Project Charter (cont.)

Approach:

- Hire a technical replacement for Nick Carson and a part-time assistant as soon as possible.
- Within one month, develop a clear work breakdown structure, scope statement, and Gantt chart detailing the work required to complete the DNA sequencing instrument.
- Purchase all required hardware upgrades within two months.
- Hold weekly progress review meetings with the core project team and the sponsor.
- Conduct thorough software testing per the approved test plans.

ROLES AND RESPONSIBILITIES

Name	Role	Position	Contact Information
Ahmed Abrams	Sponsor	CEO	aabrams@dnaconsulting.com
Nick Carson	Project Manager	Manager	ncarson@dnaconsulting.com
Susan Johnson	Team Member	DNA expert	sjohnson@dnaconsulting.com
Renyong Chi	Team Member	Testing expert	rchi@dnaconsulting.com
Erik Haus	Team Member	Programmer	ehaus@dnaconsulting.com
Bill Strom	Team Member	Programmer	bstrom@dnaconsulting.com
Maggie Elliot	Team Member	Programmer	melliot@dnaconsulting.com

Sign-off: (Signatures of all the above stakeholders)

Ahmed Abrams *Nick Carson*
Susan Johnson *Renyong Chi*
Erik Haus *Bill Strom*
Maggie Elliot

Comments: (Handwritten or typed comments from above stakeholders, if applicable)

"I want to be heavily involved in this project. It is crucial to our company's success, and I expect everyone to help make it succeed." —Ahmed Abrams

"The software test plans are complete and well documented. If anyone has questions, do not hesitate to contact me." —Renyong Chi

Kick-off meeting

- It's good practice to hold a **kick-off meeting** at the beginning of a project so that stakeholders can
  - meet each other,
  - review the goals of the project,
  - and discuss future plans

  - **Energize the team**!

- Kick-off meeting guidelines
- Kick-off meeting checklist

Figure 3-2. Kick-off Meeting Agenda

Kick-Off Meeting
[Date of Meeting]

Project Name: Project Management Intranet Site Project

Meeting Objective: Get the project off to an effective start by introducing key stakeholders, reviewing project goals, and discussing future plans

Agenda:

- Introductions of attendees
- Review of the project background
- Review of project-related documents (i.e., business case, project charter)
- Discussion of project organizational structure
- Discussion of project scope, time, and cost goals
- Discussion of other important topics
- List of action items from meeting

Action Item	Assigned To	Due Date

Date and time of next meeting:

Kick-off

- Action item (documented event, task, activity, or action that needs to take place and can be handled by a single person)
  - Identifier
  - Description - Short explanation of activity to be performed
  - Issue or Risk - Associated with a project issue or risk
  - Status - Open, In Progress, Resolved, Canceled
  - Urgency/Priority - What is the impact to your project's critical path?
  - Comments - Description of what is now being done to solve the issue
  - Owner - Who is responsible for actively working the issue?
  - Created Date - Date issue was opened
  - Planned completion date - When will this issue be solved?
  - Actual completion date - Date issue was closed
- Meeting minutes (1-2 days): focused on key decisions and action items

Project Planning

- The main purpose of project planning is to *guide execution*
  - plans must be realistic and useful
    - a fair amount of time and effort must go into the planning process;
    - people who are knowledgeable with the work need to plan the work.
- Every knowledge area includes planning information (a lot of processes and outputs)
- JWD Key project planning outputs:
  - Team contract & project 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 (part of a risk register)

