

# Project Management



## EPITA Information Management Master

### Project Management Module 1

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# Project Management

## Teams recording



**Any issue ?**



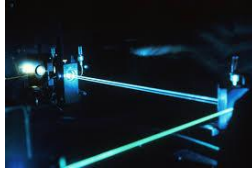
## Attendance

**<https://student.epitamasters.com/login/>**

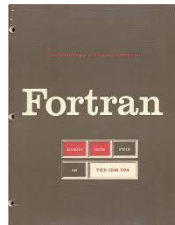


# Project Management

## My background



### Education



### Hobbies



### Professional experience



Givaudan<sup>®</sup>

# Project Management

**My courses at EPITA**

Green IT

CRM

PM Principles

PM Workshops

IT Purchasing

Introduction to 6σ



**Tell me and I forget,  
teach me and I may remember,  
involve me and I learn.**

***Benjamin Franklin***



# Project Management

**How do you feel today?**

**[www.menti.com](https://www.menti.com) code 9118 3228**

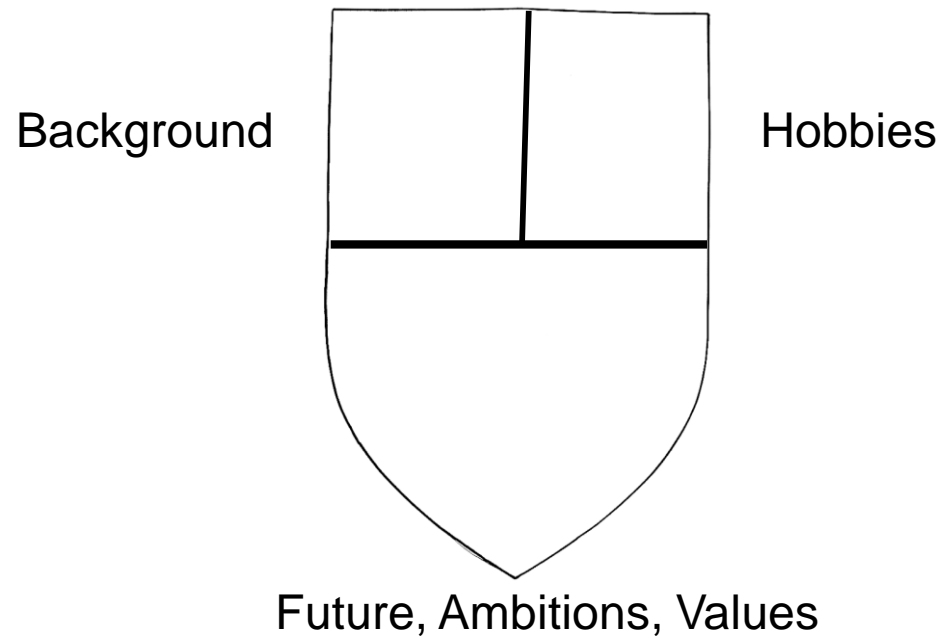
**Slides 2 to 5**



# Project Management

## Other ice breakers

- An object , a photo or a book
- Coat of arms





# Project Management

## Ground rules

- Be respectful of those talking or presenting
- Be ON TIME
  - Being late is a sign of disrespect to the trainer and your peers
  - After 10 minutes delay , you will not be accepted in class
- Switch off your cell phones
- Laptops or tablets are tolerated only if you take notes
- Do not be shy , participate actively
- One discussion at a time
- Collaborate with your peers even if they are from a different nationality

# Project Management

## Course Schedule

<b>Session#1</b>	<ul style="list-style-type: none"><li>▪ Course description, schedule and objectives</li><li>▪ Definition of a project and project management</li><li>▪ Project Management Institute PMI organization</li><li>▪ Definition of Process groups and Knowledge areas</li><li>▪ Role and characteristics of a Project leader</li></ul>
<b>Session#2</b>	<ul style="list-style-type: none"><li>▪ From idea to project: feasibility study and business case</li><li>▪ Importance of Project Integration</li><li>▪ Definition and examples of project charter</li><li>▪ Scope management activities, scope control</li></ul>
<b>Session#3</b>	<ul style="list-style-type: none"><li>▪ Time and cost management, definition of the Gantt and Network (PERT) diagrams, identification of dependencies</li><li>▪ Practical examples with demos of Project Management software</li><li>▪ Estimation techniques, Budget preparation</li><li>▪ Definition and practice of Earned value technique</li></ul>



# Project Management

## Course Schedule

Session#4	<ul style="list-style-type: none"><li>▪ Importance of quality management in a project, quality techniques (Six Sigma, Fishbone diagram, Pareto analysis)</li><li>▪ Preparation of the Human Resource Management plan</li><li>▪ Stages of the development of a team</li><li>▪ Management of the communication process in a project</li><li>▪ Know how to identify and measure the risks of a project</li></ul>
Session#5	<ul style="list-style-type: none"><li>▪ Understand the project's supply management process</li><li>▪ Understand the complexity of managing relationships with suppliers</li><li>▪ Know how to identify the stakeholders of a project and manage their expectations and their commitments</li><li>▪ Understand the issues and dilemmas that a project manager may encounter every day</li><li>▪ Understand the code of ethics that a project manager must subscribe</li></ul>
Session#6	<ul style="list-style-type: none"><li>▪ Ethics and Code of conduct</li><li>▪ Online Quiz exam with 100 questions</li></ul>



# Project Management

## Tools

- Teams of course for the moment
- OneDrive
- Office (Word, Excel, Powerpoint)
- Project management software tool
  - MS Project 2016
  - ProjectLibre



# Project Management

## Exam

- **Participation to the 6 modules/sessions ( 30% of your score )**
- **Exercises and homework 30%**
- **Quiz 100 questions in 2 hours 40%**



# Project Management

**How would you define a project ?**  
**Menti slide 6**



# Project Management

## What is a project ?

### Definitions of the word “project”

- **Cambridge**
  - a piece of planned work or an activity which is finished over a period of time and intended to achieve a particular aim
- **Oxford**
  - a planned piece of work that is designed to find information about something, to produce something new, or to improve something
- **Webster**
  - any piece of work that is undertaken or attempted
  - a planned undertaking

