Fundamentals of Project Management

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Training Agenda

Overview	What is project? Project vs Operation Project Management Project Constraints Ten aspects of Project Management Five process groups Project Lifecycle
Project Initiation	What work is done before project kickoff? Project Kickoff Project Charter Stakeholder Identification
Planning	Scope Estimation Quality Communication
Risk Management	Plan Risk Management Identify Risk Risk Analysis Plan Risk Reponse Control Risk

Training Agenda

Monitoring & Controlling	Variances
	Root Cause Analysis
	Changes Management
	Reporting
	Issue management
Team Management	Team Development Stages
	Setting Ground Rules
	Mission & Vision of the Project
	Conflict Management
	Powers
	Understand your team
Project Closure	Project Closure Reports
	Lessons Learned & Archival
	Project Handover
PM : Roles & Responsbilities	
PM : Skills	

Overview of Project Management

What is a Project?

'A Project is a temporary endeavor undertaken to create a unique product or service'

- *Temporary* : 'every project has a definite beginning and a definite end'
- *Unique:* 'the product or service delivered is different from others'

Organizations resort to Projects to achieve their strategic needs, which cannot otherwise be attained through normal operational means.

Project vs Operations

Attribute	Projects	Operations
Charter	Permanent Project Charter	Semi-permanent charter
Change	Catalyst for change	Maintains status quo
Product	Unique product or service	Standard product or service
Team	Heterogeneous teams	Homogeneous teams
Time	Start and end date	Ongoing
Requirments	Progressive elaboration	Predefined product

Project Constraints

Evaluate the competing demands and their impact on project outcomes.

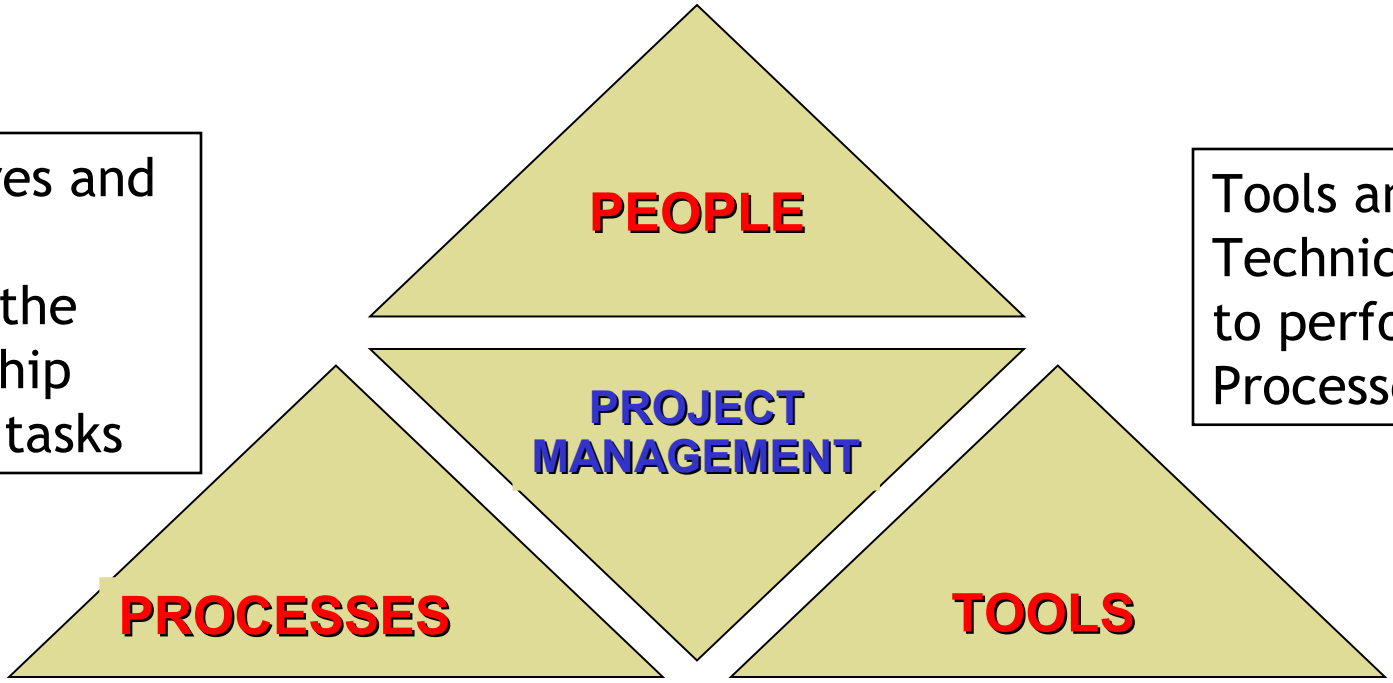
What is Project Management?

'Application of knowledge, skills, tools and techniques to project activities to meet the Project requirements'

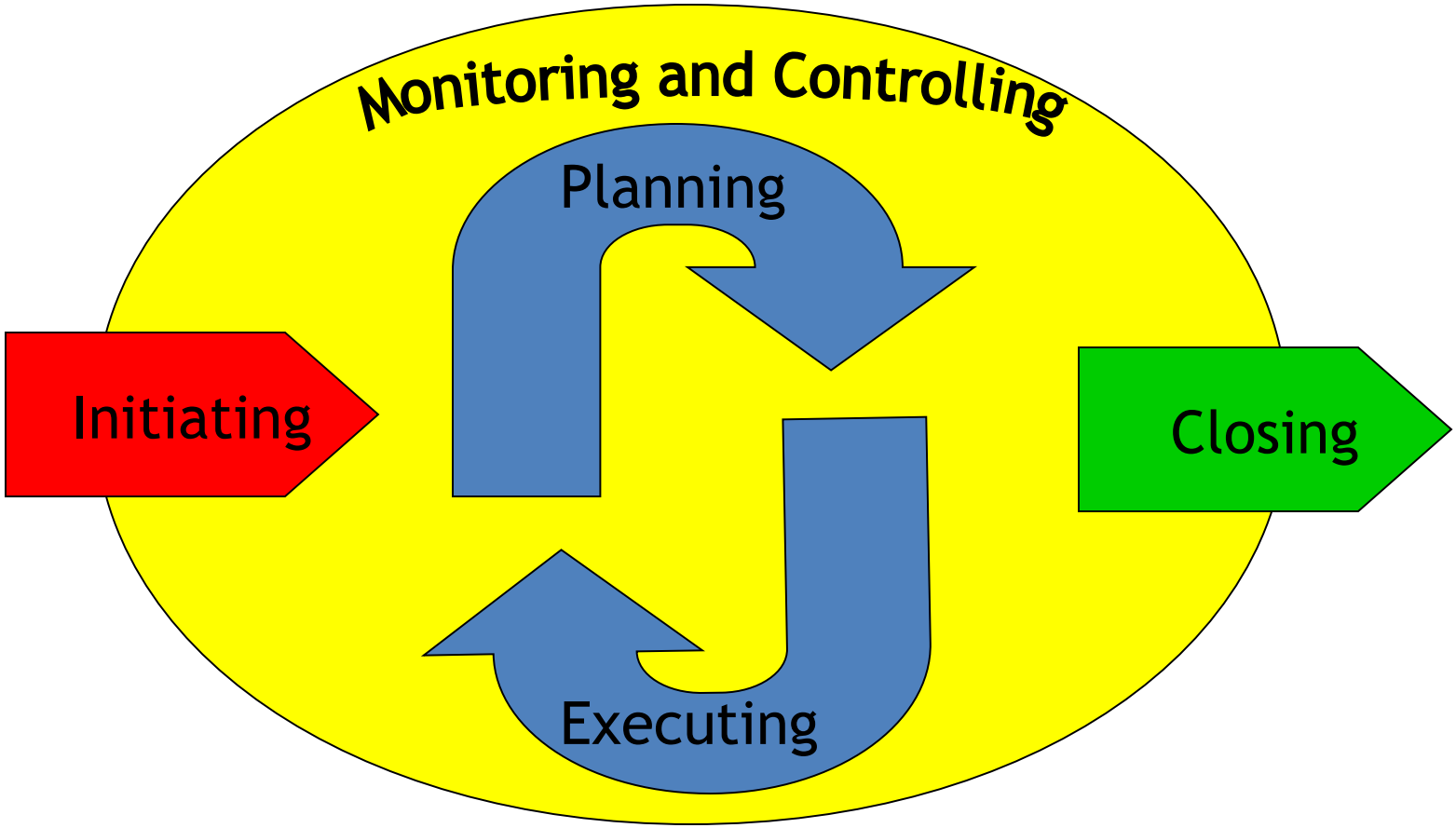
People with skills, knowledge and motivation

Procedures and methods defining the relationship amongst tasks

Tools and Techniques to perform Processes



Project Management Process Groups

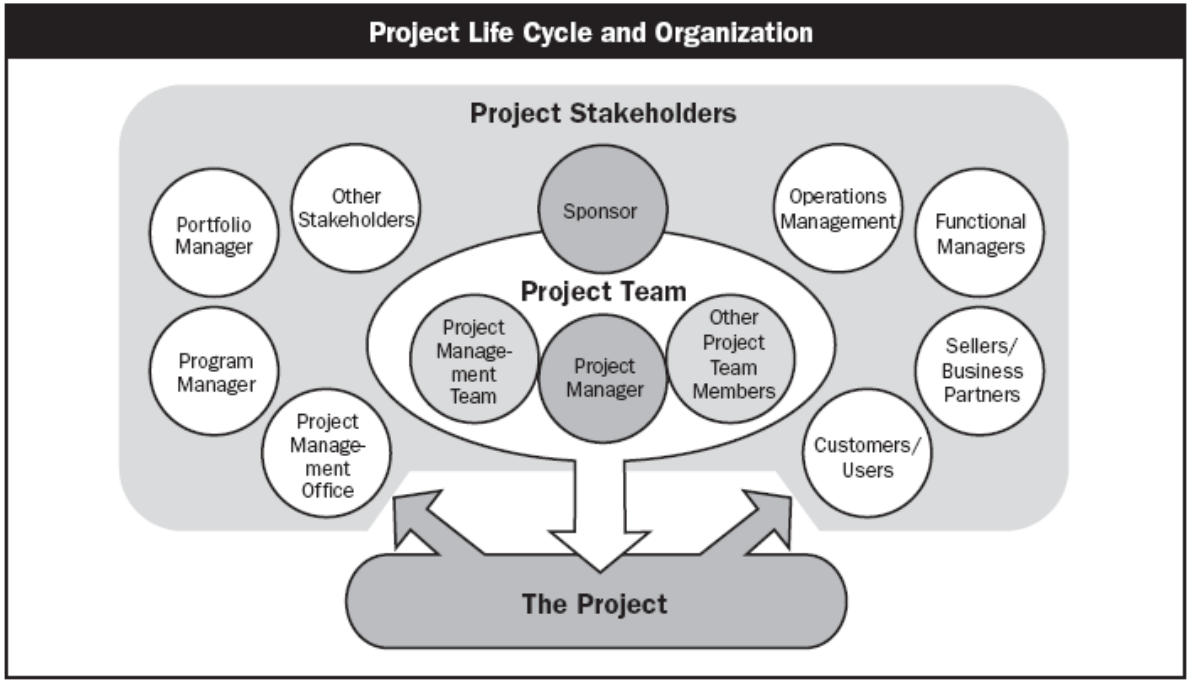


Project Phases

- ✓ 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
- ✓ Your Project Must have Phases

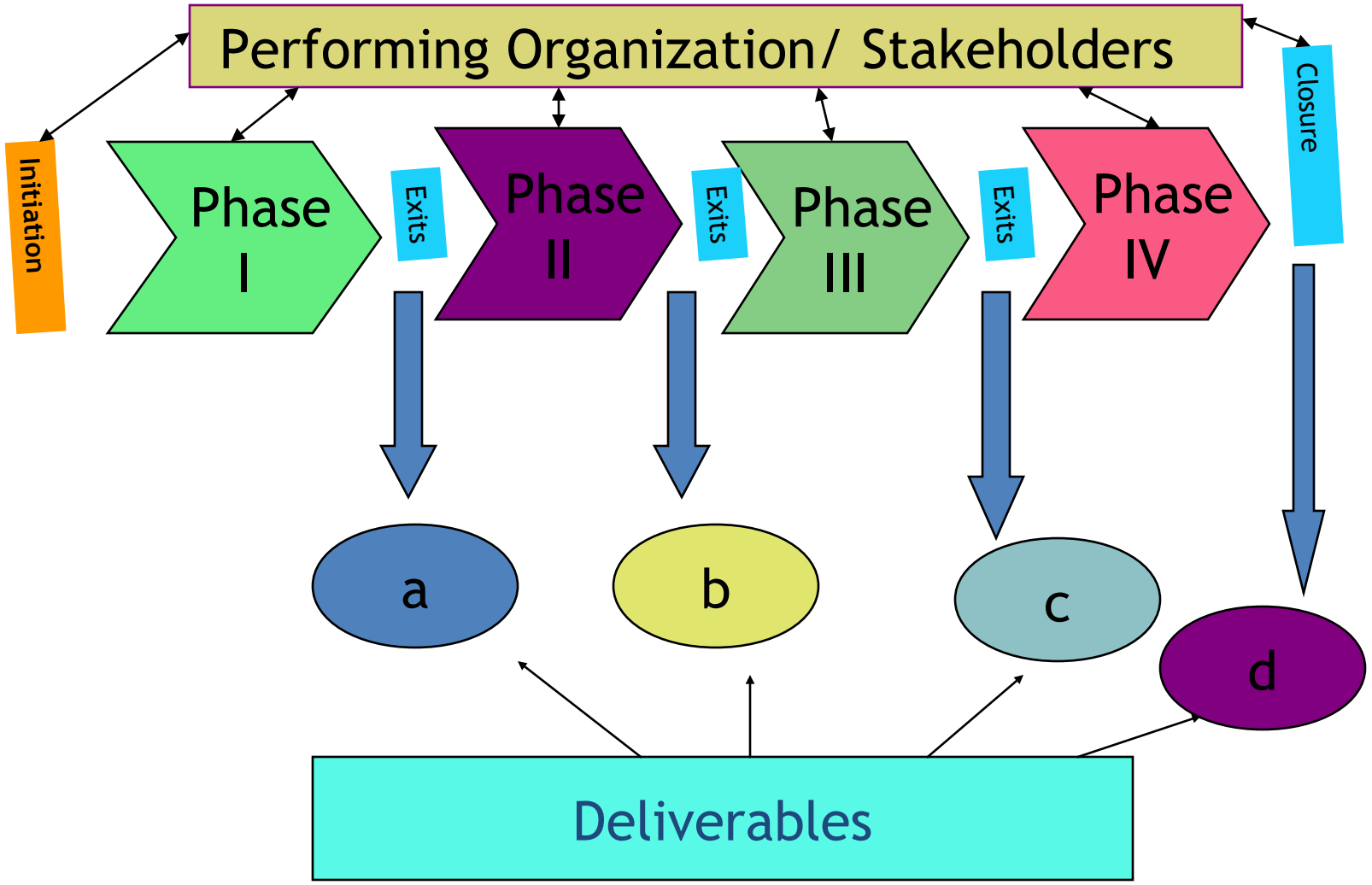
Who are Stakeholders?

