



Project Management Training

Tagros Chemicals

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Introduction

- Name
- Role
- Challenges
- Expectations

Challenges in Tagros Project

- **Manual Reporting** (20% of PM time goes in reporting to management and management is not satisfied with reports)
- **Critical path** is not documented & managed
- **Resources assignment** for project activities is not documented & communicated
- **Lessons learned** & Estimation are not consolidated and used.
- Real time **project progress** is not known
- **Earned value** of the work at any point of time is not known
- **KPI** to compare various project's performance is not established
- Resource **planning/loading/levelling** is not proper
- **Risk Management Framework** is not in place
- **Historical data is not used** in Estimation of resources/durations/costs
- **Work-flow** of designing and planning processes is required
- **Quality management metrics** are not in place
- **Quality Policy** is not driving daily decision making of any project

Themes

Day 1 : General Understanding

Day 2 : Planning

Day 3 : Managing

Day 4 : Governance

Day 5 : Closing

General Understanding

1. Some Important Definitions Related to Project Management
2. Process Groups & Level of Activities
3. Organization Types & Project Success
4. Project Success Criteria
5. Typical Costing and Staffing Across PLC
6. Cost of Change & Degree of Risk
7. Project Initiation & Exercises of the day

Some Important Definitions

1. Project, Program, Portfolio and Interdependencies
2. Project Left Cycle: Phases, Milestones, Deliverables
3. Project Boundary
4. Project Constraints
5. Project Management Office
6. Project Management Methodologies

Project & Operations

	Project	Operations
Duration	Has start and end date	Has only start date
Output	Unique Product/Service/Result or some Uniqueness	Standard
Team	Heterogeneous	Homogeneous
Requirements	Progressive Elaboration	Known in Advance
Resources	Hired Temporarily and Released Based on the Need	Permanent
Risk	Relatively High	Relatively Less
Dependencies	Critical Path	Managed Differently
Change	Catalyst of Change	Maintain Status Quo
Charter	Permanent	Semi-Permanent

Project Management

The application of **knowledge, skills, tools** and **techniques** to perform project activities in order to **meet the project objectives**

Program Management

- Managing multiple related projects which cannot give you the benefits if you manage these project individually
- Benefit driven not the delivery driven
- Has longer life than projects and interacts with operations on periodic basis to know whether existing project within the program will help in getting program benefits or not.

Strategic Drivers

Example

- In next 5 year be number one global supplier of ABC product
- In next 5 year be largest manufacturer of XYZ in the World.

Business Drivers are..

- That reflect the **performance and progress** of your business.
- Are **measurable**.
- Can be **compared** to a standard, such as a budget or last year's figures, or an industry average.
- Can be **acted** upon

PMCA

Business Drivers

Which drives the business. Example:

- Sales
- Cost
- Cash Flow
- Margins

Portfolio Management

- Collection of projects or programs and other work
- To facilitate effective strategic business objective (mission and vision) of an organization
- Makes financial decision about projects & programs
- Project/Program prioritization & selection
- Provides business justification of the project/program to the BOD

Project Left Cycle

- Phases
- Milestones
- Deliverables
- Activities

Project Phases

- ✓ Projects are divided into phases where extra control is required to effectively manage the completion of the major deliverables
- ✓ Collectively, the project phases put together is known as **Project life cycle**
- ✓ Each phase is marked by one or more tangible verification work product
- ✓ The conclusion of a project phase is generally marked by a review
- ✓ The phase end points are referred to as phase exits, milestones, phase gates, decision gates, stage gates or kill points
- ✓ Starting a phase before approval of deliverables of a previous phase is called Fast Tracking