Figure 3-4. JWD Consulting Intranet Site Project Baseline Gantt Chart

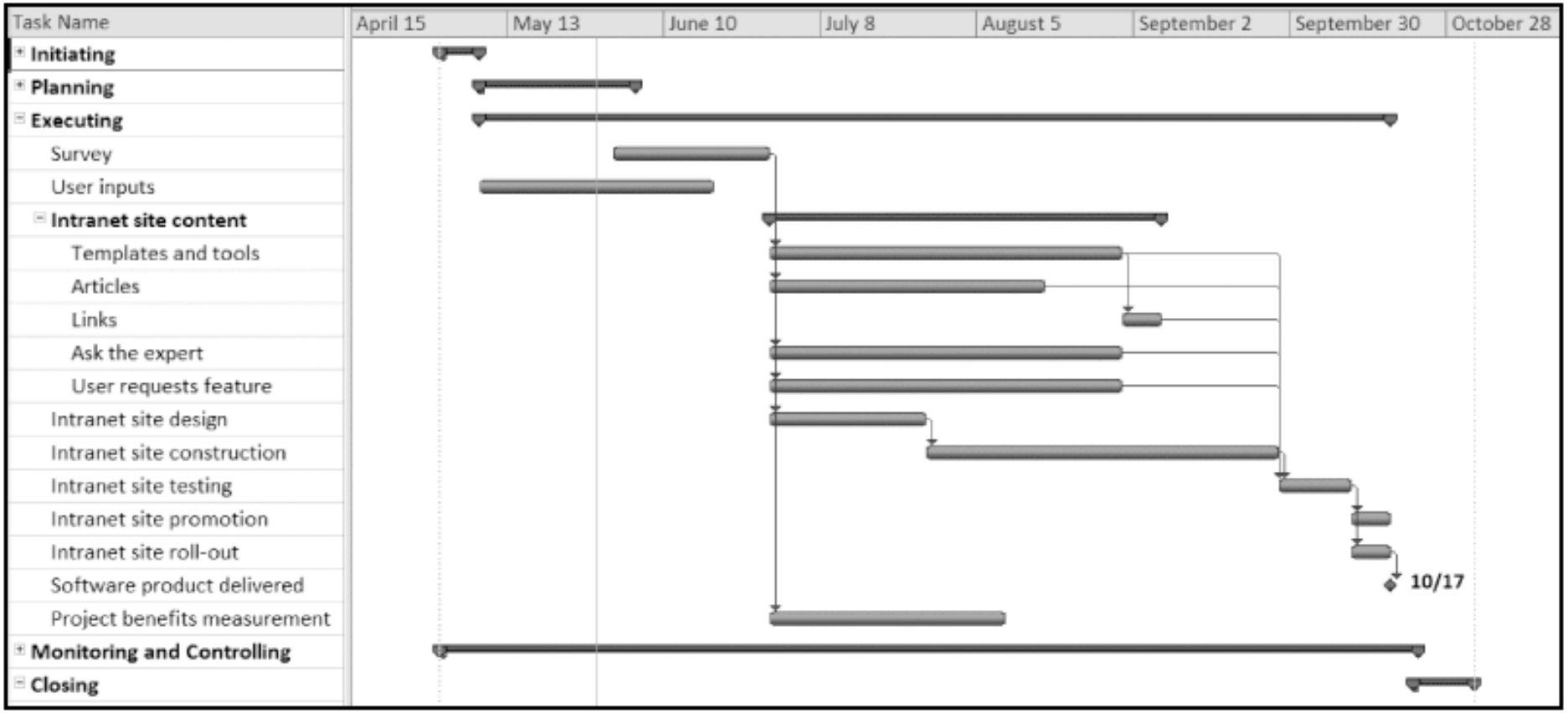


TABLE 3-7 Planning processes and outputs

Knowledge Area	Planning Process	Outputs
Project Integration Management	Develop project management plan	Project management plan
Project Scope Management	Plan scope management	Scope management plan Requirements management plan
	Collect requirements	Requirements documentation Requirements traceability matrix
	Define scope	Project scope statement Project documents updates
	Create WBS	Scope baseline Project documents updates
Project Time Management	Plan schedule management	Schedule management plan
	Define activities	Activity list Activity attributes Milestone list Project management plan updates
	Sequence activities	Project schedule network diagrams Project documents updates

	Estimate activity resources	Activity resource requirements Resource breakdown structure Project documents updates
	Estimate activity durations	Activity duration estimates Project documents updates
	Develop schedule	Schedule baseline Project schedule Schedule data Project calendars Project management plan updates Project documents updates
Project Cost Management	Plan cost management	Cost management plan
	Estimate costs	Activity cost estimates Basis of estimates Project documents updates
	Determine budget	Cost baseline Project funding requirements Project documents updates

Knowledge Area	Planning Process	Outputs
Project Quality Management	Plan quality management	Quality management plan Process improvement plan Quality metrics Quality checklists Project documents updates
Project Human Resource Management	Plan human resource management	Human resource plan
Project Communications Management	Plan communications management	Communications management plan Project documents updates
Project Risk Management	Plan risk management	Risk management plan
	Identify risks	Risk register
	Perform qualitative risk analysis	Project documents updates
	Perform quantitative risk analysis	Project documents updates
	Plan risk responses	Project management plan updates Project documents updates
Project Procurement Management	Plan procurement management	Procurement management plan Procurement statement of work Procurement documents Source selection criteria Make-or-buy decisions Change requests
Project Stakeholder Management	Plan stakeholder management	Stakeholder management plan Project documents updates

