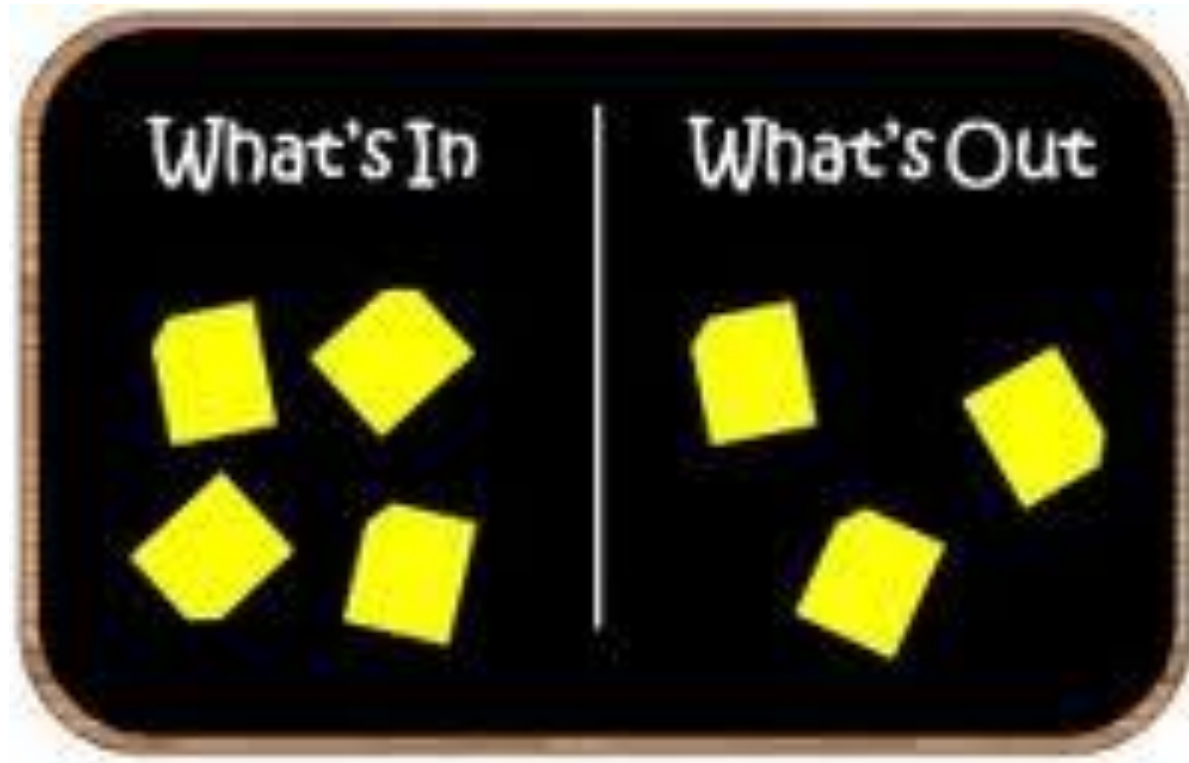


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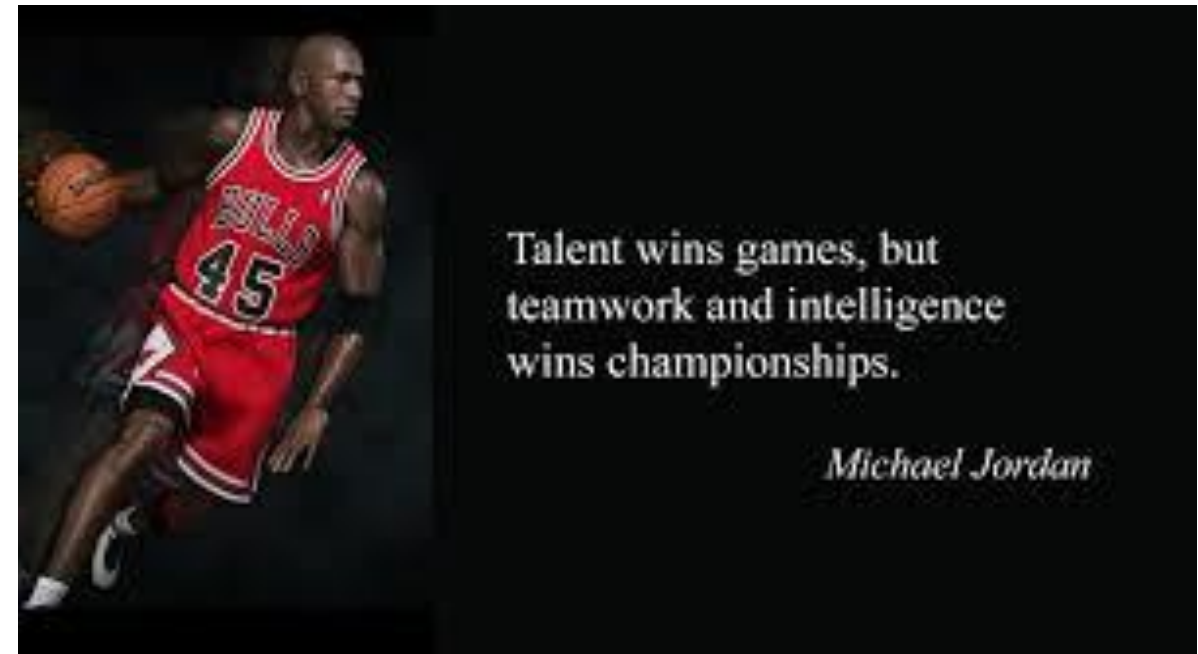
EPITA Information Management Master

