



Project Management Terms

Definition: Project

- A temporary endeavor that produces a unique product, service, or result
- Temporary in nature and has a definite beginning and ending
- Can be part of large Program or Portfolio

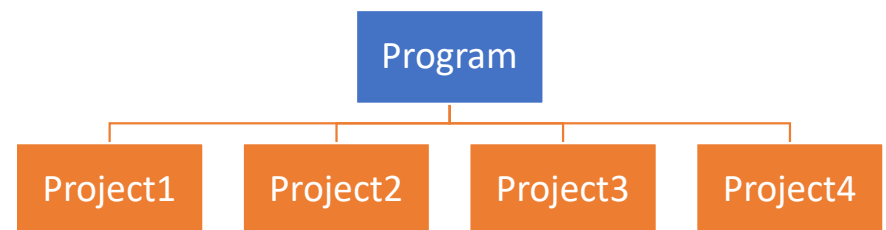


Project Management

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

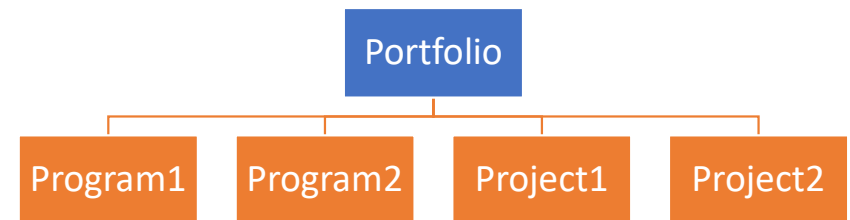
Program Management

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



Portfolio Management

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



Operations Management

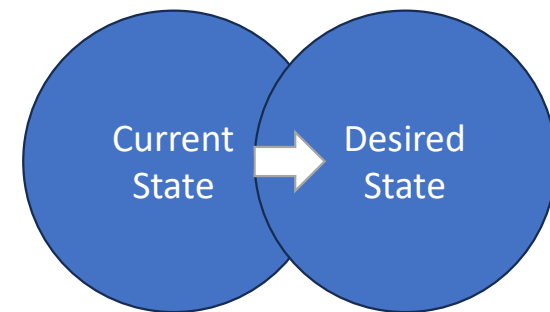
- Deals with the ongoing production of goods and/or Services
- Considers the acquisition, development, and utilization of resources that firms need to deliver the goods and services

Value of Projects

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

Projects enable changes

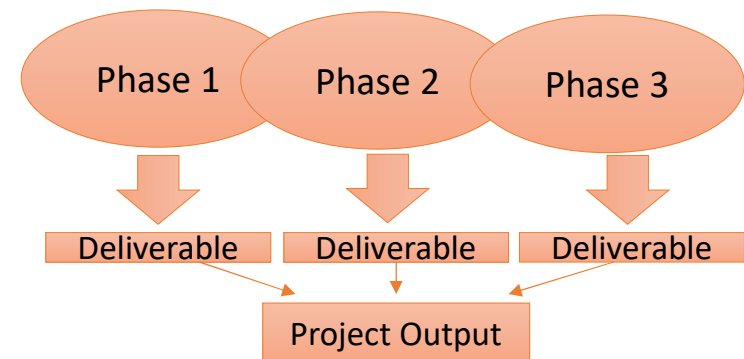
- Project can be a vehicle for change in an organization
- Takes a company from a current state to desired state



