

IDP - Project Management

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Please sit in proximity of your IDP group!!
Thank you! 😊

Objectives

- Be aware of some basic project management principles
- Improving your IDP project team performance
- Consider the potential benefits of a more structured approach to the management of your project

What are specific aspects of a Project?

What is a Project?

- Has a specific aim
- Has a clearly identifiable start and finish
- Is an instrument of change
- Results in something being delivered
- Is unique
- Is the responsibility of a single person or body
- Involves cost, resources and time
- Uses a wide variety of resources and skills

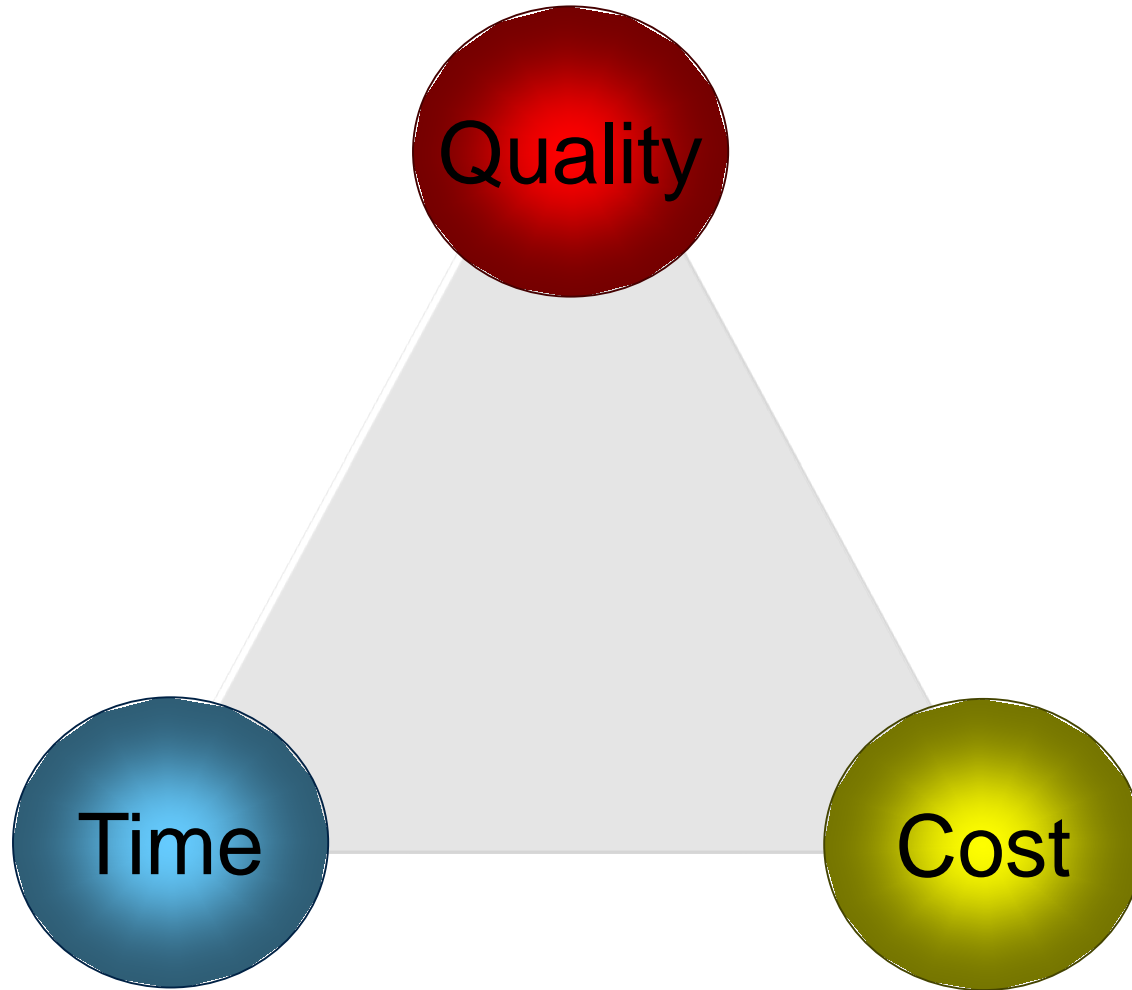
What is Project Management

What is Project Management

- A formal discipline for managing projects
 - PRINCE 2 - PRojects IN Controlled Environments
 - A Guide to the Project Management Body of Knowledge (PMBOK Guide)
- Have been developed over many years
- The aim is to ensure that projects are completed and that the end point is achieved
- Reaching the end point predictably

Project Management is balancing which perspective when you know your scope?

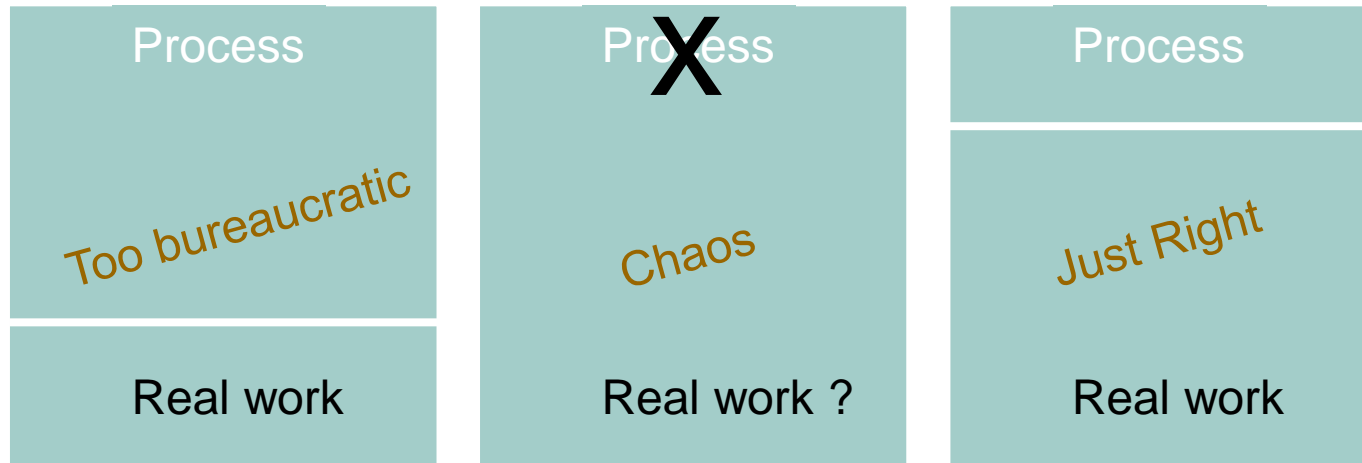
Project Management is balancing three perspectives



