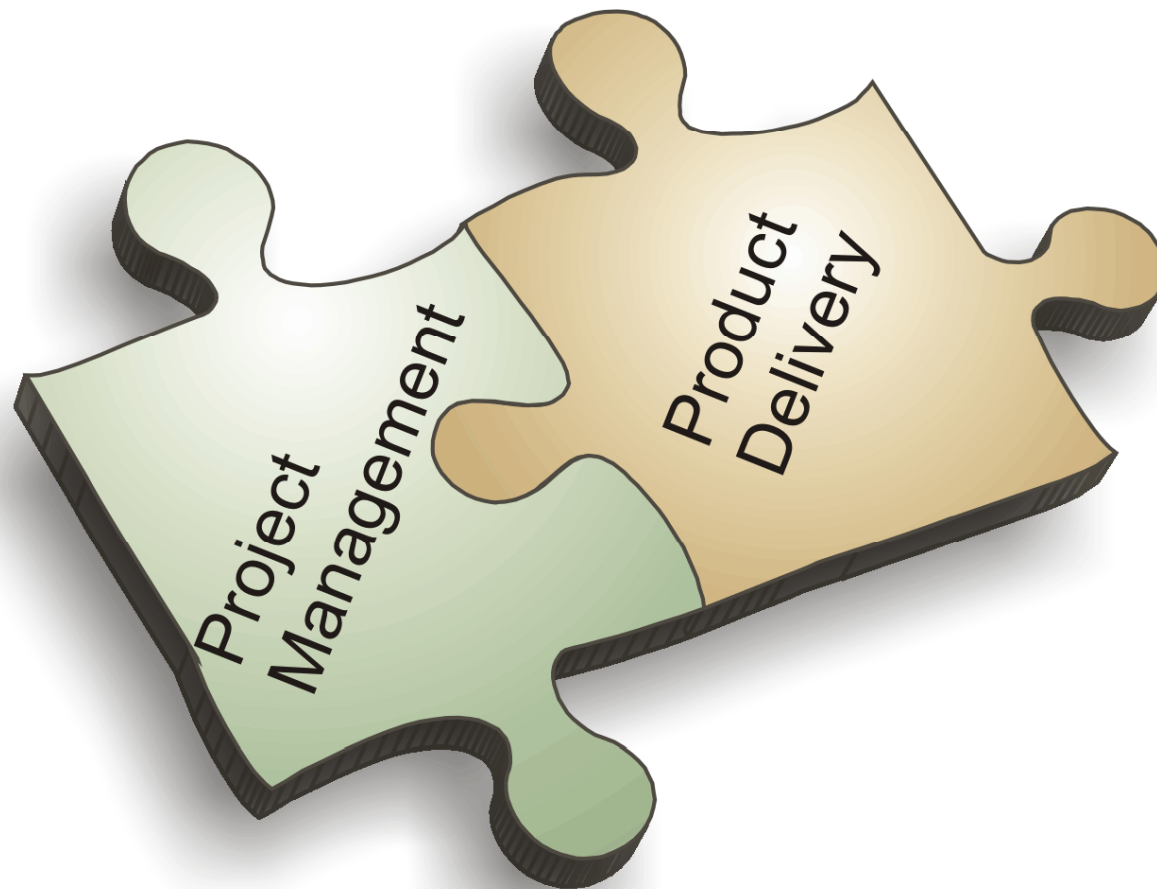




Project Framework





- ❖ Project
- ❖ Project Management
- ❖ Program Management
- ❖ Portfolio Management
- ❖ Program Management Office
- ❖ Stakeholder
- ❖ Organization Types



What is project???



Project – A temporary endeavor undertaken to create a unique product, service or result

Definition

How Temporary?

- Has a definite *beginning and end*, not an on-going effort
- *Ceases* when objectives have been attained
- Team is *disbanded* upon project completion

Unique?

- The product or service is *different* in some way from other product or services
- Product characteristics are *progressively elaborated*

Project Characteristics

- ❖ Goal (measurable/verifiable) Oriented
- ❖ Finite duration with a beginning and end
- ❖ Uniqueness to a great extent and related uncertainties
- ❖ Coordinated undertaking of interrelated activities
- ❖ Performing the activities involve resources
- ❖ Resources cost money

Contrast Projects and Operations (Discussion)

How are “projects” different from “operations”?

Contrast Projects & Operations

Projects

- ❖ Create own charter, organization, and goals
- ❖ Catalyst for change
- ❖ Unique product or service
- ❖ Heterogeneous teams
- ❖ Start and end date

Operations

- ❖ Semi-permanent charter, organization, and goals
- ❖ Maintains status quo
- ❖ Standard product or service
- ❖ Homogeneous teams
- ❖ Ongoing