Scope Management Plan (Piano di Gestione dell'Ambito)

- **Obiettivo**: Definire come sarà **identificato, documentato, monitorato, verificato e controllato l'ambito del progetto**.
- **Cosa copre**:
  - **Definizione dell'ambito**: Descrive il lavoro necessario per completare il progetto, inclusi i suoi obiettivi e i risultati finali.
  - **Creazione della WBS** (Work Breakdown Structure): Suddivisione del progetto in deliverable più piccoli e gestibili.
  - **Validazione dell'ambito**: Come sarà approvato l'ambito, solitamente attraverso la verifica dei deliverable.
  - **Controllo dell'ambito**: Processo per gestire le modifiche all'ambito durante il ciclo di vita del progetto.
- **Ruolo**: Il piano di gestione dell'ambito fornisce una guida su come verranno gestiti i cambiamenti e le deviazioni dall'ambito concordato, garantendo che il progetto rimanga all'interno dei limiti definiti.

Requirements Management Plan (Piano di Gestione dei Requisiti)

- **Obiettivo**: Definire il processo attraverso cui i **requisiti del progetto saranno raccolti, documentati, analizzati, tracciati e gestiti**.**Cosa copre**:**Raccolta dei requisiti**: Descrive come saranno individuati i requisiti delle parti interessate (stakeholder) e del progetto.
- **Analisi e documentazione dei requisiti**: Come saranno formalizzati e classificati i requisiti funzionali e non funzionali.
- **Tracciabilità dei requisiti**: Come verranno monitorati i requisiti durante il ciclo di vita del progetto, spesso tramite un **matrice di tracciabilità**.
- **Modifiche ai requisiti**: Processi per gestire eventuali cambiamenti nei requisiti, inclusa l'approvazione delle modifiche e l'aggiornamento della documentazione.
- **Ruolo**: Il piano di gestione dei requisiti si concentra sulla gestione del **dettaglio tecnico e funzionale** di ciò che è richiesto per il progetto, con l'obiettivo di assicurare che le esigenze degli stakeholder siano soddisfatte.

Differenze

- **Focus**:
  - Lo **Scope Management Plan** riguarda il **perimetro complessivo** del progetto, includendo non solo i requisiti ma anche le attività e i deliverable necessari per completarlo.
  - Il **Requirements Management Plan** si concentra sui **dettagli specifici dei requisiti**, assicurandosi che siano identificati e gestiti in modo appropriato lungo il ciclo di vita del progetto.
- **Contenuto**:
  - Il **Scope Management Plan** riguarda il "cosa" deve essere realizzato, stabilendo i limiti e i deliverable del progetto.
  - Il **Requirements Management Plan** dettaglia "come" verranno raccolti, monitorati e verificati i requisiti necessari per raggiungere gli obiettivi del progetto.

Sintesi

- Mentre il **Scope Management Plan** si occupa dell'ambito totale del progetto, il **Requirements Management Plan** si focalizza sui requisiti specifici che devono essere soddisfatti per completare il progetto con successo.

Table. 3-10. List of Prioritized Risks

Ranking	Potential Risk
1	Lack of inputs from internal consultants
2	Lack of inputs from client representatives
3	Security of new system
4	Outsourcing/purchasing for the article retrieval and "Ask the Expert" features
5	Outsourcing/purchasing for processing online payment transactions
6	Organizing the templates and examples in a useful fashion
7	Providing an efficient search feature
8	Getting good feedback from Michael Chen and other senior consultants
9	Effectively promoting the new system
10	Realizing the benefits of the new system within one year

JWD

- All of the documents will be available to all team members on a project Web site.
  - facilitate communications and document project information.
- Once signed the project charter, Erica organized a **team-building meeting** (about 2 hours)
  - helping the project team get to know each other.
  - Erica had met and talked to each member separately, but this was the first time the project team would spend much time together.