**Project Management
Module 2**

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Project Management

Quotes



Project Management

Quiz 4 questions Menti 1176 9276



Project Management

Terminologie / Terminology



Project Management

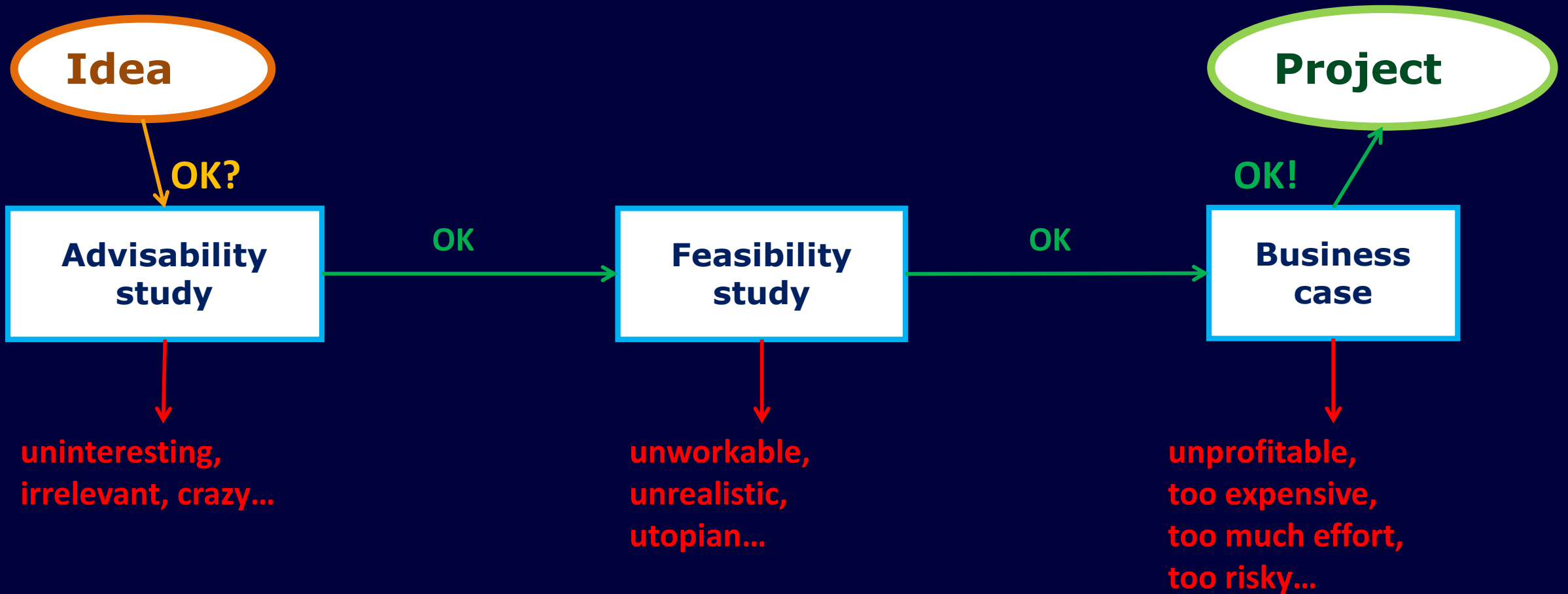
Français	English
Projet	Project
Gestion	Management
Programme	Program
Portefeuille	Portfolio
Activité	Activity
Tâche	Task
Temps	Time
Coût	Cost
Qualité	Quality
Risque	Risk
Périmètre	Scope
Plan	Plan
Délai	Timeline
Calendrier	Schedule

Project Management

Français	English
Parties prenantes	Stakeholders
Cycle de vie	Lifecycle
Livrable	Deliverable
Budget	Budget
Evènement, Jalon	Milestone
Clôture	Close out
Estimation	Estimation
Communication	Communication
Structure de répartition du travail	Work Breakdown Structure WBS
Exigences	Requirements
Spécifications	Specifications



From idea to project (summary)



Project Management

Business case



Project Management

Business case

- **Tangible benefits**
 - Revenue increases
 - Cost savings or avoidance
- **Intangible benefits**
 - Customer satisfaction
 - Employee satisfaction
 - Better marketing image
- **Costs of the project**
 - High level budget estimate
 - Return on Investment ROI

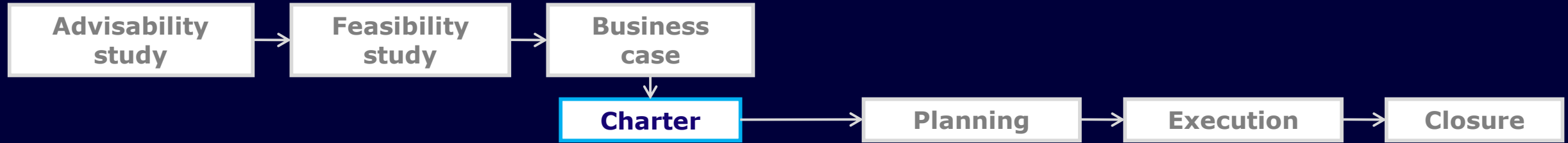


Definition

The Project Charter is a document issued by the proponent or sponsor of the project, which formally authorizes its existence and gives authority to the project manager to allocate resources from the organization to the activities of this project