Project Constraints



Project Management

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

Typical PLC & Level of Activities

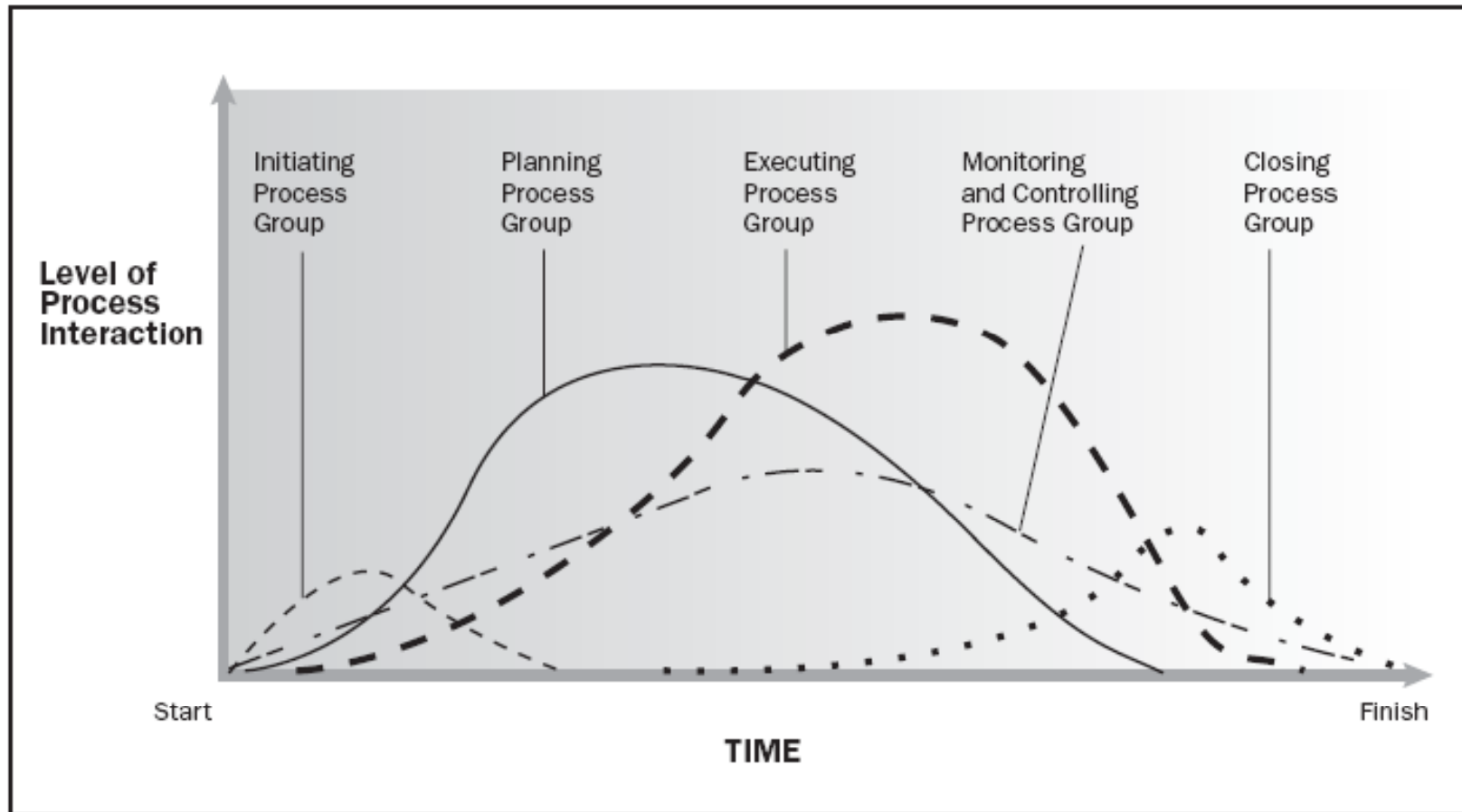
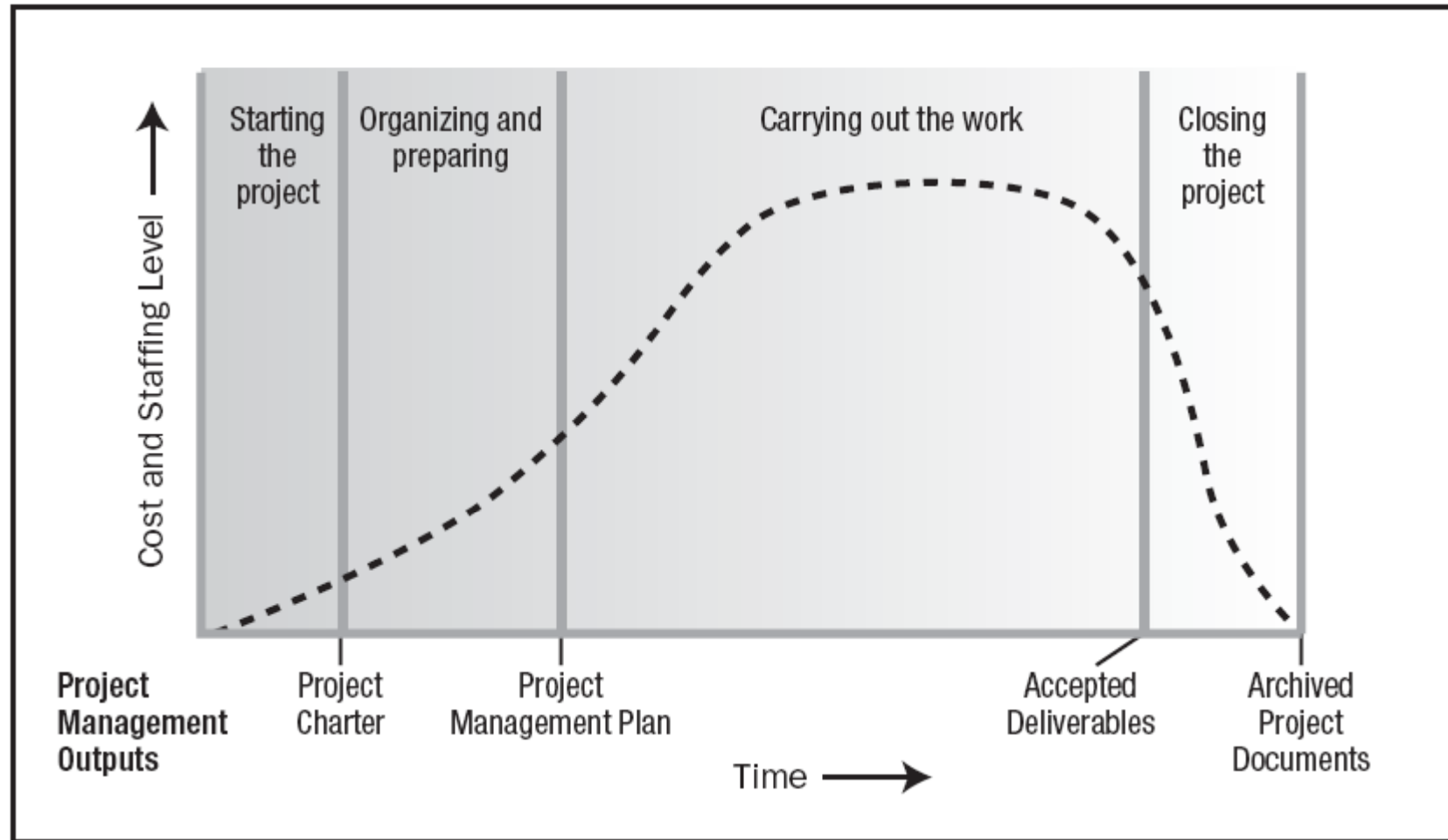
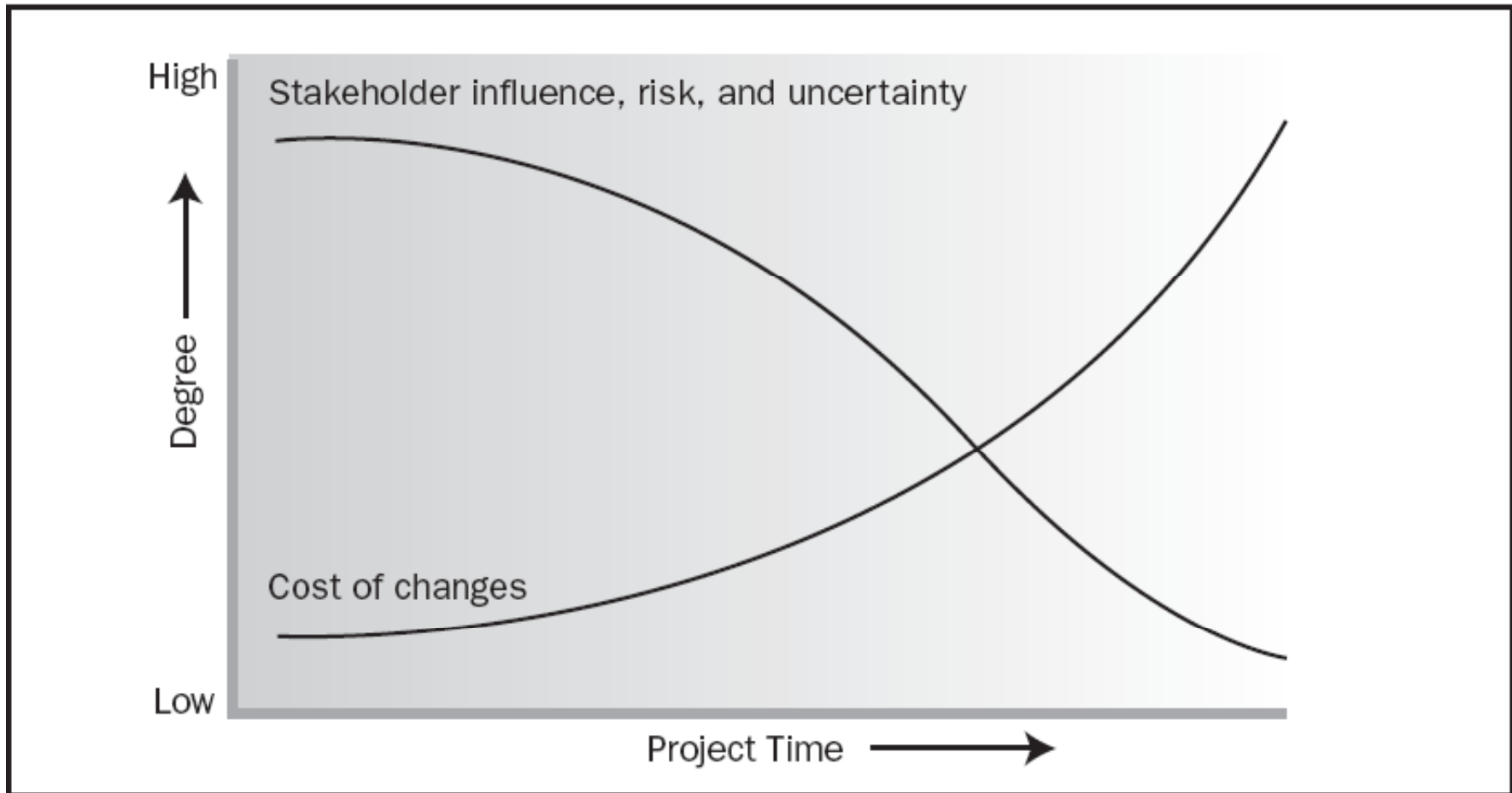