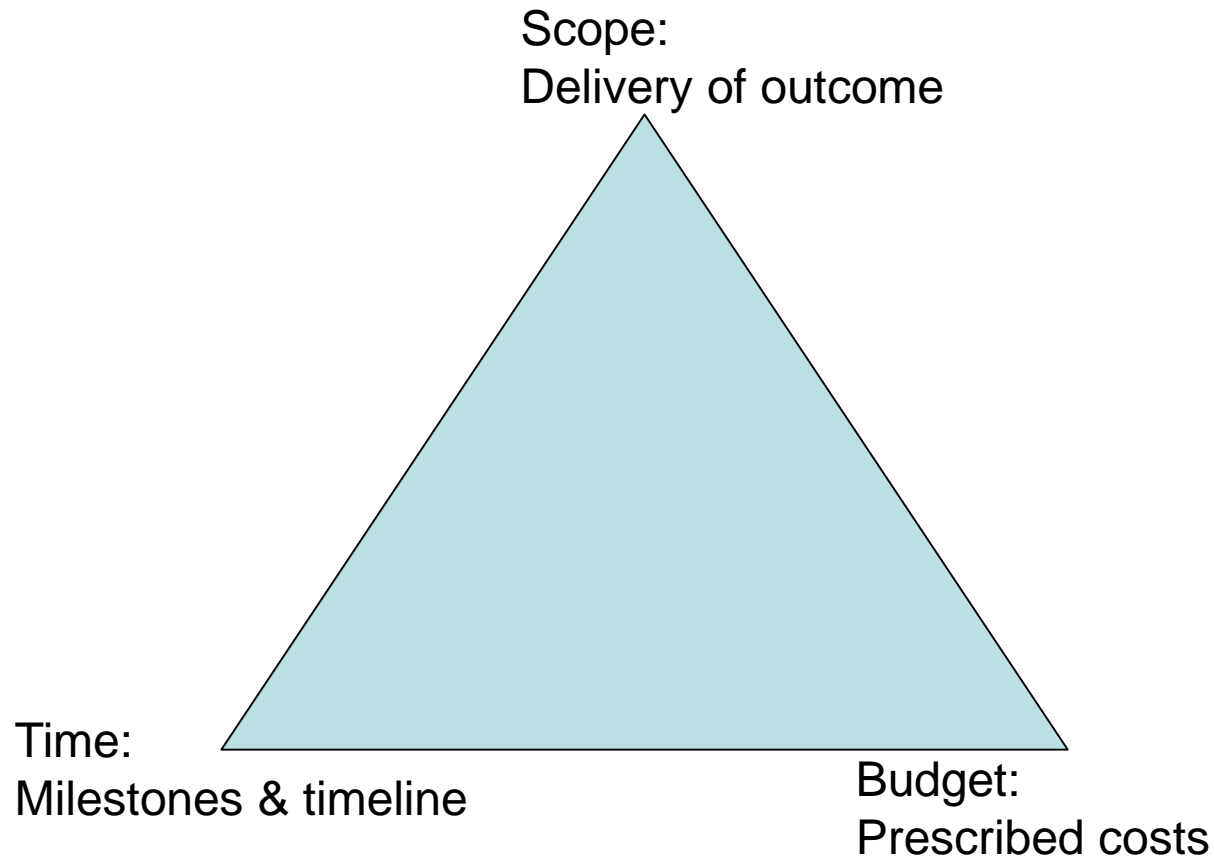
Why a PM methodology is needed



- A good project management process make the project progress slow in the beginning but faster as the project progresses.



The magic triangle



9 areas a project manager manages



In practice, the project lifecycle phases should be adjusted to reflect these requirements. This is because each industry has different needs. This is because each industry has different needs. This is because each industry has different needs.