current state vs desired state

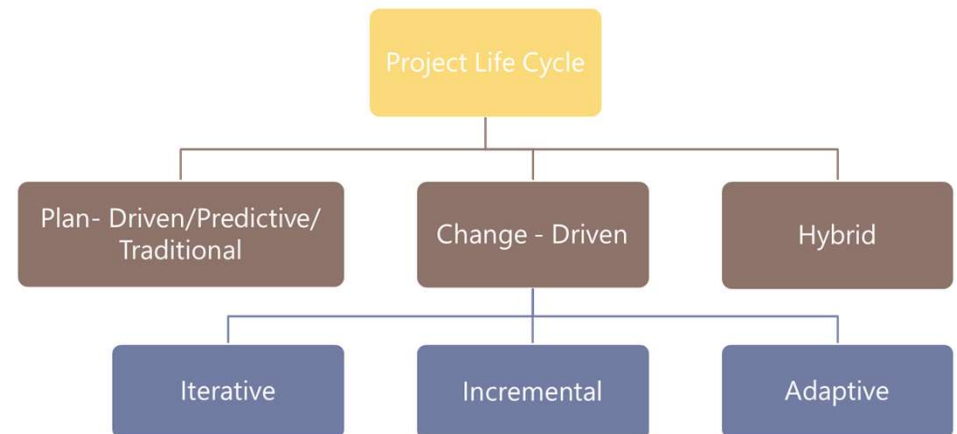
Phases and Deliverables

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



Project Life Cycle

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



Project Governance

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

Stakeholders

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

Key Stakeholders

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

Project Manger Role

1. **Initiator:** An initiator is someone who takes the first step or proposes an idea or action. They are proactive in bringing forth new concepts, projects, or solutions to problems. Initiators are often innovative, creative, and forward-thinking individuals who drive the initiation and development of ideas within a group or organization.
2. **Negotiator:** A negotiator is an individual who engages in discussions or formal negotiations to reach mutually agreeable solutions or outcomes. Negotiators focus on finding common ground, resolving conflicts, and reaching compromises that satisfy the interests of all parties involved. They possess strong communication, problem-solving, and interpersonal skills to facilitate effective negotiation processes.
3. **Listener:** A listener is someone who pays attention to others' ideas, thoughts, or concerns during conversations or discussions. They give importance to active listening, empathizing with speakers, and comprehending the messages being conveyed. Listeners create a supportive and respectful environment, encouraging open communication and fostering understanding among team members.
4. **Coach:** A coach is a person who guides and supports individuals or teams in achieving their goals, improving performance, and enhancing their skills. Coaches provide constructive feedback, offer guidance, and assist in developing action plans. They help individuals unlock their potential, overcome challenges, and maximize their personal and professional growth.
5. **Working member:** A working member refers to an individual who actively participates as a member of a team or group. They contribute their knowledge, skills, and efforts towards achieving collective objectives. Working members collaborate with others, fulfill assigned tasks, and take responsibility for their contributions within the team dynamics.
6. **Facilitator:** A facilitator is someone who manages group processes, discussions, or meetings to ensure effective communication, collaboration, and decision-making. They create a structured environment, encourage equal participation, and help the group achieve its intended outcomes. Facilitators remain neutral, unbiased, and focus on maintaining a productive and inclusive atmosphere.

Project Manger Role

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- **Negotiator:** A negotiator is an individual who engages in discussions or formal negotiations to reach mutually agreeable solutions or outcomes.
- **Listener:** A listener is someone who pays attention to others' ideas, thoughts, or concerns during conversations or discussions.

Project Manager Role

- **Coach:** A coach is a person who guides and supports individuals or teams in achieving their goals, improving performance, and enhancing their skills.
- **Working member:** A working member refers to an individual who actively participates as a member of a team or group.
- **Facilitator:** A facilitator is someone who manages group processes, discussions, or meetings to ensure effective communication, collaboration, and decision-making.

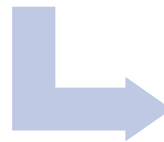
Milestone vs task duration

- **Milestone:** A milestone is a significant event or achievement in a project that marks a key point or completion of a major deliverable.
- **Task Duration:** Task duration refers to the amount of time it takes to complete a specific task or activity within a project.

Project Roles

Project Manager

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



Project Coordinator

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



Project Expeditor

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

Project Management Office

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

Project Bosses

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

Organizational Structures

- **Functional Organizations**

- Structure that groups staff members according to their area of expertise (sales, marketing, construction, etc.). Functional structures require the project team members to report directly to the functional manager

- **Matrix Organizations**

- There are three matrix structures: **weak**, **balanced**, and **strong**. The different structures are reflective of the project manager's authority in relation to the functional manager's authority.

- **Project Oriented Organizations, (Projectized)**

- Structure where the PM has the greatest amount of authority. The project team is assigned to the project on a full-time basis. When the project is complete, the project team members moves on to other assignments within the organization.

- **Hybrid**

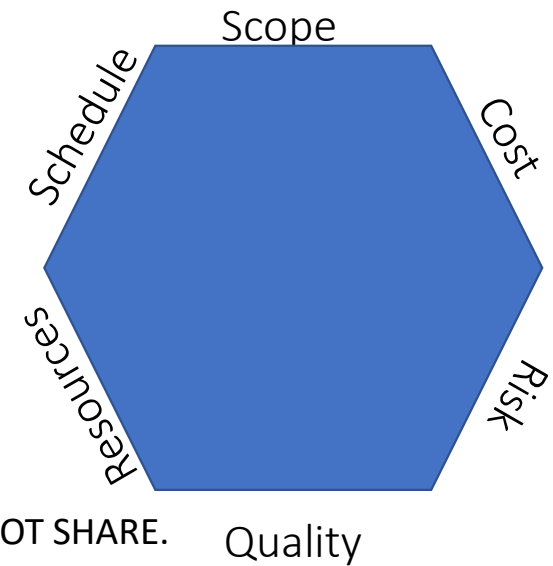
- Blended type

Organizational Structures Chart

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

Project Constraints

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



Areas of a Project

- Scope
 - Work to be done
- Schedule
 - Time to get the work done
- Cost
 - Budget of the work
- Quality
 - Customer satisfaction of work