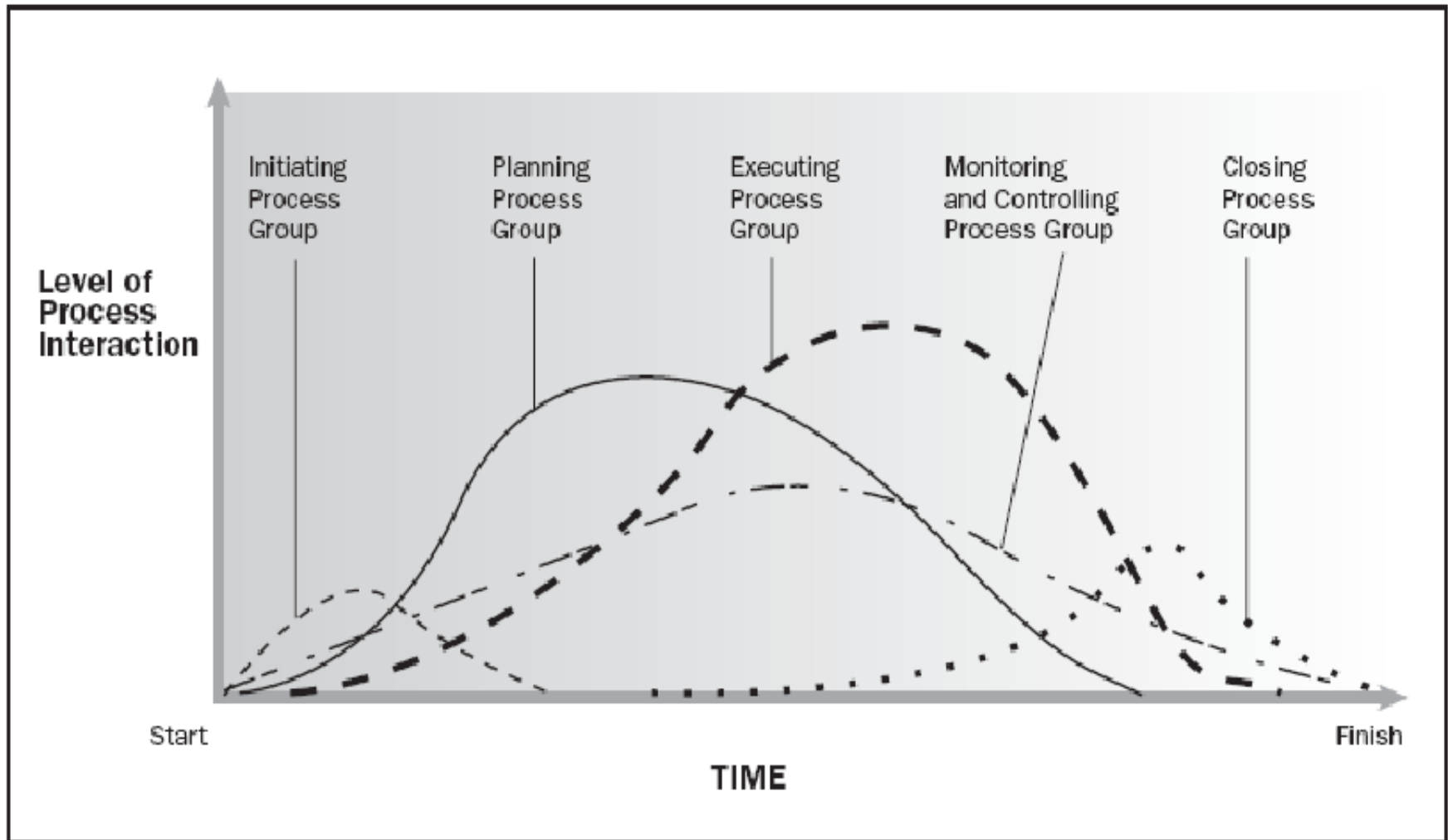
Project Management Methodologies

- Waterfall
- Agile
- Scrum
- RAD
- PRINC2
- Kanban
- Six Sigma
- DMAIC

Project Management Office

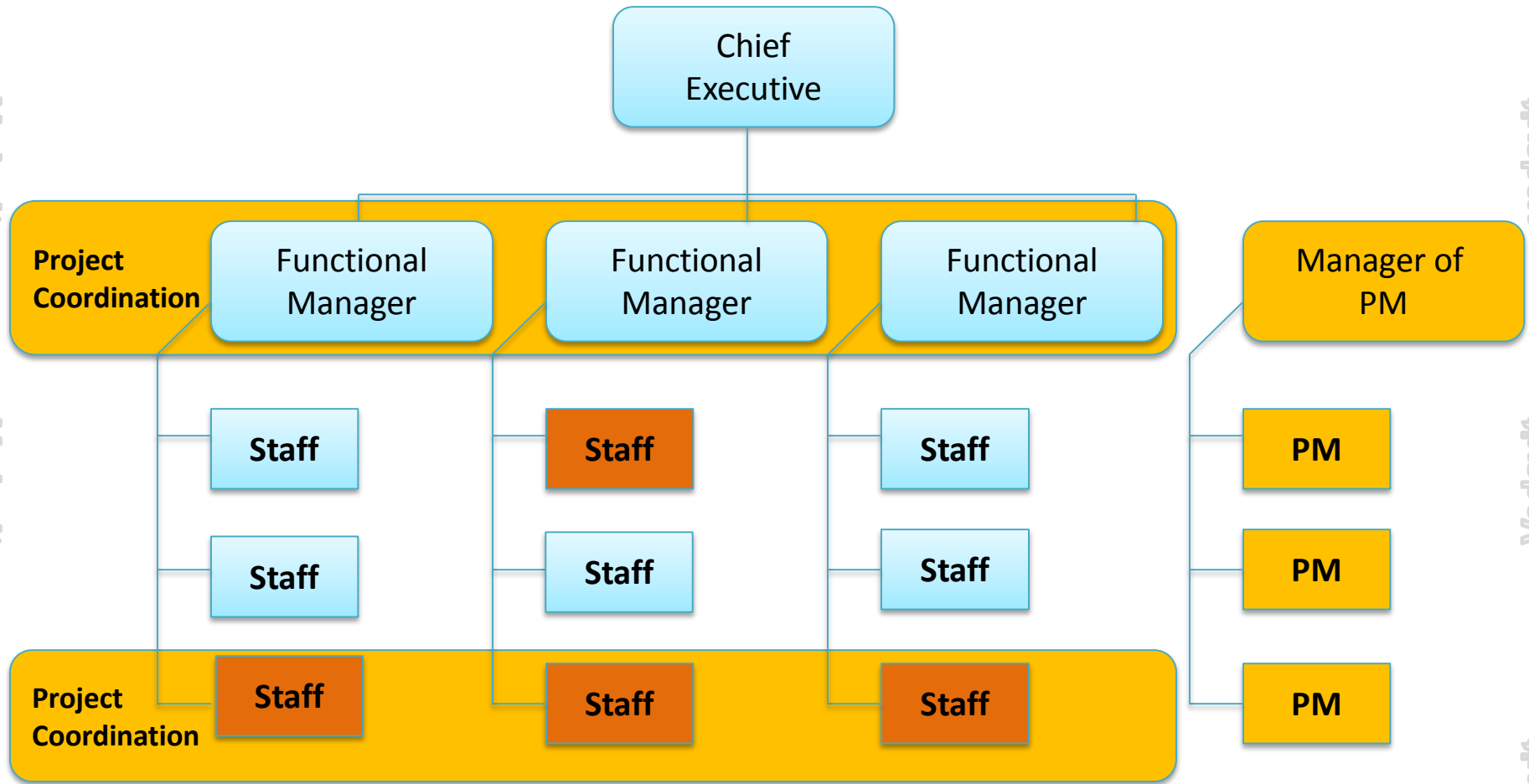
- ✓ Managing **shared resources** across all project administered by PMO
- ✓ Identifying and developing project management **methodology, best practices** and standards
- ✓ **Coaching, mentoring, training** and oversight
- ✓ Monitoring **compliance** with project management standards, policies, procedures and templates via project audits
- ✓ Developing and managing project **policies, procedures, templates** and other shared documentation (organizational process assets), and
- ✓ **Coordinating** communication across projects

Process Groups & Level of Activities



Source PMBOK Guide Version 5.0

Organization Types & Project Success



1. Project Manager Authority

2. Project Budget Control

3. PM Admin Staff

4. Resource Availability

5. PM Role

Project Boundary

- Limits the scope
- Helps in change control
- Aligned with project objective
- Part of Project Scope Statement
- **Example :**
 - This project will affect Bangalore operations only. All other locations are out of scope.
 - We will deliver our solution to the Finance and HR departments. All other departments are out of scope.

