Project Management Workshop For Global Procurement

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RBS PROJECTS LTD.

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Project Management Institute

RBS Projects Ltd.

- Leading project management & program management training and consulting firm
- Certified Authorized Training Partner (ATP) by the project management institute - PMI®
- 3 decades of global worldwide experience for hundreds of leading companies

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Erez Klaus, PMP®

- VP Training
- B.Sc., MBA, PMP®
- 25+ years experience consulting and training global companies
- Project, Program and Portfolio Management

Workshop Objectives

- Improve project management **skills**
- Implementation of the **methodology** for managing organizational projects and tools
- Improved **planning** and project management capabilities
- Providing a "**toolbox**" for project management
- Create an effective project management **environment**
- Creating terminology and a **uniform language** in the world of project management
- **Promoting learning** and sharing among colleagues

Agenda

#	Topic	Tool
1	• Opening • Introduction + Definitions • Stakeholders Management	• SH Analysis
	• Scope Management	• WBS
2	• Schedule Management	• Critical Path
	• Resource Management	• R&R
3	• Risk Management	• Risk Map
	• Communication Management • Lessons Learned • Wrap up & Next Steps	• Communication Plan & Governance • LL

Introduction to Project Management

Discussion

What is a Project ?

What is a Project?

Temporary endeavor undertaken to create a unique product or service

Temporary - each project has a defined beginning and ending

Unique - the product or service is distinctly different from one or another of the other products or services

A series of independent tasks leading to successful completion of predefined goals and objectives

Work within a project

- **Uncertainty** due to the unique nature of the task
  - Problem with a definite assessment of the times and costs of the tasks
  - Uncertainty about the efficiency and effectiveness of resource allocation
  - Technological uncertainty
- Uncertainty Due to the unique nature of the constraints involved in the task - there is a need for regular monitoring
- Unequal distribution of workload
- Often this means assimilating **change** - it can lead to resistance

Examples of projects

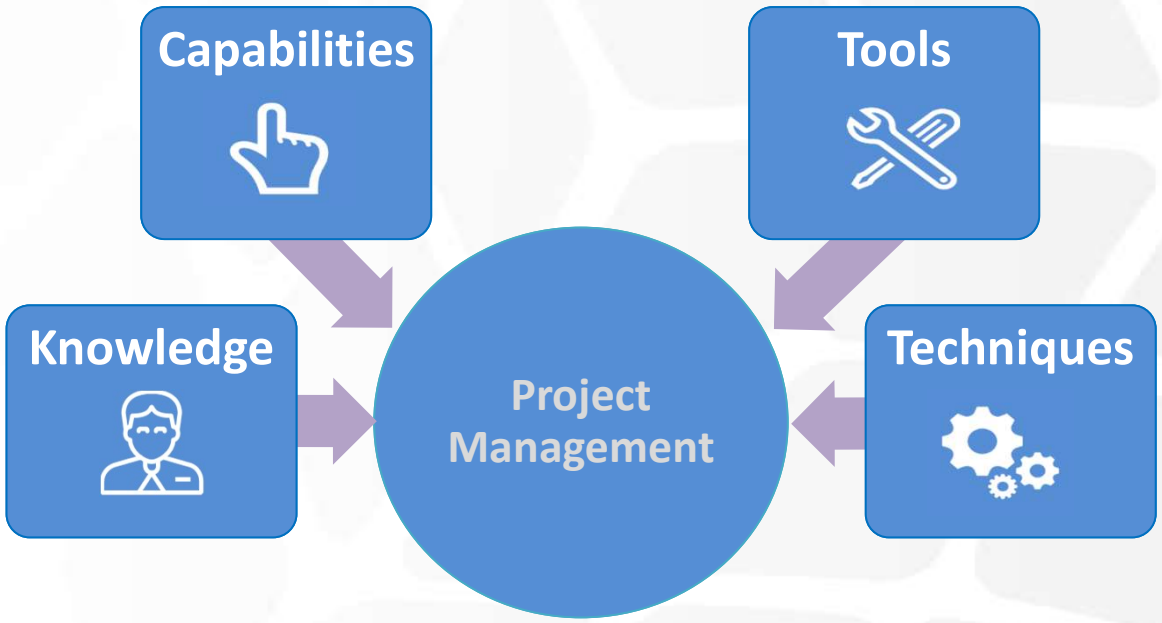
- Development of a new application
- Implementation of a computer system in the organization
- Implementing a new work process

Not defined as a Project

- Repetitive tasks without definite start or end
- Continuous tasks such as serial production
- Maintenance/service tasks

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.