JWD – team building meeting

- It is important to build a strong team and have everyone work well together.
  - Erica had all participants introduce themselves
  - she led an *icebreaking* activity so everyone would be more relaxed.
    - She asked all participants to describe their dream vacations, assuming that cost was no issue.
  - This activity helped everyone get to know each other and show different aspects of their personalities.

JWD – team contract

- Erica explained the importance of the project, reviewing the signed project charter.
- **Team contract**: to help promote teamwork and clarify team communications (template).
  - two smaller groups, with one consultant, one IT department member, and one client representative in each group (easier for everyone to contribute ideas)
  - About 90 minute to get the team contract
- there were different personalities on this team, but she felt they all could work together well.

TABLE 3-8 Team contract

Code of Conduct: As a project team, we will:

- Work proactively, anticipating potential problems and working to prevent them.
- Keep other team members informed of information related to the project.
- Focus on what is best for the entire project team.

Participation: We will:

- Be honest and open during all project activities.
- Encourage diversity in team work.
- Provide the opportunity for equal participation.
- Be open to new approaches and consider new ideas.
- Have one discussion at a time.
- Let the project manager know well in advance if a team member has to miss a meeting or may have trouble meeting a deadline for a given task.

Communication: We will:

- Decide as a team on the best way to communicate. Because a few team members cannot often meet face to face, we will use e-mail, a project Web site, and other technology to assist in communicating.
- Have the project manager facilitate all meetings and arrange for phone and video conferences, as needed.
- Work together to create the project schedule and enter actuals into the enterprise-wide project management system by 4 p.m. every Friday.
- Present ideas clearly and concisely.
- Keep discussions on track.

JWD - Team contract

Problem Solving: We will:

- Encourage everyone to participate in solving problems.
- Only use constructive criticism and focus on solving problems, not blaming people.
- Strive to build on each other's ideas.

Meeting Guidelines: We will:

- Plan to have a face-to-face meeting the first and third Tuesday morning of every month.
- Meet more frequently the first month.
- Arrange for telephone or videoconferencing for participants as needed.
- Hold other meetings as needed.
- Record meeting minutes and send them via e-mail within 24 hours of all project meetings, focusing on decisions made and action items from each meeting.

JWD – Project scope & WBS

- it took time to develop these documents, it is not possible during the team building
  - she wanted to get a feel for what everyone thought
    - the main deliverables for this project
    - their roles in producing those deliverables
    - what areas of the project scope needed clarification.
  - She reminded their budget and schedule goals: so they would keep the goals in mind as they discussed the scope of the project
  - She also asked each person to provide the number of hours he or she would be available to work on this project each month for the next six months.

JWD – project scope and WBS

- Questions:
  - 1. List one item that is most unclear to you about the scope of this project.
  - 2. What other questions do you have or issues do you foresee about the scope of the project?
  - 3. List what you believe to be the main deliverables for this project.
  - 4. Which deliverables do you think you will help create or review?
  - Erica collected everyone's inputs to develop the first draft of the scope statement that she would e-mail to everyone by the end of the week.
- They all meet again in one week to develop the scope statement further and to start creating the WBS

TABLE 3-9 Scope statement (draft version)

Project Title: Project Management Intranet Site Project

Date: May 18 **Prepared by:** Erica Bell, Project Manager, erica_bell@jwdconsulting.com

Project Summary and Justification: Joe Fleming, CEO of JWD Consulting, requested this project to assist the company in meeting its strategic goals. The new intranet site will increase visibility of the company's expertise to current and potential clients. It will also help reduce internal costs and improve profitability by providing standard tools, techniques, templates, and project management knowledge to all internal consultants. The budget for the project is $140,000. An additional $40,000 per year will be required for operational expenses after the project is completed. Estimated benefits are $200,000 each year. It is important to focus on the system paying for itself within one year of its completion.

Product Characteristics and Requirements:

1. Templates and tools: The intranet site will allow authorized users to download files they can use to create project management documents and to help them use project management tools. These files will be in Microsoft Word, Excel, Access, Project, or in HTML or PDF format, as appropriate.
2. User submissions: Users will be encouraged to e-mail files with sample templates and tools to the Webmaster. The Webmaster will forward the files to the appropriate person for review and then post the files to the intranet site, if desired.
3. Articles: Articles posted on the intranet site will have appropriate copyright permission. The preferred format for articles will be PDF. The project manager may approve other formats.
4. Requests for articles: The intranet site will include a section for users to ask someone from the Project Management Office (PMO) at JWD Consulting to research appropriate articles for them. The PMO manager must first approve the request and negotiate payments, if appropriate.
5. Links: All links to external sites will be tested on a weekly basis. Broken links will be fixed or removed within five working days of discovery.