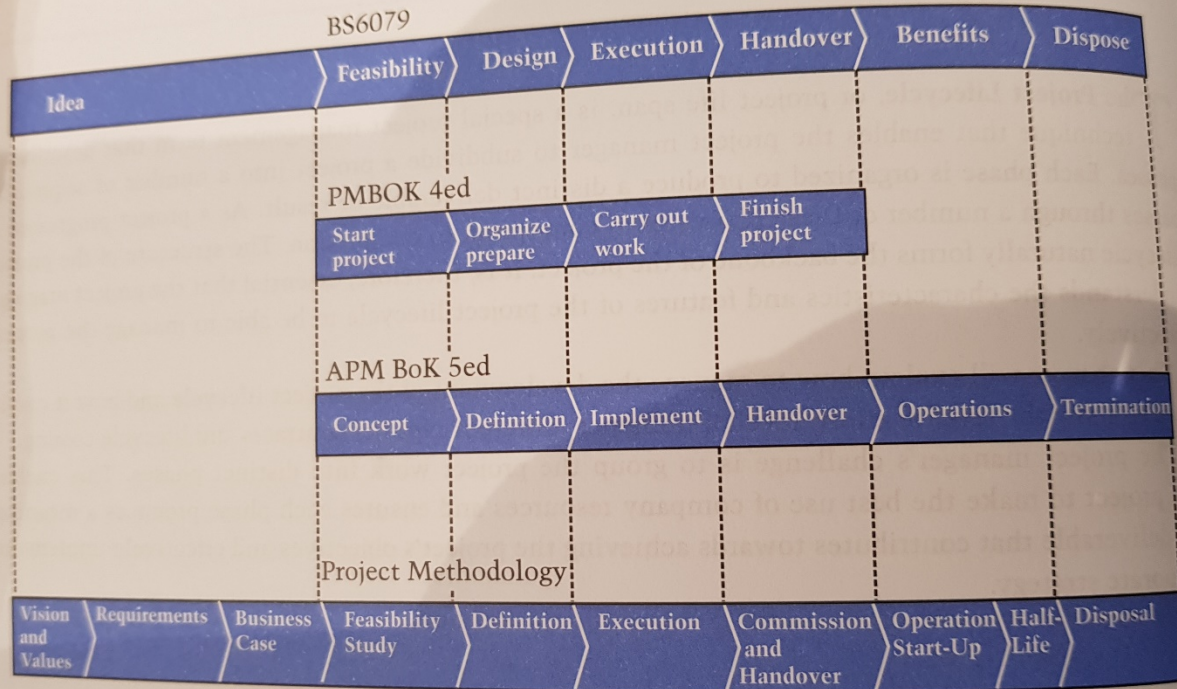
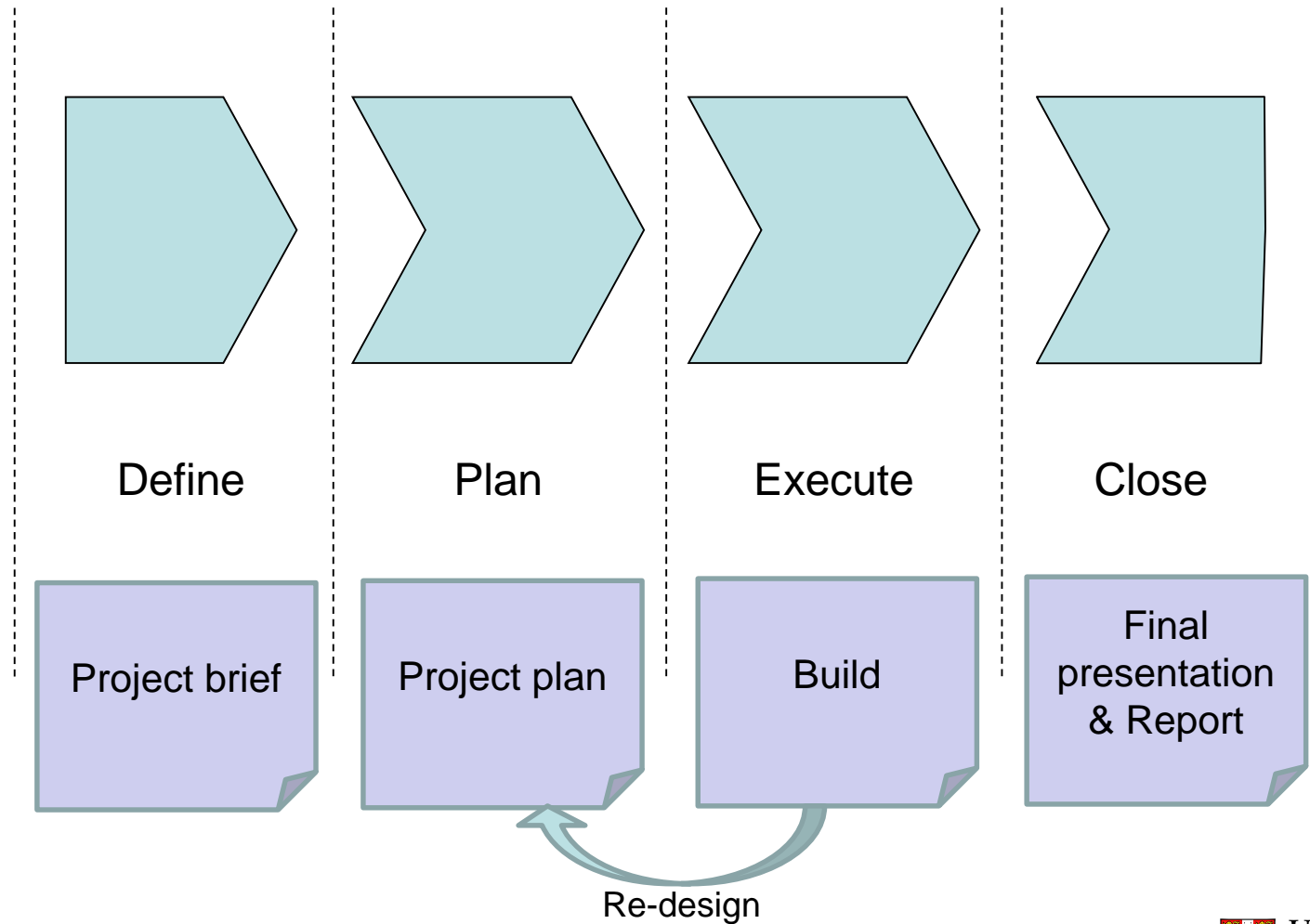


