

# Project Management Workbook

This material will introduce you to general terms and concepts associated with project management. When you begin working for a specific organization, you will likely find that these terms and the way they are used may be different at your organization.

## Defining PM

Defining what constitutes a project	
Greenfield	
Brownfield	
Project Management	

## Project Management Result Keywords

Project Manager		
Project Charter		
Project Schedule		
Gantt Chart		

## Planning

1. Determining the viability of the proposal. Will the final product create enough value to pay for the project costs; and give the organization enough benefit (ROI) to make the effort worthwhile?
2. Get Project Charter signed off to have organizational commitment to support and pay for the project.
3. Plan out project activities. Ensure that the project is going to be controllable.

## Execution

1. Collect and plan specific requirements to understand the deliverable.
2. Determine and acquire resources (skill sets) needed to accomplish delivery.
3. Create a schematic or blueprint to detail the build.
4. Perform the work necessary to create a product or prototype.
5. Perform all testing to validate that the deliverable meets the quality and functionality requirements of the customer.
6. Perform testing to validate that introduction of this new product into the environment will not cause harm to the environment or other existing products.
7. Ensure that customers/users are prepared to receive this product (training, user manuals, documentation).
8. Provide a knowledge transfer plan for implementation to execute.
9. Turn over all implementable components to the release process.

## Implementation

1. Perform all activities necessary to place the product into the live environment.
2. Execute a Knowledge transfer plan to ensure support personnel are ready to support the end customer.
3. Notify the customer/user community as to the availability of the new product or service.
4. Provide support to operations staff and user community as the service is hooked up for actual usage.

## Closure

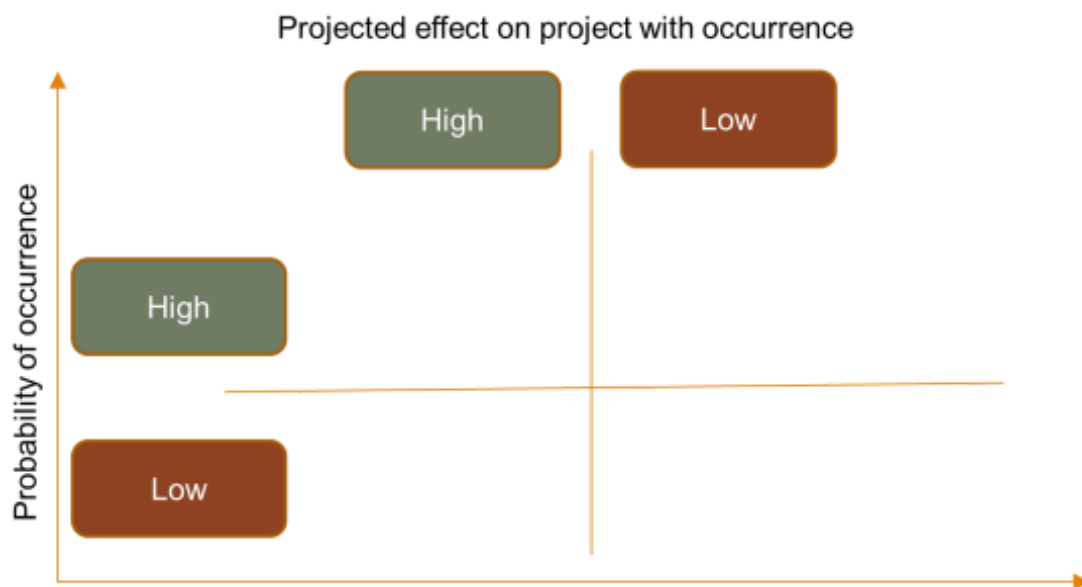
1. Finalize documentation for future needs.
2. Pay all outstanding invoices.
3. Validate customer acceptance and satisfaction.
4. Perform any additional activities required to close-out the project.

## 9 Areas of Attention

Scope	
Schedule	
Cost	
Quality	
Risks	
Issues	
Stakeholders	
Administration	
Approvals	



## Assessing the Importance of a Risk



Mitigation Strategy	
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# Risk Register

Database or document that contains details of project risks

Control #	Date Raised	Description	Impact on occurrence	Likelihood of occurrence	Mitigation Strategy	Owner	Status Open/On Hold/Closed
001	10/12/22	Town council may require some changes to bridge design	High - Delays	Low - no issue in past bridge projects	<ul style="list-style-type: none"> <li>Engage with council early.</li> <li>Request same design standards.</li> <li>If occurs, require a contract extension.</li> </ul>	Joe Smith	Open

Required

20 most common risk categories of which to be aware. When one of these categories is identified as being active, you should determine a mitigation strategy as soon as possible.