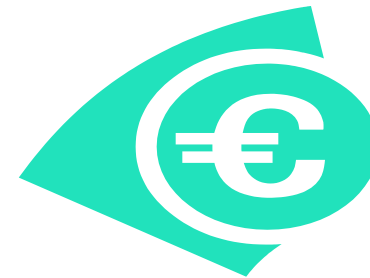


# Project Management

## What is a project ? (2)

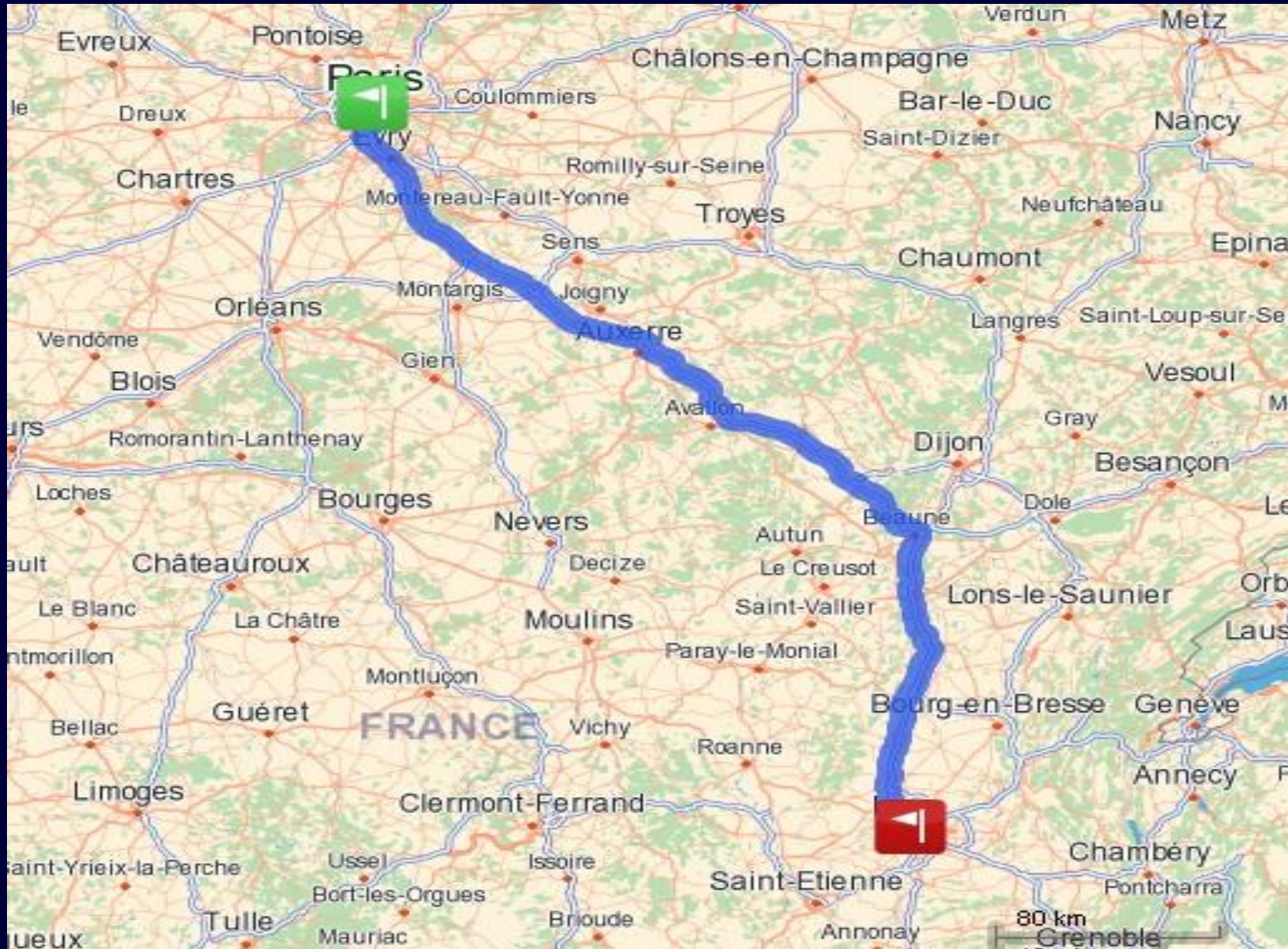
### More precise and technical definitions

- A project is a temporary endeavor undertaken to create a unique product, service or result (PMI)
- A project is a unique endeavor to produce a set of deliverables within clearly specified time, cost and quality constraints.
- A project is the set of actions leading from an idea to its concrete realization.



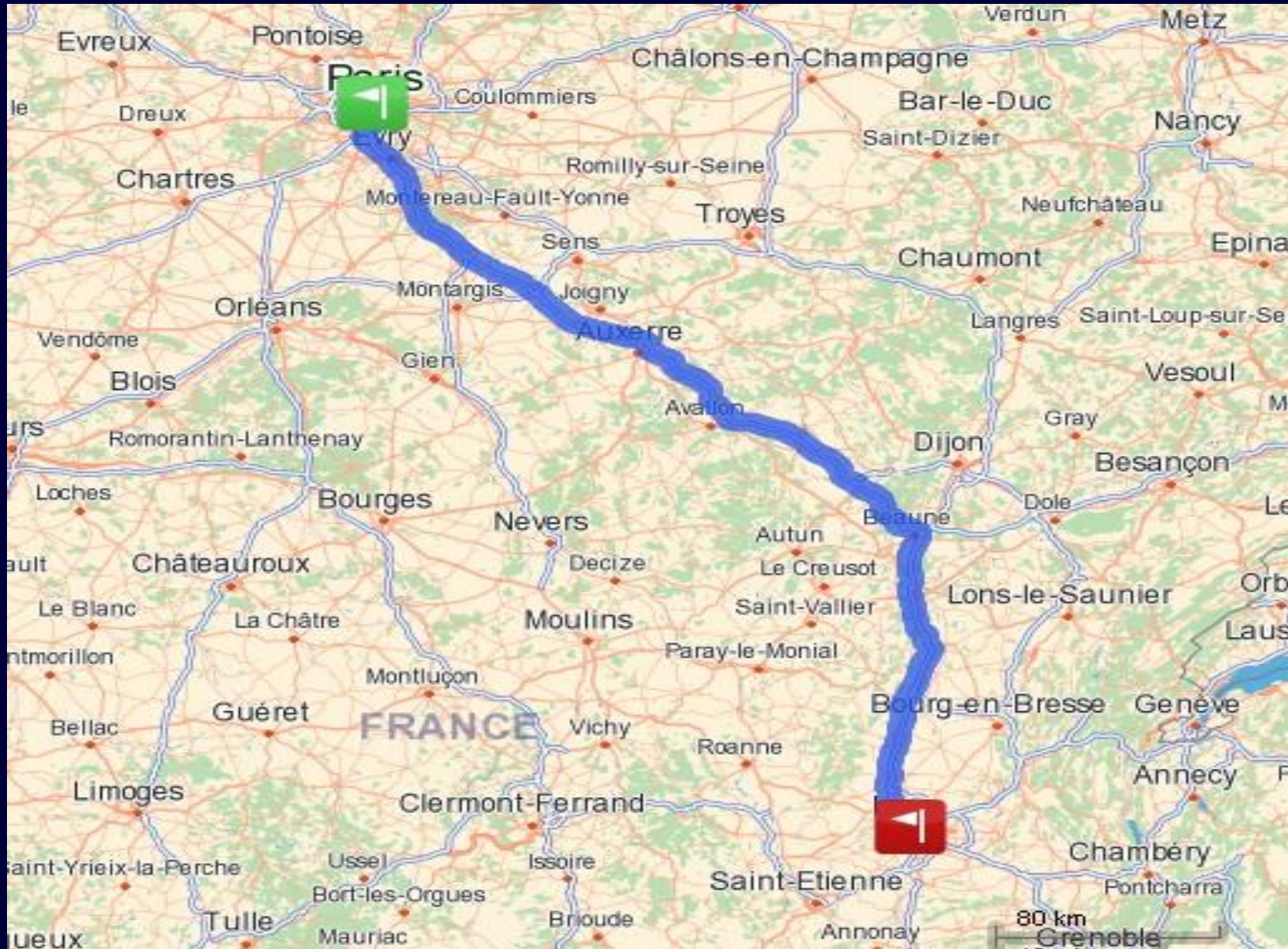


Idea: how about going from A to B?

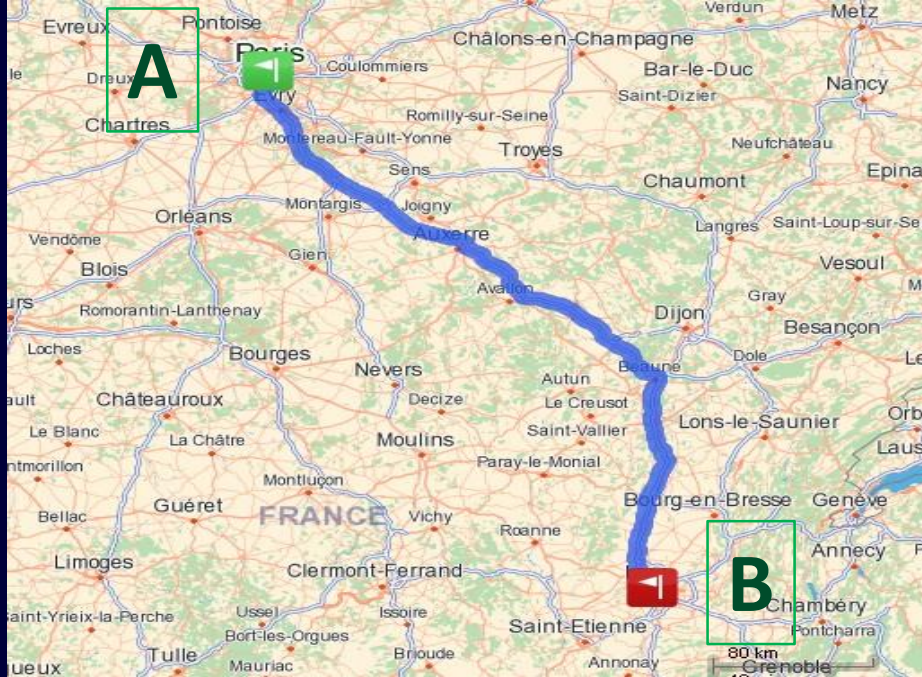




# Project: getting from A to B – Menti slides 7-12



# Project: getting from A to B



➤ How do we get there?