Areas of a Project

- Resources
 - Managing the people and material resources
- Communications
 - All stakeholders get the correct information at the right time
- Risk
 - Identifying and responding to risk over the lifecycle of the project
- Procurements
 - Acquiring resources from outside the project team
- Stakeholders' engagement
 - Keeping all stakeholders active and alert on the project

Project Management approaches

- Two primary approaches: predictive (also known as traditional or waterfall) and adaptive (also known as agile or iterative).
- **Predictive Approach:** The predictive approach follows a linear and sequential process.
 - It involves detailed planning and documentation upfront, with a focus on predicting and defining the project scope, objectives, timeline, and deliverables.
 - Extensive upfront planning
 - Sequential execution
 - Emphasis on control and documentation:
 - Limited flexibility, limited changes with a well define change control process

Project Management approaches

- The **adaptive approach** focuses on flexibility, collaboration, and iterative development.
 - It embraces change throughout the project and emphasizes continuous feedback and improvement.
 - Iterative and incremental development
 - Customer collaboration
 - Emphasis on adaptability
 - Self-organizing teams
 - The adaptive approach, commonly used in agile methodologies like Scrum or Kanban

Product vs. Project Management

- **Product Management:**

- Product management encompasses the strategic planning, development, and lifecycle management of a product or service.
- It involves understanding market needs, defining product strategy, gathering requirements, and overseeing the product's development, launch, and ongoing optimization.
- Product managers are responsible for the overall success of the product, aligning it with business objectives and customer demands.

Product vs. Project Management

- **Project Management:**
 - Focuses on the successful execution and delivery of specific projects within a defined scope, timeline, and budget.
 - Project managers are responsible for planning, coordinating, and managing the activities required to achieve project goals.
 - They ensure the project is completed on time, within budget, and according to the specified quality standards.

Product vs. Project Management

- Product managers work closely with project managers to translate the product strategy and roadmap into actionable project plans.
- Project managers oversee the execution of those plans, ensuring that the product is developed, tested, and delivered according to the defined specifications.
- While project management is a part of product development, it is just one component.

Issues, risks, assumptions, and constraints

- **Risks** are potential events or situations that may occur in the future and have an impact on the project's success.
- **Issues** refer to problems or challenges that arise during the course of a project. They are typically negative events or circumstances that can hinder progress or impact project objectives.
- **Assumptions** are statements or beliefs that are considered to be true or valid for the purpose of planning and decision-making.
- **Constraints** are limitations or restrictions that affect project planning and execution.

Leadership vs. Management

- **Management**

- Management focuses on tasks, processes, and operations to ensure efficient execution
- It involves planning, organizing, coordinating, and controlling resources
- Managers have formal authority and responsibility within the organization
- They maintain stability, control, and order, ensuring established processes and procedures are followed.
- Focus on coordinating and directing tasks, resources, and processes to achieve predetermined objectives.

Leadership vs. Management

- Ensure that work is completed efficiently
- Management often focuses on immediate goals and operational efficiency
- Management aims to maintain stability, implementing processes and procedures that minimize risks
- Managers focus on achieving efficiency and optimizing resources

Leadership vs. Management

- **Leadership:**

- Focuses on inspiring and influencing others
- Involves setting direction, motivating and empowering individuals
- They inspire and influence others
- They encourage collaboration, trust, and empowerment

Leadership vs. Management

Table 3-1. Team Management and Team Leadership Compared

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration

PMI, Process Group a Practice Guide, Page:

Emotional Intelligence

- Emotional Intelligence (EQ) refers to the ability to recognize, understand, and manage emotions, both in oneself and in others.
- It involves being aware of one's own emotions, effectively handling them, empathizing with others, and using emotions to guide thinking and behavior.
- In project management, EQ plays a significant role

Emotional Intelligence

- **Relationship Building**
- **Communication and Conflict Management**
- **Motivation and Influence**
- **Leadership and Decision Making**
- **Stakeholders Management**