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

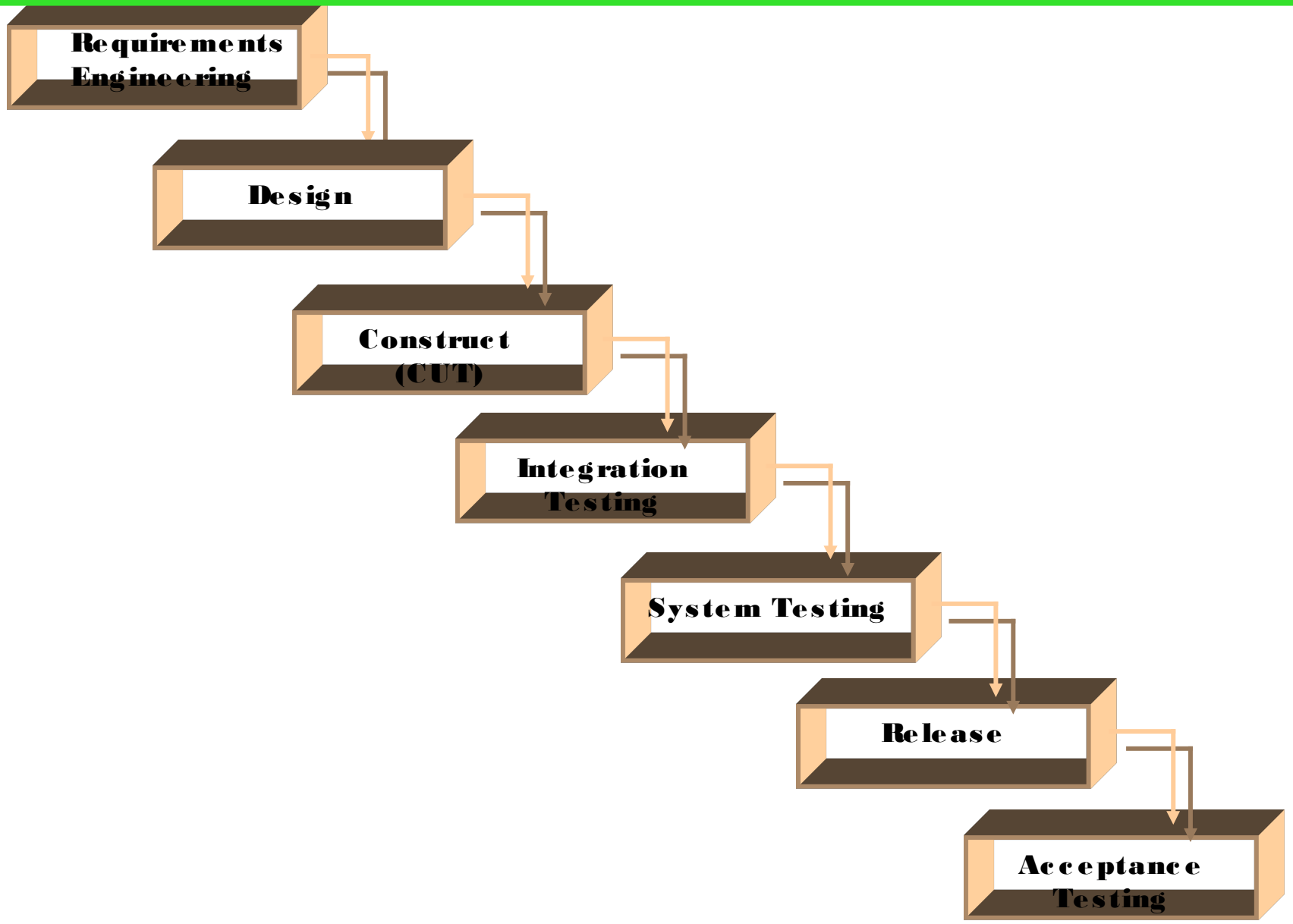


Source PMBOK Guide Version 5.0

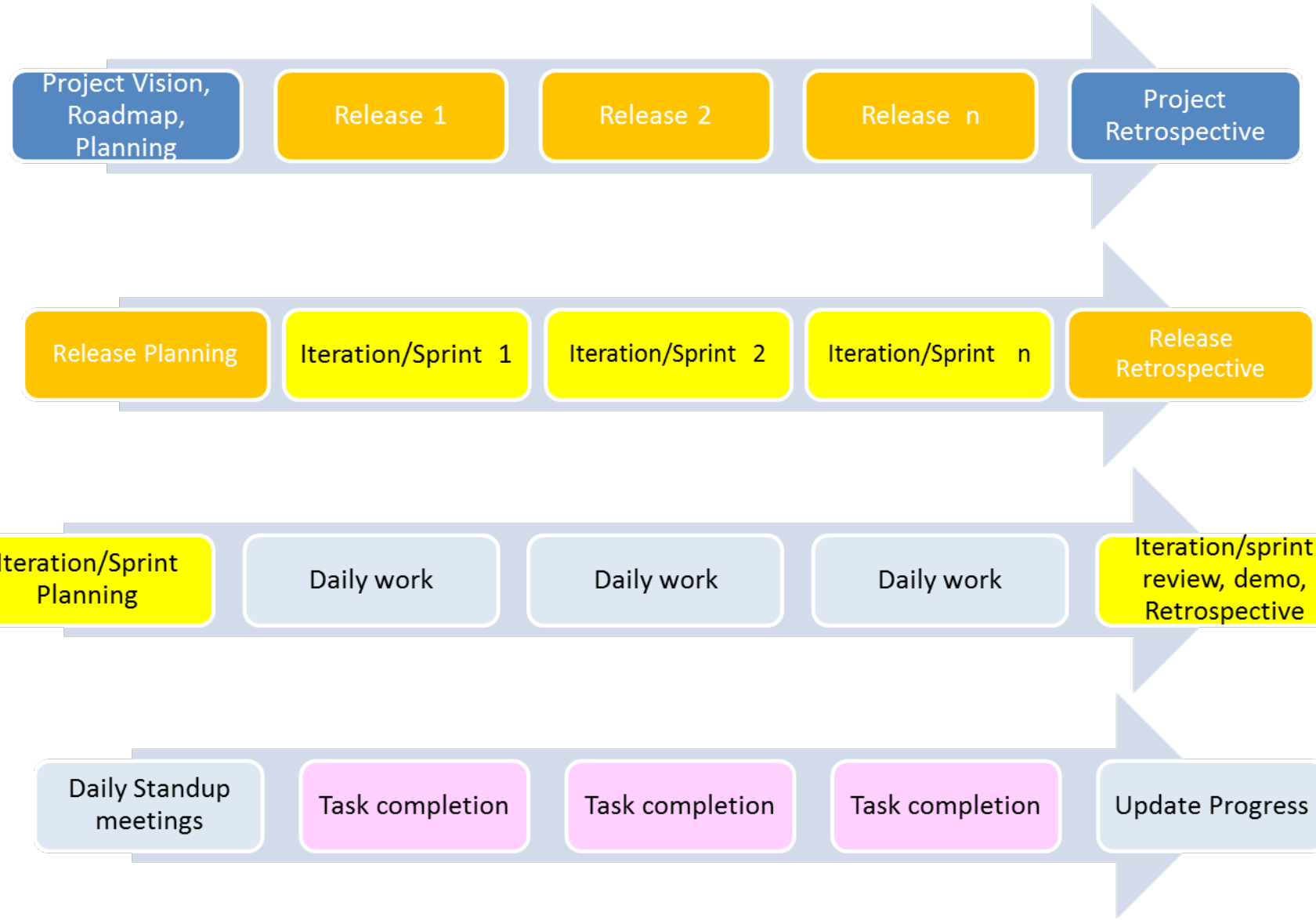
Understanding Project Lifecycle



Project Lifecycle (Waterfall)



The Agile Methodology



10 Aspects of Project

- Scope
- Time
- Cost
- Quality
- Human Resource
- Communication
- Risk
- Procurement
- Stakeholder
- Integration

Initiating Process Group

- SOW/Contract/MOU……
- The Project and the Project Manager come into existence.
- Project Charter – heralds the launch of the Project.
- Project Kickoff.

Planning Process Group

- Planning processes are important – as the project involves 'doing something that has not been done before'

- Amount of planning should be commensurate with
  - Project Scope.
  - Product Scope.

PLAN WHAT YOU WILL DO

Executing Process Group

- Putting the Project Plan to work.

➢ *Actually performing project work to generate project results.*

➢ *Coordinating project team members, support staff and other resources to carry out the project plan*.

DO AS YOU PLANNED

Controlling Process Group

- Monitoring Project progress regularly to identify variances from the plan.
- Taking of corrective actions.
- Taking of preventive action in anticipation of possible problems.

CHECK WHETHER YOU HAVE DONE AS YOU PLANNED, ACT ON THE DIFFERENCE

Closing Process Group

- Bringing the project or phase to an orderly end and formalizing acceptance.

- Administrative Closure
  - Generating, gathering, disseminating information to formalize project completion.

Take the Learnings from your Planning, Doing and Acting , forward…..

Project Initiation

How do Projects Arise?

- Organizations identify a business need that can be satisfied by executing a Project.

- Projects can be ‘Internal’ or ‘External’.

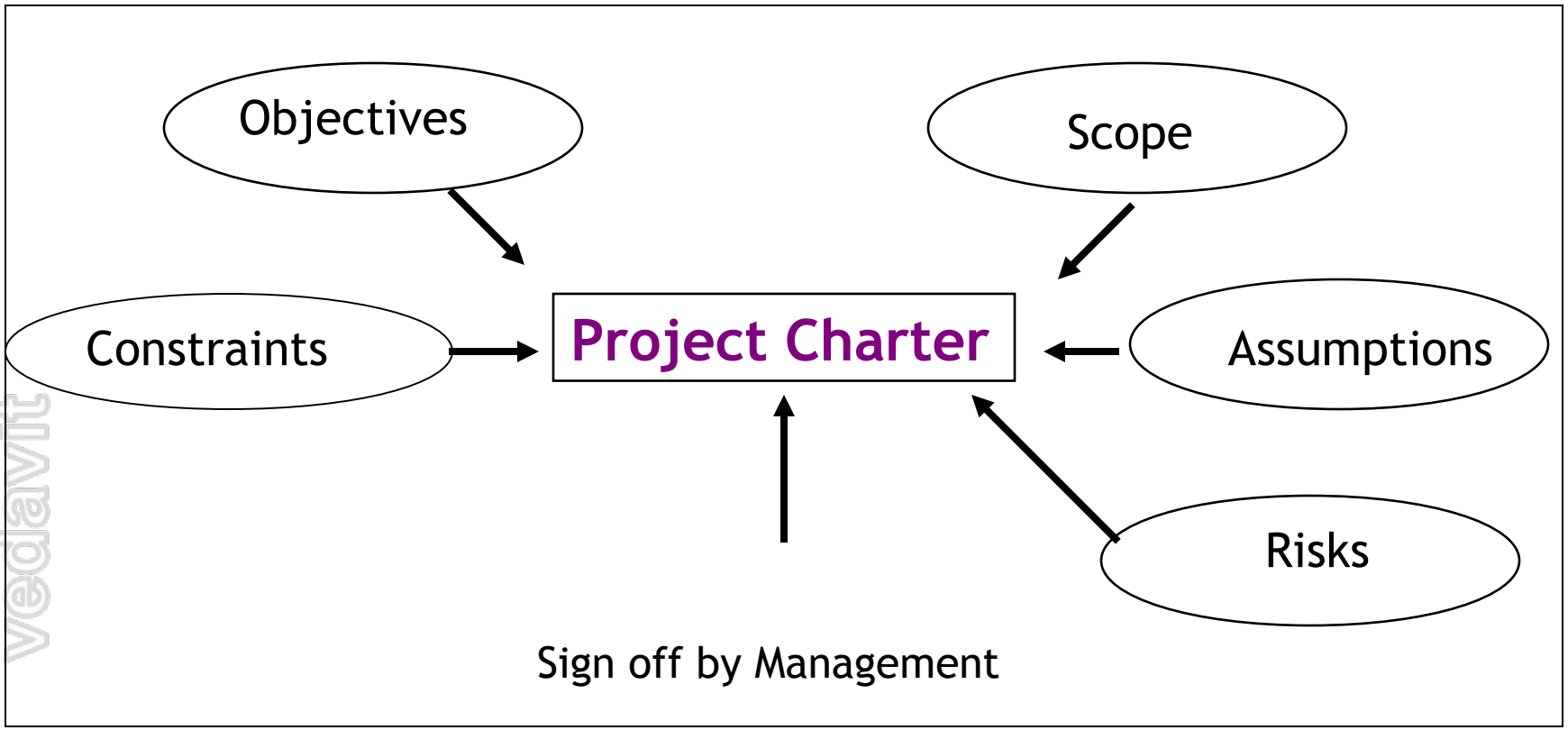
- Projects may arise out of many factors including:
  - Market/ customer demands.
  - Need to improve internal processes.
  - Technology upgradation and Legal requirements.
  - Social needs.