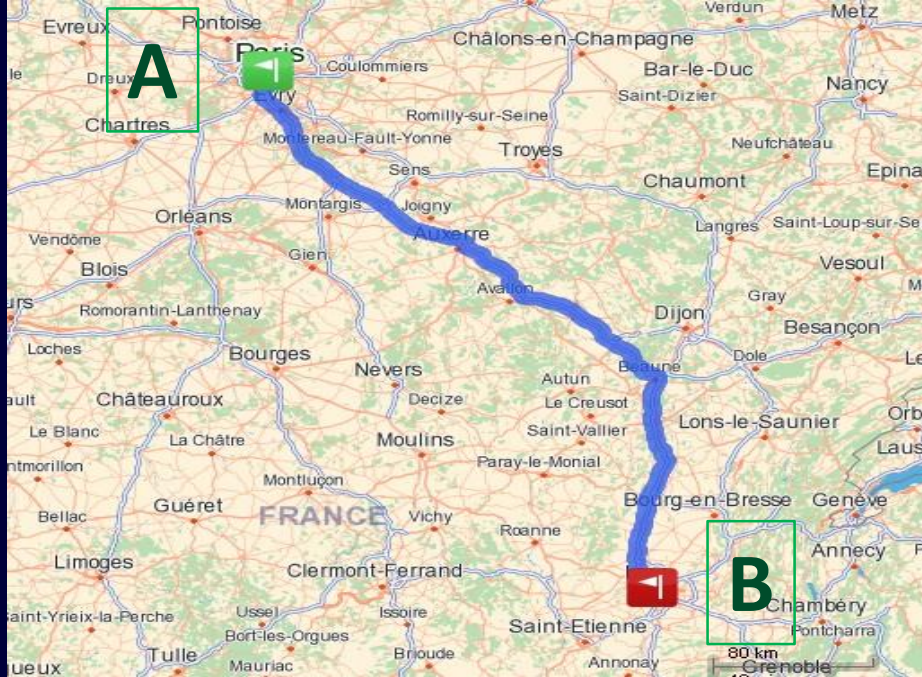


# Project: getting from A to B



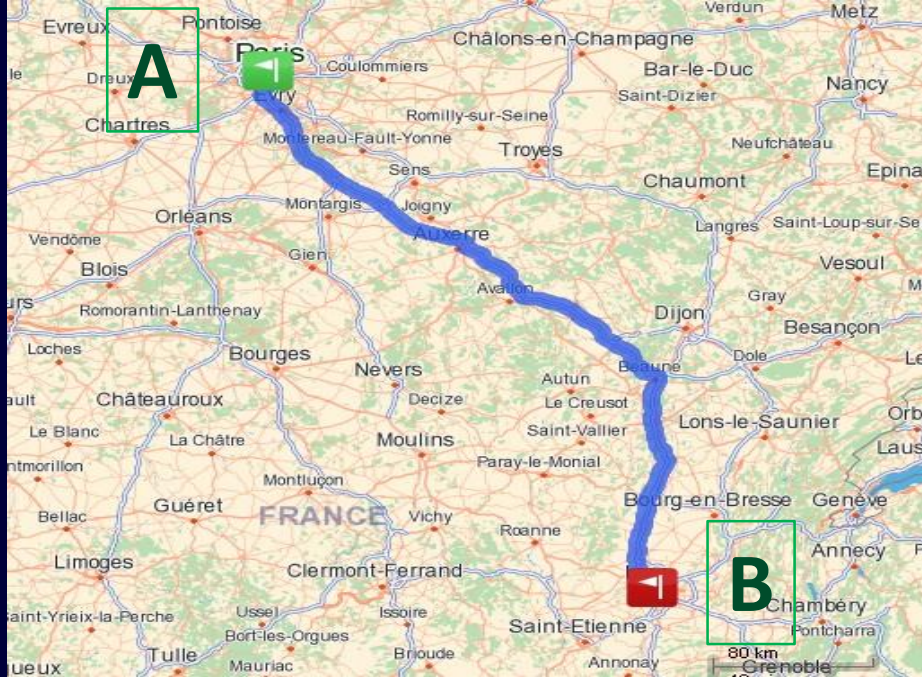
- How do we get there?
- What does it require?

# Project: getting from A to B



- How do we get there?
- What does it require?
- How long will it take?

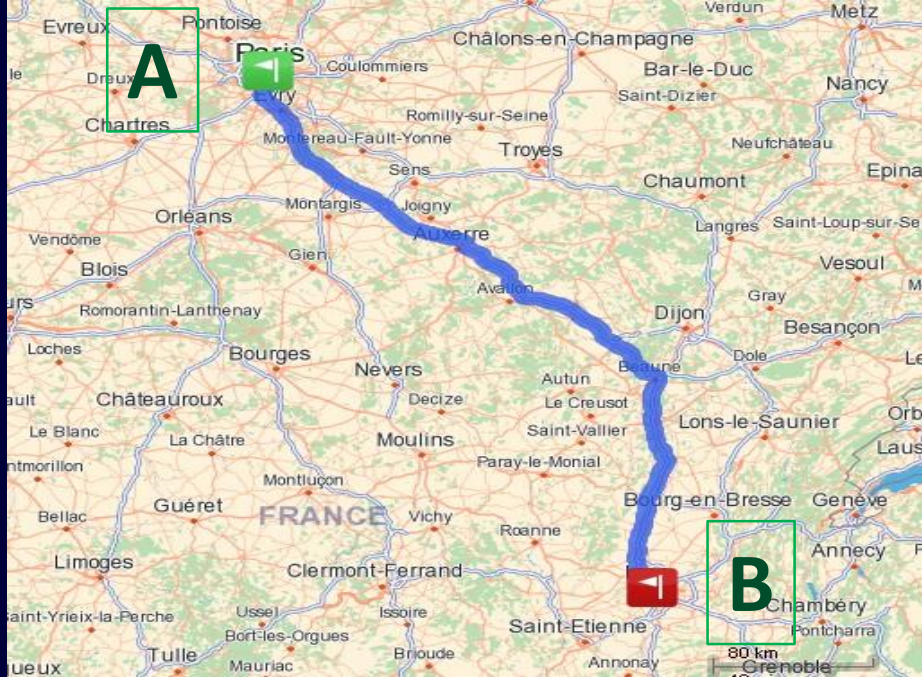
# Project: getting from A to B



- How do we get there?
- What does it require?
- How long will it take?
- How much will it cost?

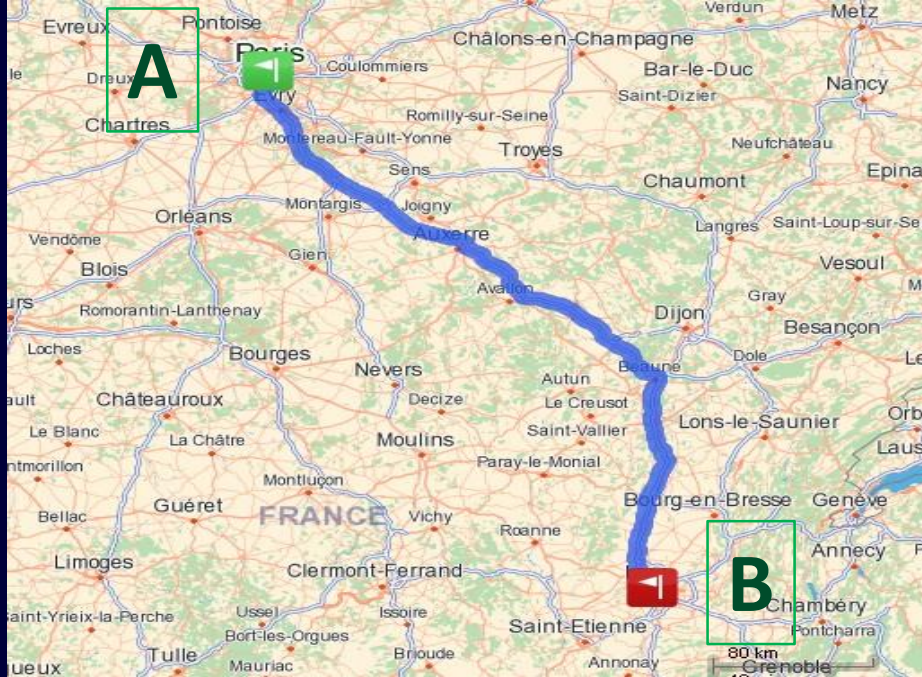


# Project: getting from A to B



- How do we get there?
- What does it require?
- How long will it take?
- How much will it cost?
- What are the risks?