Discussion

What is a successful project ?

A Successful Project

Project that meets its requirements

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Key Success factors

- Predetermined goals
- Availability of required resources
- Senior management support - setting priorities
- Project planning - on the high level and project details
- Customer involvement (constant contact, consultation)
- Communication (between all stakeholders)

Discussion

What are the PM roles?

Rolls of a Project Manager

- Planning - what needs to be done, timing, risks, responsibility allocation and execution
- Implementation and operation of the system / product at the required time and within budget
- Coordinate all project components and all project resources
- Monitor and control - work progress, product quality, budget utilization, risks
- Communication with the client, the project team and the management of the organization
- Training and motivation of the project team

The project manager is responsible for meeting the budget targets, timetables, scope and quality of the project

Project Manager as integrator

PMI Organization (Project Management Institute)

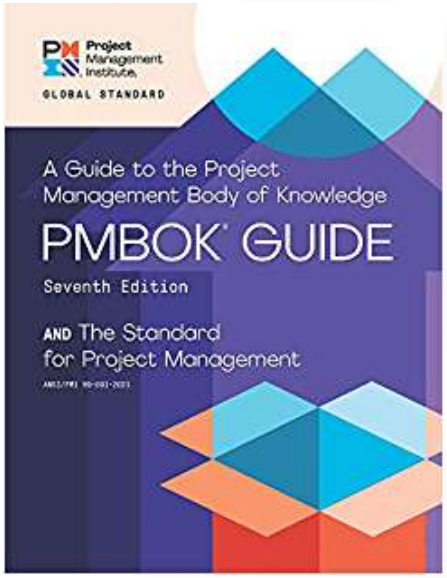
" … building professionalism in project management …"

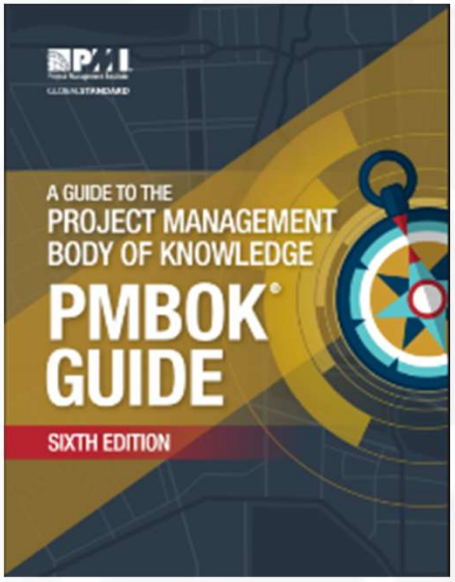
- A non-profit professional organization
- Founded in 1969 in the United States
- Main management in the United States, with branches in hundreds of countries
- More than 500,000 members worldwide, 288 sites
- Enables PMP® (Project Management Professional)
- www.PMI.org
- www.PMI.org.il

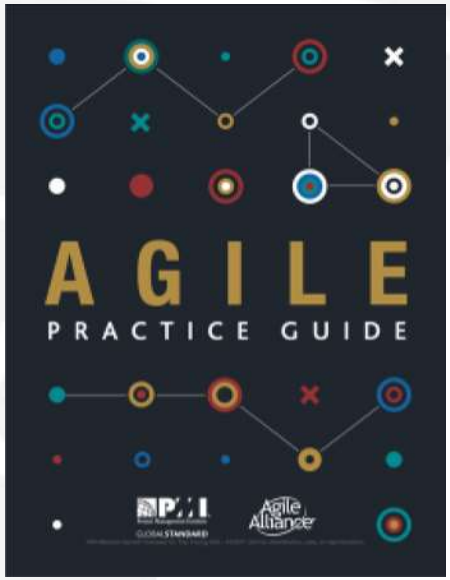
Project Management Institute

PMBOK® Guide

- Published by project management institute (PMI)
- Project Management body of knowledge (Guide)
- Sixth edition (2017), Seventh edition (2021)
- American standard (ANSI) since 2000