Figure 3-2. Process Groups Interact in a Phase or Project

Typical Costing & Staffing across PLC



Impact of Variables based on Time



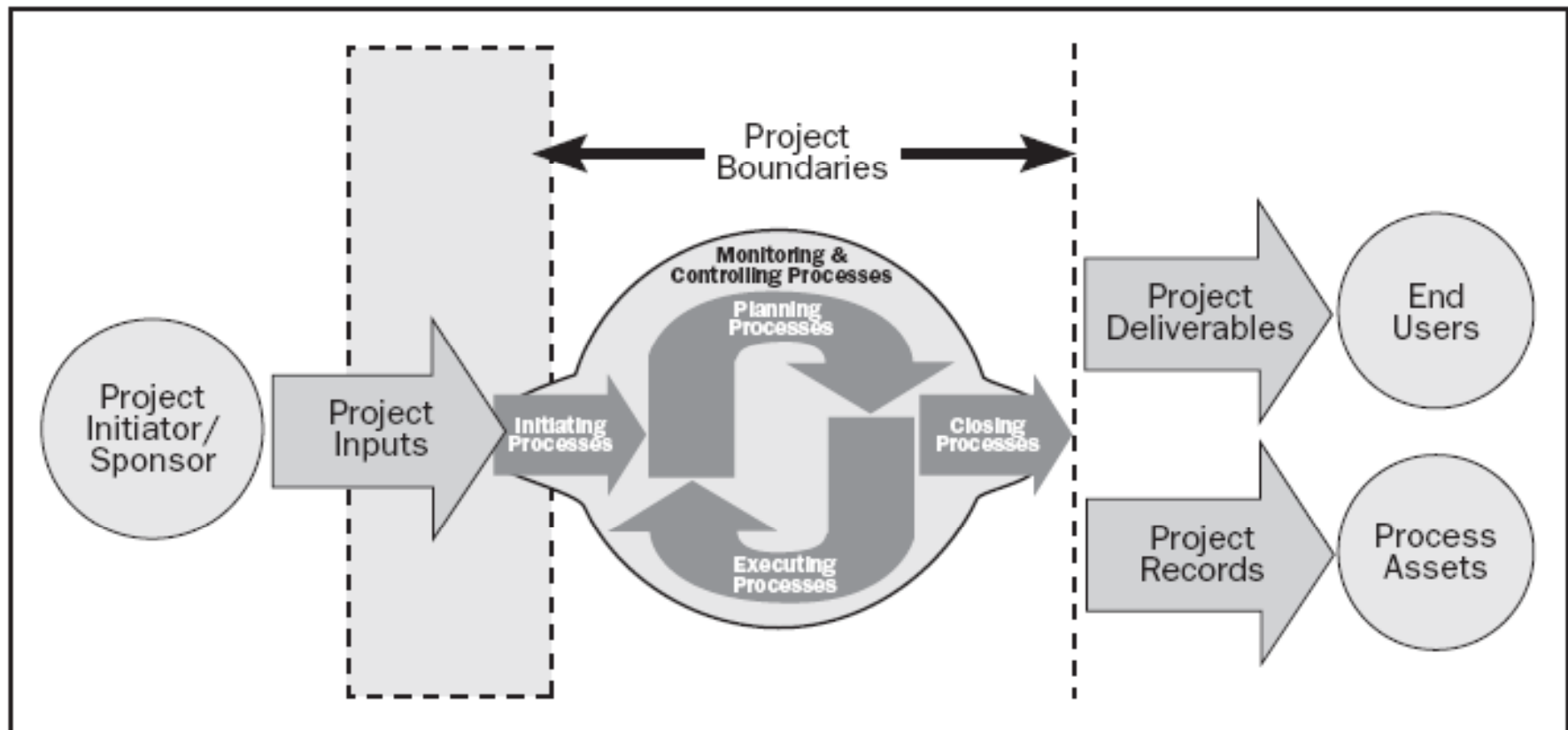
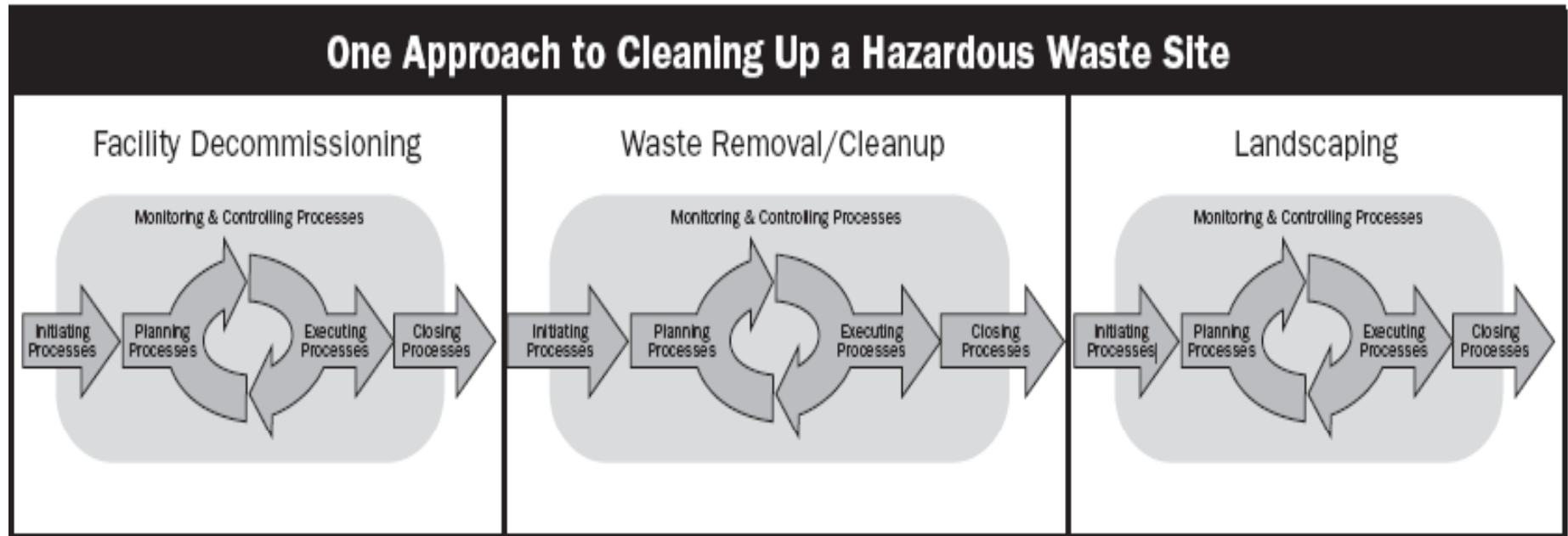


Figure 3-4. Project Boundaries

Relationship between Process Group & Phases



Project Management Context

Project Portfolio Management

Collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives

Project Management Context

Program

Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually

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

The Power of PMO

- 31% : Decrease in project failure
- 83% : Says that value added by PMO goes unquestioned by their executive sponsors
- US\$.57 mn: The average amount companies with PMO saved per project

Source: PMI Magazine PMNetwork

Stakeholders

Persons or organizations who are actively *involved* in the project or whose interests maybe positively or negatively *affected* by the performance or completion of the project