# Project: getting from A to B



➤ How do we get there?

➤ What does it require?

➤ How long will it take?

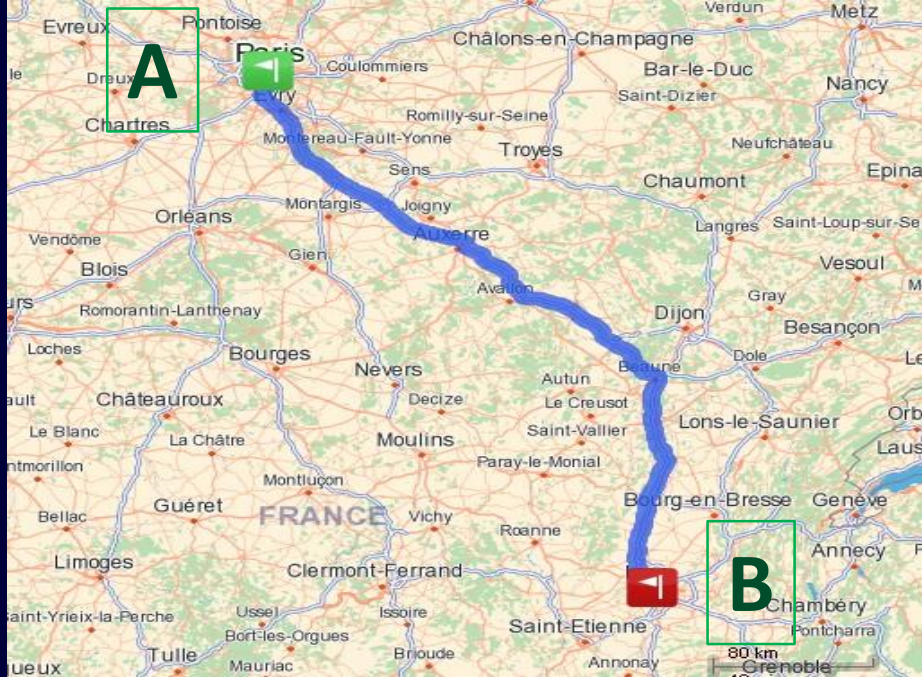
➤ How much will it cost?

➤ What are the risks?

➤ How should the project be executed, monitored & controlled?

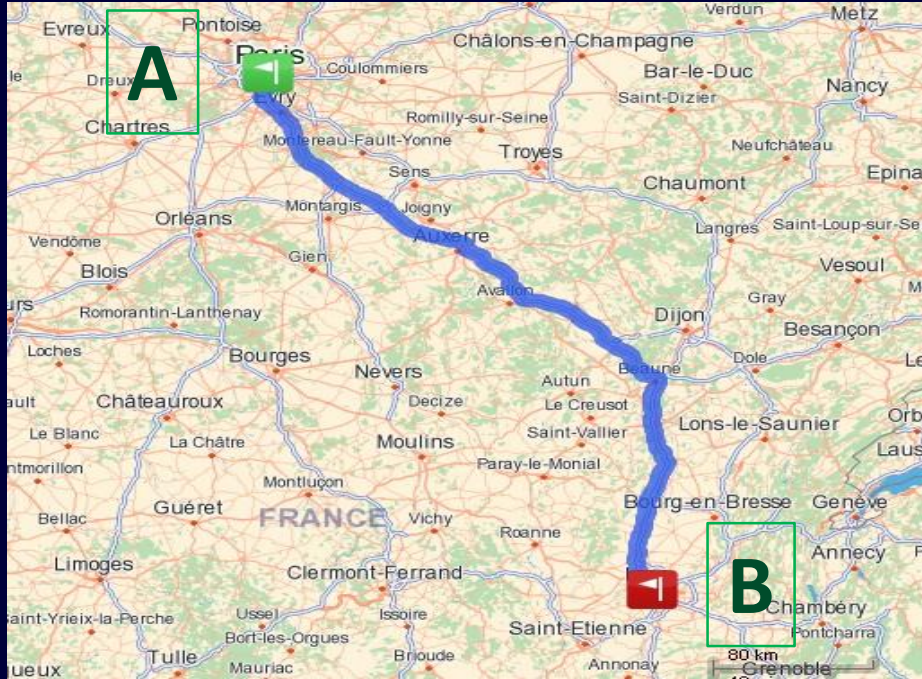


# Project: getting from A to B



➤ Do it!

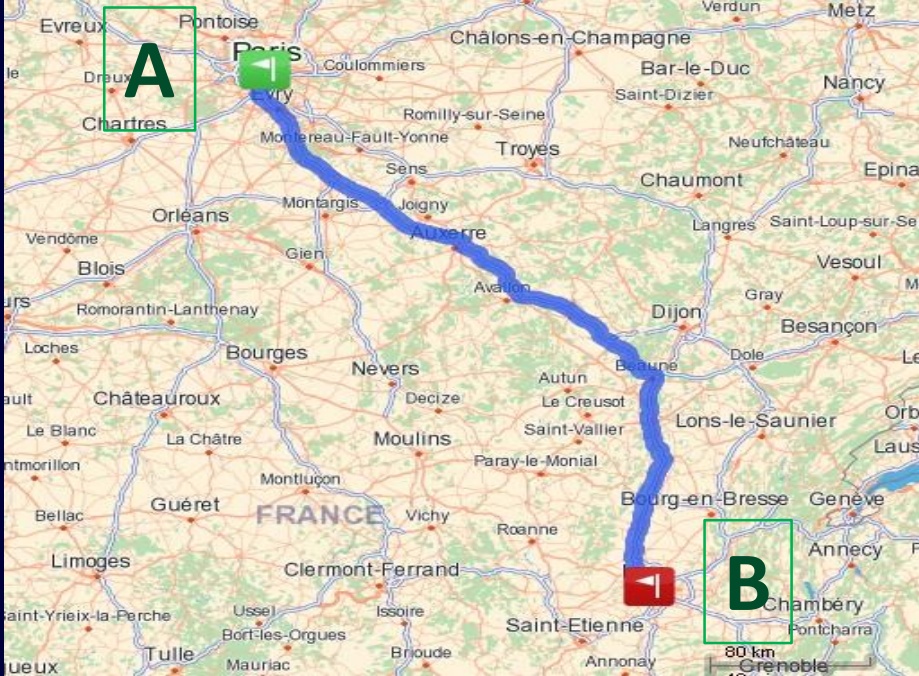
# Project: getting from A to B



➤ Do it!

➤ Make sure you do it right!

# Project: getting from A to B



- Do it!
- Make sure you do it right!
- Report back regularly!

# Project Management

## Characteristic features of a project

- **are unique in nature,**
- **have a clearly-defined timescale,**
- **have a specific, limited and approved budget,**
- **have well-identified resources,**
- **involve an element of risk,**
- **are usually intended to achieve beneficial change.**



## Result of a project

- **The result (outcome) of a project is generally something new (product, service, system...).**
- **A project may be simple or complex, short or long.**
- **Whatever its characteristics, a project needs to be managed in order to produce the expected result.**