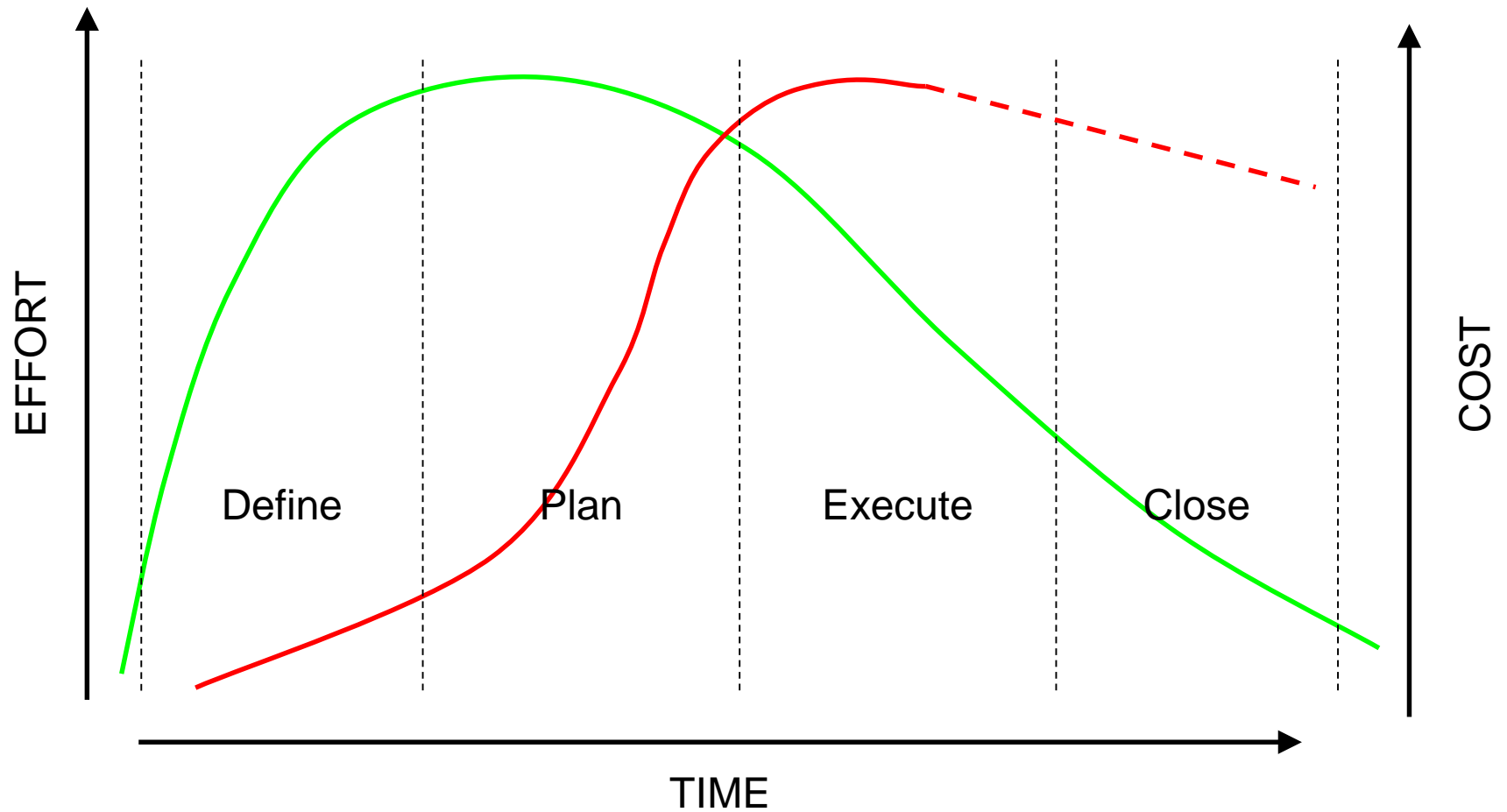
Figure 2.1 Project Lifecycles – shows how the project phases from a number of bodies of knowledge relate to each other

The Stages of Project Management

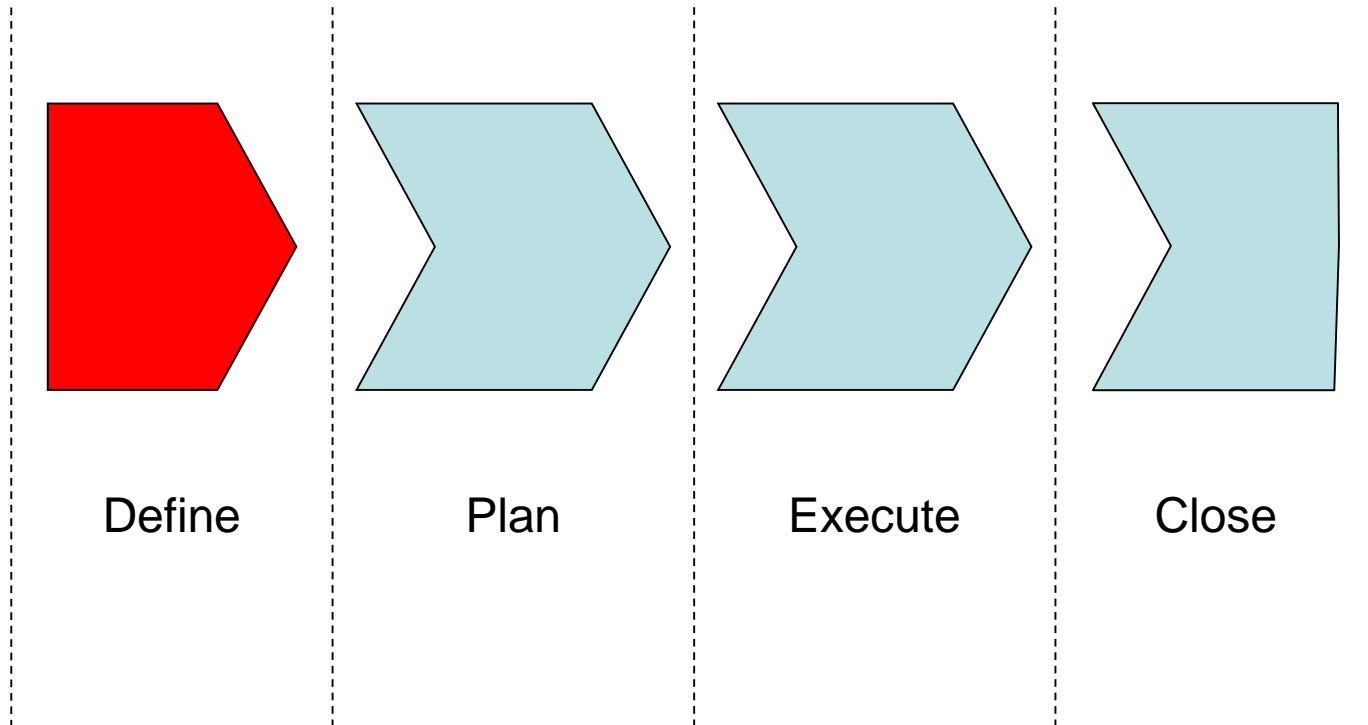
The Project Lifecycle



Project Lifecycle



Define the Project



Define

Plan

Execute

Close

The Project Definition

- What is its overall **objective**?
- Who are its **key stakeholders**?
- What **outcomes** does each stakeholder need from the process?
- How will we measure that each outcome has been achieved?
- What **quality criteria** should be applied to each outcomes?
- What **activities** are needed to produce these outputs?
- What **resources** are required to carry out the activities?
- What **knowledge** and **other inputs** are required?

Worksheet

Get together with your team!

What is it that you are going to achieve?

When are you going to work on your project?

are there specific days you need to all be there?

are there specific days some of you may not be able to be there?