6. The "Ask the Expert" feature must be user-friendly and capable of soliciting questions and immediately acknowledging that the question has been received in the proper format. The feature must also be capable of forwarding the question to the appropriate expert (as maintained in the system's expert database) and capable of providing the status of questions that are answered. The system must also allow for payment for advice, if appropriate.
7. Security: The intranet site must provide several levels of security. All internal employees will have access to the entire intranet site when they enter their security information to access the main, corporate intranet. Part of the intranet will be available to the public from the corporate Web site. Other portions of the intranet will be available to current clients based on verification with the current client database. Other portions of the intranet will be available after negotiating a fee or entering a fixed payment using pre-authorized payment methods.
8. Search feature: The intranet site must include a search feature for users to search by topic, key words, etc.
9. The intranet site must be accessible using a standard Internet browser. Users must have appropriate application software to open several of the templates and tools.
10. The intranet site must be available 24 hours a day, 7 days a week, with one hour per week for system maintenance and other periodic maintenance, as appropriate.

Summary of Project Deliverables

Project management-related deliverables: Business case, charter, team contract, scope statement, WBS, schedule, cost baseline, progress reports, final project presentation, final project report, lessons-learned report, and any other documents required to manage the project.

Product-related deliverables:

1. Survey: Survey current consultants and clients to help determine desired content and features for the intranet site.

TABLE 3-9 Scope statement (draft version) (*continued*)

2. Files for templates: The intranet site will include templates for at least 20 documents when the system is first implemented, and it will have the capacity to store up to 100 documents. The project team will decide on the initial 20 templates based on survey results.
3. Examples of completed templates: The intranet site will include examples of projects that have used the templates available on the site. For example, if there is a template for a business case, there will also be an example of a real business case that uses the template.
4. Instructions for using project management tools: The intranet site will include information on how to use several project management tools, including the following as a minimum: work breakdown structures, Gantt charts, network diagrams, cost estimates, and earned value management. Where appropriate, sample files will be provided in the application software appropriate for the tool. For example, Microsoft Project files will be available to show sample work breakdown structures, Gantt charts, network diagrams, cost estimates, and applications of earned value management. Excel files will be available for sample cost estimates and earned value management charts.
5. Example applications of tools: The intranet site will include examples of real projects that have applied the tools listed in number 4 above.
6. Articles: The intranet site will include at least 10 useful articles about relevant topics in project management. The intranet site will have the capacity to store at least 1,000 articles in PDF format with an average length of 10 pages each.
7. Links: The intranet site will include links with brief descriptions for at least 20 useful sites. The links will be categorized into meaningful groups.
8. Expert database: In order to deliver an "Ask the Expert" feature, the system must include and access a database of approved experts and their contact information. Users will be able to search for experts by predefined topics.
9. User Requests feature: The intranet site will include an application to solicit and process requests from users.

10. Intranet site design: An initial design of the new intranet site will include a site map, suggested formats, and appropriate graphics. The final design will incorporate comments from users on the initial design.
11. Intranet site content: The intranet site will include content for the templates and tools sections, articles section, article retrieval section, links section, "Ask the Expert" section, User Requests feature, security, and payment features.
12. Test plan: The test plan will document how the intranet site will be tested, who will do the testing, and how bugs will be reported.
13. Promotion: A plan for promoting the intranet site will describe various approaches for soliciting inputs during design. The promotion plan will also announce the availability of the new intranet site.
14. Project benefit measurement plan: A project benefit plan will measure the financial value of the intranet site.

Project Success Criteria: Our goal is to complete this project within six months for no more than $140,000. The project sponsor, Joe Fleming, has emphasized the importance of the project paying for itself within one year after the intranet site is complete. To meet this financial goal, the intranet site must have strong user inputs. We must also develop a method for capturing the benefits while the intranet site is being developed and tested, and after it is rolled out. If the project takes a little longer to complete or costs a little more than planned, the firm will still view it as a success if it has a good payback and helps promote the firm's image as an excellent consulting organization.