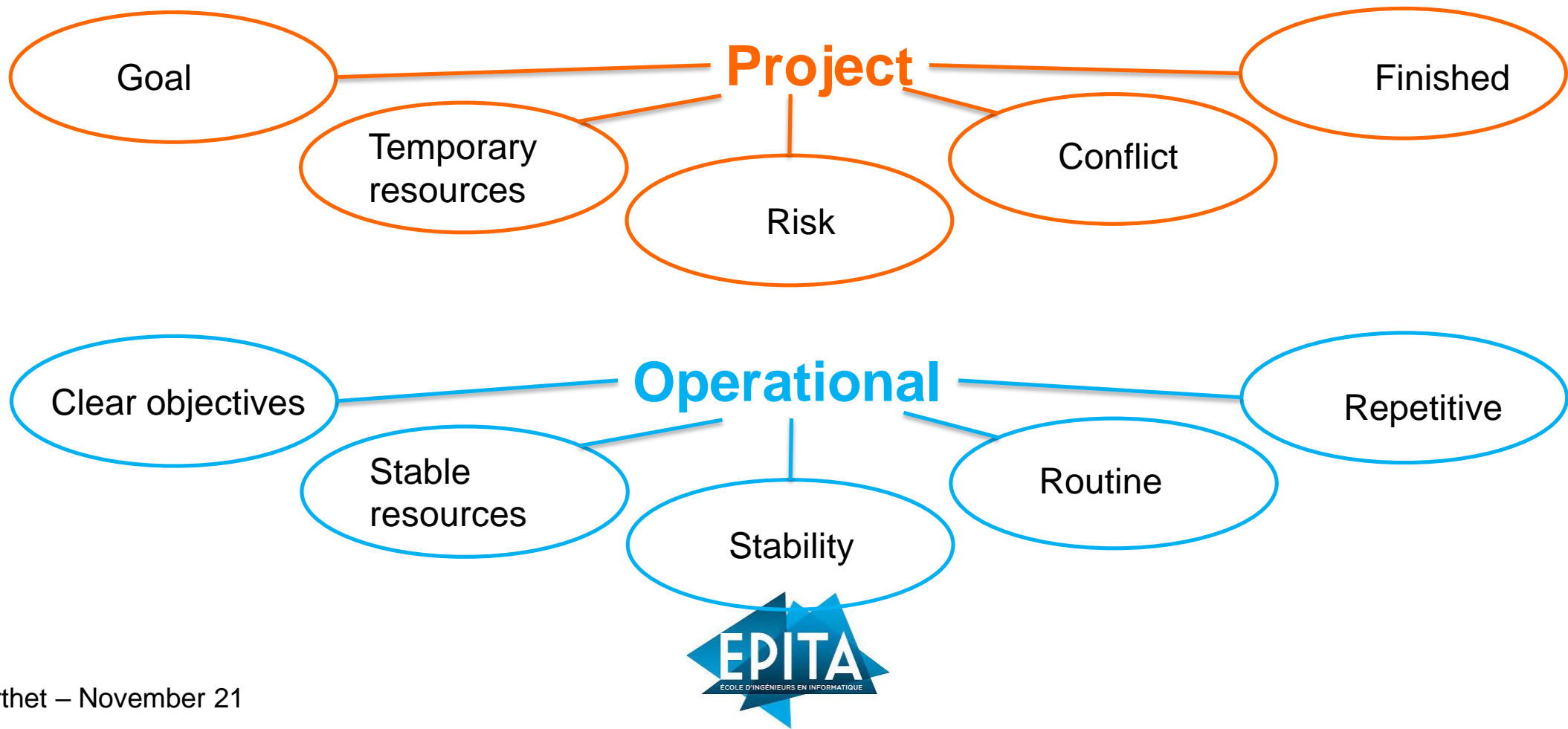
# Project Management

## Project versus Operational



# Project Management

## Why is a project different ?



# Project Management

## What is project management?

- **Project management is the application of knowledge, skills, tools and techniques to manage project activities to meet project requirements.**
- **Project management is the discipline of planning, organizing and managing resources to achieve the specific project objectives.**





# Project Management

## The objective of project management

- **To ensure the completion of a project in compliance with the agreed scope, schedule, budget and quality requirements, in order to meet customer expectations.**



# Project Management

## **Exercise : Identify the projects slide 13**

- 1. Building of a new house**
- 2. Implementation of the new payroll software**
- 3. A movie's making**
- 4. Increase sales compared to last year**
- 5. Installation of new machines to modernize a plant**
- 6. New marketing campaign**
- 7. Operation of a customer service desk**
- 8. Implementation of a new software solution for a customer service**
- 9. Production of pharmaceutical drugs**
- 10. Maintenance of an electrical production unit**



# Project Management

**1,2,3,5 et 8**

- 1. Building of a new house**
- 2. Implementation of the new payroll software**
- 3. A movie's making**
- 4. Increase sales compared to last year**
- 5. Installation of new machines to modernize a plant**
- 6. New marketing campaign**
- 7. Operation of a customer service desk**
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# Project Management

## La gestion de projet dans le monde PMI Organisation

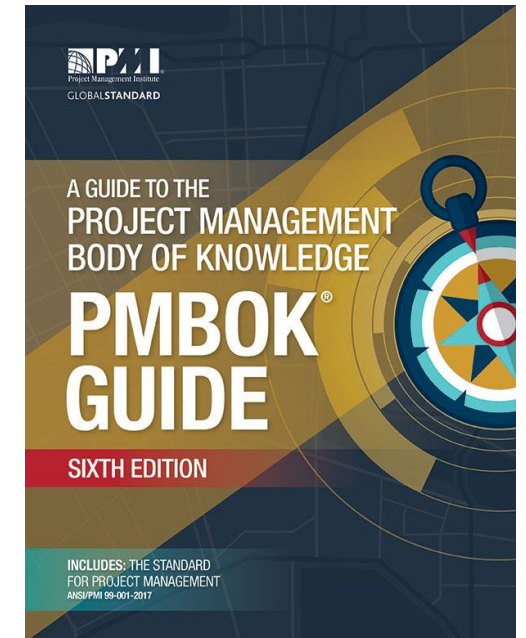
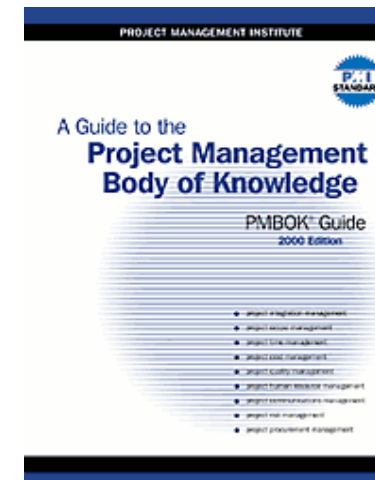
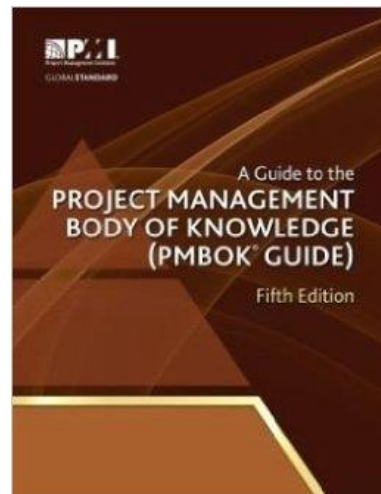
- **Project Management Institute (PMI)**
  - **Fondé en 1969**
  - **Association professionnelle sans but lucratif**
  - **Plus de 700 000 membres à travers le monde répartis dans 175 pays**
  - **Plus de 260 000 chefs de projets certifiés**
- **PMI élabore et publie des standards relatifs à la gestion de projet et propose différentes certifications dans ce domaine la plus connu étant la certification PMP**
- **Le PMI édite le PMBoK : Project Management Body of Knowledge qui est la Bible en gestion de projet**



# Project Management

## Standards et normes de gestion de projet

- **Guide PMBOK est une norme mondiale qui fournit :**
  - la structure de base pour la gestion de projet
  - la compréhension de l'environnement dans lequel opèrent les projets
  - une vue généralisée de la façon dont différents processus de gestion de projet souvent interagissent
  - 4<sup>ème</sup> édition publiée en 2008, 5<sup>ème</sup> édition en 2013, 6<sup>ème</sup> édition en 2017