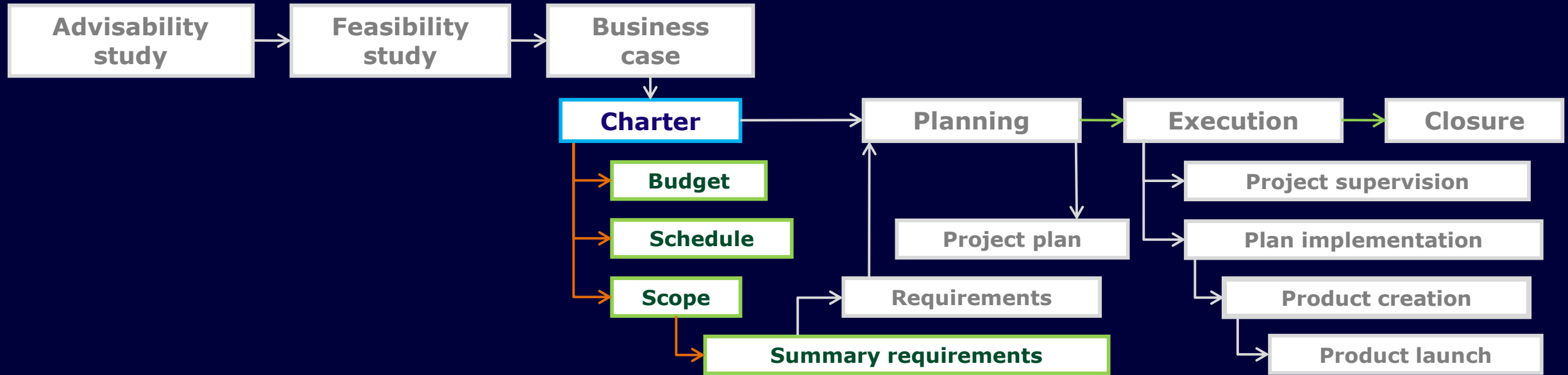
Project charter (1)



Reference document, also called...

- **project mandate**
- **project definition**
- **project initiation document (PID)**
- **project overview statement (POS)**
- **terms of reference (TOR) of the project**

Project charter (2)



Reference document describing in particular...

- the project's scope, budget and schedule
- the outcome of the project (summary requirements)
- the PM's responsibilities and level of authority

Project Management

Project charter

- **The charter :**
 - Establishes the strategic goal of the project
 - List project deliverables at a high level
 - Officially names the Project Manager
 - Authorizes the PM to use the organization's organizational resources to roll out and complete the project
 - It is approved by a Top Manager (sponsor, senior manager, committee ...)
 - It is signed by all persons authorizing the charter
- **After signature of the project charter, the PM can start the constitution of the team and planning processes can begin**



Project Management

Exemple de charte de projet			
Nom du projet :		Préparé par :	
		Date :	
Description <i>[Décrire sommairement le projet, y compris les objectifs stratégiques et opérationnels et la portée globale. Identifier tout autre secteur pertinent non inclus dans le projet.]</i>			
Indicateurs de succès <i>[Définir les indicateurs de succès.]</i>			
Objectifs du projet <i>[Cerner les objectifs clés et des buts SMART : spécifique, mesurable, réalisable, réaliste et limité dans le temps.]</i>			
Produits à livrer <i>[Énumérer les principaux produits à livrer.]</i>			
Calendrier <i>[Établir un calendrier de haut niveau; lien au RASCI.]</i>			