WBS

- Provides the basis for how to do the work:
  - Project schedule
  - Earned value management
- Erica and her team used the PM process groups as the main categories for the WBS

1.0 Initiating
- 1.1 Identify key stakeholders
- 1.2 Prepare project charter
- 1.3 Hold project kick-off meeting

2.0 Planning
- 2.1 Hold team planning meeting
- 2.2 Prepare team contract
- 2.3 Prepare scope statement
- 2.4 Prepare WBS
- 2.5 Prepare schedule and cost baseline
  - 2.5.1 Determine task resources
  - 2.5.2 Determine task durations
  - 2.5.3 Determine task dependencies
  - 2.5.4 Create draft Gantt chart
  - 2.5.5 Review and finalize Gantt chart
- 2.6 Identify, discuss, and prioritize risks

3.0 Executing
- 3.1 Survey
- 3.2 User inputs
- 3.3 Intranet site content
  - 3.3.1 Templates and tools
  - 3.3.2 Articles
  - 3.3.3 Links
  - 3.3.4 Ask the Expert
  - 3.3.5 User requests feature
- 3.4 Intranet site design
- 3.5 Intranet site construction
- 3.6 Intranet site testing
- 3.7 Intranet site promotion
- 3.8 Intranet site roll-out
- 3.9 Project benefits measurement

4.0 Monitoring and Controlling
- 4.1 Progress reports

5.0 Closing
- 5.1 Prepare final project report
- 5.2 Prepare final project presentation
- 5.3 Lessons learned

Sponsor di progetto: chi è e cosa fa

Lo sponsor

- Lo sponsor di progetto è la persona che in un'organizzazione decide che un determinato progetto deve essere avviato.
- Può essere un responsabile tecnico o di settore, oppure un commerciale che ha appena venduto il progetto ad un cliente.
- Ogni progetto avrà il suo sponsor.
- In tal senso, rappresenta uno stakeholder chiave che ha il massimo interesse per l'iniziativa da avviare e che incaricherà il project manager per lo svolgimento dei lavori. A questo scopo dovrà redigere il documento di incarico o project charter.
- Inoltre, è la persona che assegna un codice alla commessa, acquisisce e rende disponibili i fondi necessari ai lavori.
- Lo sponsor di progetto è anche la persona che aiuterà il project manager per tutti quegli aspetti organizzativi su cui il responsabile di progetto non ha sufficiente potere per intervenire. Ad esempio, nei rapporti con il top management o con i responsabili di funzione quando occorre intervenire sulle risorse che hanno prestato al progetto.
- Interviene inoltre nel processo decisionale a fronte di varianti in corso d'opera quando occorre rivedere gli obiettivi concordati con la committenza.

Sponsor - Visione

- Si assicura che il business case sia valido e in linea con le aspettative
- Verifica la compatibilità del progetto con la strategia aziendale
- Resta informato sugli eventi chiave del progetto per verificarne la sostenibilità
- Definisce i criteri per il successo del progetto e come questo si inserisce nel business aziendale

Governance

- Incarica il project manager e concorda con lui i criteri di gestione
- Assicura che il progetto sia avviato correttamente
- Definisce le priorità aziendali per il progetto
- Fornisce supporto al project manager in caso di necessità
- Definisce insieme con il project manager i ruoli chiave del progetto
- Funge da punto di riferimento per problemi che esulano dal controllo del project manager
- Ottiene le risorse finanziarie
- Aiuta nelle comunicazioni tra settori diversi dell'organizzazione
- Viene coinvolto nel valutare lo stato di avanzamento del lavoro
- Verifica che il progetto produca i benefici attesi
- Si assicura che il Project Manager comprenda il suo ruolo e i suoi compiti e che si avvalga di procedure di escalation verso lo Sponsor ed il Comitato di Coordinamento in tutti quei casi in cui non può agire in autonomia
- Interviene a fronte di criticità non risolte dal responsabile di progetto.
- Approva i risultati finali del lavoro

Differenza tra PM e Sponsor

- Il responsabile di progetto (PM) ha la responsabilità tecnica e metodologica del lavoro mentre lo sponsor ha la responsabilità di mettere in condizione il gruppo di progetto di avere le risorse ed il supporto organizzativo necessario.
- Il responsabile di progetto coordina il team mentre lo sponsor interviene quando occorre integrarsi con gli altri settori aziendali per condividere decisioni che sono fuori dal perimetro del ruolo del project manager.
- Compito del project manager è intervenire per impedire modifiche non necessarie al progetto, mentre compito dello sponsor è concordare con la committenza chi sosterrà gli oneri delle modifiche ritenute necessarie.
- Infine lo sponsor di progetto supervisiona l'operato del project manager e al termine del progetto ne valuta la performance.
- In generale, un progetto di successo è sempre frutto di un'ottima integrazione tra i due ruoli e tra loro e il resto dell'organizzazione.