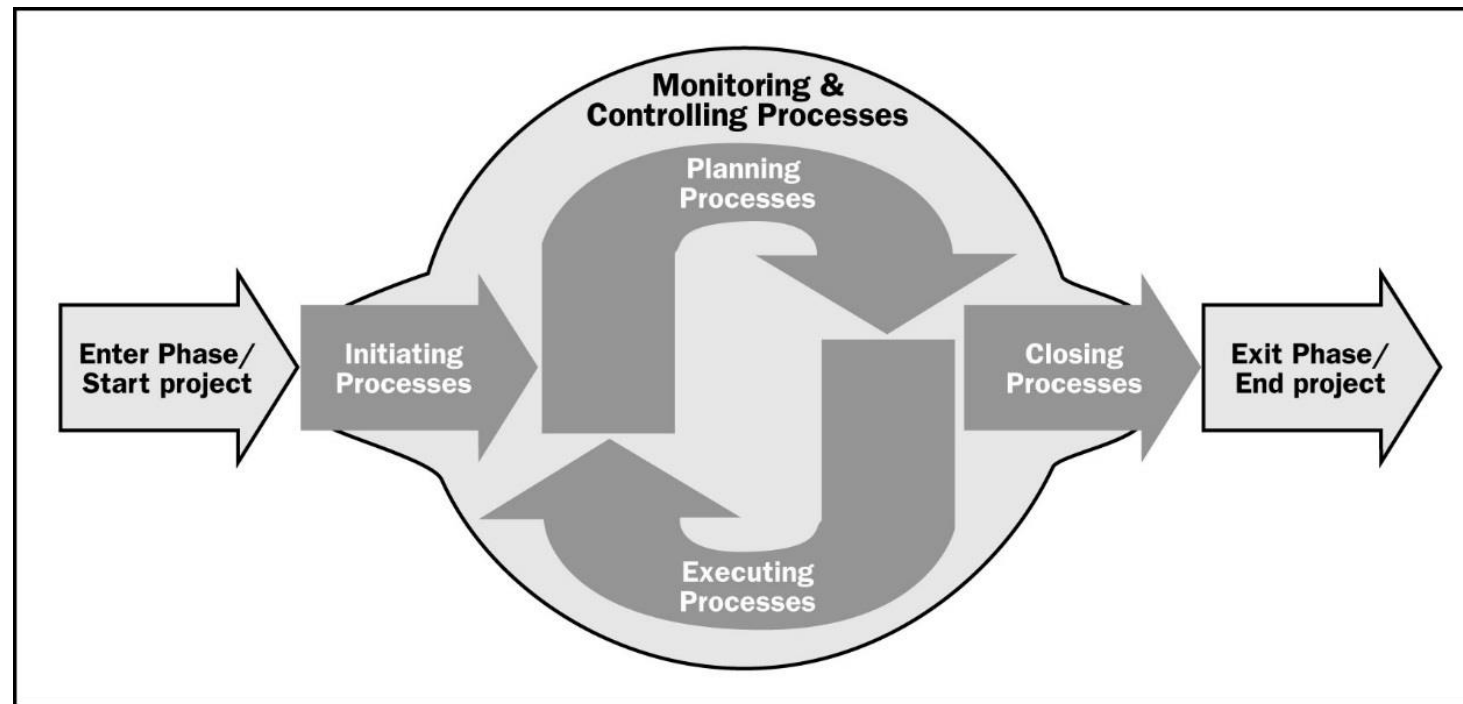
# Project Management

## The PMI Family of Credentials

	CAPM®	PMI-SP <sup>SM</sup>	PMI-RMP <sup>SM</sup>	PMP®	PgMP®
<b>Full Name</b>	Certified Associate in Project Management	PMI Scheduling Professional	PMI Risk Management Professional	Project Management Professional	Program Management Professional
<b>Project Role</b>	Contributes to project team	Develops and maintains project schedule	Assesses and identifies risks and mitigates threats and capitalizes opportunities	Leads and directs project teams	Achieves an organizational objective through defining and overseeing projects and resources
<b>Eligibility Requirements</b>	High school diploma/global equivalent <b>AND</b> <b>1,500 hours</b> experience <b>OR</b> <b>23 hours</b> pm education	High school diploma/global equivalent <b>5,000 hours</b> project scheduling experience <b>40 hours</b> project scheduling education <b>OR</b> Bachelor's degree/global equivalent <b>3,500 hours</b> project scheduling experience <b>30 hours</b> project scheduling education	High school diploma/global equivalent <b>4,500 hours</b> project risk management experience <b>40 hours</b> project risk management education <b>OR</b> Bachelor's degree/global equivalent <b>3,500 hours</b> project risk management experience <b>30 hours</b> project risk management education	High school diploma/global equivalent <b>5 years</b> project management experience <b>35 hours</b> project management education <b>OR</b> Bachelor's degree/global equivalent <b>3 years</b> project management experience <b>35 hours</b> project management education	High school diploma/global equivalent <b>4 years</b> project management experience <b>7 years</b> program management experience <b>OR</b> Bachelor's degree/global equivalent <b>4 years</b> project management experience <b>4 years</b> program management experience
<b>Steps to Obtaining Credential</b>	application process + multiple-choice exam	application process + multiple-choice exam	application process + multiple-choice exam	application process + multiple-choice exam	3 evaluations – application panel review + multiple-choice exam + multi-rater assessment
<b>Exam Information</b>	3 hours; 150 questions	3.5 hours; 170 questions	3.5 hours; 170 questions	4 hours; 200 questions	4 hours; 170 questions
<b>Fees For PMI Members</b>	US\$225	US\$520	US\$520	US\$405	US\$1500
<b>Credential Maintenance Cycles and Requirements</b>	5 years; re-exam	3 years; 30 PDUs in project scheduling	3 years; 30 PDUs in risk management	3 years; 60 PDUs	3 years; 60 PDUs

# Project Management

## Process Groups



**Figure 3-1.** Project Management Process Groups

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition. ©2008 Project Management Institute, Inc. All Rights Reserved.*