Why do Projects fail?

- Lack of User Input/involvement.
- Lack of Executive support.
- Unrealistic Expectations.
- Unclear/changing Goals.
- Incomplete Requirements & Specifications.
- Changing Requirements and Specifications.
- Lack of appropriate methodologies.
- Lack of experienced Project Manager.
- Lack of skilled staff.
- Poor estimation and planning.
- Failure to communicate and act as a team.
- Poor Risk Management.
- Lack of Vendor control.

Abstracted from Standish group report

Develop the Project Charter

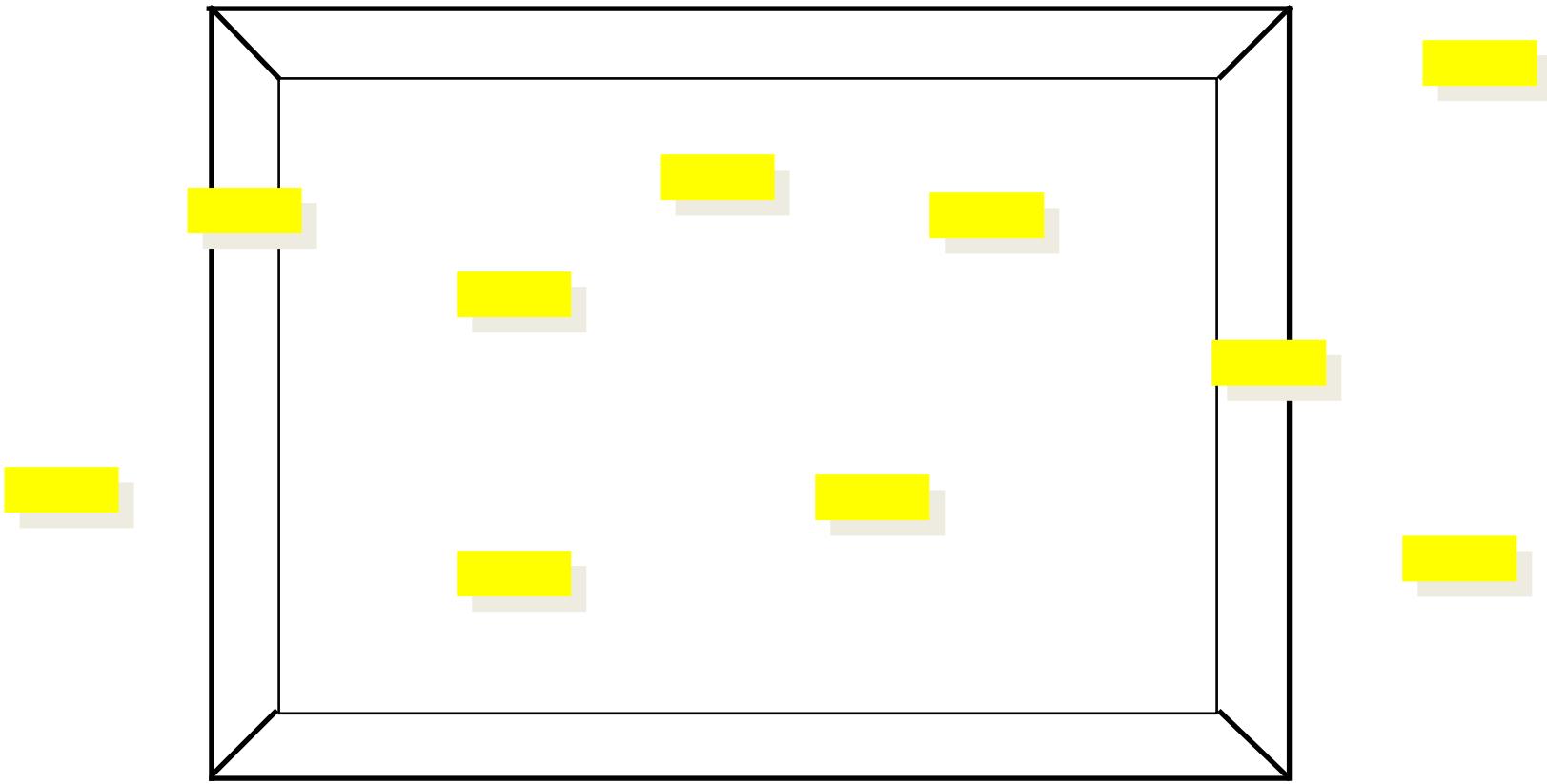


The Project Manager

The Stakeholders

Understand Project Scope

In the Frame / Out of the Frame Flip Charts



Project Kickoff

Forum for :

- Communication and engagement of Stakeholders.
- Arrive at shared understanding of Project scope, objectives, key success factors, dependencies, risks.
- Decide Preventive actions based on understanding of lessons learnt in the past.

Identify Stakeholders

- Maintain a stakeholder register in project
- Keep all possible details of every stakeholder
- Name, Designation, Location, Interest, Preferences etc.

Engaging Stakeholders

- Engaging the Stakeholders- The RACI Matrix
- Responsible, Accountable, Consulted, Informed

Project Phase & Deliverables/Activities	Stakeholders & RACI					
	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Phase 1						
Deliverable 1	**R**	**I**	**C**	**A**	**C**	**I**
Deliverable 2	**A**	**R**	**I**	**I**	**I**	**C**
Phase 2						
Deliverable 1	**R**	**A**		**I**	**C**	**I**
Deliverable 2	**A**	**R**	**C**		**C**	**C**
Deliverable 3	**I**	**A**	**I**		**R**	**I**
Phase 3	**A**	**R**	**I**	**I**	**I**	**C**
Deliverable 1	**A**	**R**	**C**		**C**	**C**
Deliverable 2	**I**	**A**	**I**		**R**	**I**

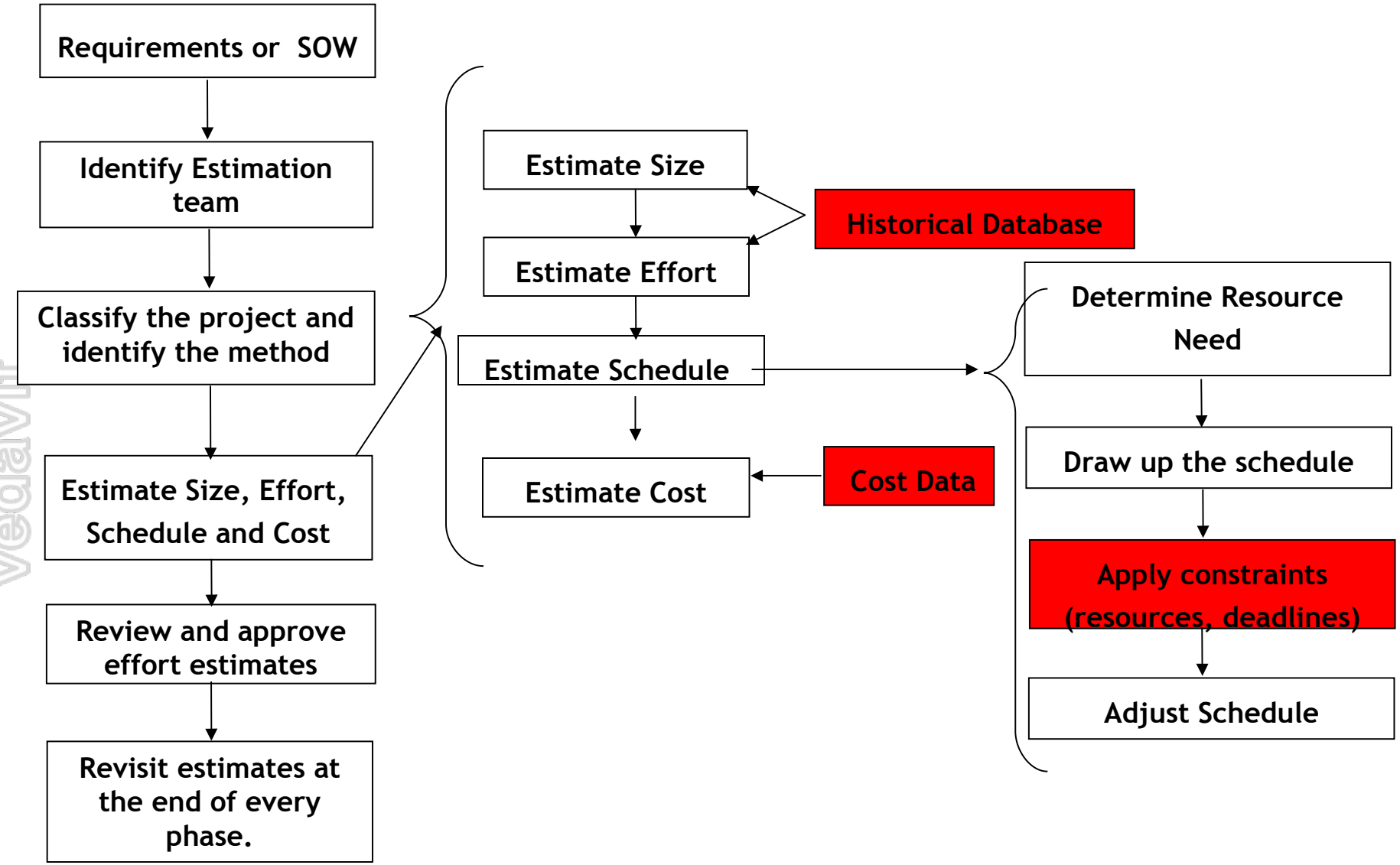
Project Planning

Planning

Planning includes

- Estimation of size, complexity, duration, cost
- Developing schedule
- Determine funding requirements
- Baselining Scope, Schedule, Cost & Quality Requirements
- Determining project management methodology & approach
- Identifying processes required to manage project
- Identifying vendor dependency and considering lead or lag of external dependency while scheduling
- Knowing alternative approaches of solution, resources, vendors to deliver the project

Overall Estimation Process flow



Estimation Techniques

Following techniques can be used to estimate resources and duration

- Wideband Delphi
- Analogous Estimation
- Parametric Estimation
- Bottom-up Estimation
- Three point Estimation

Planning : Scope

Scope of Work

While planning consider both

- **Project Scope** "The work that needs to be accomplished to deliver a product, service, or result with the specified features and functions."

- **Product Scope** "The features and functions that characterize a product, service, or result."

Analyse the work and Develop Solution

- Product Analysis
  - Product breakdown
  - System analysis
  - Requirement analysis
  - System engineering: Deals with multiple complex systems
  - Value engineering: Functions, value, cost
    - Retain the function & value and reduce the cost
  - Value analysis: Debate the function and its cost
    - Discuss the value of function vs the cost
- Alternative Identification
  - Alternative way of doing work

The Work Breakdown Structure

- The Work Breakdown Structure is a hierarchical chart used to organize the work of a project into related areas
- It shows the breakdown of a project depending on the visibility and control needed
- Each of these major components are then subdivided into the tasks necessary to reach successful project completion
- Each of these major components are then subdivided into the work necessary to reach successful project completion.