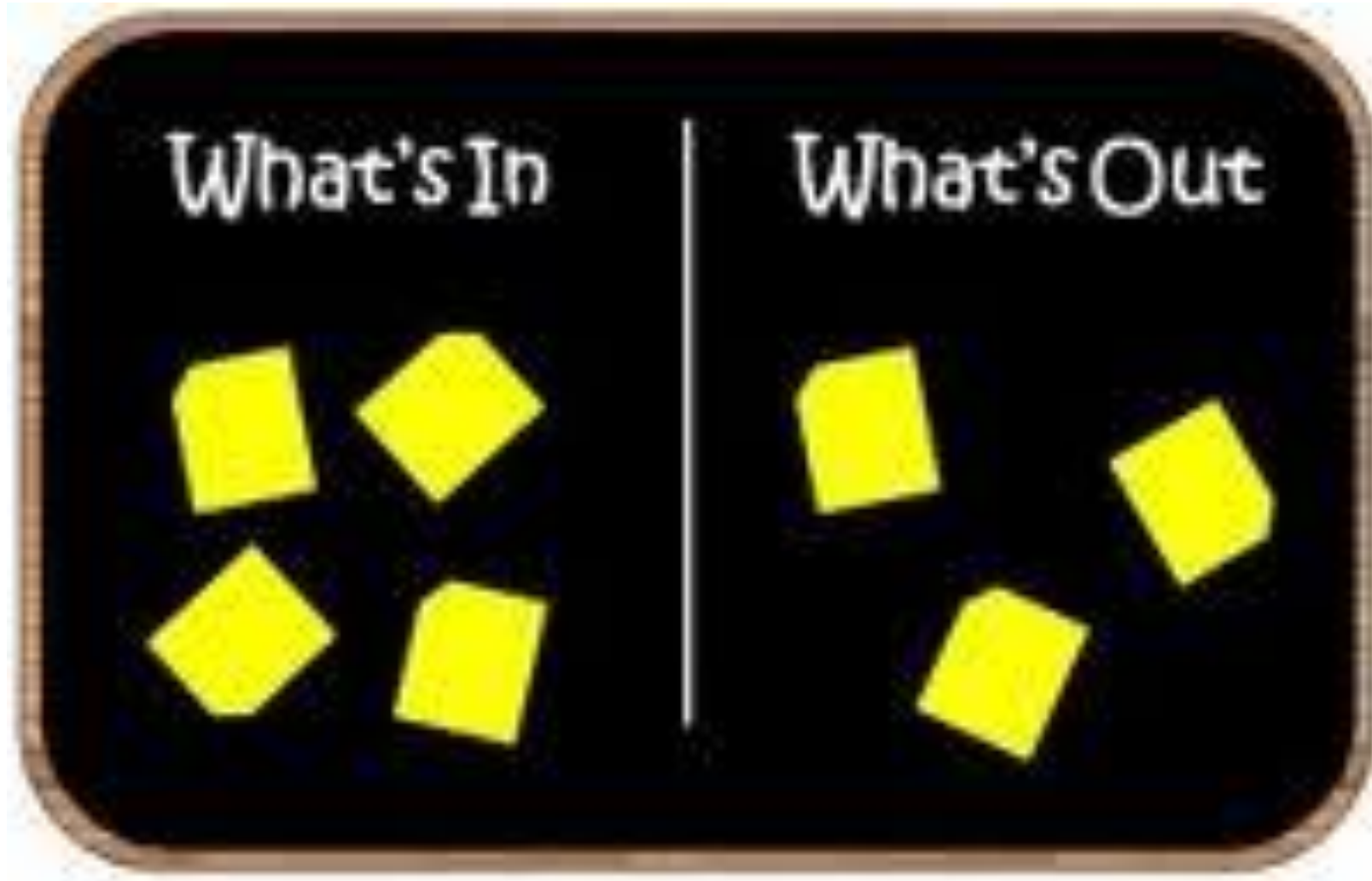


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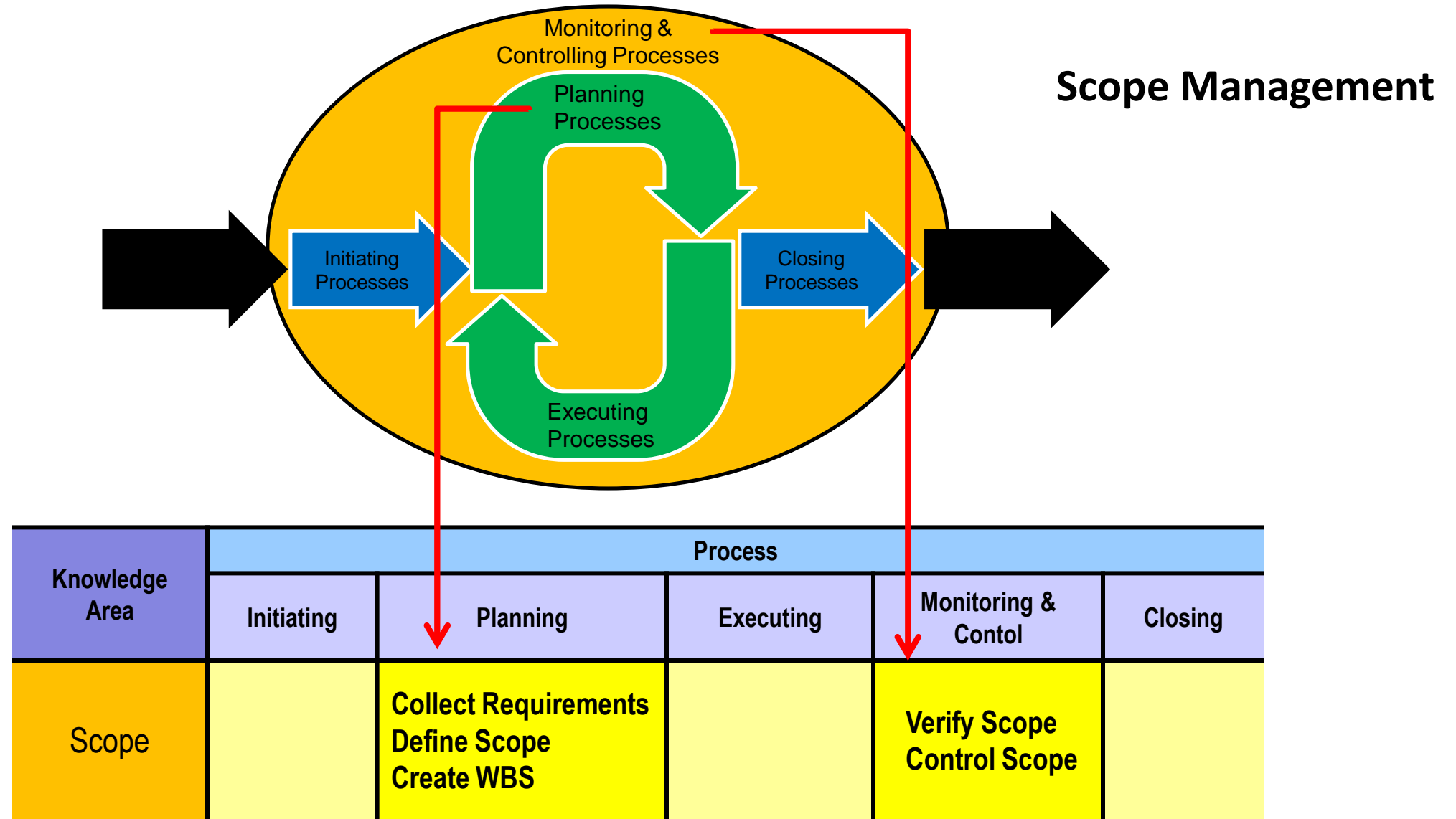
Budget <i>[Estimer le budget requis.]</i>
Approche <i>[Résumer la méthodologie du projet.]</i>
Présomptions et contraintes <i>[Identifier toutes les présomptions et contraintes qui pourraient influencer sur le projet.]</i>
Approbation et signatures <i>[Identifier les principaux membres de l'équipe et intervenants ainsi que leur rôle dans le projet; lien au RASCI.]</i>