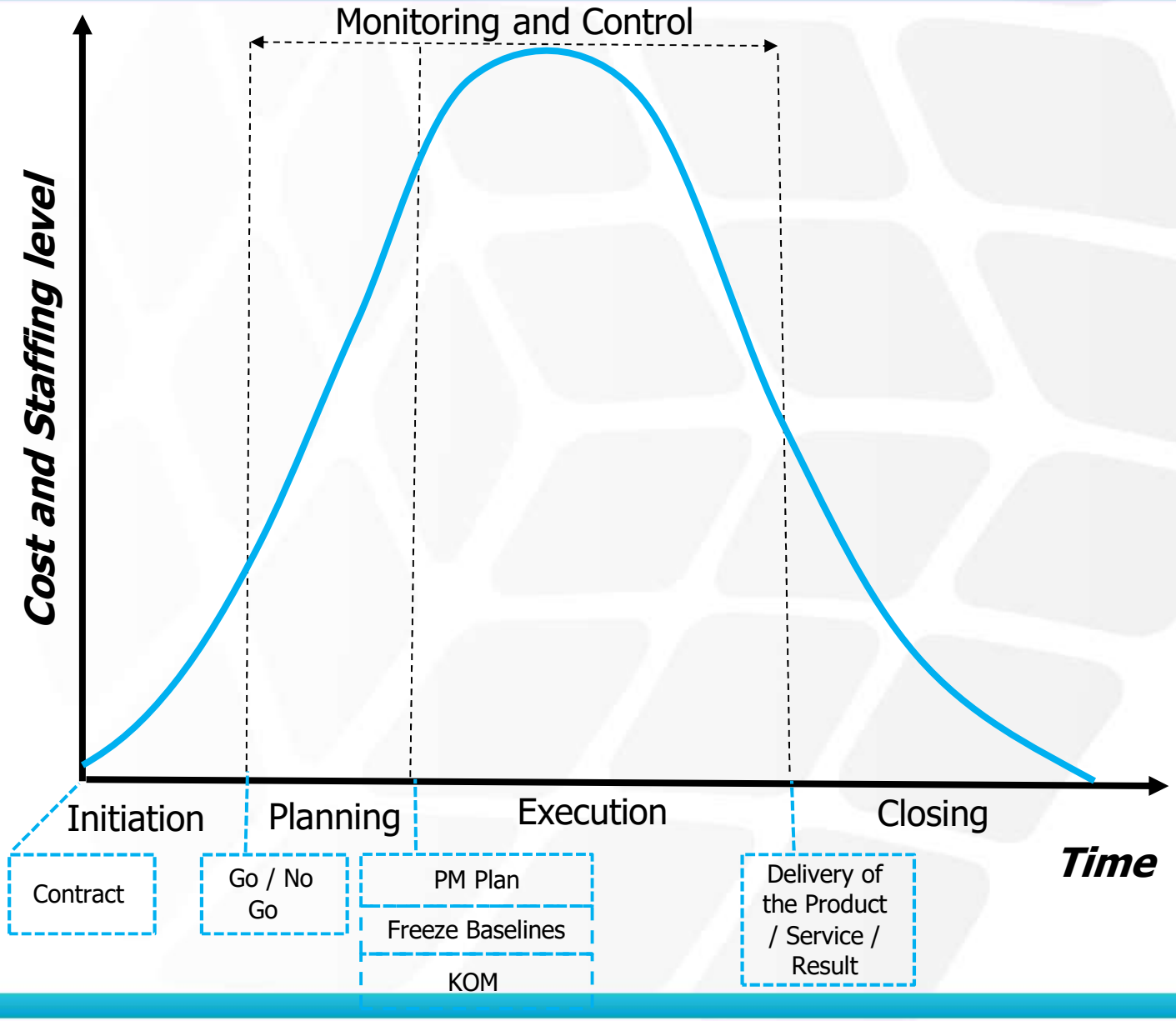




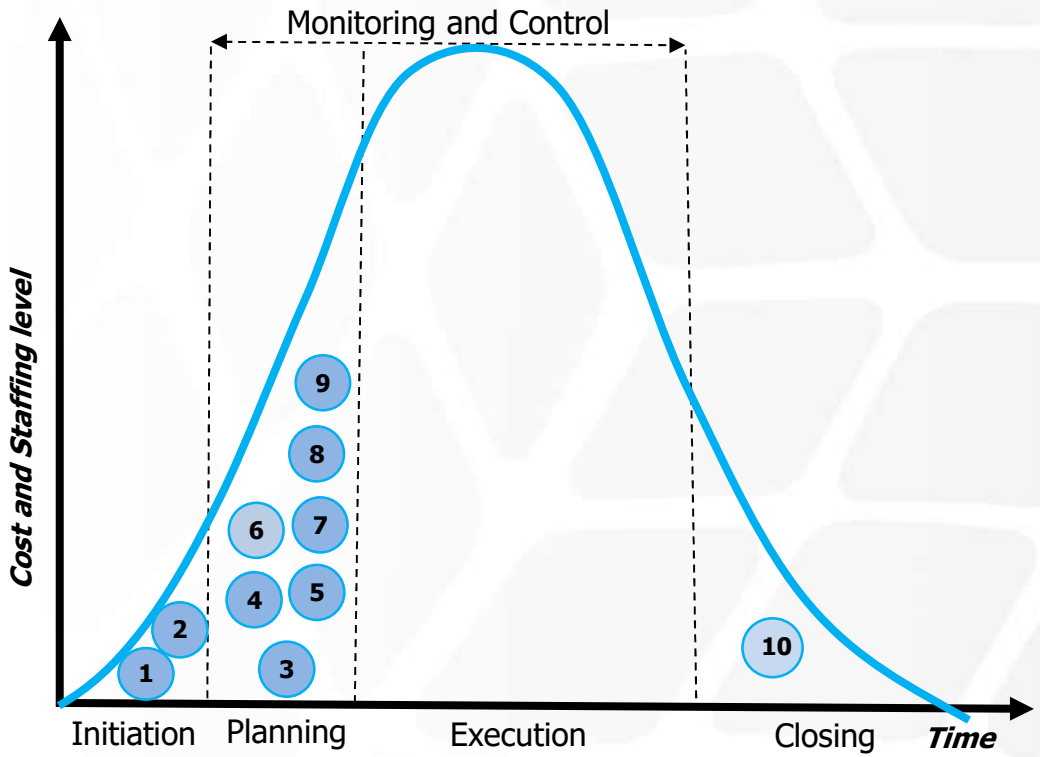
Project Management Knowledge Areas

Project Integration Management	Project Scope Management	Project Schedule Management	Project Cost Management	Project Quality Management
Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8
Project Resource Management	Project Communications Management	Project Risk Management	Project Procurement Management	Project Stakeholders Management
Chapter 9	Chapter 10	Chapter 11	Chapter 12	Chapter 13

Project Life Cycle



PM Tool-Box



#	Tool
1	Project Charter
2	Stakeholders Analysis
3	WBS
4	Network Diagram
5	Gantt Chart
6	Budget