1. Purchase and Need not well-defined.
2. Incomplete project design and deliverable definition.
3. Difficulty in defining and understanding project schedules.
4. Risk related to budget.
5. Resistance to change.
6. Risks related to resources.
7. Lack of control over staff priorities.
8. Risk factors related to disputes.
9. Unplanned work risk.
10. Communication issues.
11. Risk related to errors.
12. Escalating project conflicts not reported in a timely manner.
13. Delay in projects.
14. Increased workload due to policy changes, direction or statutes.
15. Health and safety.
16. Change in exchange rates.
17. Quality-related risk.
18. Resource supplier's risk.
19. Risk related to partners.
20. Market-based risk.

# Issue Register

Database or document that contains details of issues.

No.	Issue Title	Issue Description	Reported On	Reported By	Owner	Severity	Priority	Status	Comments
1	Code Module Issue	An issue with code module was recently identified. The user is not able to make changes to the rates.	25-02-2015	Neel	Julie	Low	High	New	SRW 07-Feb : New Issue logged today.
2	User Access Issue	Some of the users are not able to login.	23-03-2015	Swapnil	Kamel	High	Urgent	WIP	SRW 25-Mar : Issue is affecting service levels.
3	Server Memory Issue	One of the server mems(013) has memory issues and needs to be looked at. This memory issue is causing a performance issue with the application.	26-03-2015	Jack	Cathy	Medium	High	Closed	
4	User Interface Issue	Users are not able to make changes to certain fields when updating.	01-04-2015	Sam	Julie	Low	Medium	OnHold	SRW 05-Apr : On Hold due to business confirmation.
5	Spelling Error	One of the fields has a spelling error.	02-04-2015	Neel	Jim	Critical	Low	New	SRW 04-Apr : New Issue.

Can a risk also be an issue at the same time? \_\_\_\_\_

Can this be listed in both the risk register and issue register at the same time? \_\_\_\_\_

Why or why not?

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## Relationship of Risk to Issue

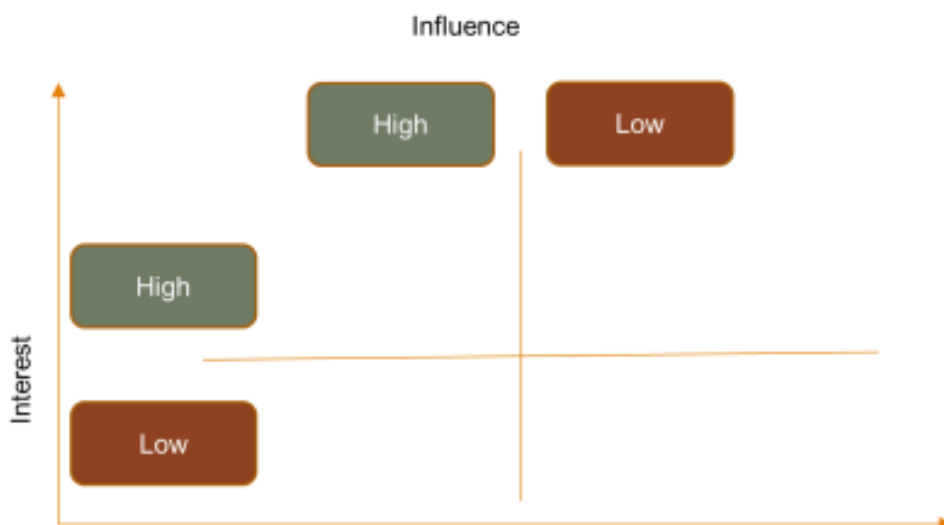


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Stakeholder	
Customer	
User	
Supplier	
Service Provider	

## Factors in determining the level of stakeholder involvement:

### Determining Stakeholder Level of Involvement







RACI Usage	
R—	
A—	
C—	
I—	

## RACI Example

	Director Service Management	Service Level Manager	Problem Manager	Security Manager	Procurement Manager
Activity 1	A/R	C	I	I	C
Activity 2	A	R	C	C	C
Activity 3	A/I	R		C	C
Activity 4	I	A	R	I	
Activity 5	I	R	A	R	I

What is the # 1 rule for using a RACI matrix?