Stakeholders

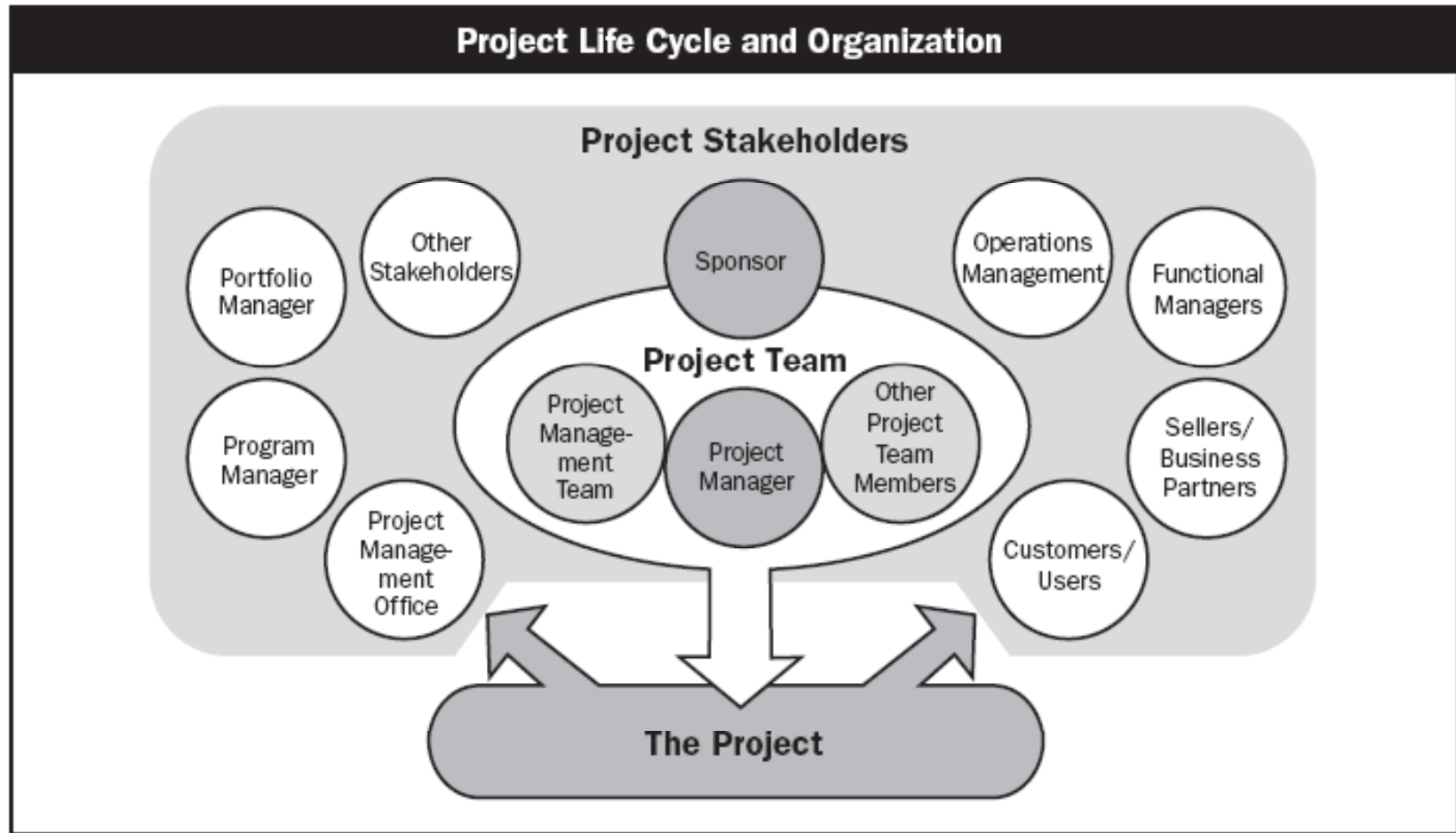


Figure 2-6. The Relationship Between Stakeholders and the Project

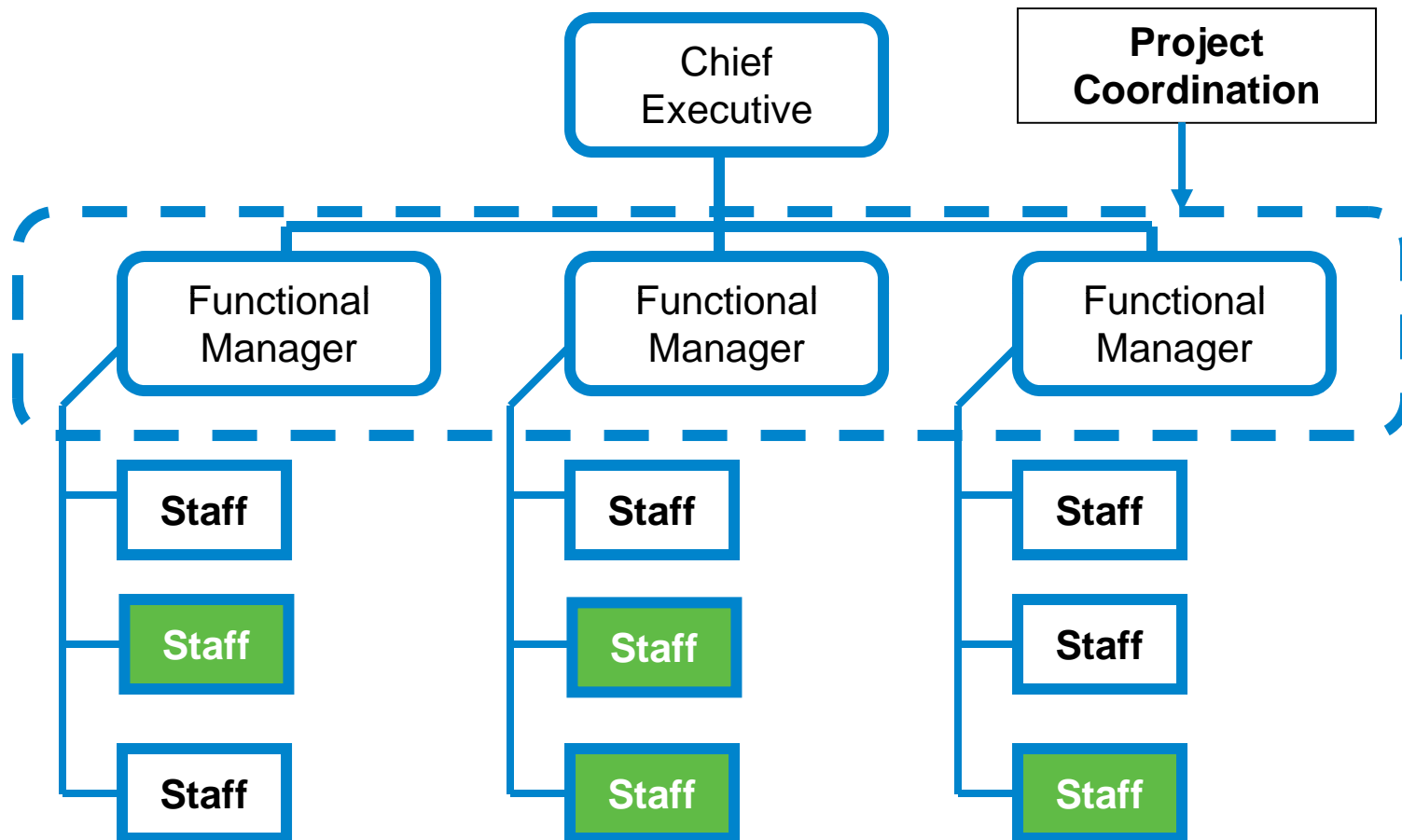
Project Phases