WBS Types

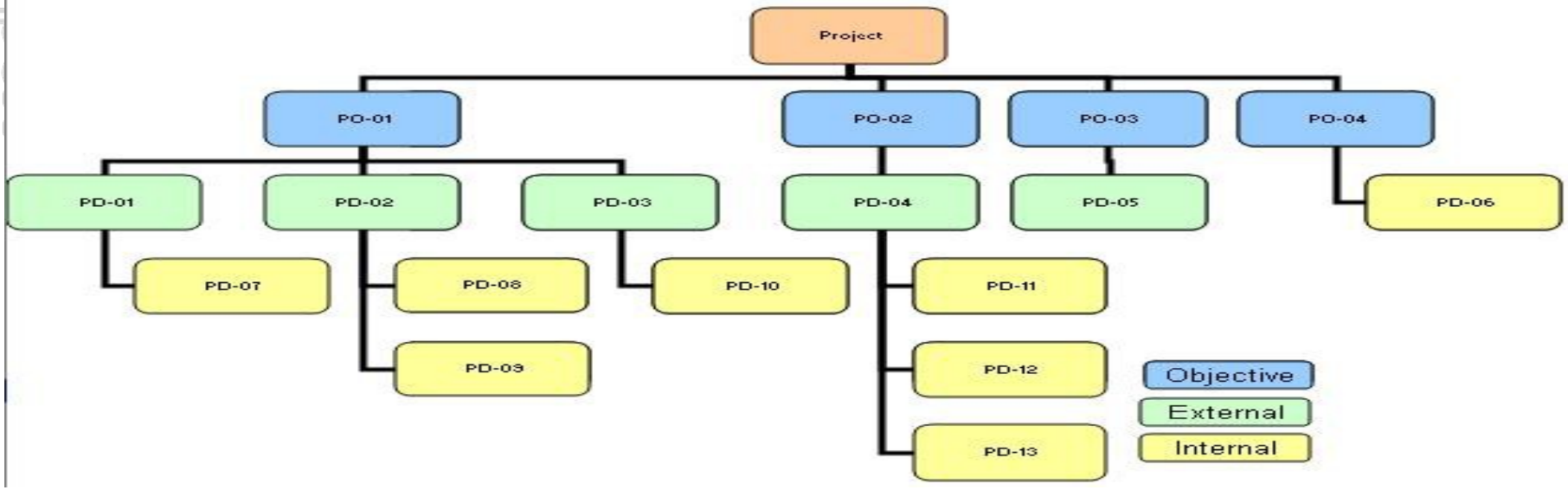
- Phase Driven
- Department Driven
- Milestone Driven
- Component Driven
- Location Driven
- …….

Definition of Deliverables

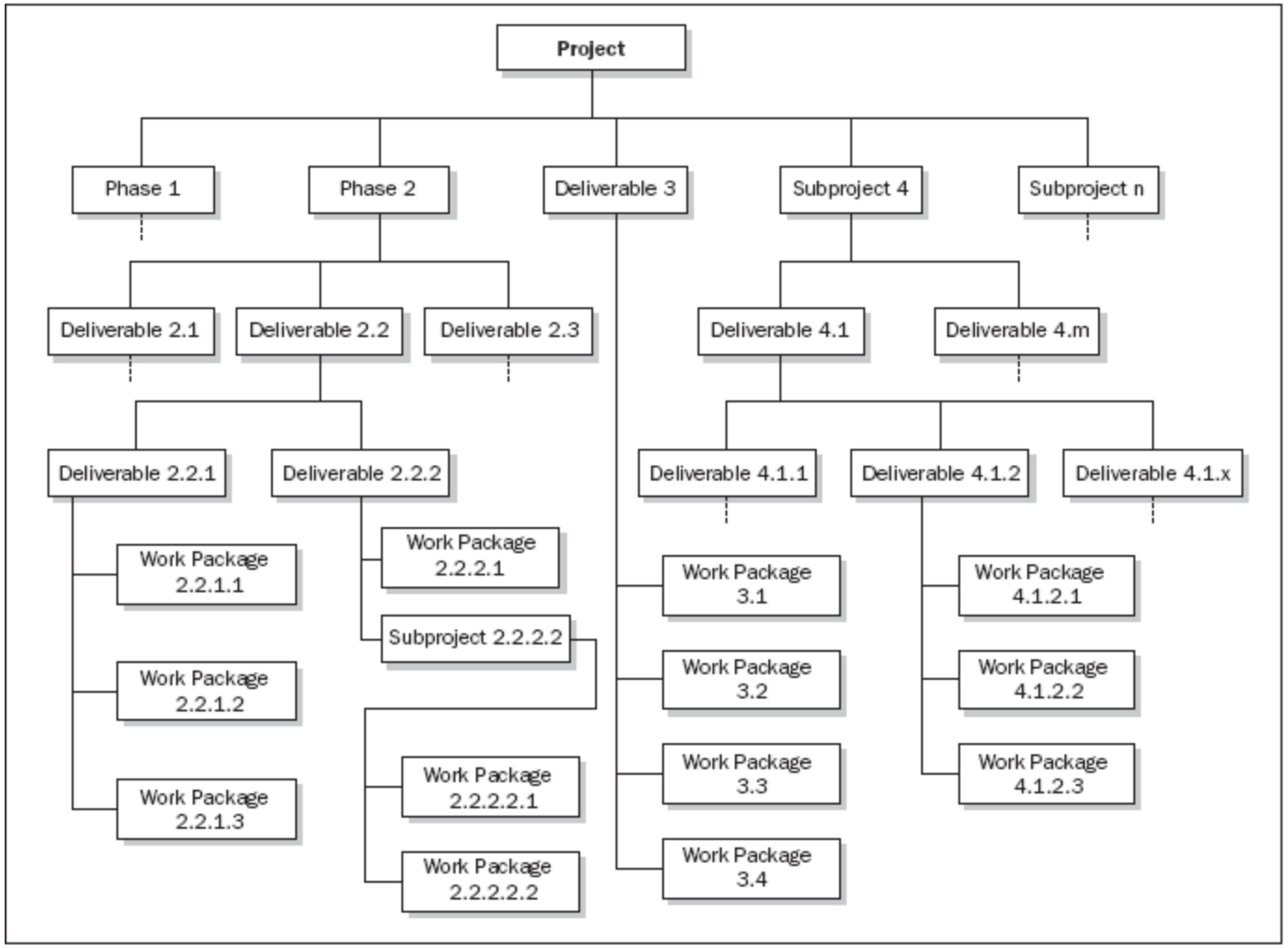
A Deliverable is a measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project.

Deliverables may be External or Internal.

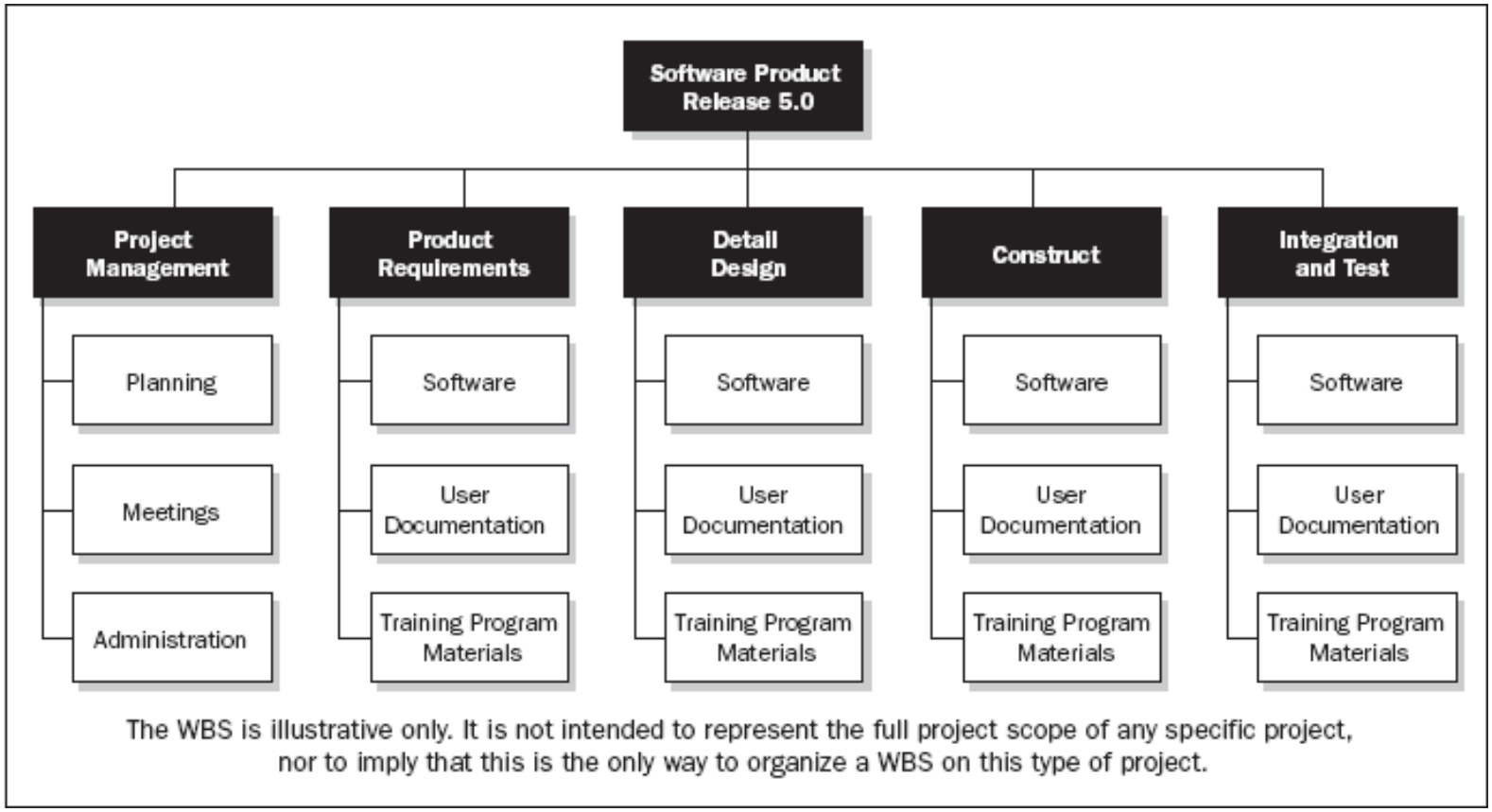
Objective		External Deliverable		Internal Deliverable	
ID	Description	ID	Description	ID	Description
PO-01	Project Objective 1	PD-01	Deliverable 1	PD-07	Deliverable 7
PO-01	Project Objective 1	PD-02	Deliverable 2	PD-08	Deliverable 8
PO-01	Project Objective 1	PD-02	Deliverable 2	PD-09	Deliverable 9
PO-01	Project Objective 1	PD-03	Deliverable 3	PD-10	Deliverable 10
PO-02	Project Objective 2	PD-04	Deliverable 4	PD-11	Deliverable 11
PO-02	Project Objective 2	PD-04	Deliverable 4	PD-12	Deliverable 12
PO-02	Project Objective 2	PD-04	Deliverable 4	PD-13	Deliverable 13
PO-03	Project Objective 3	PD-05	Deliverable 5		
PO-04	Project Objective 4			PD-06	Deliverable 6



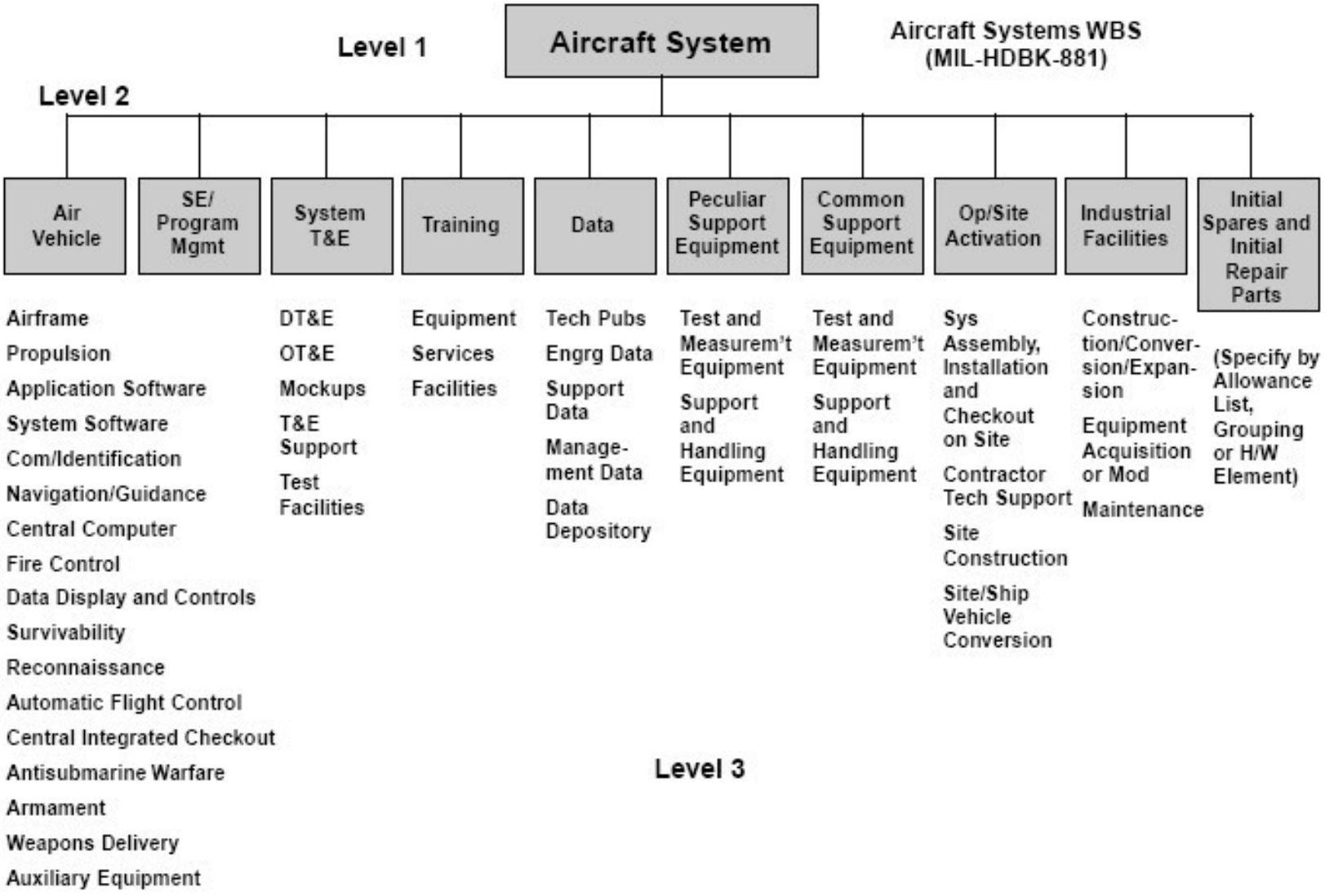
Phase oriented WBS



Department oriented WBS



Subproject Oriented WBS



Planning : Schedule

Steps of Schedule Development

- Define Activities
- Sequence Activities
- Estimate Resources
- Estimate Duration
- Develop Schedule

Define Activities

- Know every product and project scope activities
- Know the every possible attribute of these activities
- List all the internal and external milestones

Sequence Activities

Sequence activities based on the activity attributes, lead, lag and dependencies between them

Mandatory dependencies – Logical relationships inherent in the set of activities

Discretionary dependencies – Dependencies which are defined by the Project team or the Performing organization

External dependencies – relationships between Project and outside Organization

Lag : The amount of time delay between the completion of one task and the start of its successor task.