# Project Management

## Knowledge areas





# Project Management

**Project management is a matter of hands**



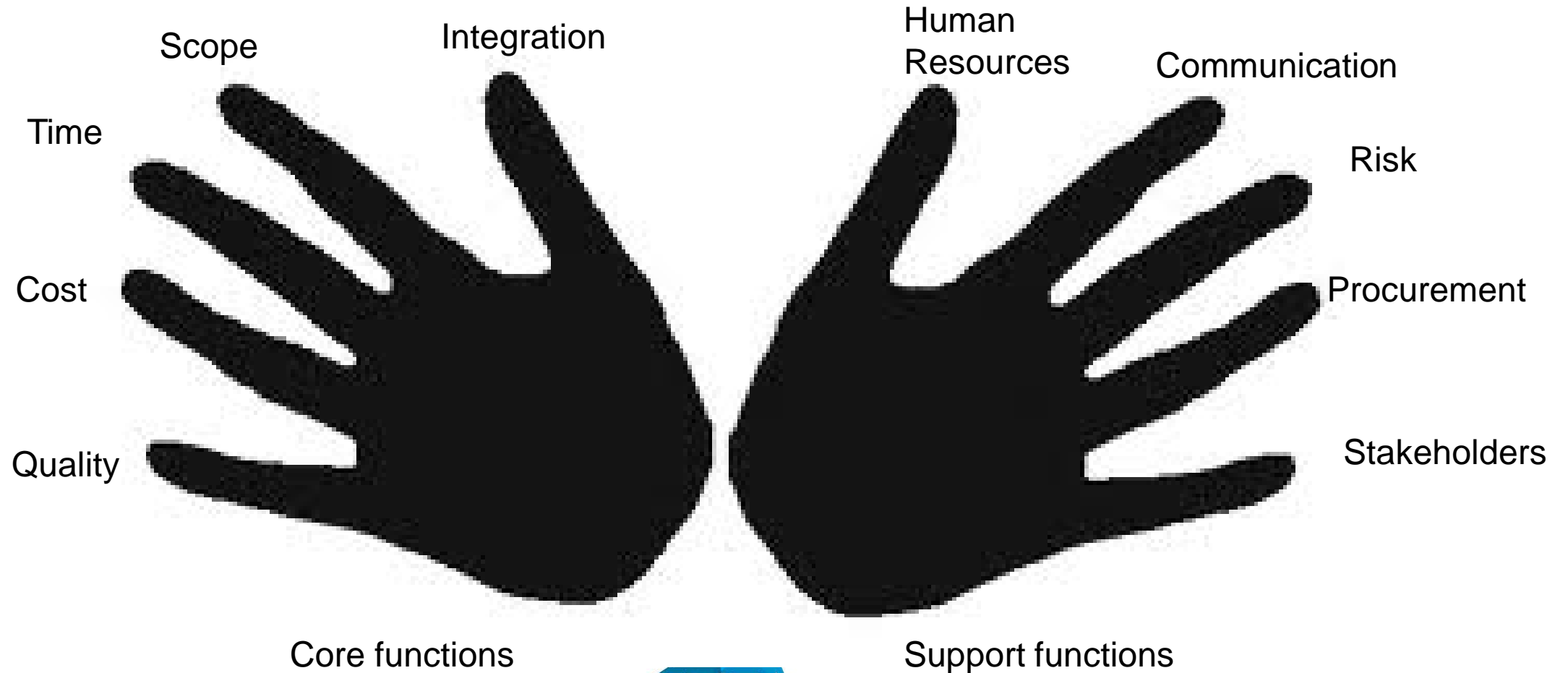
# Project Management

## The 5 process groups

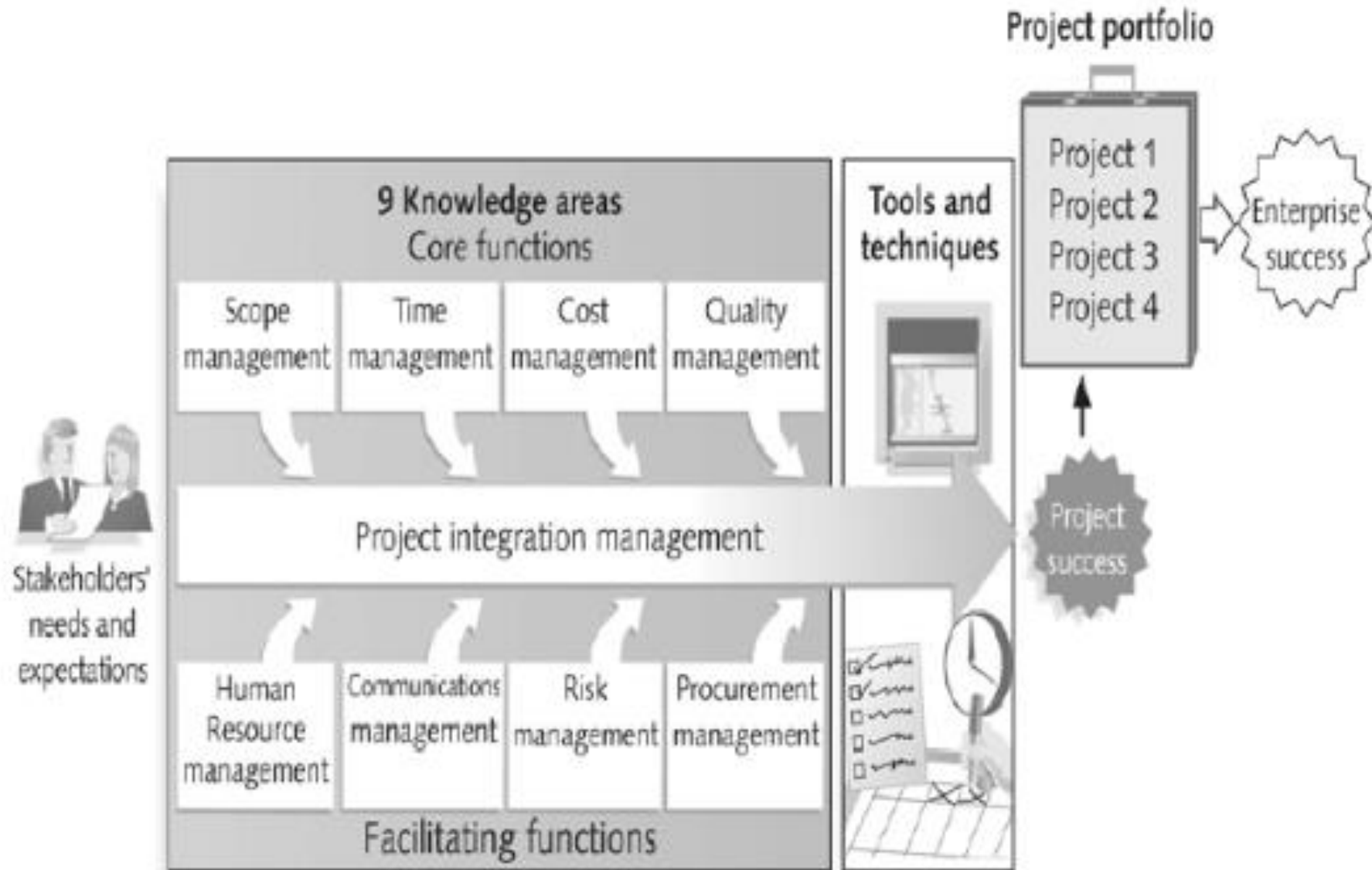


# Project Management

## The 10 knowledge areas



# Project Management

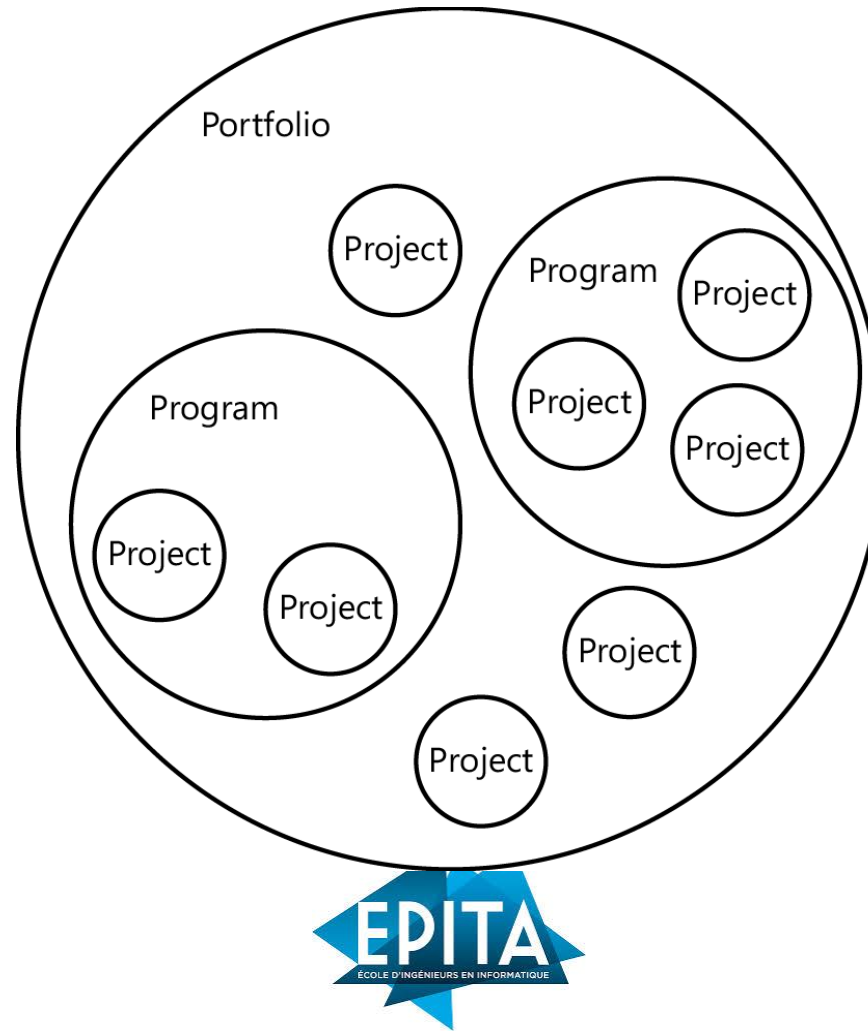


# Project Management

Knowledge Area	Initiating	Planning	Executing	Controlling	Close
Project Integration Management	Develop Project Charter Develop Preliminary Project Scope Statement	Develop Project Management Plan	Direct and Manage Project Execution	Monitor and Control Work Integrated Change Control	Close Project
Project Scope Management		Scope Planning Scope Definition Create WBS		Scope Verification Scope Control	
Project Time Management		Activity Definition Activity Sequencing Activity Resource Estimating Activity Duration Estimating Schedule Development		Schedule Control	
Project Cost Management		Cost Estimating Cost Budgeting		Cost Control	
Project Quality Management		Quality Planning	Perform Quality Assurance	Perform Quality Control	
Project HR Management		Human Resource Planning	Acquire Project Team Develop Project Team	Manage Project Team	
Project Communications Management		Communications Planning	Information Distribution	Performance Reporting Manage Stakeholders	
Project Risk Management		Risk Management Planning Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning		Risk Monitoring and Control	
Project Procurement Management		Plan Purchases and Acquisitions Plan Contracting	Request Seller Responses Select Seller	Contract Administration	Contract Closure

# Project Management

## Portfolio, Program and subproject





# Project Management

## The main reason for failing projects is the lack of project management

- 30% of projects are cancelled before being completed
- 70% of projects do not meet requirements
- 60% of projects run over budget or run behind deadline
- 40% of projects have not been correctly defined by customers and users
- 75% of projects have no management of change control nor risk management
- 95% of failures come from project management and not from technical issues



**Only 16% of projects  
achieve their objectives**

**“If you fail to plan, you are planning to fail.”**

*(si vous oubliez de planifier, vous planifiez l'insuccès)*

*Proverbe en gestion de projets du Gartner Group*



# Project Management

## The challenges

- Lack of support from management
- Lack of users participation
- Inexperienced project manager
- Unclear objectives
- Project too big, too complex
- Lack of organizational support
- Incomplete requirements and specifications
- No formal method
- Unrealistic estimates