- ❖ 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

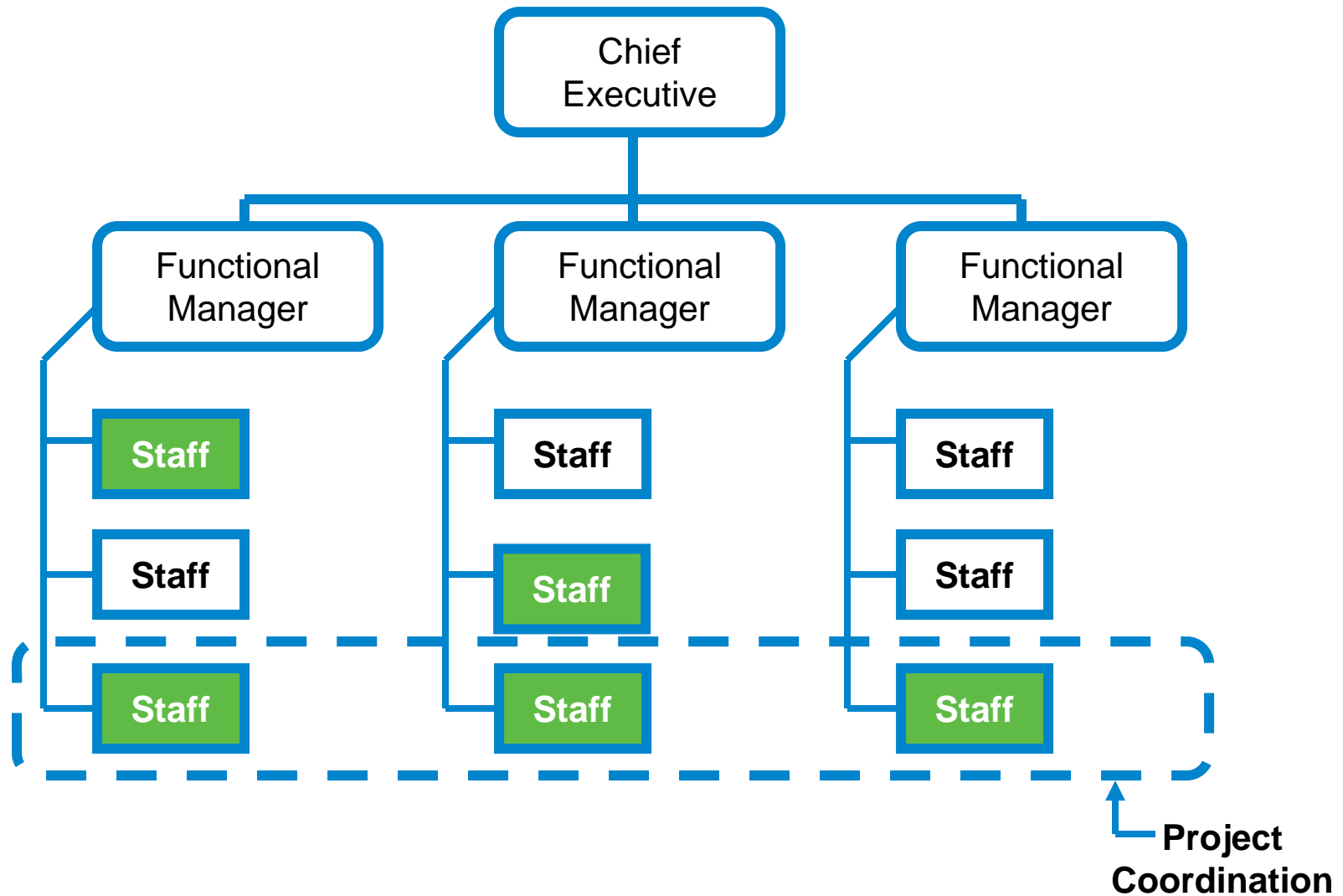
Organizational Types

- ❖ Functional
- ❖ Matrix
 - Weak Matrix
 - Balanced Matrix
 - Strong matrix
- ❖ Projectized