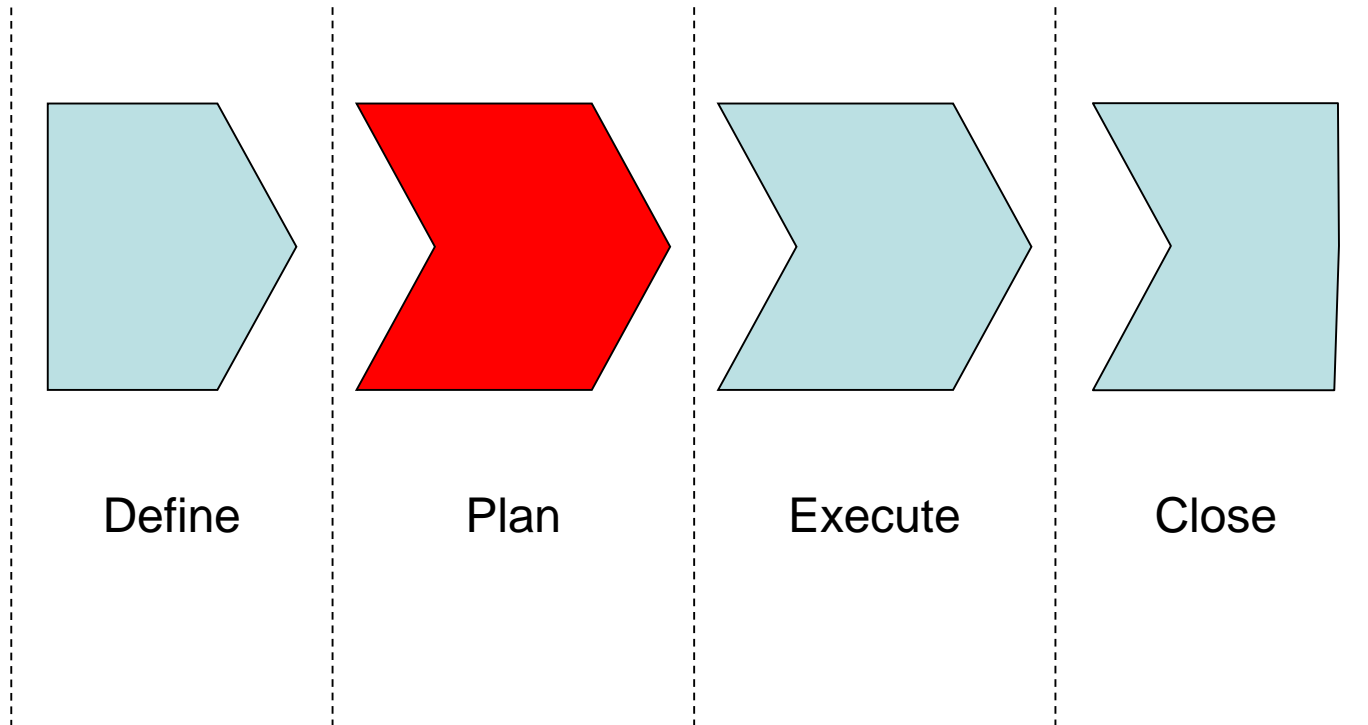
In your Teams!
Lets get working
10 min!

Stakeholder Analysis

		Interest	
		High	Low
Power / Influence	High	Key Players	Influential Stakeholders
	Low	Interested Stakeholders	Peripheral Stakeholder

- Stakeholders are the people who are affected by the project.
- Anyone who has an interest in or influence / power over the project

Plan the Project



Planning

- **Breakdown of Tasks** (Work Breakdown Structure) -
What really needs to be done
- **Time**
- **Task Dependencies** - Network Diagram & Critical Path
- **Resources**
- **Balancing the Schedule**

Work Breakdown Structure (WBS)

Example

- 1st Presentation
- 1st Report
- Design Acceptance (100%)
- Something happens...??!!
- Functionality Demo (100%)
- Final Presentation
- Competition
- Final report
- Feedback Session

Time

How long will each task take?

It's an estimate – cannot be 100%

1. Ask someone who knows
2. Use a rule of thumb
3. Model it against similar tasks
4. Break the task down further until you can estimate
5. Make an assumption

Example – Project

	Task	Time / duration (h)
1	Make sense of the project	2
2	Read some relevant books/ literature	5
3	Talk to project supervisor	1
4	Understand the project boundaries	8
5	Design the analysis / method	3
6	Gather the data	72
7	Analyse the data	36

Work Breakdown Structure (WBS)

- Example – Induction Project

Pre-work	1 st Part Project	2 nd Part Project	Post-project
1. Make sense of the project	4. Frame the project	8. Analyse the data (cont.)	13. Complete & submit project report
2. Read some relevant books/ literature	5. Design the analysis / method	9. Interpret results and refine the project	14. Get feedback from supervisor & reflect
3. Talk to project supervisor	6. Gather the data	10. Find possible solutions	
	7. Analyse the data	11. Prepare recommendations	
		12. Present to company	