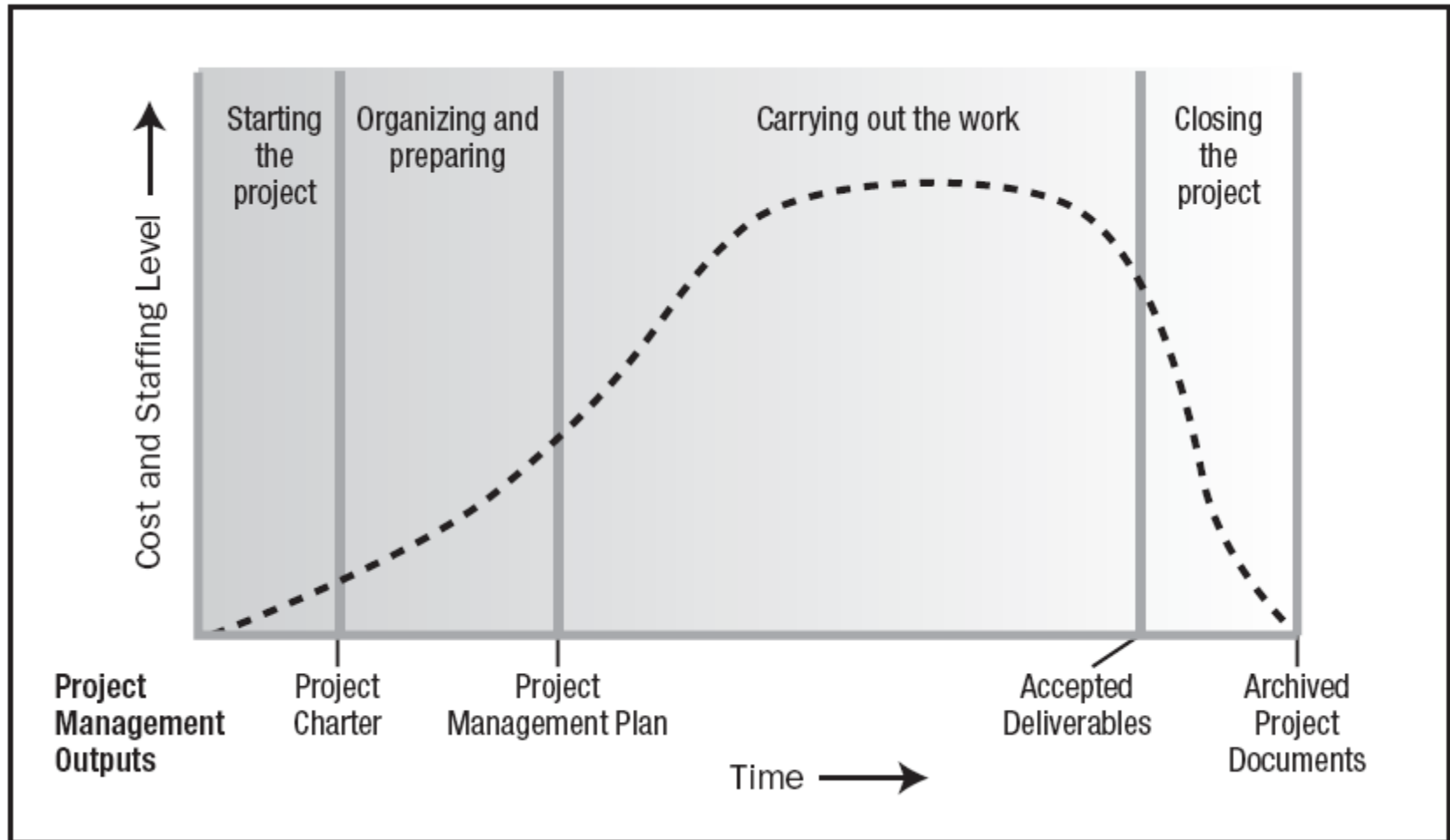
Project Constraints



Project Success Criteria

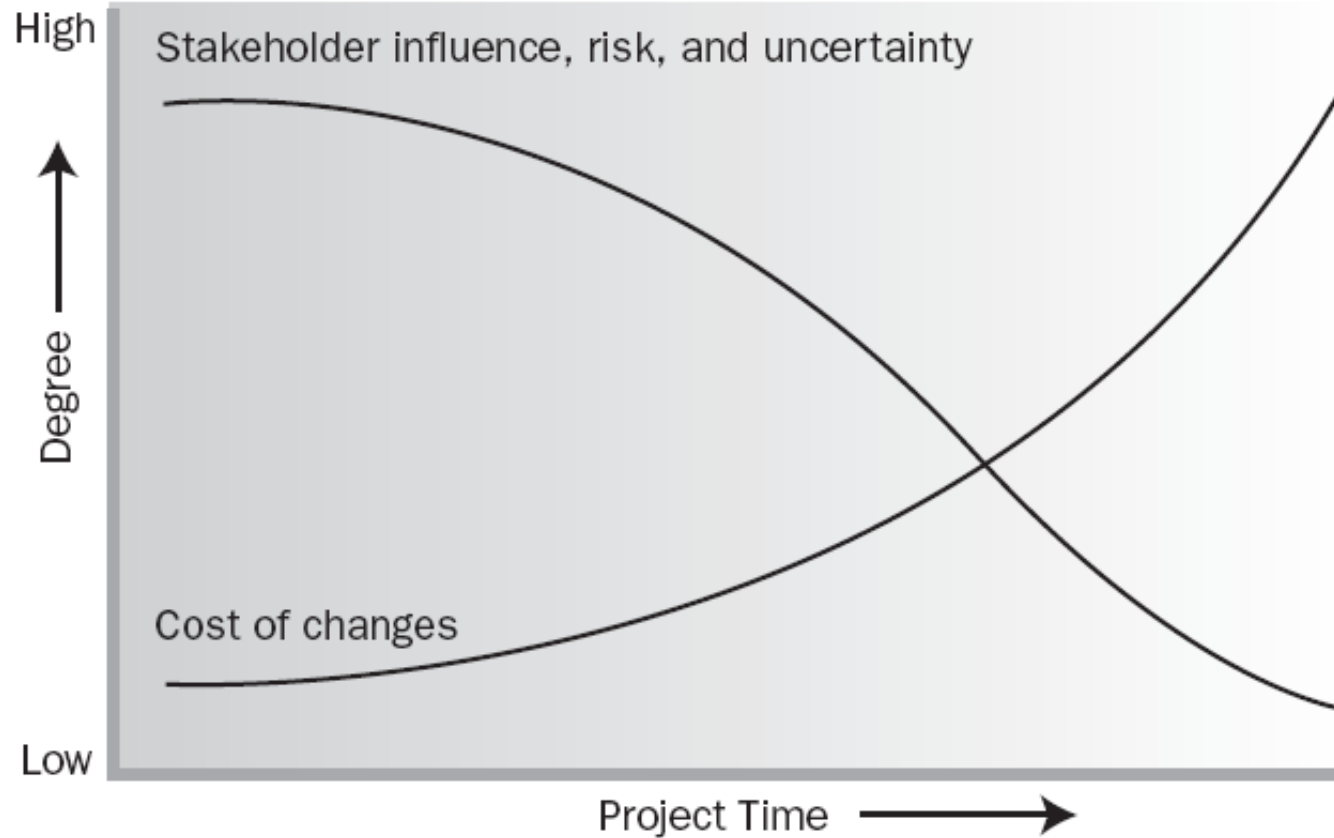
- Related to Project
 - Timely Delivery
 - Features & Functions Delivered
 - Delivery within agreed budget
 - Quality
 - Risk Management
 - Issues & Escalations
- Related to Project's Product
 - Business Value Addition
 - Efficiency/Productivity Improvement Due to Project's Product