7	Risk Map
8	R&R/RACI
9	Communication Plan
10	Lessons Learned

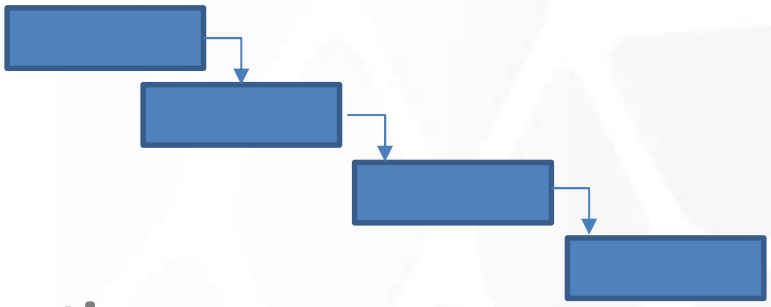
Project Management Matrix

ANSI/PMI 99-001-2017(An American National Standard)

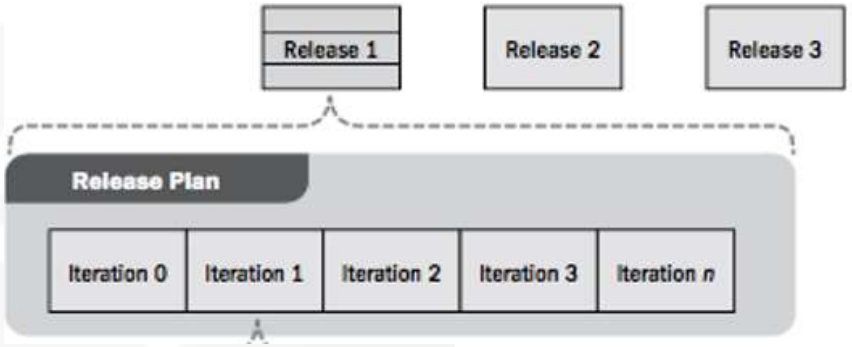
Knowledge Area	Project Management Process Groups - PMBOK 6th Edition				
	Initiating Process Group (2)	Planning Process Group (24)	Executing Process Group (10)	Monitoring & Controlling Process Group (12)	Closing Process Group (1)
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Cost	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Response	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Project life cycles