# Project Management

## The project manager

- **Whatever its characteristics, a project needs to be managed in order to achieve the expected result.**
- **The person who manages a project is the Project Manager (“PM” ).**



# Project Management

***The art of getting things done through other people***

**L'art de faire faire les choses par d'autres personnes**

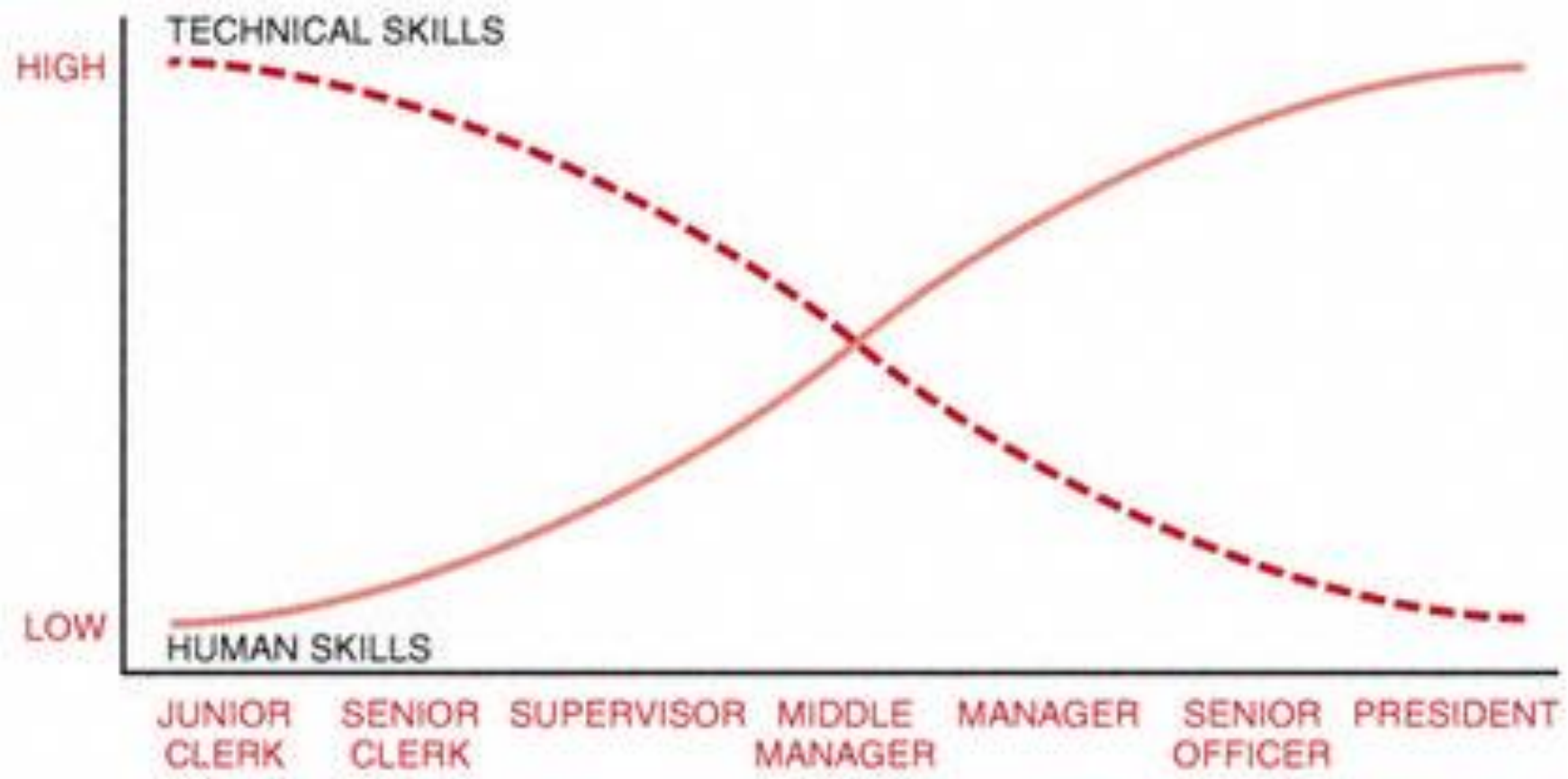


# Project Management



# Project Management

## Compétences interpersonnelles (Annexe G: PMBoK V4)



# Your basic role and goal as a PM

To make every effort, with the means at your disposal, to **achieve the set objective**:

- **successful completion of the project** in compliance with its...
  - ✓ scope
  - ✓ schedule
  - ✓ budget
  - ✓ quality requirements
- and **satisfaction of customer expectations**





# Keywords for the role of a PM

imagine  
anticipate  
devise  
evaluate  
plan

supervise  
control  
monitor  
react  
measure  
decide

manage  
head  
direct  
lead  
organize  
coordinate

negotiate  
arbitrate  
resolve

mobilize  
motivate

participate  
ensure

write  
communicate  
interface

# Project Management

## A bad project manager

- **Never comes to see you to discuss, does everything by Email**
- **Forgets the basics in the project charter**
- **Does not face problems when they are there, lets the situation get worse**
- **Does not protect the project team: directly sends stress back to his team**
- **Rejects responsibility on others when there is a problem**
- **Does not anticipate anything and comes to see you at the last minute just to "make a small change" and sends you 2 pages to treat**
- **Is not precise about the deadlines and the deliverables to produce**



# Project Management

## A good project manager

- **Is in the exchange and listening**
- **Understands that a project is people management and not just a to-do list**
- **Defines tasks and prioritize**
- **Adopts a problem solving attitude**
- **Facilitates the work of all interlocutors**
- **Can motivate the project teams when it is necessary**
- **Can be firm at some key moments**
- **Know how to build trust with the team**



# Project Management

## Five Ways to Describe a PM

Here are a number of ways to describe a project manager using some unconventional terms.

- **Plain Talker (communicate clearly)**
- **Risk Averter (manage risk)**
- **Obstacle Remover (manage issues)**
- **Morale Builder (manage staff)**
- **Bottom Line-er (manage schedule and budget performance)**

What do you get when you focus on the meat and potatoes of these five main responsibilities of a Project Manager? You become a plain talking, risk averting, obstacle removing, morale building, bottom line-er Project Manager! Who wouldn't want to have someone like that heading up their next project?



# Being a team leader (1)



S. Adams E-Mail: SCOTTADAMS@AOL.COM



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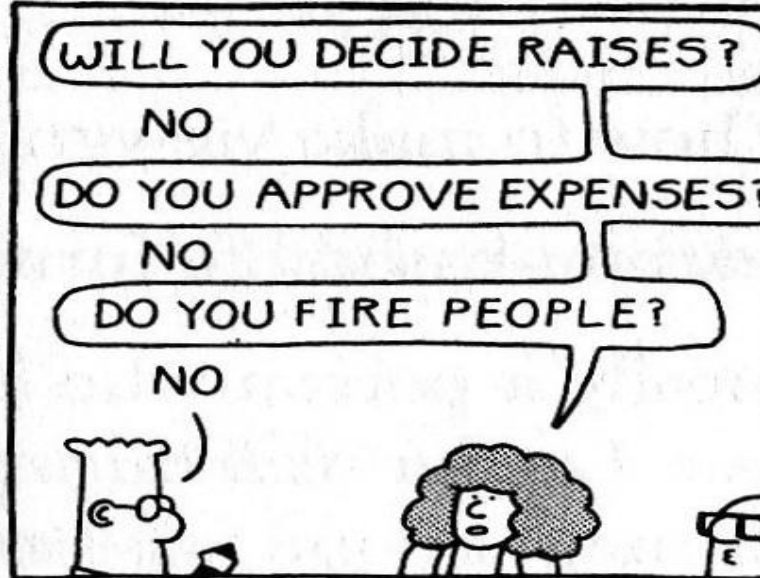




## Being a team leader (2)



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## Sources and Bibliography

- **A Guide to the Project Management Body of Knowledge ( PMBOK® Guide )—Fifth Edition**
- **PMP Training kit , Sean Whitaker , Microsoft © 2012**
- **Le Management de Projet, Mohammed Saad**
- **Cours de gestion de projet, Michel Emery**
- **Project Management cases studies, Harold Kerzner**
- **S'entraîner au management de projet, Gerard Herniaux, Insep Editions**
- **Project 2013, Guide pratique pour les chefs de projet , Vincent Capitaine, Dunod**