Typical Costing & Staffing across PLC



Source PMBOK Guide Version 5.0

Cost of Change & Degree of Risk



Source PMBOK Guide Version 5.0

Project Initiation & Exercises

1. Organization Process Assets
2. Enterprise Environmental Factors
3. Stakeholders Management
4. Project Manager: Skills, R&R, Authority
5. Project Charter

Organization Process Assets

Knowledge base of the organization which helps you doing business in a better way.

- Processes, Templates, Guidelines, Standards, Checklists, Forms, Procedures developed at organization level. *Compiled by Quality or PMO Department*
- Lessons learned from previous projects. *Documented and shared by earlier project managers.*
- Previous projects historical data available in archival. *It is provided to IT Security department by Project manager at the end of every project.*

Enterprise Environmental Factors

Constraints imposed by the enterprise(s) or environment where you are doing the business. Do not underestimate them.

- Political environment of vendor, customer, project management company or state
- Climatic conditions
- Regulatory decisions
- Skills available in market
- Attitude of people towards project, team, organization, management, customer, work etc.
- Organizational systems and policies
- Organizational culture, management, hierarchies
- Terrorism, communal sensitivity

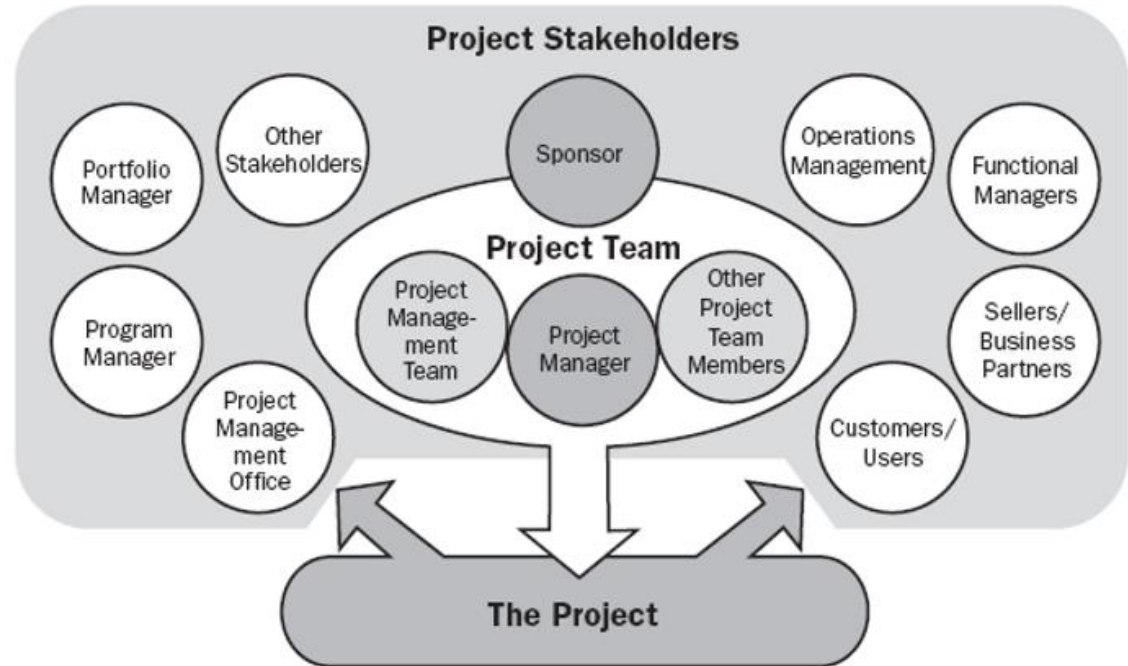
Stakeholder Management

Stakeholders

- A stakeholder is an individual, group, or organization
- Who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.
- Stakeholders may be actively involved in the project
- Stakeholders may have interests that may be positively or negatively affected by the performance or completion of the project.
- Different stakeholders may have competing expectations that might create conflicts within the project.