Logical Dependencies

Start / Start

1. Make sense of the project

3. Talk to project supervisor

Finish /Start

4. Understand the project boundaries

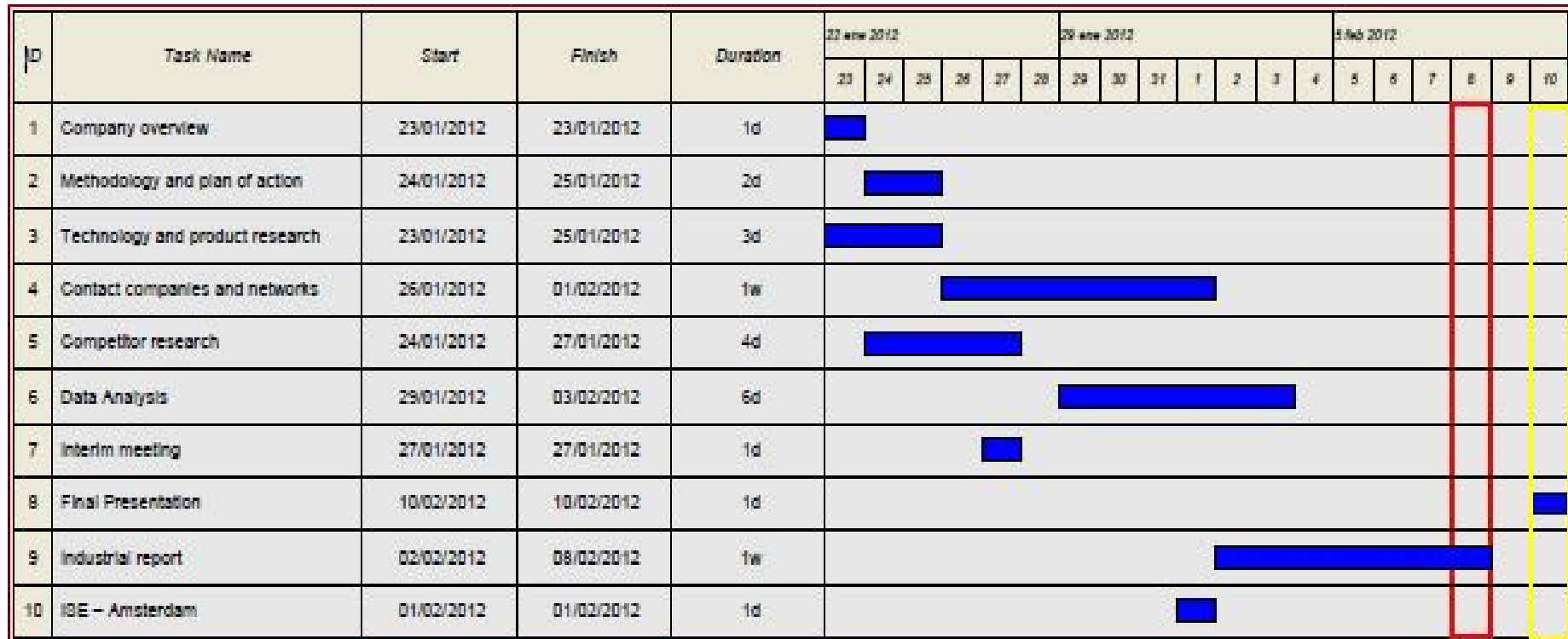
6. Gather the data

Finish / Finish

11. Prepare recommendations

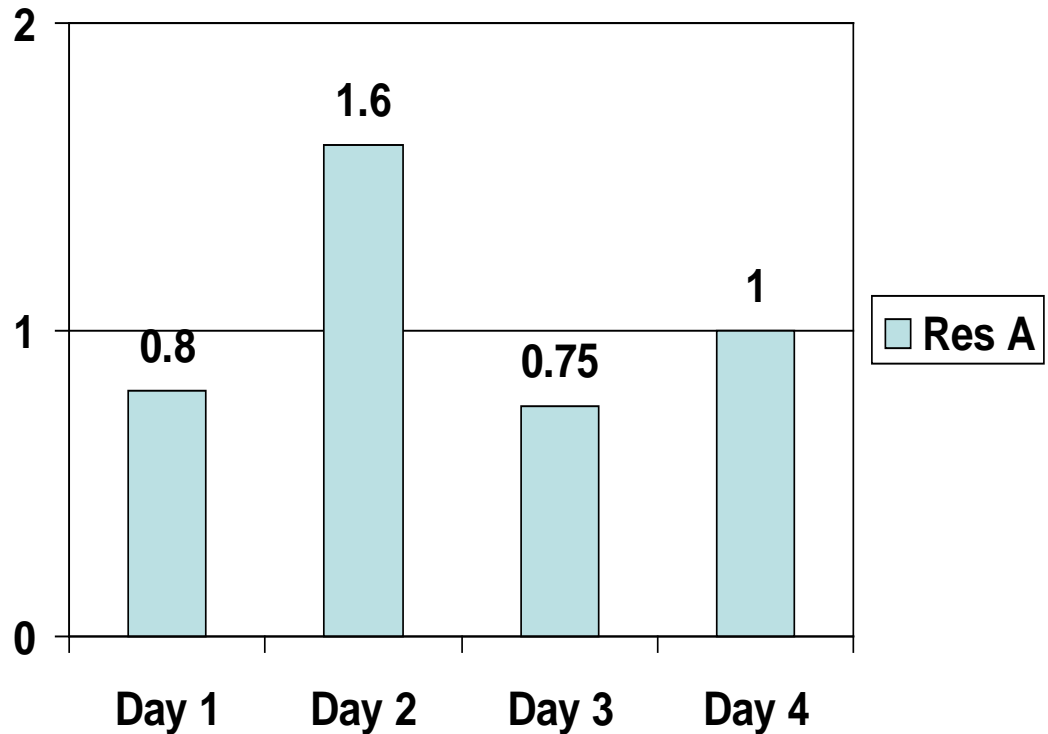
12. Present to company

Gantt Chart Example



Balancing the Schedule

- Allocate resources to the project tasks
- Review the demand on resources against the project timeline
- Move tasks to balance the resource demand / availability
- You can't fit 4.15 days of required time into 4 days!



Costs, Milestones, Contingency & Risks

- **Costs**
 - Associated with running the project
 - Associated with buying or creating deliverables on the project
- **Milestones**
 - Marker of progress
 - Key dates that are meaningful and helpful to the customer
- **Contingency**
 - To account for estimates in the project
 - Top Down / Bottom Up
- **Risks**
 - Identify things that if they happen, will have a negative impact on the project.

Which are your milestones?

Which are your milestones?

- Introduction Session **DONE!**
- First Presentations
- First Presentations
- Design Acceptance
- Functional Demo Deadline
- Competition + Final Presentations

Discuss your milestones and what are tasks to be done!