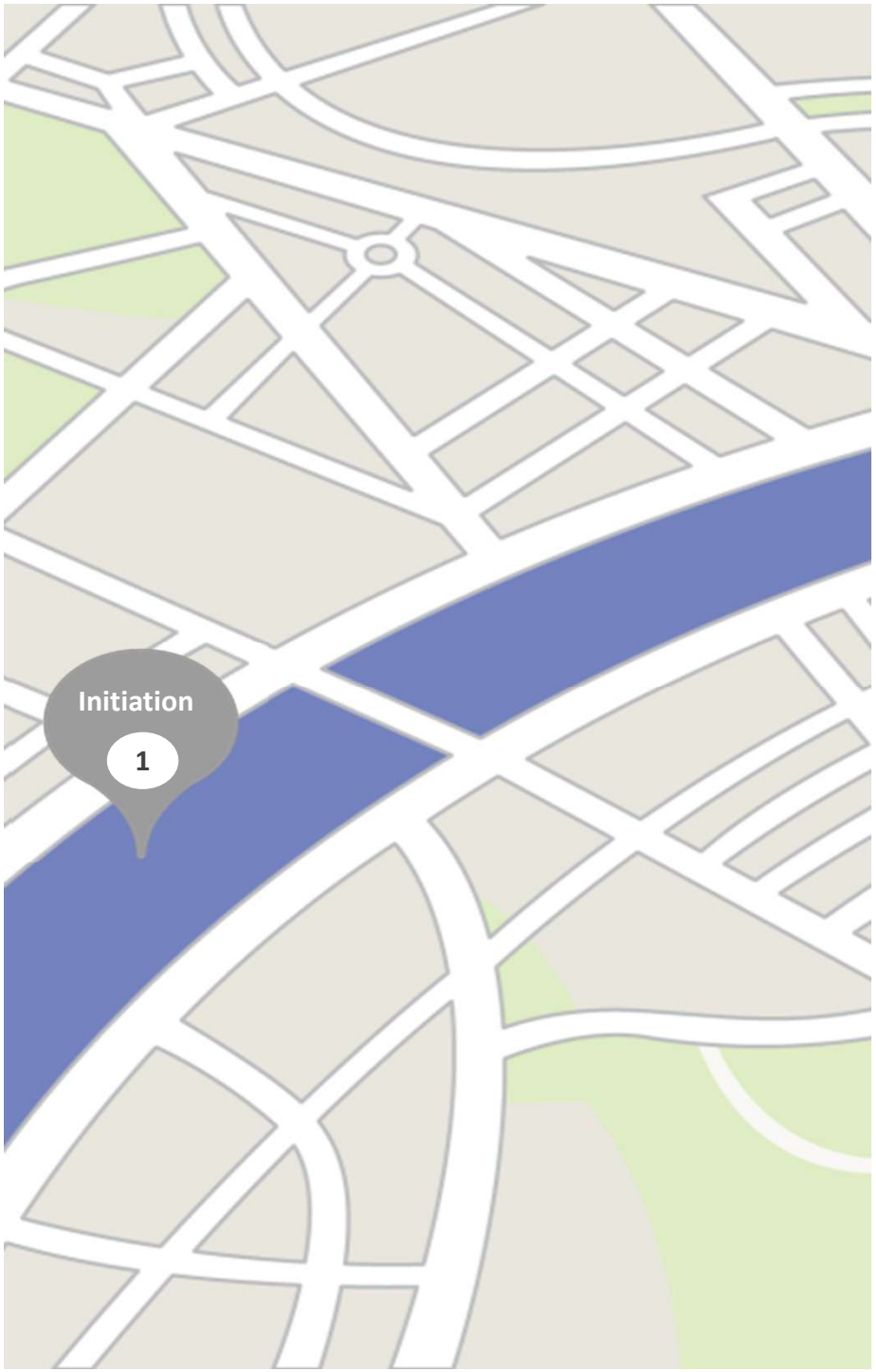
- **Predictive** (“water fall”)



- **Adaptive** :
  - Incremental
  - Iterative
  - Agile (Incremental & Iterative)



- **Hybrid**



Project Initiation

Business Case

- Together with the sponsor and main client/users:
  - Identify business need
  - Define project goal and objectives
  - Define project constraints and assumptions

Project Charter

- What will be done?
- Why it should be done?
- When will it be ready and complete?
- Who will perform?
- How will it be done?
- How much will it cost?