Stakeholders

- Product User
- Customer
- Sponsor
- PMO
- Regulators
- Government
- Local Public
- Vendors
- Local Politicians
- Management
- Quality Department
- Project Team



Stakeholder Register

- General
 - ID
 - Name
 - Role/Title
 - Organization
 - Department
 - When (Start, Phase1, Phase2, Phase3, Throughout)
 - Internal/External
 - Manager
- Contact
 - Phone
 - Email-id
 - City
- Management
 - Expectation
 - Influence
 - Interest
 - Current Position (Champion/Supporter/Neutral/Resist)
 - Needed Position
 - Personal Attributes
 - Engagement Plan

Stakeholder Analysis



Stakeholder Management Plan

- Stakeholder Name
- Engagement Approach
- Responsibility
- Accountability
- Frequency
- When
- Efforts Associated

Project Manager: Skills, R&R, Authority

On Any Project : PM Responsibilities

- Accountable
 - Communication- reviews, steering committee meetings, stakeholder identification and expectation management
 - Stakeholder Expectation Management
 - Cost optimization
 - Resource allocation, resource backup and utilization
 - Team motivation, team management, training & development, appreciation, career planning, interview
- Delegate, Assurance, Ensure through Expert's Help
 - Estimates of size, efforts & schedule
 - Risk identification, analysis, prioritization, monitoring & control
 - Scope management
 - Defect free product delivery on time within budget
 - Deliver as per contract & proposal
 - Dependency Management
 - Procure as per contract & proposal
 - Configuration management, data backup
 - Quality planning
 - Presales & proposals
 - Technical guidance to team – if team members are not available do their work (after project manager has completed his work & he has spare time)

PM Responsibilities

- **Initiating a Project**

- Project aligned with org objectives & customer needs. Understand Why?
- High-level risks, assumptions and constraints are understood
- Stakeholders identified and Profiling is done as per their need, power & interest
- Project Charter approved

- **Planning a Project**

- Project scope, schedule, budget is agreed & approved.
- Project team identified with roles and responsibilities agreed
- Communication activities agreed
- Quality management process established
- Risk response plan approved
- Integrated change control processes defined & agreed
- Procurement plan is place, approved and dependencies identified

Project Manager Responsibilities

- **Executing a Project**
 - Project scope achieved
 - Project status/progress is tracked and communicated
 - Project stakeholders expectations managed
 - Human resource, Machine & Material resources managed
 - Quality managed against plan
- **Monitoring & Controlling a Project**
 - Variances identified & RCA is performed
 - Project change management is performed systematically
 - Quality is monitored and controlled
 - Risks are monitored and controlled
 - Contract administered
- **Closing a Project**
 - Project outcomes accepted
 - Project resources released & stakeholders are communicated
 - Stakeholder perceptions measured and analyzed
 - Project formally closed
 - Documents archived, LL documented

Project Manager Skills

- Negotiate
- Influence
- Manage (Resources, Scope, Time, Cost etc.)
- Communicate
- Present
- Organize
- Lead
- Conflict Management
- Cognitive Ability
- Effectiveness
- Professionalism

Authority

- Manage through servant leadership
- Manage through referent power
- Implement decision made by stakeholders
- Make decisions & take calculated risk

Develop Project Charter

- Project Charter should be signed by Project Sponsor and handed over to PM
- Use Business Case, SOW, Agreements, Lessons Learned, EEF to make this.
- It is first and must have document of the project

Project Charter

- Objective
- High Level Scope
 - Project Boundary
 - High Level Requirements
 - High Level Deliverables
- High Level Milestones
- Assumption
- Inherent and known risks
- High Level Timeline
- High Level Budget
- Measurable Project Success Criteria
- Initial Team
- Project Start Date
- High Level Approval Requirements
- Name and Sign of Project Manager
- Name and Sign of Project Sponsor

Discussions !



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