Lead: The successor activity starts before the predecessor activity has finished.

Dependency Types : Finish to Start, Start to Start, Finish to Finish, Start to Finish

Estimate Resources

- Resources required to complete activities may be material, human, equipment, expense
- You need to identify every kind of resources and number of resource required to complete every activity
- When you are identify human resources that time avoid assigning “named resources”

Estimate Duration

- Techniques of duration estimation already discussed. Therefore use those techniques to estimate duration of each activity

Develop Schedule

Using following inputs for making schedule

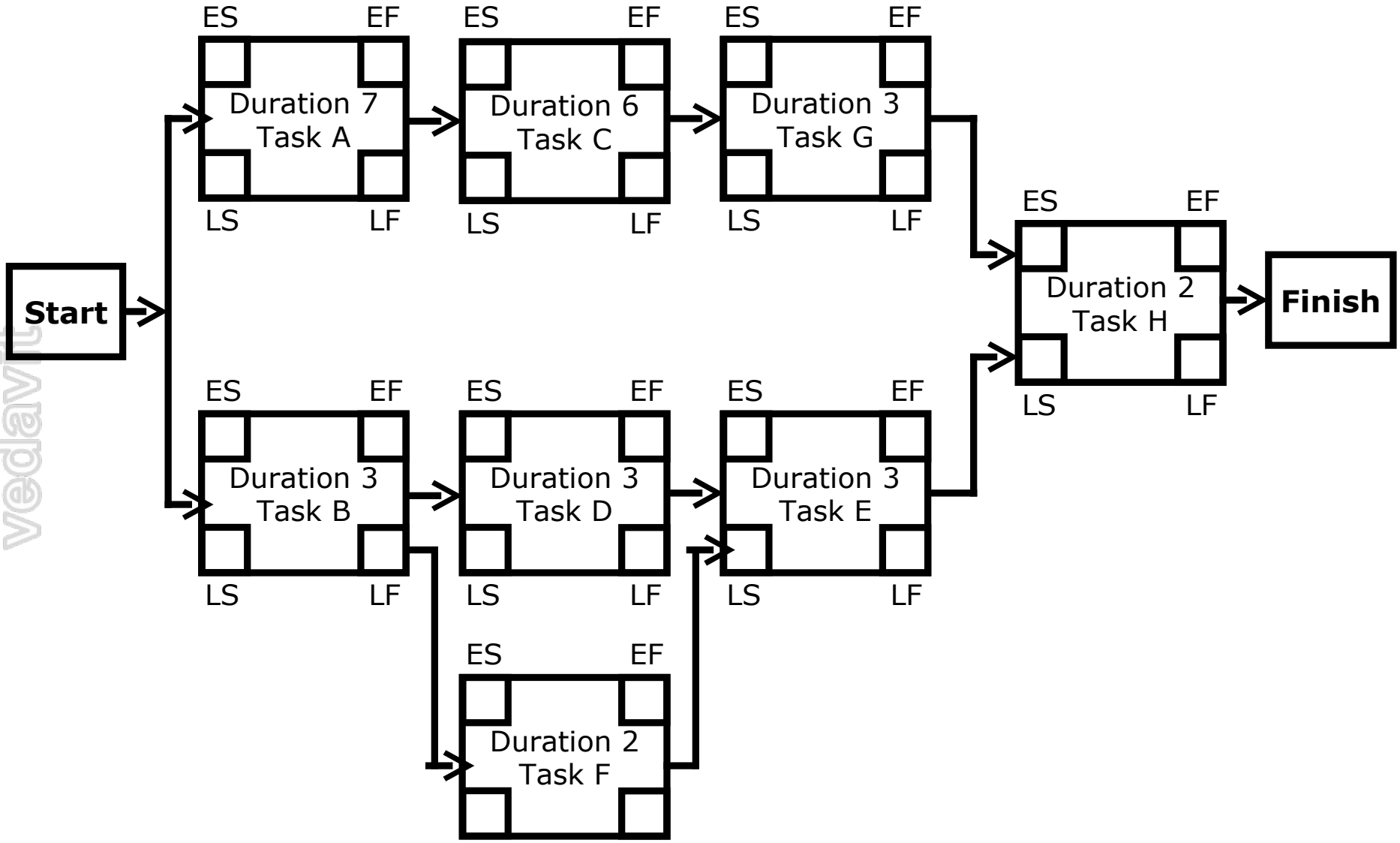
- **Resource Pool Description** - Knowledge of what resources will be available, at what time and in what patterns.
- **Calendars** – When work is allowed. Working and Non-working times. Availability of resources.
- **Constraints-** Imposed Dates. Key Events or Major Milestones.

Develop Schedule : Critical Path

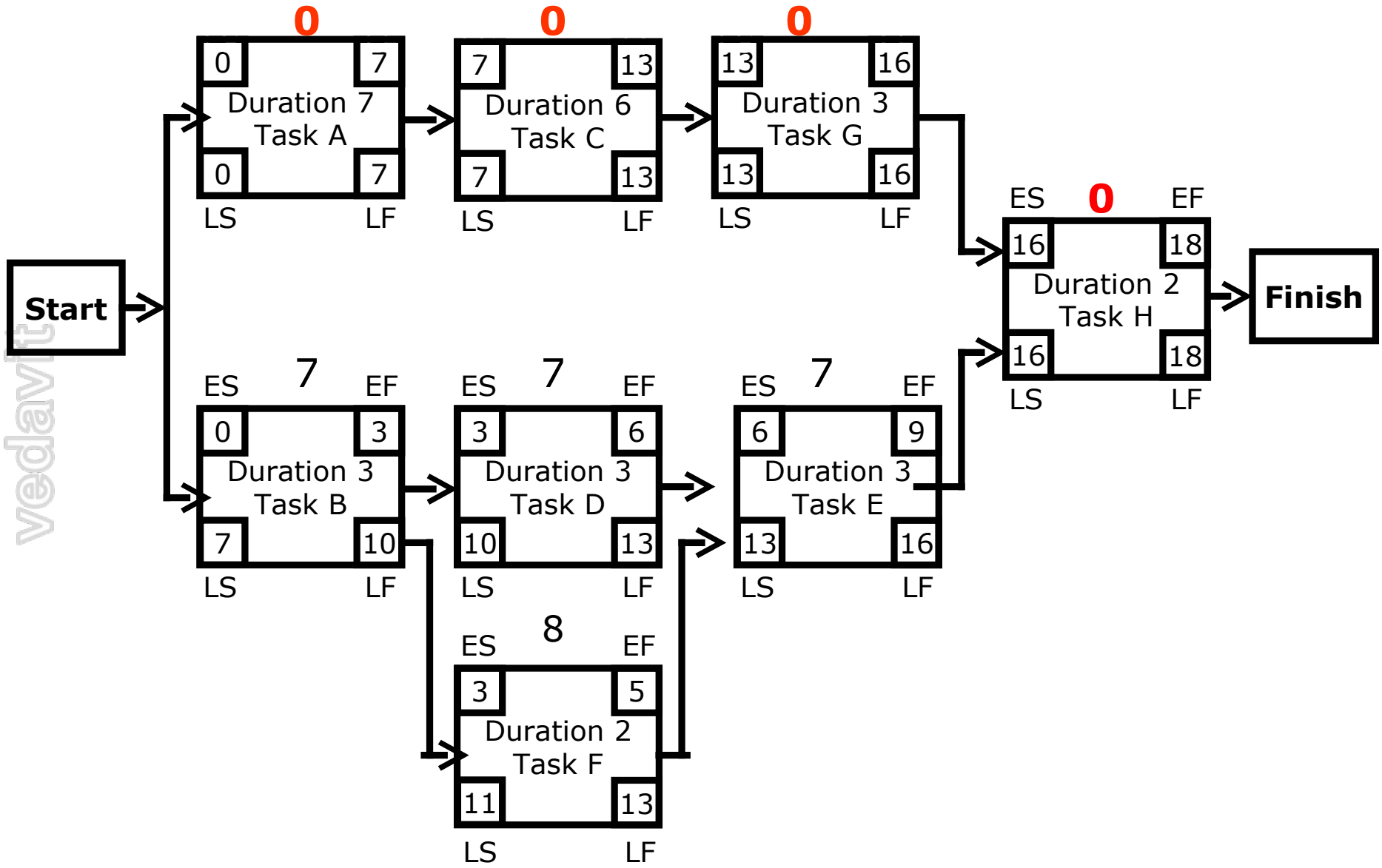
- A Critical path for a project is the series of activities that determines the earliest time by which the project can be completed.

- The Critical path is the longest path through the network diagram.

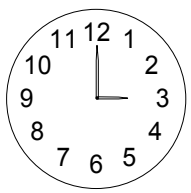
Critical Path



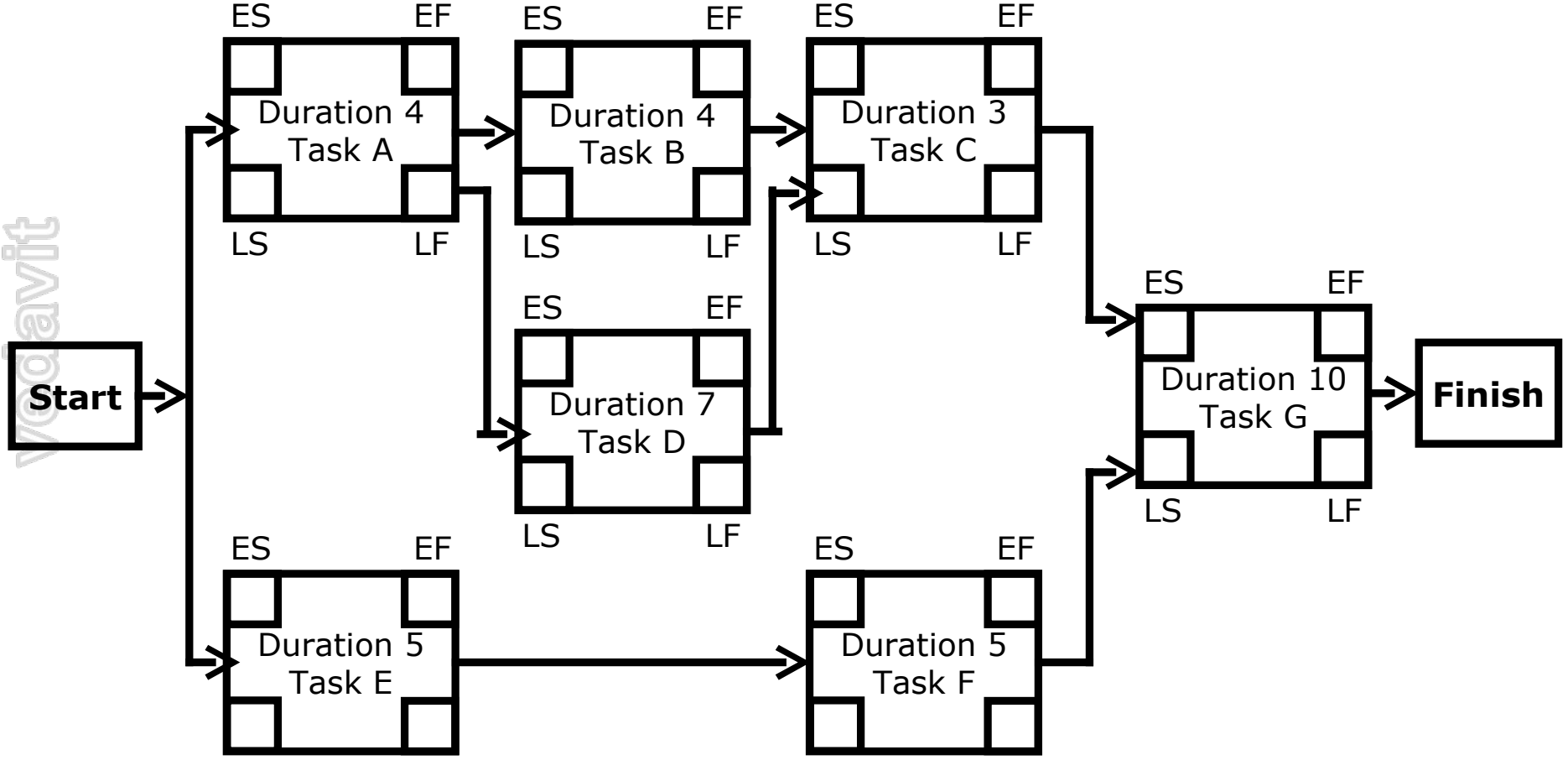
Critical Path – Longest Path, Zero Float