Project Charter

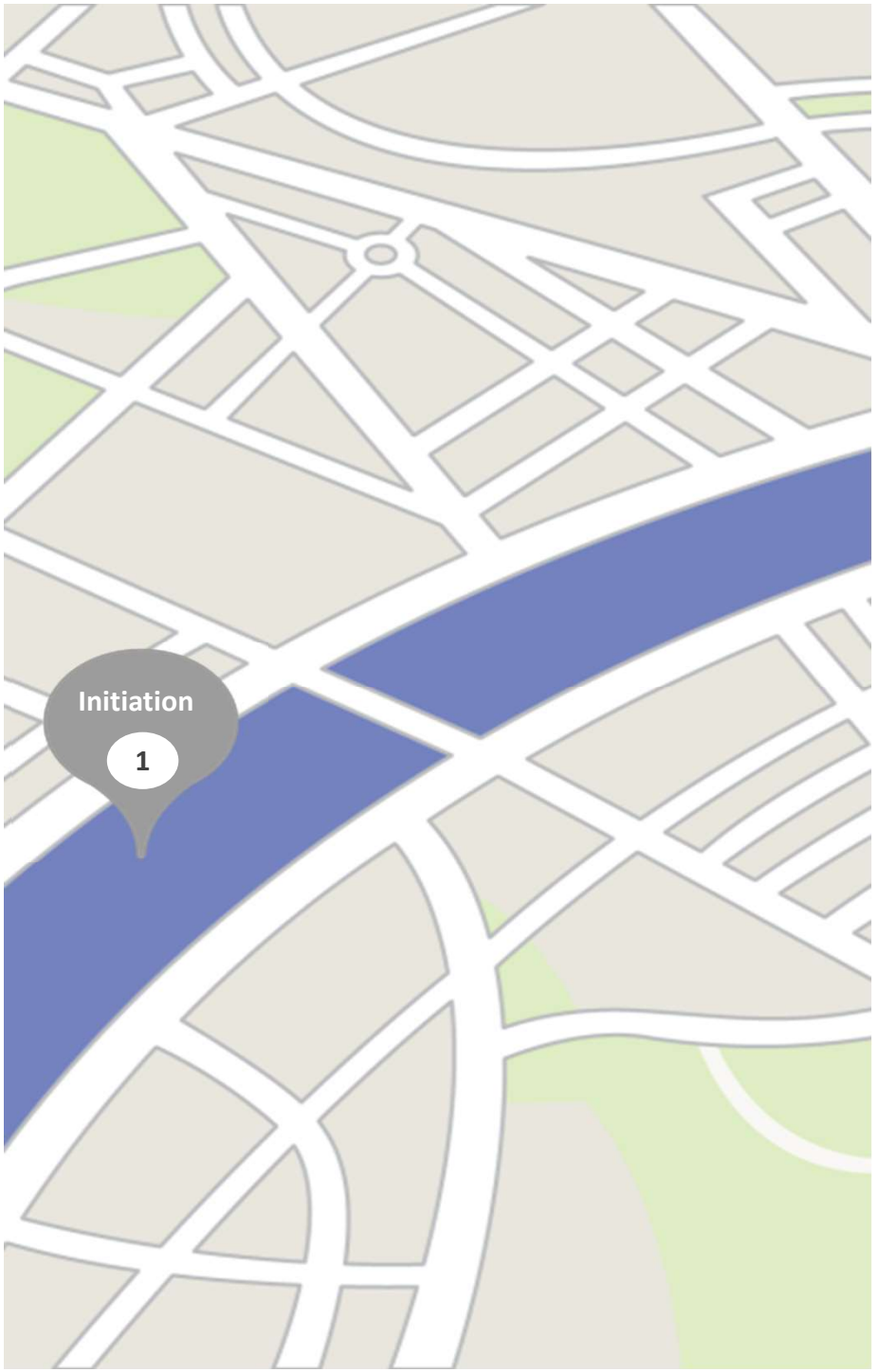
PROJECT CHARTER

Project Name	
Initiator	
Business need and rational	
Goal	
Main client	
High level requirements	
Main deliverables	
Milestone schedule	
Budget allocated	
Overall project risk	
Assumptions and boundaries	