Project Management



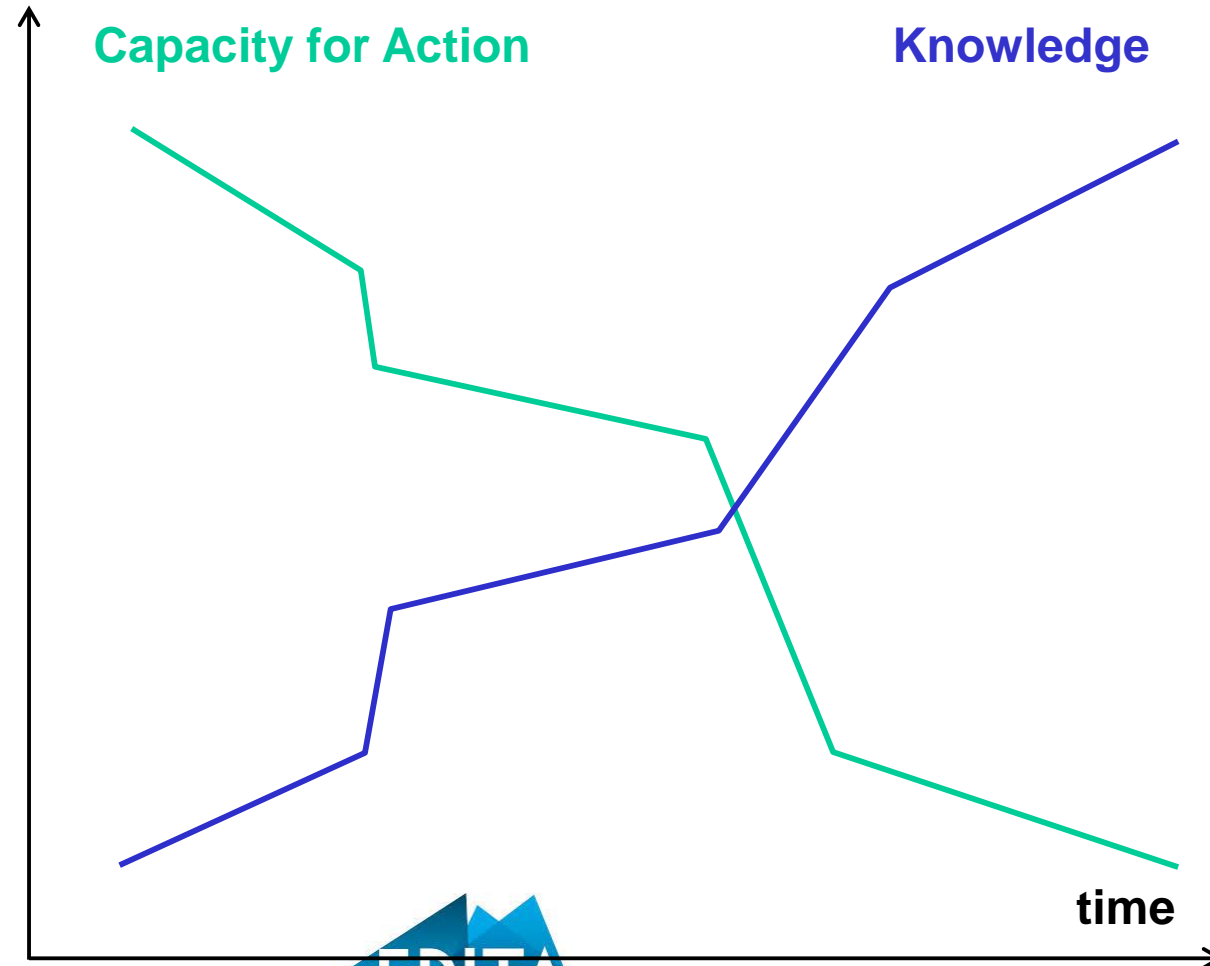
Project Management



Project Management

The paradox of Project Management

- At the beginning of the project , action levers are more important
- At the end , one knows what should have been done but it is too late...



Project Management

Scope Management

- **5.1 Collect requirements**
 - The process of defining and documenting stakeholders' needs to meet the project objective
- **5.2 Define scope**
 - Process of developing a detailed description of the project and product (*Project scope statement may includes product scope, deliverables, product acceptance criteria, out of scope, additional risk, constraints & assumptions*)
- **5.3 Create WBS**
 - Process of subdividing project deliverables and project work into smaller, more manageable components.
- **5.4 Verify scope**
 - Process of formalizing acceptance of the completed project deliverables.
- **5.5 Control scope**
 - Process of monitoring the status of the project and product scope and managing changes to the scope baseline



Project Management



How the customer explained it



How the Project Leader understood it



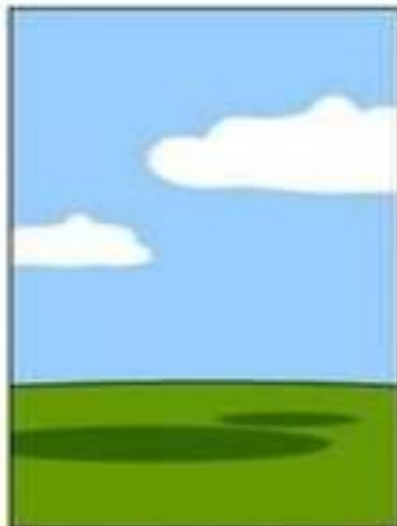
How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



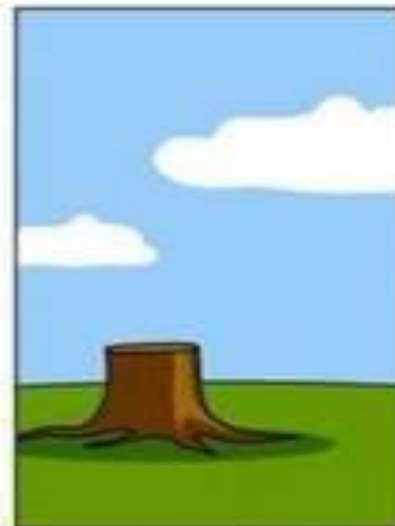
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

Project Management

Collect Requirement Techniques (1)

- **INTERVIEWS:** Directly talk with stakeholders
- **FOCUS GROUPS:** Interactive discussion with qualified Stakeholders & Subject matter experts
- **FACILITATED WORKSHOPS:** Focused cross functional stakeholders.
 - **JAD** Joint application design,
 - **QFD** Quality function development
Helps determine critical characteristic of new product development
Start by collecting customer need - **VOC: Voice of the Customers**



Project Management

Collect Requirement Techniques (2)