Discussion/Excertise-16

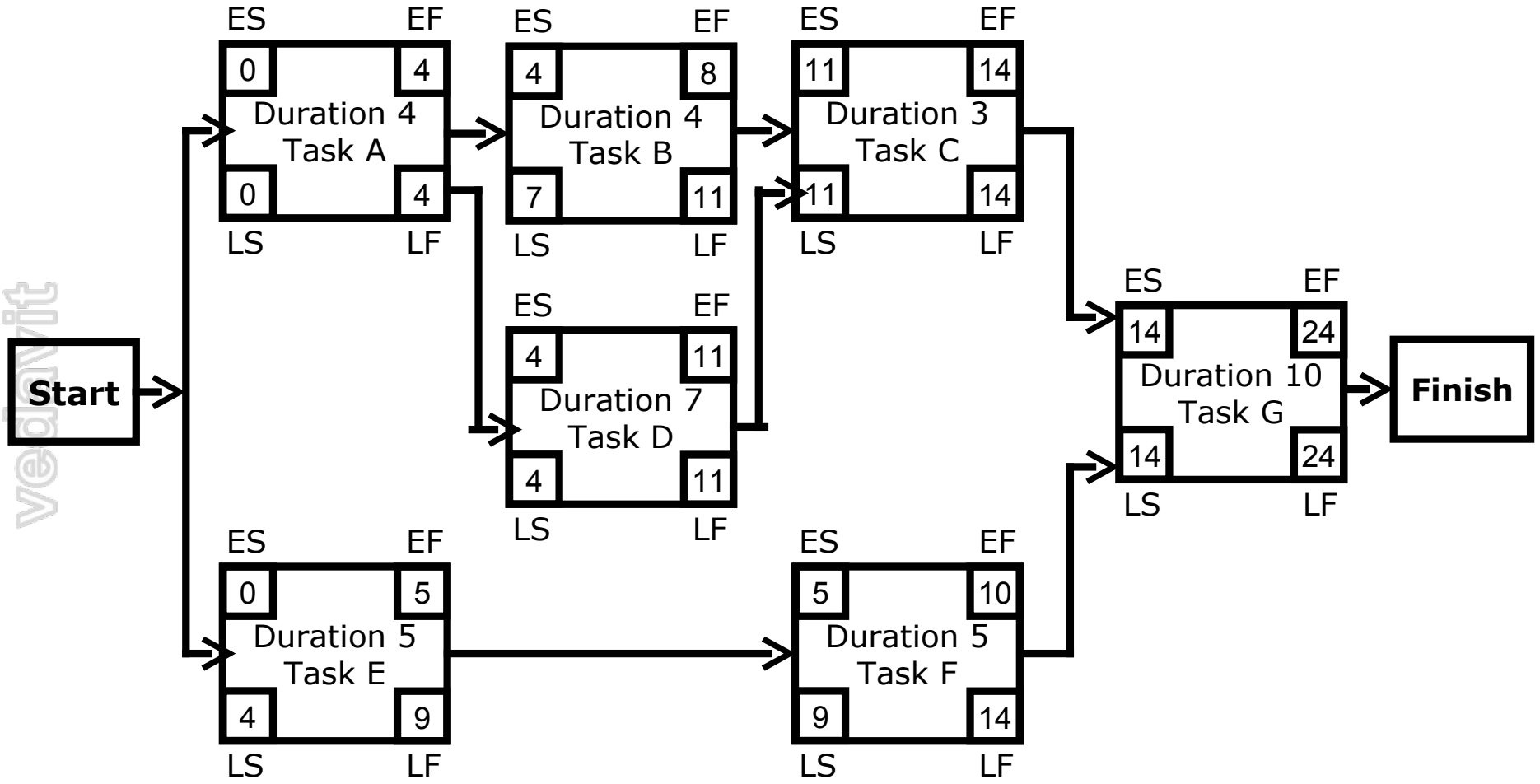


5 Minutes



Network Exercise - solution

Critical Path : ADCG



Facts/Tips for Critical Path

- Total Float is the amount of time the task can delayed without delaying the project finish date.
- Free float is the amount of time a task can slip without delaying the early start of any task that immediately follows it
- It is possible that a zero float activity may not be on critical path
- Longest path & shortest time possible to complete the project
- A project can multiple critical paths
- Difference between late and early is float
- Positive float (the activity can wait to start even after previous activity finishes)
- Negative float (the activity must start before previous finishes)
- Zero float (the activity must immediately start after the finish of previous one)
- Crashing activities to short the overall duration of project
- Fast-tracking activities to short the overall duration of project
- Be cautious that non-critical activity is not being delayed than the allowed free float
- Take care of sub-critical path or non-critical path
- Manage critical path resources very closely
- Do not overload critical path activity resources
- Avoid multitasking for resources working on critical path activities

Planning : Cost

Components of Contract Price

- Contract Price includes Material, Labor, Expenses, Overheads, Risk Management Budget, Profit Margins
- Cost baseline includes **contingency reserves**
- Project budget includes **management reserves**

Do you know?

- Who estimates Material cost for your project?
- Who estimates Human Resource cost for your project?
- Who estimates Expenses cost for your project?
- Who estimates Overhead cost for your project?
- How much is contingency reserve for your project?
- What are indirect costs to your project?
- When can you use contingency funds and who approves that?
- How much is profit margin on your project?
- What is the price?

Estimate Cost

- Before you start estimating cost, know what all different types of costs you should be included in the estimation
- Know the rate of every resources you are going to use

Project Cost Estimation Ranges

- Never ever commit one absolute number to your project sponsor. Always range.
- Cost estimation may include only Direct Cost or in combination of with Indirect Costs

Class Name	%	Range
Definitive	- 5 -> +5%	10%
Capital Cost	-15 -> +10%	25%
Appropriation	-25 -> +15%	40%
Budget Estimates	-10 -> +25%	35%
Feasibility	-35 -> +25%	60%
Order of Magnitude	-50 -> +50%	100%

Determine Budget

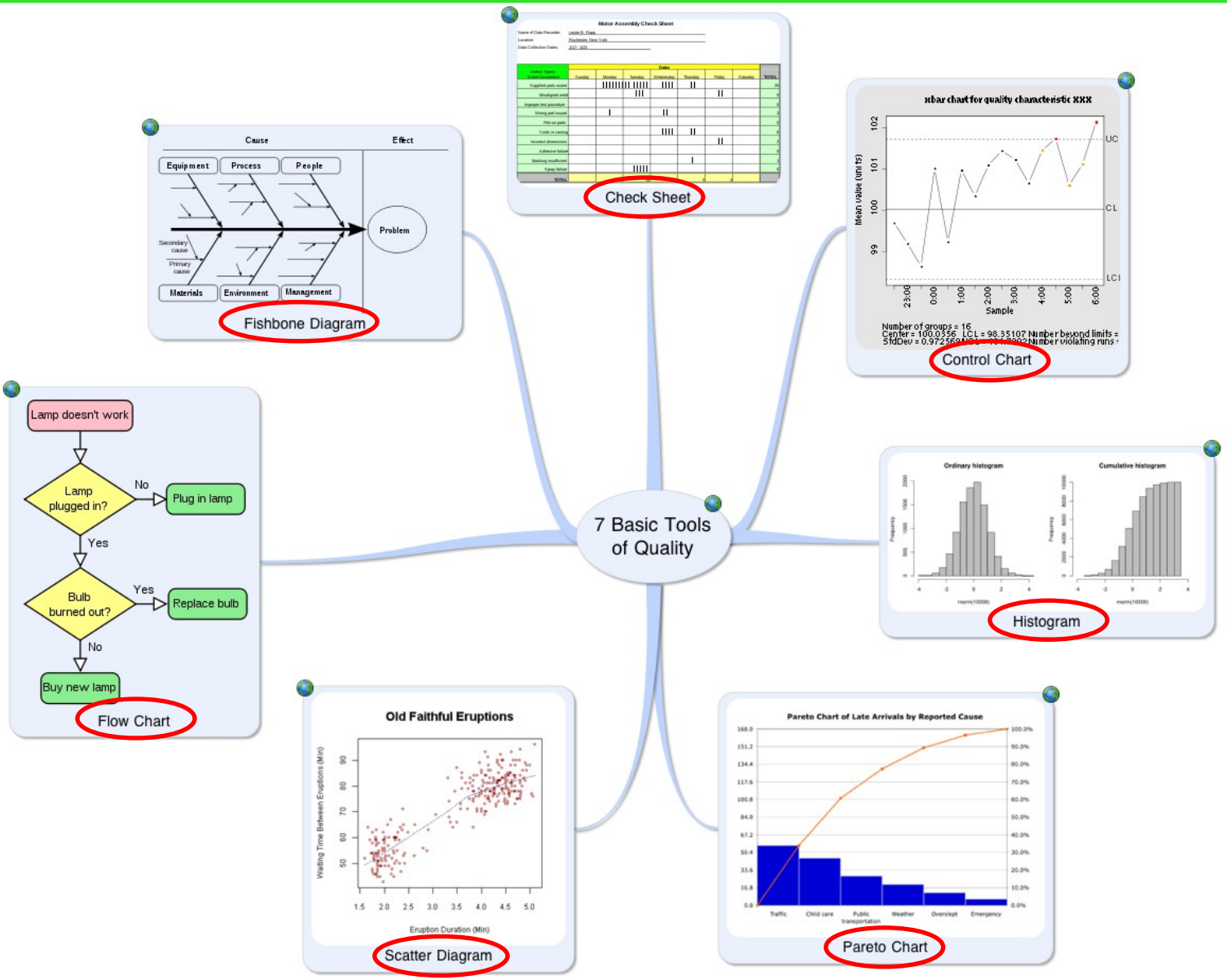
- Aggregate costs based on the duration
- While aggregating also include the money which you pay to vendors for services & contingency reserves
- Before you baseline the cost validate the funding requirements with availability of funds.

Planning : Quality

Plan Quality

- Know your metrics, their calculation, data collection method and source
- Determine product testing processes, tools
- Determine defect fixing or feedback incorporation processes
- Develop checklist wherever possible to test the product
- Automate testing and review process as much as possible
- Do not compromise on quality. Quantity can be sacrificed over quality.
- Use 7 basic quality tools for managing project and product quality

7 Basic Tools of Quality



Process Audit

- Review your processes with auditors
- Show your implementation with proof
- Take best practices from auditors
- Share your best practices with auditors

Planning : Communications

Plan Communication

- Know who need to be communicated, when, how, what frequency, using what format

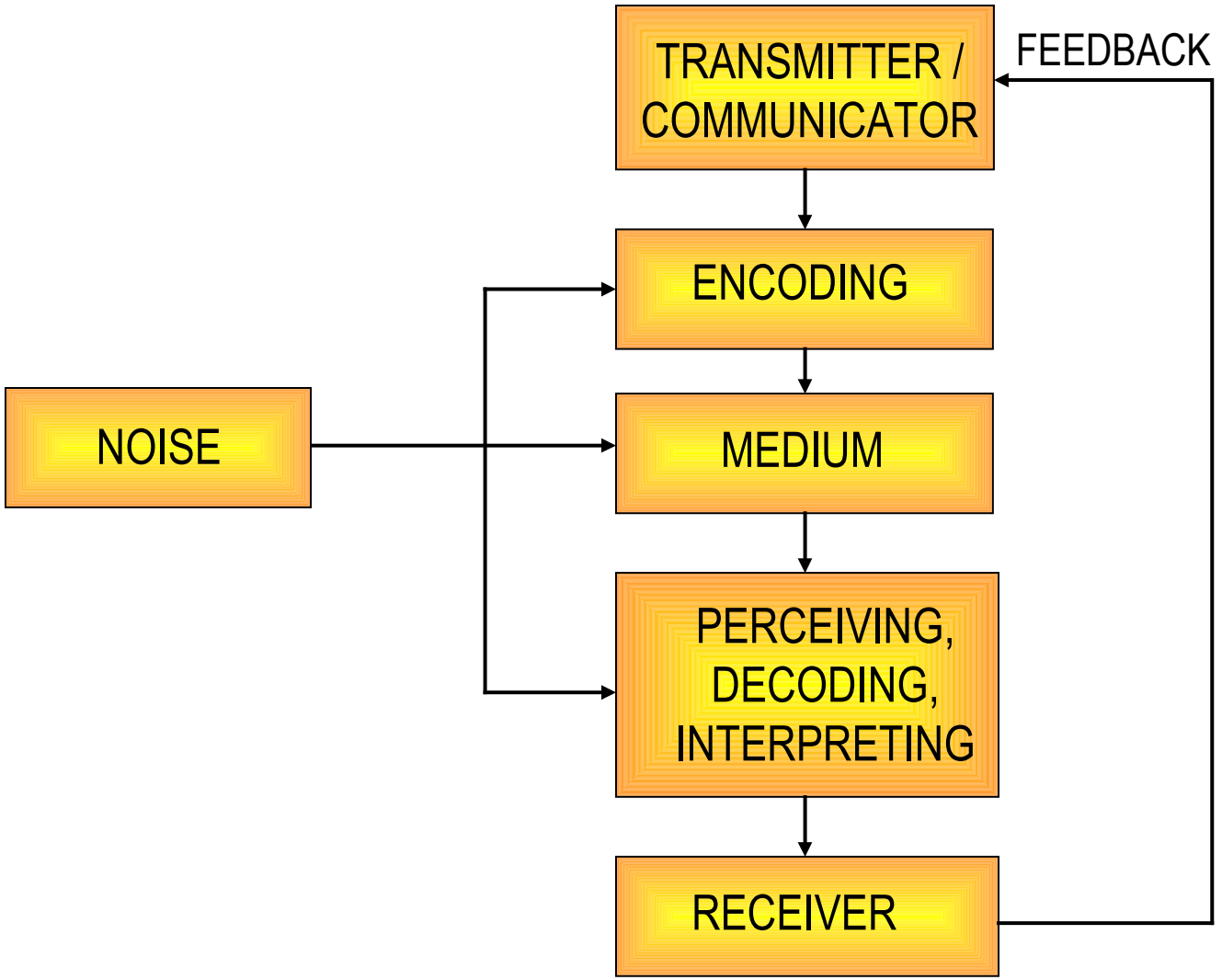
Elements of Communication Planning

1. Who do you need to talk to
2. Why are we talking to them
3. What do they need to know
4. When to tell them - timing
5. How do you communicate with them. Who does the telling
6. Where to tell them – the medium ~

Communications Plan- Example

Audience	Senior Management Team
Reason	Financial responsibility for project
Event	Monthly project expenditure report
Responsible	Project Manager
Medium	Presented at exec meeting
Timing	Monthly
Content	Expenditure to date v budget, estimate to finish, updated cash flow, anything that should be brought to the attention of the team

Communication Model



Improving Communications

- Make the message relevant to the receiver.
- Reduce the message to it’s simplest form..
- Organize the message into a series of stages
- Repeat key points and obtain the reverse feedback.