## Every business looks to attain 3 things

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

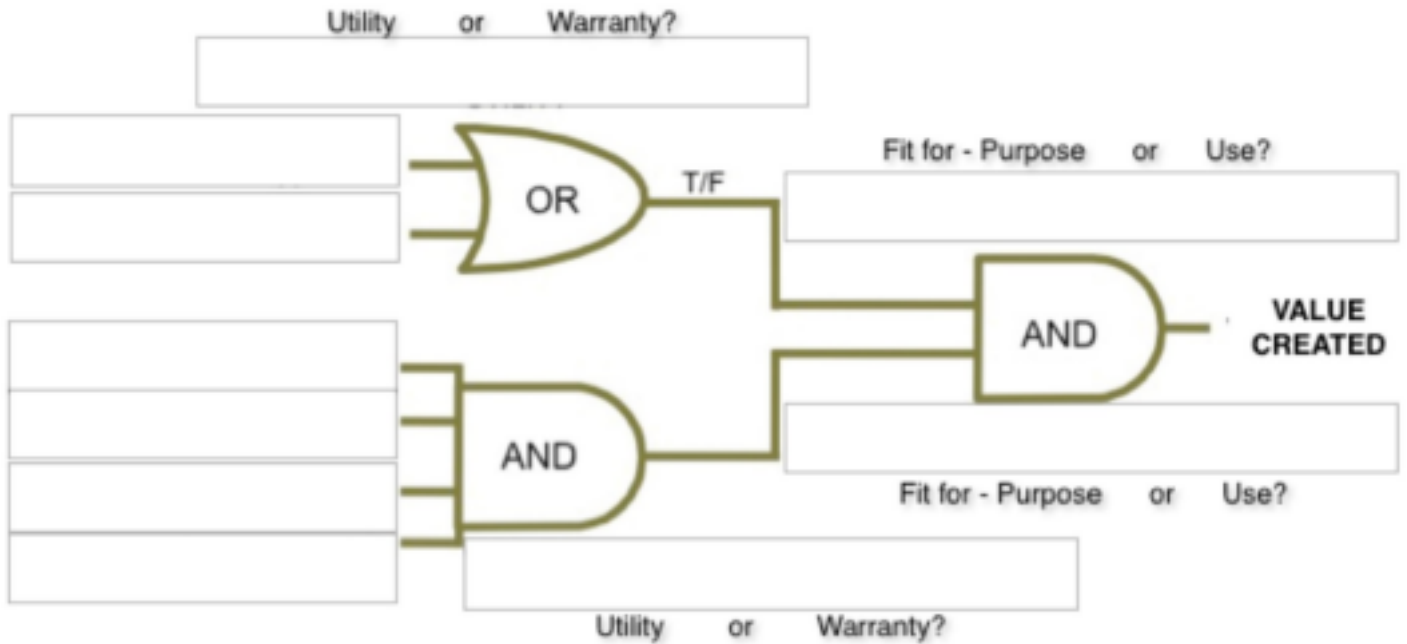
The concept of value is determined by 3 items.

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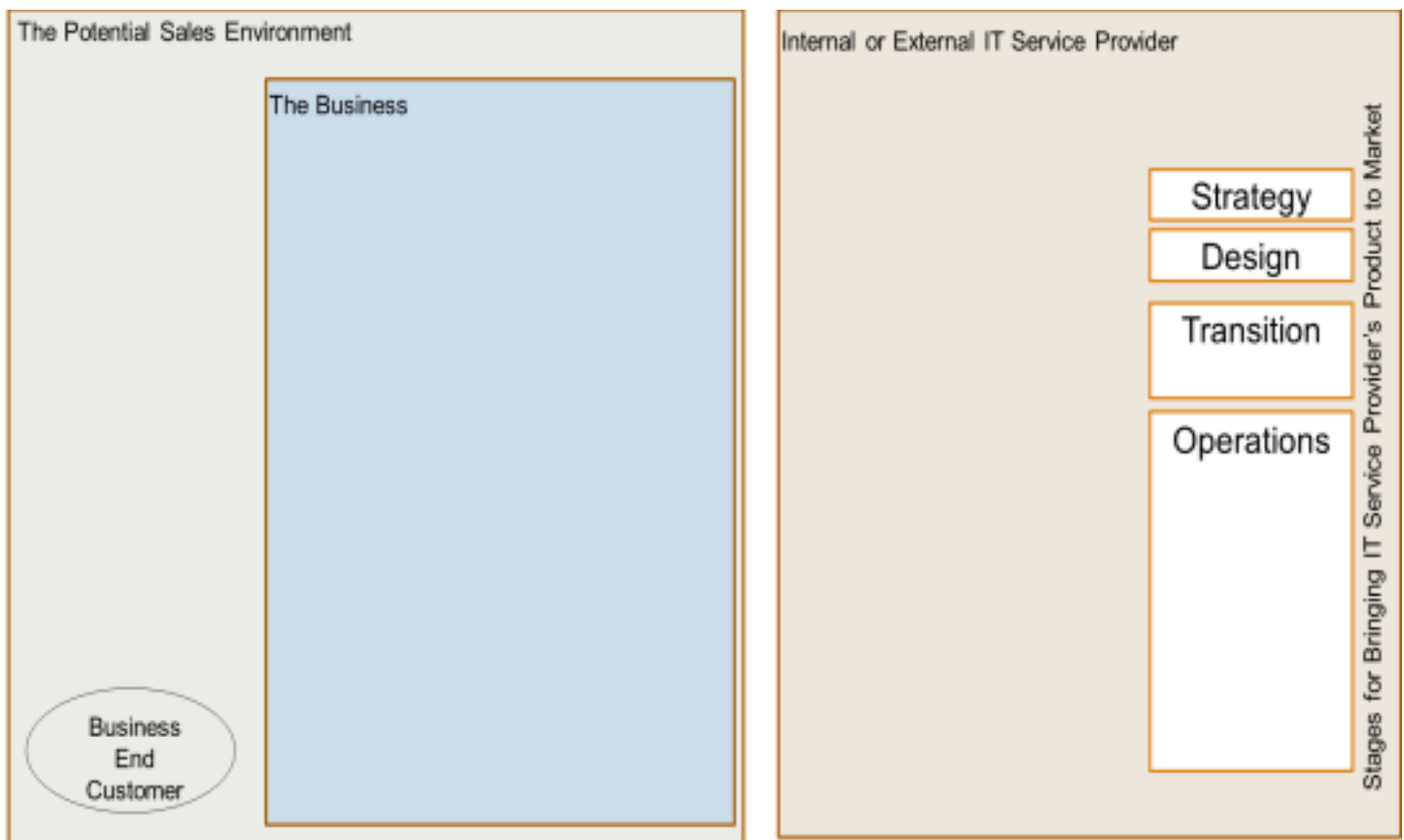
Why do we want to control the customer's perception of the value of our deliverables?