- **GROUP CREATIVITY TECHNIQUES:**
 - Brainstorming,
 - Nominal group technique: enhance brainstorming with voting and ranking
 - Delphi Technique: some expert answer questionnaire and give anonymity feedback
 - Idea/mind mapping,
 - Affinity Diagram: sort idea into groups
- **GROUP DECISION MAKING TECHNIQUES:**
 - Unanimity,
 - Majority (>50%),
 - Plurality,
 - Dictatorship



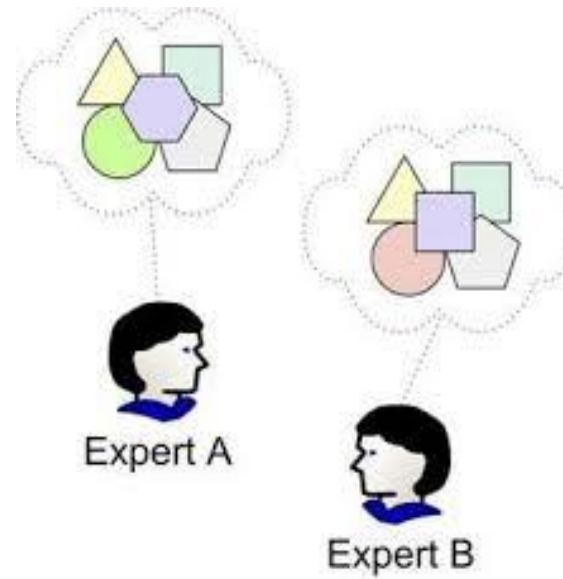
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Collect Requirement Techniques



Mind mapping

Delphi



Brainstorming



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Goal and Objective Menti 1176 9276

- A goal is a general statement of intent
 - I want to lose weight
- An objective is the quantifiable achievement of intent
 - I want to lose 3 kilos in two months



Project Management

Requirements document

- Output of the Collect Requirement process
- Helps make sure the requirements clear and unambiguous.
- *How will we know if the work we do will acceptability meet this requirement?*
- **Rule of thumb**
 - Specific (Unambiguous)
 - Measurable (How will we know we have finished?)
 - Achievable (Can we do it?)
 - Relevant (Is it the right thing to do?)
 - Timed (When will we do it?)



Scoping assessment

- **The Requirements and Process Review generates user-agreed, high quality business requirements, and improved future processes.**
- **Understanding and clearly communicating the parameters and benefits of your project diminishes risk.**
- **Document your scope using the conversations you have had.**
- **Generate a requirements and process review report.**



Project Management

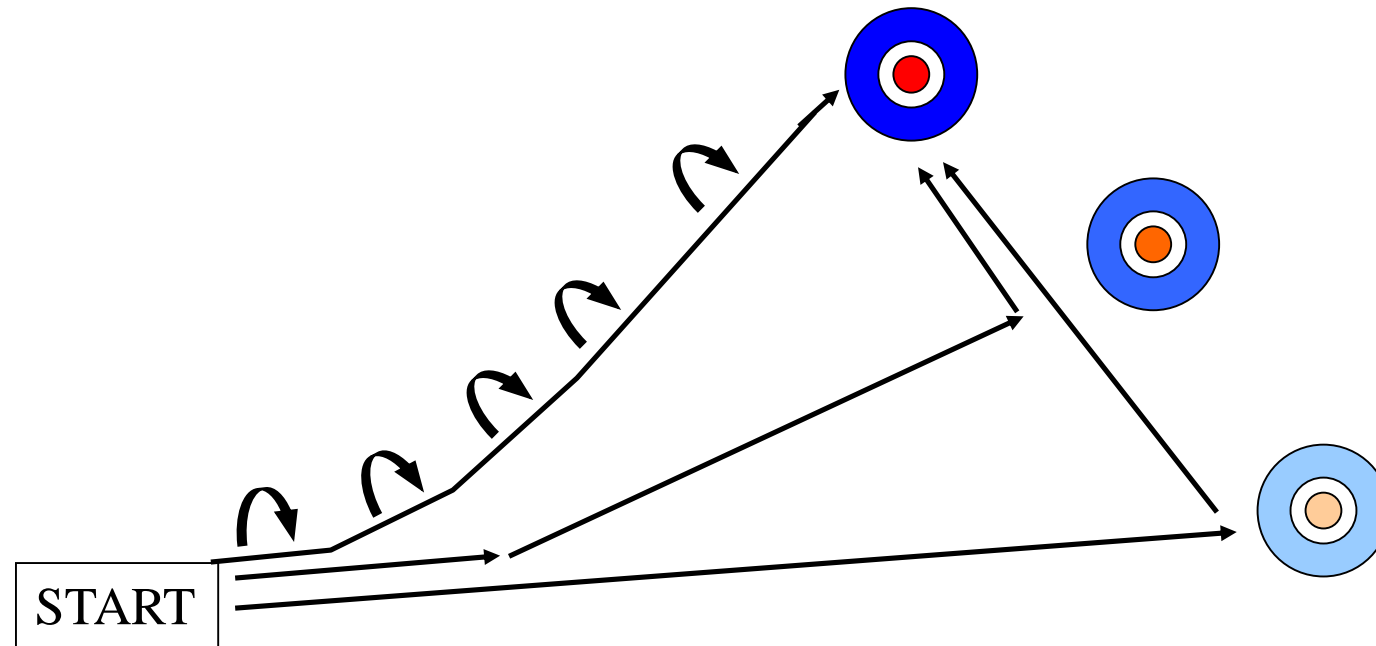
Delivrables

- **Deliverables** are the specific outputs that can be measured and checked against the specifications and quality standards