Project Risk Management

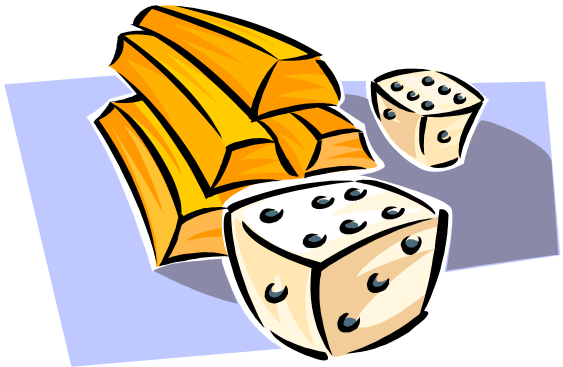
Introducing you to the World of Risks

- Projects will ***always*** have risks
- If you do not manage project risks ***they will manage you***
- Companies value project managers who are risk-takers, not gamblers (The distinction is the understanding and managing of project risk)

Risk can be managed, minimised, shared, transferred, or accepted

It cannot be ignored."

Un-predictable Risks



Known Risks

Management of Uncertainties

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Every Project has risks associated with it!

- Commercial viability.
- Technical feasibility.
- Competitors move ‘faster’.
- Customers’ preferences may change.
- ‘VC’ resources may ‘dry up’.
- Project Sponsor changes or may not give continued support.
- Attrition.
- Project scope, time or cost related issues.
- Government regulations.

What is Risk?

- A dictionary definition of risk is “the possibility of loss or injury”.
- Project risk involves understanding potential problems that might occur on the project and how they might impede project success.
- “Risk is the potential for realization of unwanted negative consequences of an event.”

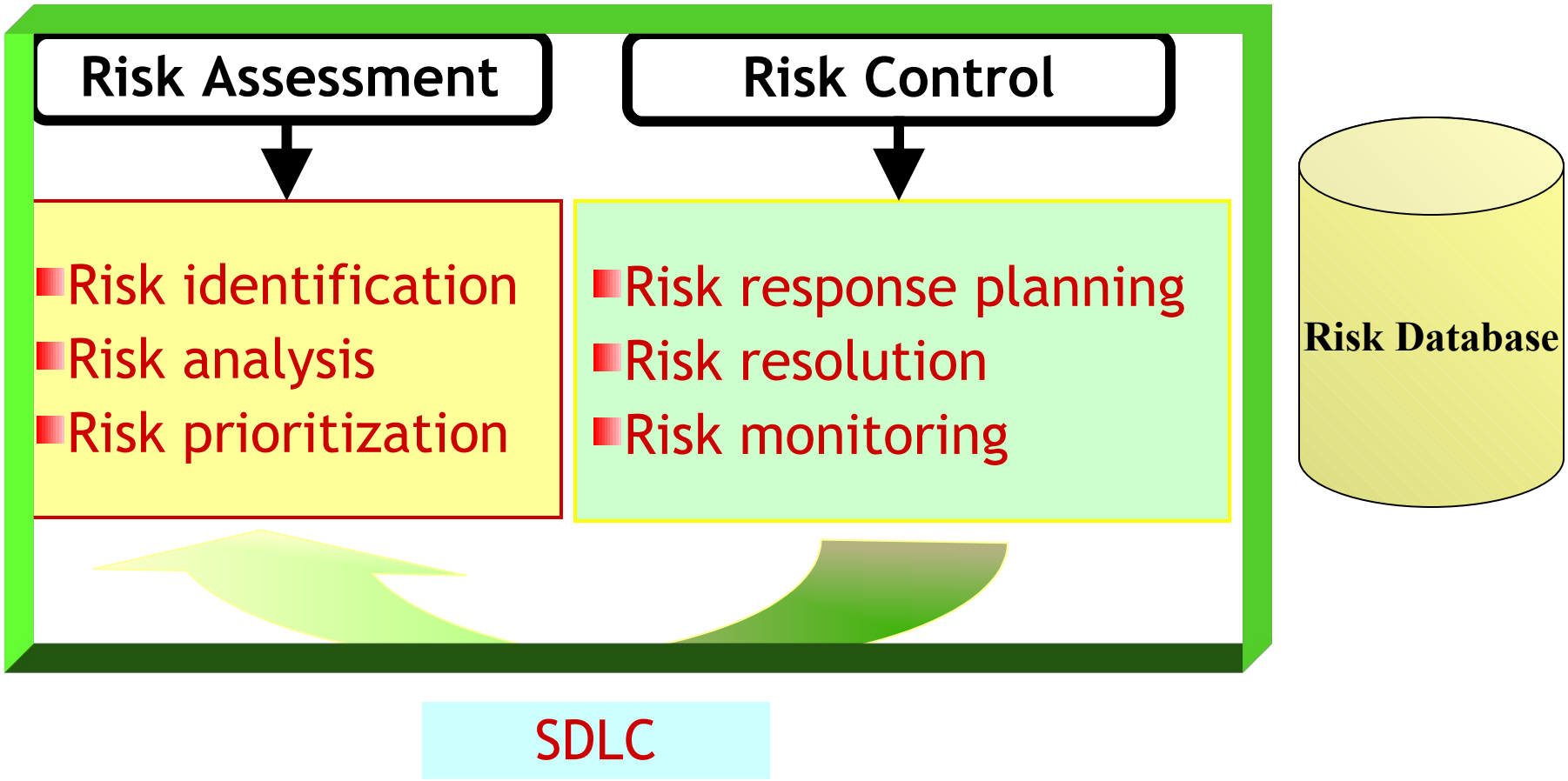
Define the word ‘risk’ in simple terms

- “What things about this project keep you awake at night?”
- “What makes you nervous or uncomfortable about the project?”
- “What problems have you had before that you swore would never happen again?”

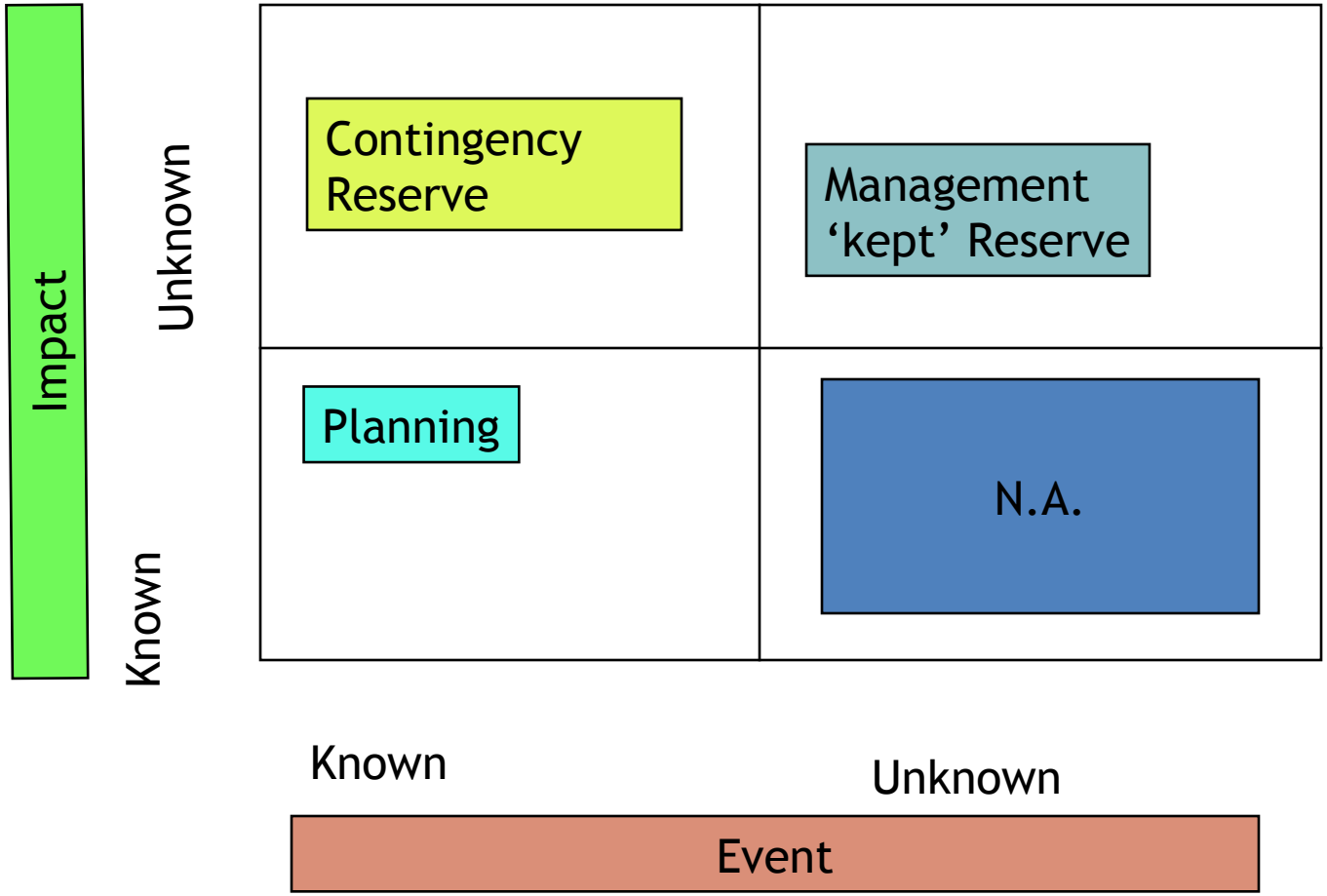
Risk Identification – Information gathering Techniques

- Brainstorming Sessions.
- Interviewing.
- Checklists.
- Assumptions analysis.
- Review of Artifacts (WBS etc).
- SWOT Analysis
- Organization Risk Database.

Risk Management Process



Risk Event / Impact matrix



Risk Estimation

#	Risk	Likelihood	Impact	Risk Exposure
R1	Requirements stability – rapidly changing	0.1	0.8	0.08
R2	Specification takes longer than expected	0.3	0.7	0.21
R3	Reusable components – library is unreliable	0.5	0.7	0.35
R4	Module testing demonstrates errors or deficiencies in design	0.1	1	0.10
R5	Module coding takes longer than expected	0.4	0.5	0.20
R6	Test bed for system II OS not available at the time of system testing	0.7	0.8	0.56
R7	Staffing not available at the right time for critical path activities	0.5	0.6	0.30

Risk Prioritization

Rank each Risk based on the exposure

#	Risk	Likelihood	Impact	Risk Exposure	Rank
R6	Test bed for system II OS not available at the time of system testing	**0.7**	**0.8**	**0.56**	1
R3	Reusable components – library is unreliable	**0.5**	**0.7**	**0.35**	2
R7	Staffing not available at the right time for critical path activities	**0.5**	**0.6**	**0.30**	3
R2	Specification takes longer than expected	**0.3**	**0.7**	**0.21**	4
R5	Module coding takes longer than expected	**0.4**	**0.5**	**0.20**	5
R4	Module testing demonstrates errors or deficiencies in design	**0.1**	**1**	**0.10**	6
R1	Requirements stability – rapidly changing	**0.1**	**0.8**	**0.08**	7

Risk Response Strategies

- Risk Avoidance
- Risk Transference
- Risk Mitigation
- Risk Acceptance

Risk Monitoring & Control

- Keeping track of identified risks
- Monitoring of residual risks
- Identifying new risks
- Ensuring execution of the Risk Plan
- Evaluating the effectiveness of the Risk Plan

Will be an ongoing process for the life of the project
Will reassess the priority of the risks periodically.

Good Risk Management Practices

- Acknowledge that risks are inevitable.
- Communicate risks openly.
- Reward people who prevent crisis, not just those who create crises and then manage them.
- Use organization's risk database for cross project learning.
- Take the Expert help whenever needed.
- Remember all risks are important .

Bad excuses in Risk Management

- We have no risk.
- We deal with problems as they arise.
- How can you predict what will happen 6 months from now?
- Our job is to develop software, not to fill out bureaucratic forms.
- That external interface is not in our risk management program because the interface is not our responsibility.
- We deal with problems as they arise.
- That method is proven and therefore not a risk. The speaker at the conference said so.
- My tech people will rebel if we identify as a risk a lack of skills needed to do development.
- We have to bid the lowest cost to win; we'll worry about doing the job when we get it.