Utility		&		Warranty	
Use	Purpose	Use	Purpose	Use	Purpose

Who's opinion of value is the only opinion that matters?

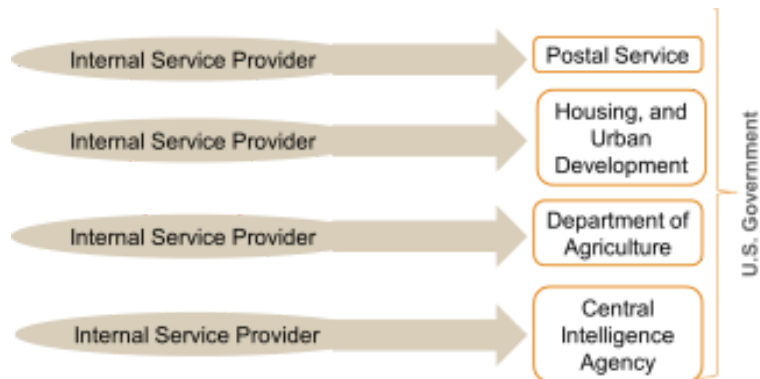


What happens when an organization fails to deliver value?

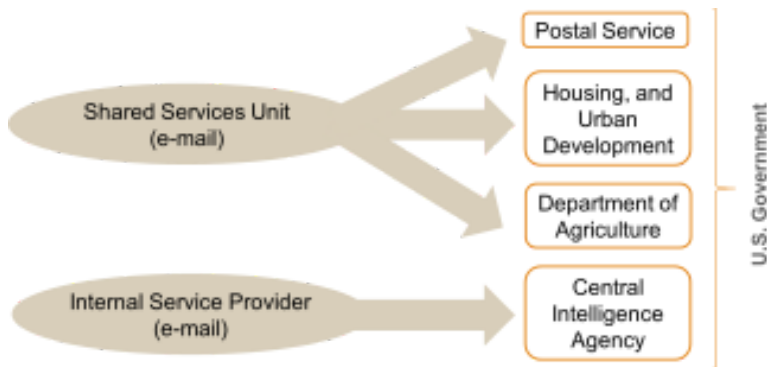


## Service Provider Types

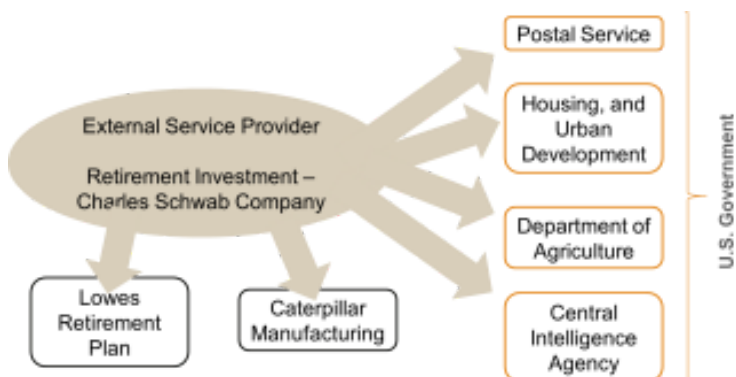
### Internal Service Provider



### Shared Services Unit



### External Service Provider





**PER SCHOLAS**