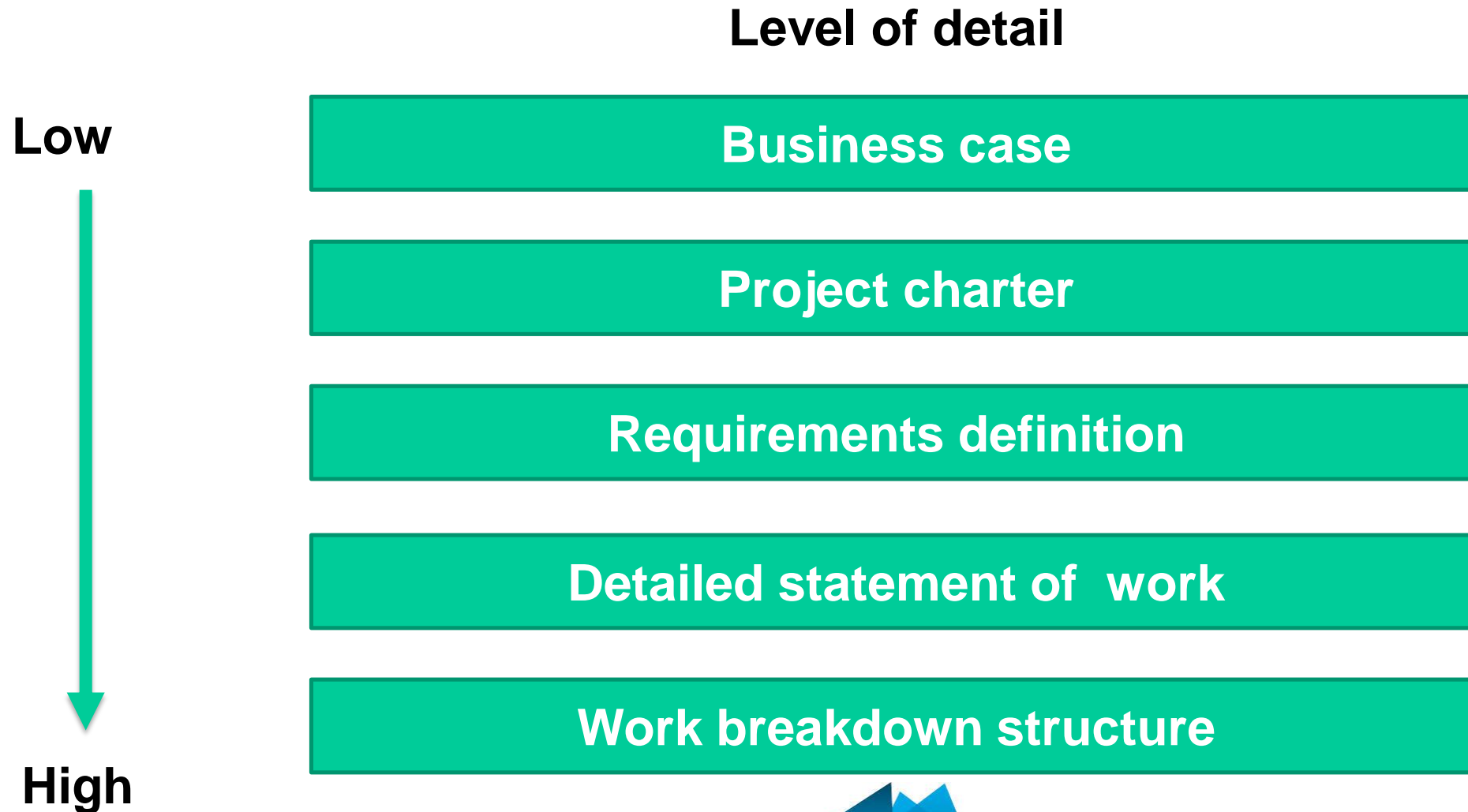


Project Management

Scope creep



Project Management



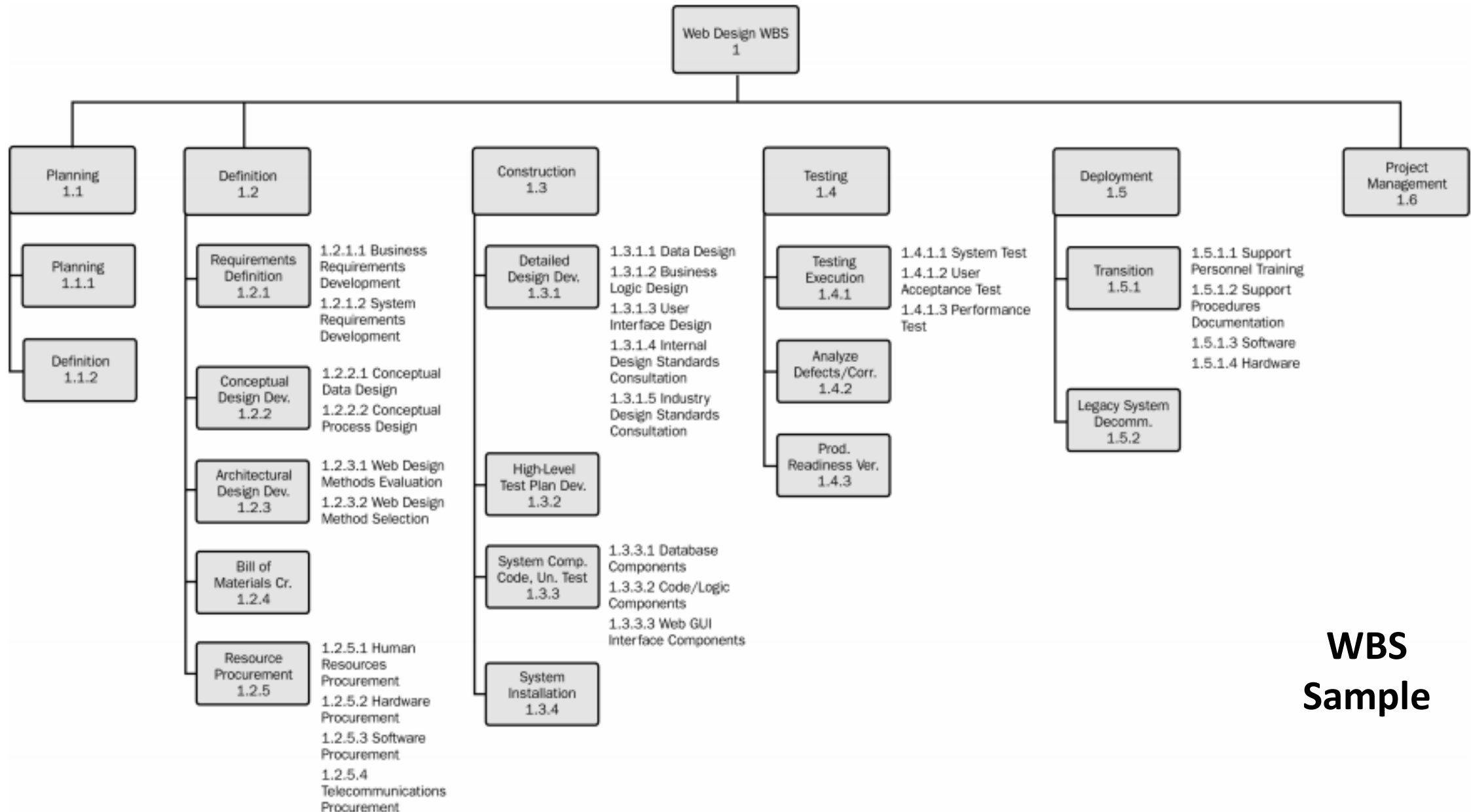
Project Management

Create WBS

- **WBS includes the project management works.**
- **Work package: lowest level WBS component which can be scheduled, cost estimated, monitored and controlled.**
- **WBS Structure can be organized by**
 - **Phases**
 - **Major deliverables**
 - **Subprojects e.g. contracted work**
- **Beware of excessive decomposition. It can lead to non-productive management effort, inefficient use of resources (performing work)**
- **Control account: management control point for performance measurement (one or more work packages)**
- **WBS dictionary provides more detailed components, e.g. description of work, responsible organization, acceptance criteria**