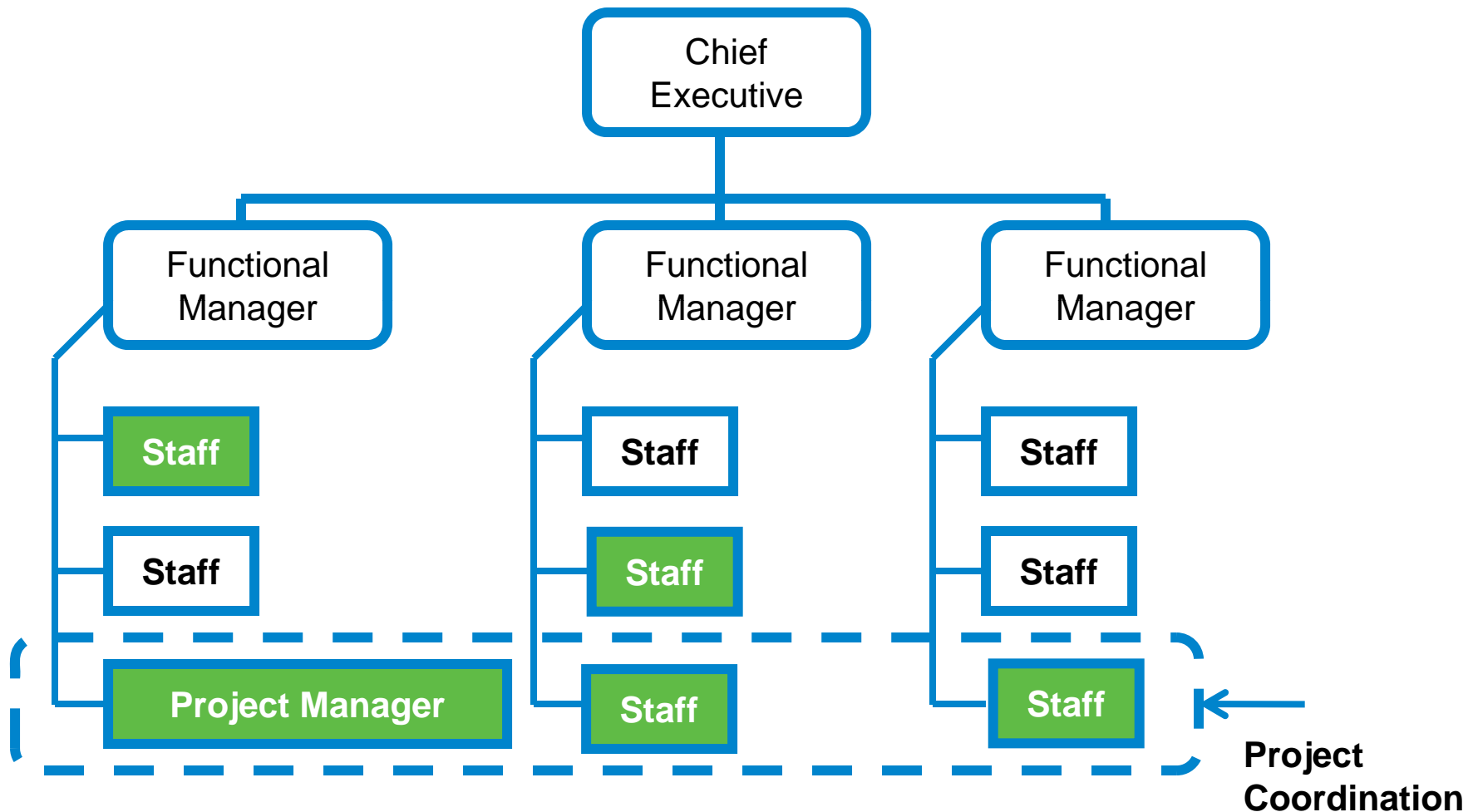
Functional



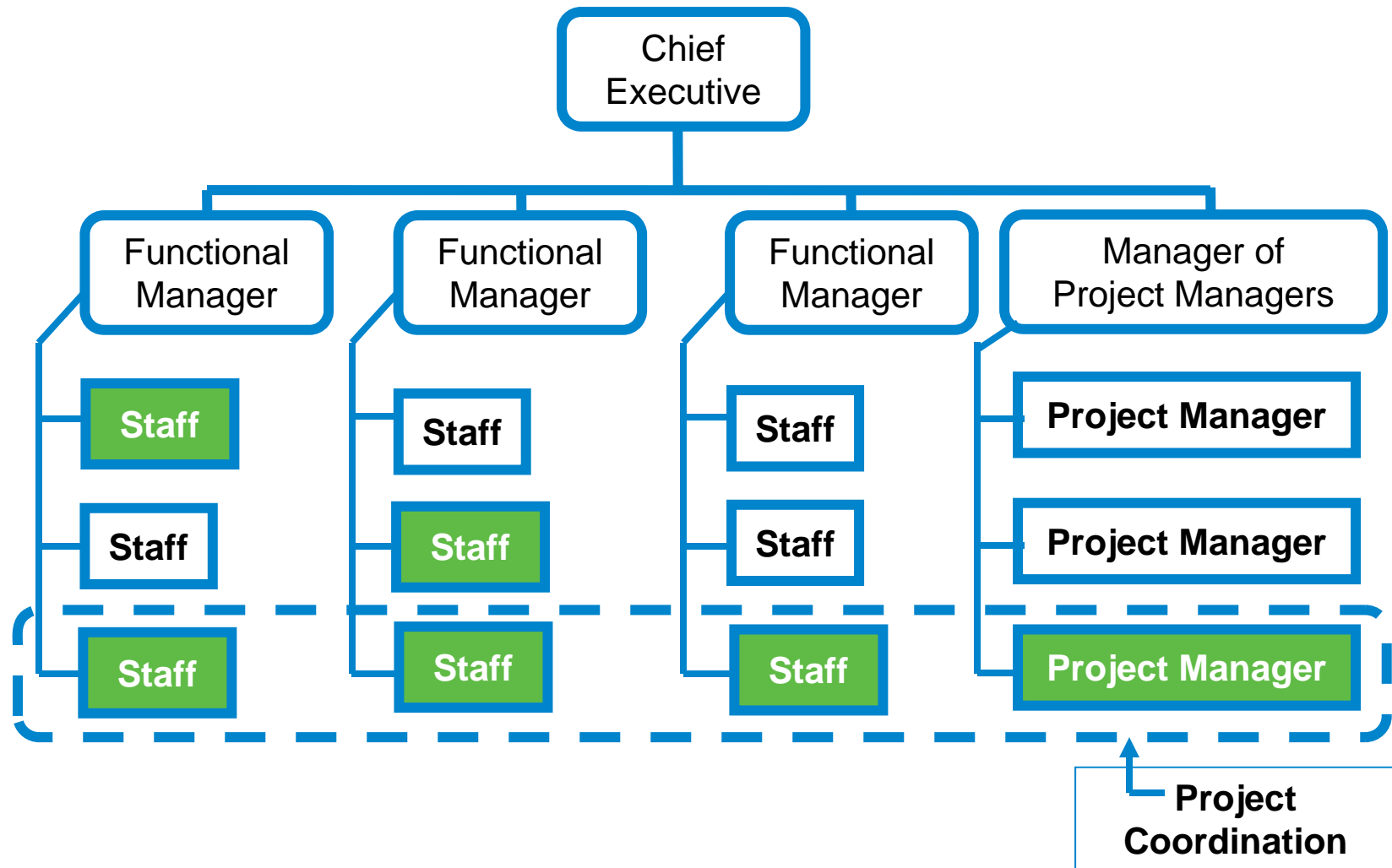
Weak Matrix



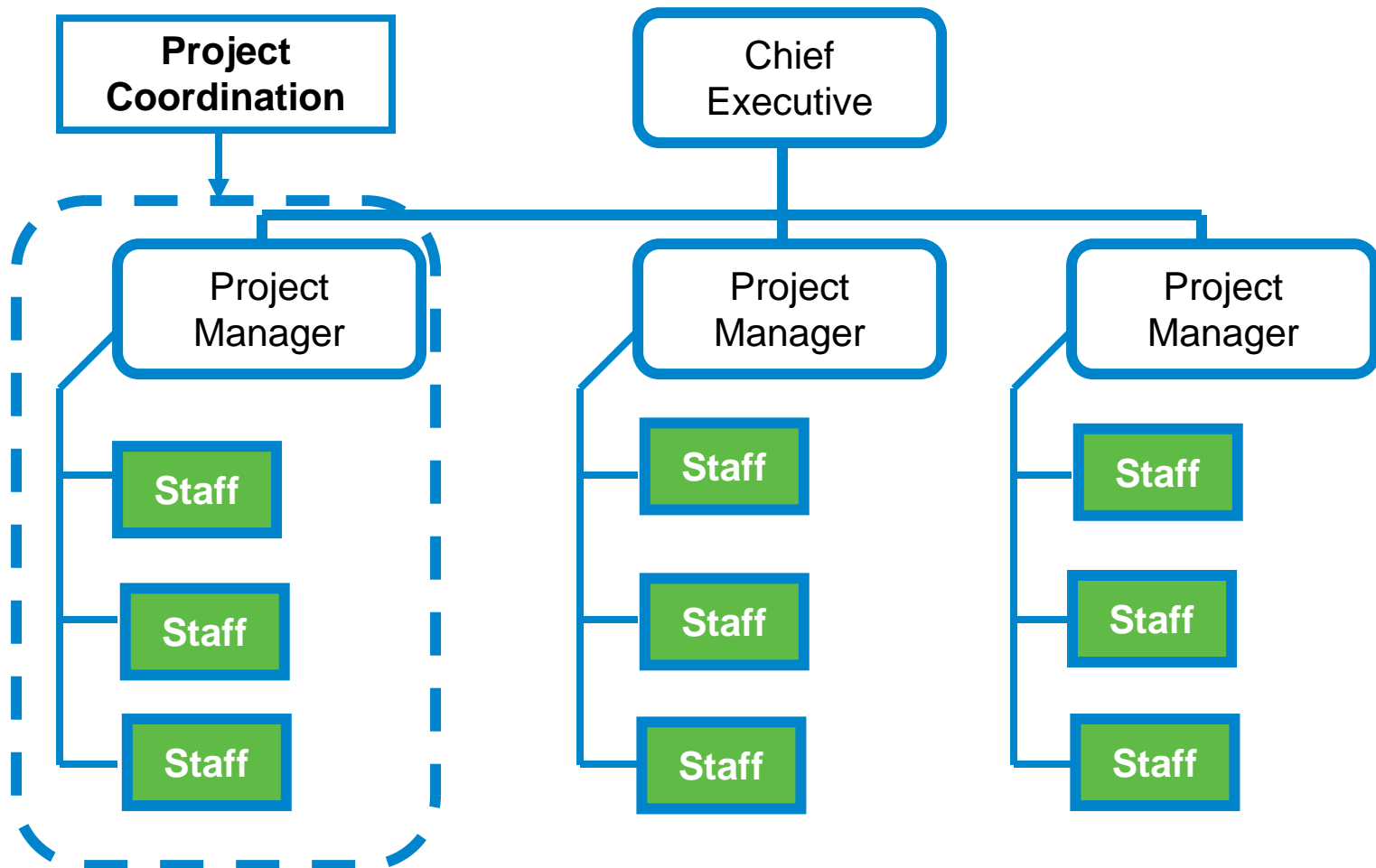
Balance Matrix



Strong Matrix



Projectized Matrix



Organizational Influence

<div> <div>Organization Structure</div> <div>Project Characteristics</div> </div>	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Figure 2-6. Organizational Structure Influences on Projects

A Guide to the Project Management Body of Knowledge-Third Edition (PMBOK® Guide). ©2004 Project Management Institute, Inc. All Rights Reserved.

PM Competencies

Project Manager Competency Development
Framework- 2nd Edition, 2007

Project Manager's Role

- Estimates of size, efforts & schedule
- Risk identification, analysis, prioritization, monitoring & control
- Resource allocation, resource backup and utilization
- Scope management
- Communication- reviews, steering committee meetings, stakeholder identification and expectation management
- Defect free product delivery on time within budget
- Team motivation, team management, training & development, appreciation, career planning, interview
- Deliver as per contract & proposal
- Procure as per contract & proposal
- Configuration management, data backup
- Quality planning
- Cost optimization
- 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)



Project Manager's Responsibilities in Project Lifecycle

- Initiating a Project
 - Project aligned with org objectives & customer needs
 - High-level risks, assumptions and constraints are understood
 - Stakeholders identified and their need are understood
 - Project Charter approved
- Planning a Project
 - Project scope agreed
 - Project schedule approved
 - Cost budget 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
 - Procurement plan approved
 - Project Plan approved

Project Manager's Responsibilities in Project Lifecycle

- Executing a Project
 - Project scope achieved
 - Project stakeholders expectations managed
 - Human resource managed
 - Quality managed against plan
 - Material resources managed
- Monitoring & Controlling a Project
 - Project tracked and status communicated to stakeholders
 - Project change is managed
 - Quality is monitored and controlled
 - Risk is monitored and controlled
 - Project team managed
 - Contract administered
- Closing a Project
 - Project outcomes accepted
 - Project resources released
 - Stakeholder perceptions measured and analyzed
 - Project formally closed

Personal Competence

- Communication
- Leading
- Managing
- Cognitive Ability
- Effectiveness
- Professionalism

Competence as PM

- Assess Performance
- Prepare Competence Development Plan
- Implement PM Competence Development Plan



Questions & Discussions !