Comitato di coordinamento (Steering Committee)

- Il comitato direttivo è l'organo decisionale di più alto livello in un progetto.
- Fornisce supporto per superare i problemi organizzativi per i quali il project manager non ha sufficiente potere per intervenire. Supervisiona l'andamento del progetto per approvare le modalità di svolgimento dei lavori e dell'intero processo di delivery.
- Non è sempre presente in tutti i progetti. Nei progetti più piccoli o con un basso impatto economico ed organizzativo può non essere ritenuto necessario. E' comunque da ritenersi sempre un ausilio per il responsabile di progetto poter disporre del supporto di uno Steering Committee (o Steering Group).
- Il Project Manager e lo Sponsor del progetto possono decidere insieme chi far partecipare al CC. Non si tratta di un organismo burocratico. Il suo ruolo è di facilitare il problem solving nelle situazioni organizzative complesse. Pertanto la sua composizione deve essere snella.
- Deve essere composto almeno dai responsabili delle risorse prestate al progetto per facilitarne il coordinamento. Inoltre può includere esperti interni ed esterni, consulenti, e manager di alto livello. Svolgono un ruolo di supporto e di coordinamento del progetto. E' compito del project manager dettagliare questo impegno nel piano della comunicazione sia in termini di frequenza dei momenti di incontro che di compiti da svolgere.
- E' anche l'organo decisionale che autorizza il passaggio da una fase all'altra del progetto in base a dei major review basati sulle informazioni di avanzamento fornite dal project manager. Autorizza inoltre la chiusura del progetto.

TIPs

Suggerimenti per la carriera

1. **Lavorare in piccoli progetti**. Non è detto che occorra per forza partecipare a grandi iniziative. Molto spesso partecipare a numerosi piccoli progetti consente di sviluppare maggiori competenze rispetto ad un unico progetto di grandi dimensioni. Nei piccoli progetti c'è maggiore visibilità su tutti gli aspetti della gestione. Anche se non si interviene in qualità di responsabile di progetto, c'è comunque la possibilità di apprendere molte cose che potrebbero tornare successivamente utili quando si opererà su progetti di vaste dimensioni. Le piccole dimensioni favoriscono la circolazione delle informazioni e la diffusione delle competenze tra i membri del gruppo di lavoro. Nei grandi progetti a volte i compiti sono parcellizzati e burocratizzati.
2. **Lavorare in settori e progetti di tipo diverso**. Una grande opportunità di arricchimento delle proprie competenze è rappresentata dalla possibilità di partecipare a progetti di vario tipo in settori industriali diversi. Se si lavora in una grande organizzazione, questa possibilità può crearsi all'interno della stessa struttura. Altrimenti occorrerà ricercare altre opportunità all'esterno. In una fase iniziale della propria carriera può essere un investimento importante quello di rinunciare eventualmente a qualcosa sul piano retributivo per guadagnare in arricchimento del proprio bagaglio professionale.

Suggerimenti per la carriera

1. **Apprendere a gestire i rischi**. Un aspetto spesso trascurato nella formazione di un project manager è la capacità di sapersi organizzare in chiave preventiva nel gestire i possibili rischi di un progetto. Rischi ambientali, rischi finanziari, rischi organizzativi: ogni progetto ne è condizionato. Apprendere le metodologie per gestire proattivamente i rischi è alla base della moderna professione di project manager. Il risk management non è un'attività opzionale ma costituisce uno dei compiti più importanti che un responsabile di progetto deve essere in grado di assolvere.
2. **Ottenere una certificazione**. E' importante che, ad un certo punto della propria carriera, ogni responsabile di progetto decida di consolidare la propria esperienza attraverso la partecipazione ad un programma di certificazione. Ormai i processi di selezione dei project manager considerano la certificazione un prerequisito importante. Deve quindi essere percepito come un obiettivo imprescindibile. Richiede impegno ma apre una notevole quantità di nuove opportunità e soddisfazioni sul lavoro.