- **Agreed Scope baseline includes project scope statement, WBS, WBS dictionary**



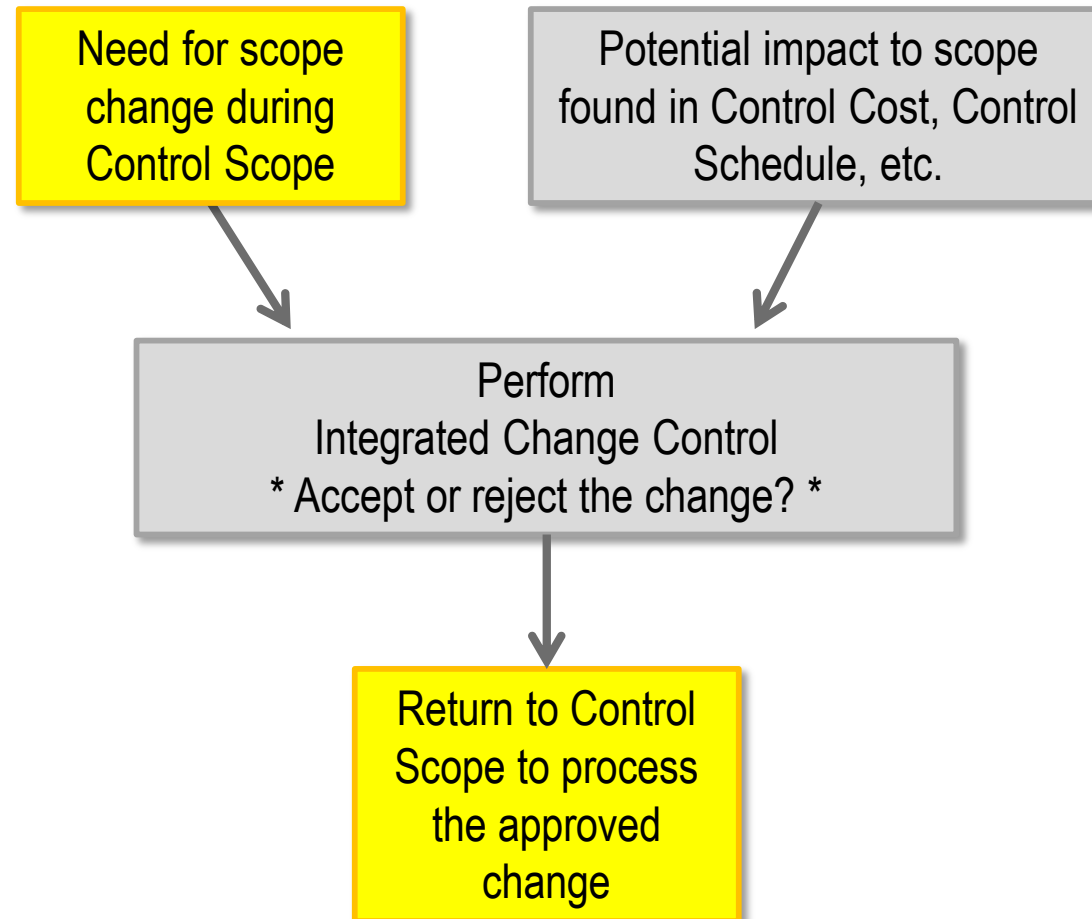
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**WBS
Sample**

Project Management

Control Scope



Project Management

Project Management Plan (PMP)

- The project manager must know how to mobilize around his realization
- The PMP is always associated with other documents and plans that will contribute to the success of the project
 - Requirements Management Plan
 - Time Management Plan (often referred to as THE Plan)
 - Cost Management Plan
 - Quality Management Plan
 - Risk Management Plan
 - Human Resources Management Plan
 - Communication Management Plan
 - Procurement Management Plan



Project Management

Business case & Project charter COOK Company



Project Management

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