(source-The Little book of bad excuses- SPMN)

Monitoring & Controlling

Overall Monitoring & Controlling

- Know your metrics
- Know the allowed threshold limit of each metrics
- Get actual data
- Compare the data against plan
- Calculate your metrics and know your variances
- Determine whether variance is without tolerance limit
- Corrective and Preventive actions
- Defect repair
- Validate whether CAPA and Defect repairs recommended are implemented
- Prepare reports
- Share reports

Managing Variations

Variation:

The difference between the planned and the actual results. Variation could be with respect to Time, Cost or Quality.

Threshold:

The maximum permissible variation beyond which appropriate corrective action must be taken.

Earned Value Management

- BAC= Variance at completion
- PV = Planned Value
- AC = Actual Cost
- EV = Earned Value
- ETC = Estimate to Complete
- EAC = Estimate at Completion
- SPI = Schedule Performance Index
- CPI = Cost Performance Index

Earned Value Rules

- 0% - 100%
- 50% - 50%
- 20% - 80%
- 25% - 75%

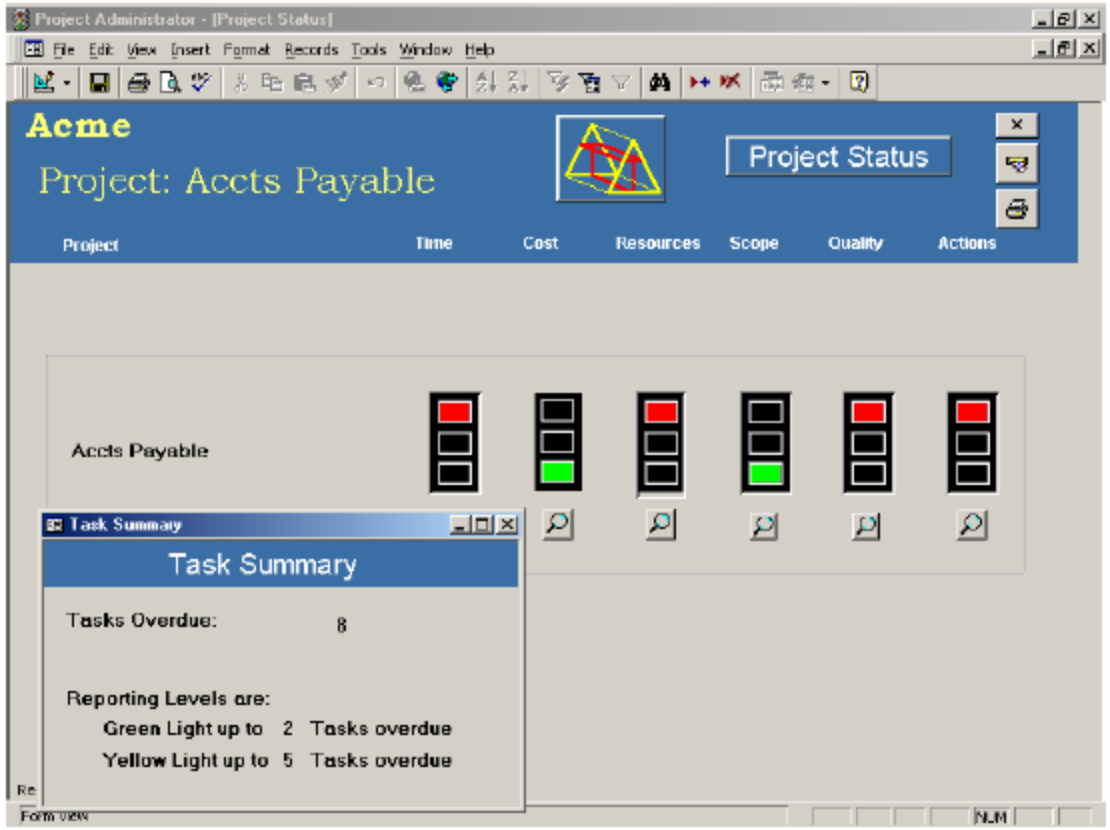
Types of Reviews/reports

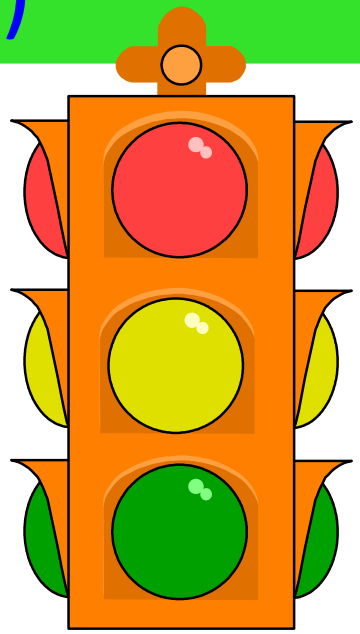
- Weekly reviews
- Status/Progress reviews
- Management reviews
- Milestone/phase end reviews
- Customer reviews
- Vendor reviews

Project Review outcomes

- All reviews must culminate with
  - List of Issues Identified.
  - List of Action Items decided.
- Action items must be tracked to closure.
- Issues must be monitored to determine if they are resolved.
- Issues need to be escalated as per the defined Escalation procedures.

Project Dashboard (RAG)





- Time (How are we going against schedule)
- Cost (How are we going against budget)
- Resources (How much time are we spending on the project)
- Scope (Is the scope creep in line with expectations)
- Quality (Are we reviewing and fixing quality problems)
- Actions (Do we have action items outstanding)

Issue Management

- Log issues and Issue source.
- Determine action for resolution.
- Establish responsibilities and timeline for action.
- Track issue for resolution.
- Escalate issue as per escalation procedure.

Team Management

Together Everyone Achieves More

Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

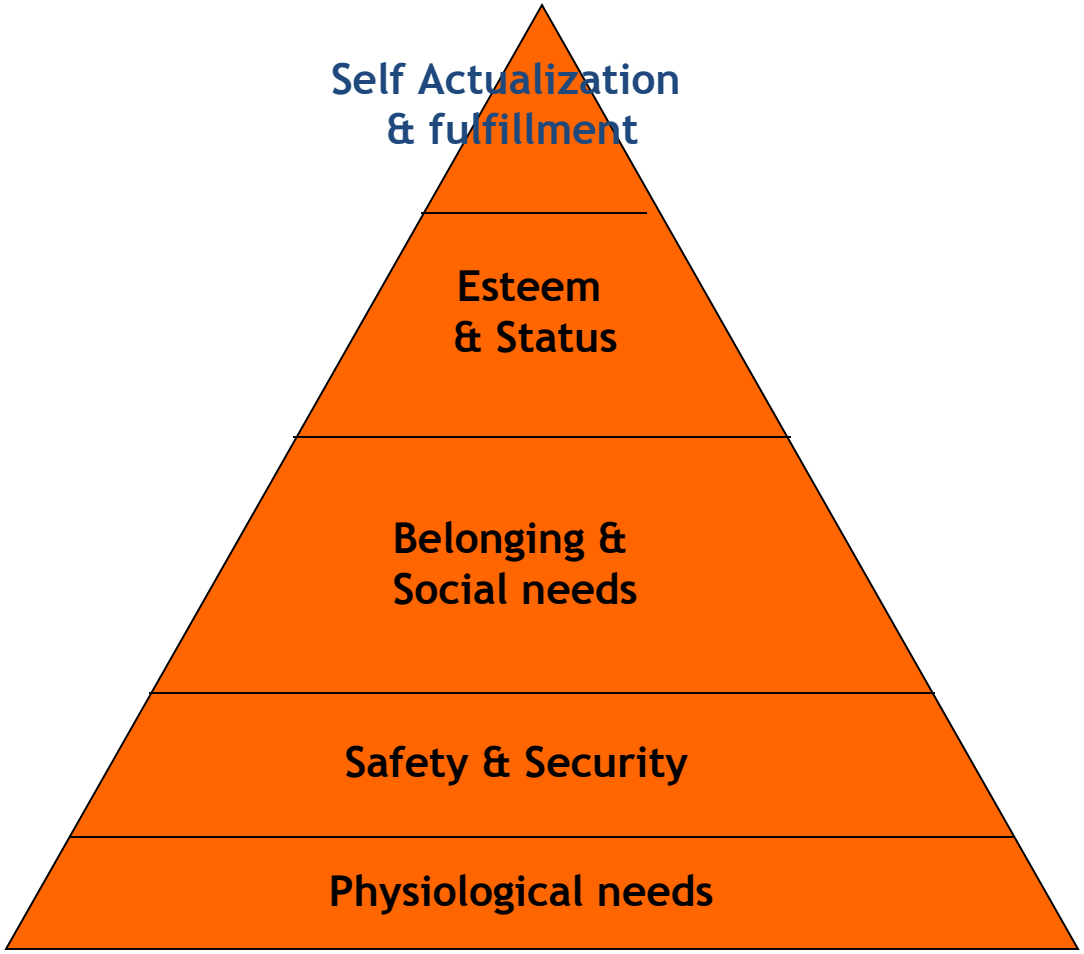
Stages of Team Performance

- Forming :
  - Team members getting to know each other
  - Heavy dependence on Leader's directions
- Storming:
  - Team members vie for positions of authority/ Power struggles
- Norming:
  - Team members get to know each others' strengths and weaknesses
  - Agreement and Consensus/ Goal clarity
  - Leader – facilitating role
- Performing:
  - Team has a shared vision
  - Conflicts are resolved productively
  - Leader – delegating and overseeing role

Motivation

- The internally generated state (feeling) that stimulates us to act.
- Internal process which creates and maintains the desire to move toward goals.
- The driving force within that causes an individual to act in order to achieve a specific goal.

Maslow's Need Pyramid



Project Closure

What is a Post Project Review?

- A summary of project development, start to finish.

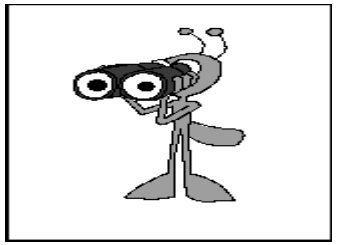
- A brief description and analysis of
  - Project activities
  - Results
  - Lessons learned
  - Recommendations

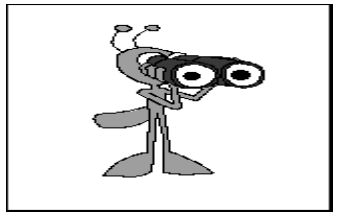
- An improvement tool
  - NOT a record of failures

Why do a Post Project Review?

- Learn from project experiences.
- Retain knowledge for future projects.
- Identify areas to improve.
- Understand successes.
- Provide team/individual feedback.

- Split into two parts
  - Looking backwards
  - Looking ahead





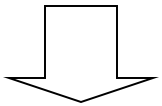
What's Involved?

- Collect the information
  - Technical
  - Managerial
  - Metrics
  - Schedules
- Anything kept during the project
  - Manager or project logs
  - Emails
  - …

✓Identify three things you would continue to do ?
✓Identify three things you would stop doing ?
✓Identify three things you would start doing ?

What's the Deliverable?

- Reuse possibilities
- Best Practices
- Lessons Learnt
- Risks That hit / hurt
- Customer / Project / Process / Product measurements
- Customer report defect data analysis
  - Input for preventing defects in subsequent phases / projects
- Customer Satisfaction Survey Analysis



- *Contributed to organizational repository for further processing*

Retrospective : Ground Rules

- Be polite and gracious.
- Focus on problems and process.
- No finger pointing.
- No assigning blame.
- No “You’s”
- Let each person have a turn.
- Avoid defensiveness.
- Respect everyone’s perspective.

Project Archival

- Ensure that all information is archived in line with the contractual agreements/internal procedures.

- Plan for transitioning to warranty / maintenance.

Project Manager

Roles & Responsibilities

&

Knowledge and Skills required

General Management Knowledge & Skills

- Financial Management & accounting
- Procurement
- Sales & Marketing
- Contracts & Commercial law
- Manufacturing & Distribution
- Logistics & Supply chain
- Strategic and Tactical planning
- Org structures, org behavior,compensation, benefits
- Health & Safety practices
- Information Technology

Interpersonal Skills

- Effective communication
- Influencing the organization
- Leadership
- Motivation
- Negotiation & Conflict Management
- Problem solving

Project Manager Responsibilities

- **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 Responsibilities

- **Executing a Project**
  - Project scope achieved
  - Project stakeholders expectations managed
  - Human resource managed
  - Ensure processes are being followed as agreed
  - Material and equipment resources managed
  - Risk management strategies are implemented
- **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

Project Manager in Nutshell

Should

- Be a resourceful person who can get things done and keep all relevant stakeholders informed.
- Ensure work is estimates in terms of size, efforts & schedule
- Ensure risk identification, analysis, prioritization, monitoring & control is done periodically
- Ensure right resource allocated for the work, resource backup and utilization
- Ensure team is motivated, career planning, training and development activities are being done
- Ensure scope and requirements are management
- Ensure stakeholders are sufficiently engaged, their expectations are managed they are being communicated proactively
- Ensure project objectives are met in terms of time, cost, scope and defect free product.
- Ensure all contractual obligations are fulfilled
- Ensure procurements are as per contract & proposal
- Ensure Configuration management, data backup
- Ensure lessons learned are documented and implemented
- Ensure cost is optimized
- Participate in presales & proposals

vedavit

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