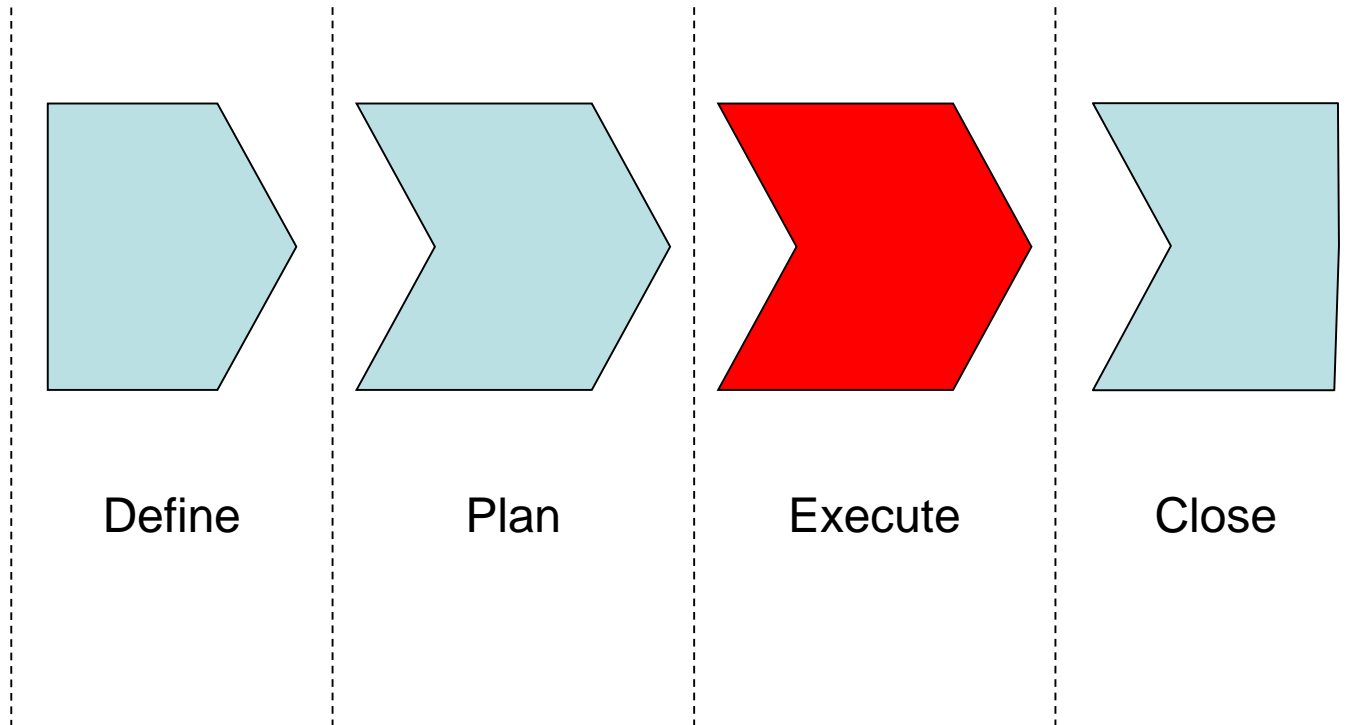
- Note down what needs to be done before each milestone
- Are there dependencies?

In your Teams!
Lets get working
10 min

Review and Amend the plan

- Should we do the project? (for you not an option!)
- Can we do the project with the scope?
- Can you do it a better way?
- Can you remove any of the tasks?
- Are estimates reasonable?
- Can you remove any dependency?
- Can you overlap any tasks?
- Can you use any of your resources more efficiently?
- Can you add more resource?

Deliver the Project



Execute

- Projects need to be actively managed to ensure they are successfully delivered.
- The Project Manager must:
 - Monitor and Manage **Progress**
 - Identify and Resolve **Issues**
 - Manage **Changes**
 - Manage **Risks**

Progress and Issues

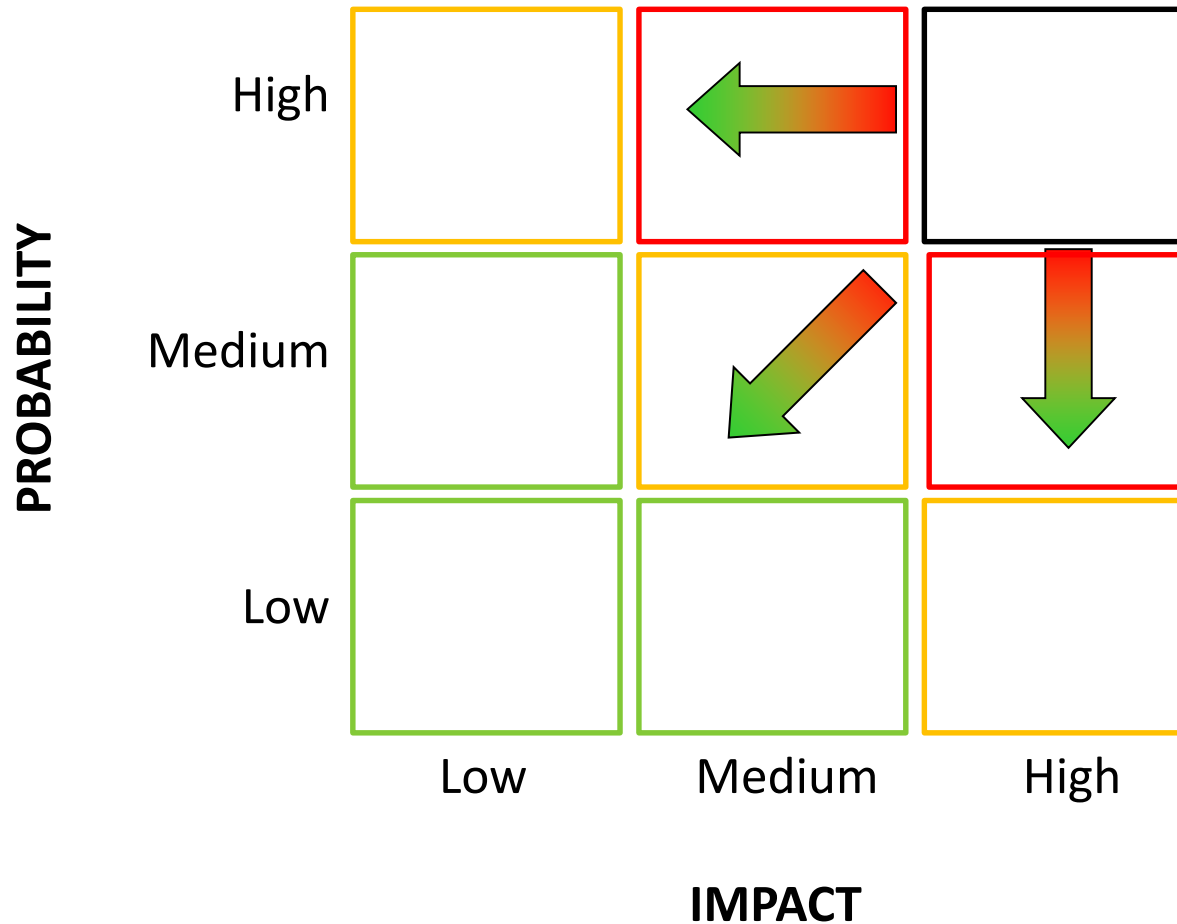
- Monitor and Manage Progress - Check against the Plan
 - Are you progressing as fast as you planned?
 - Are you spending your budget at the rate that you planned?
- Identify and Resolve Issues
 - Make sure the issue is identified and understood (Issue Log)
 - Develop appropriate action to resolve the issue
 - Give someone the responsibility of the action to resolve the issue
 - Set a date for it to be resolved by.

Changes

- Customers will often ask for some change to the deliverables whilst a project is underway and fully planned.
- Affects – Scope, Quality, Cost, Time, Risk
- Change Control Form / Change Log

Change should only be undertaken if it is agreed with the customer and they understand the impact of the change on the project

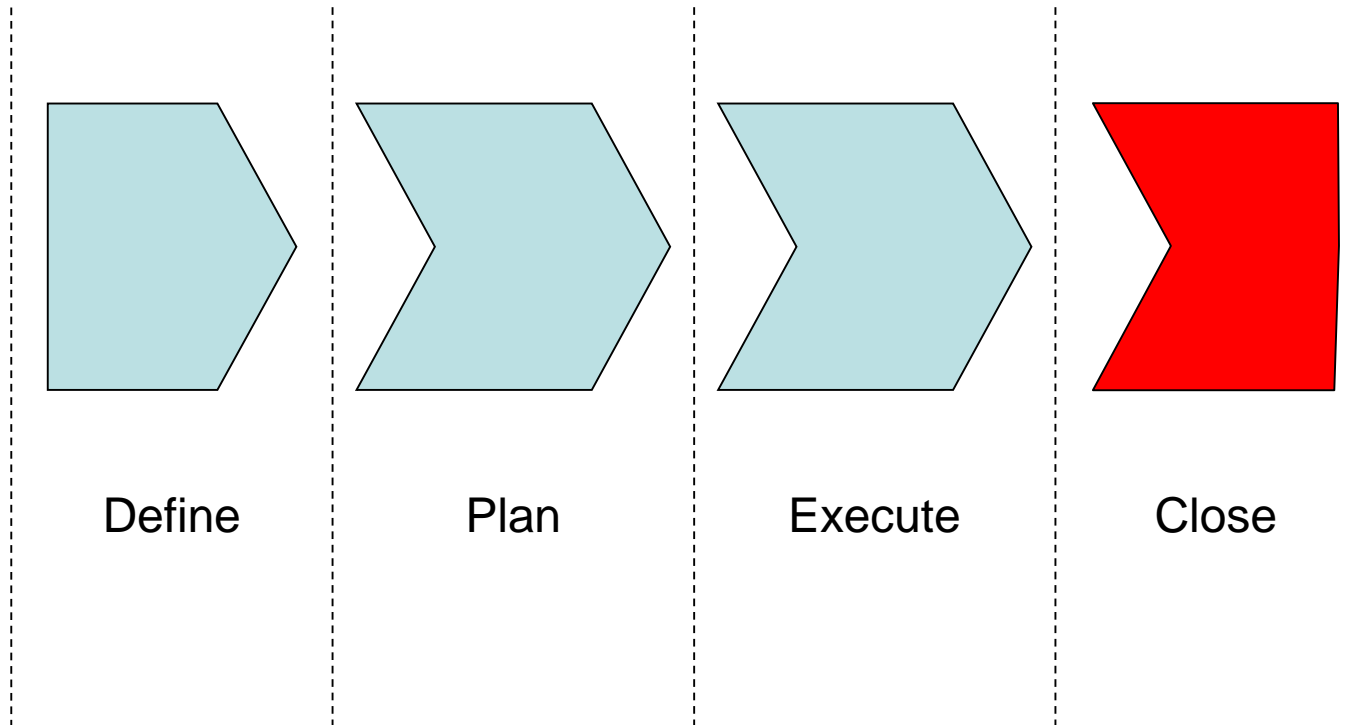
Manage Risk



Options

- Contain
- Avoid
- Reduce
- Transfer

Close the Project



Closing

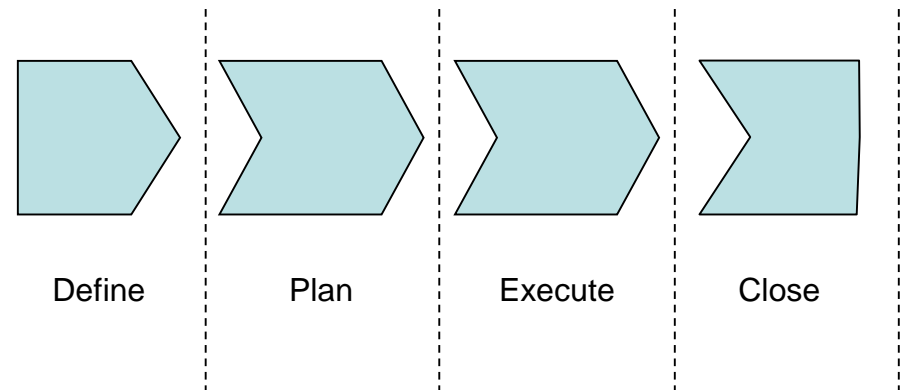
Closing tasks are often essential to a successful project so need to be built into project plans and budgets.

1. Test the deliverables
2. Implement the deliverables
3. Provide support to your customers
4. Release resources (what about £)
5. Review for next time
6. Celebrate!

For your projects

Make your meetings matter!

- Define goals
 - What do you want to have at the end, is it achievable?
- Plan time
 - Work breakdown
 - Gantt chart & logical dependencies
- Execute project
 - Manage risks
 - Manage issues
 - Manage scope
 - Control resources
 - Communicate your progress
- Close your project!



Further Reading

- Project Management Step by Step – Richard Newton; Pearson / Prentice Hall Business; 2006
- Project Management – Dennis Lock
- Project Management In a Week – Chartered Management Institute. Hodder & Stoughton
- The Project Manager's Desk Reference – James P. Lewis. McGraw-Hill; 1999

Close & Good luck!