Assigned Department	
Project Manager	

Date: _____ Signature: _____

Project ID Number	
Budget ID Number	



Stakeholders Analysis

Stakeholders - Definition

Stakeholder

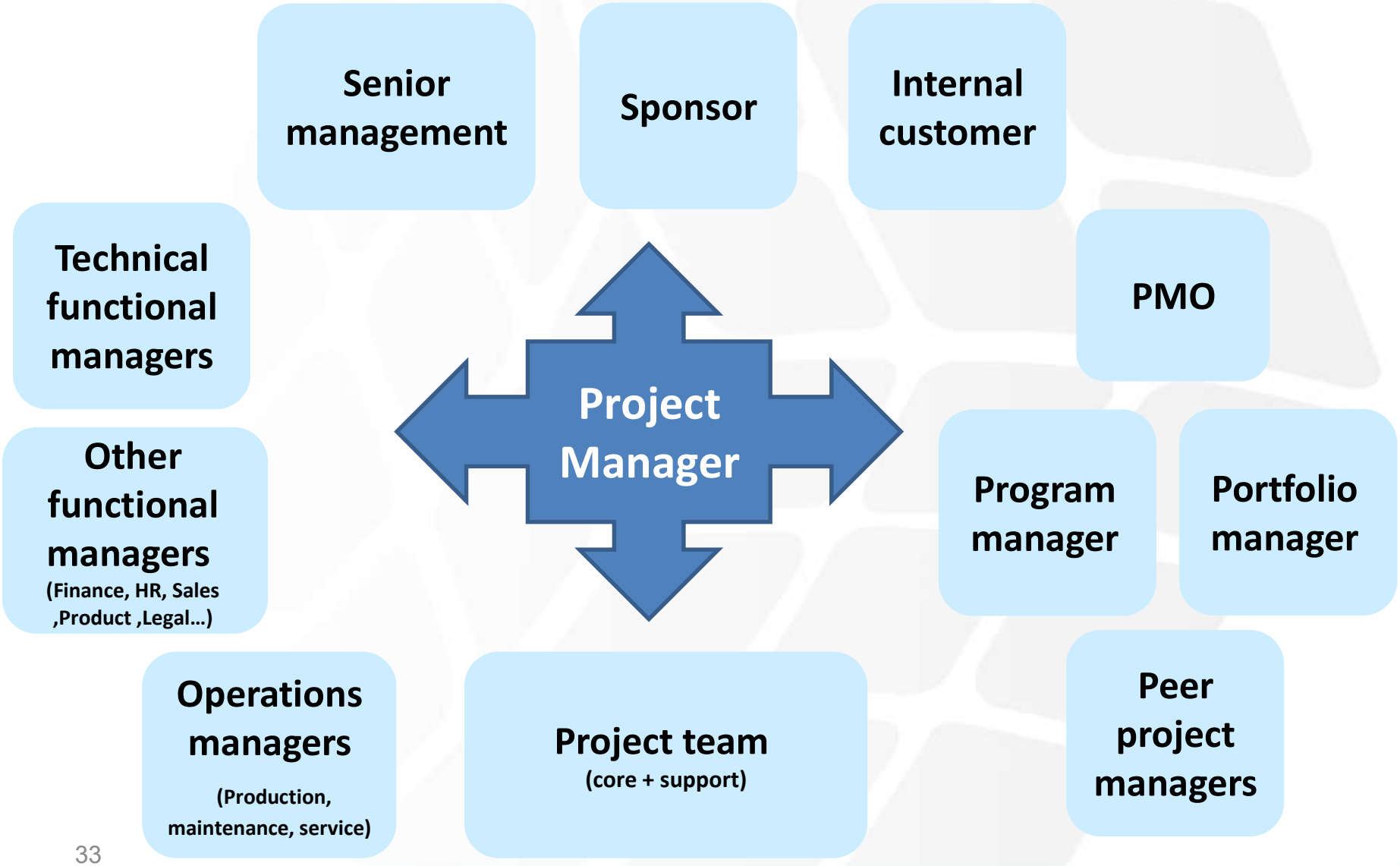
An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of the project

Unhappy stakeholder may become uncooperative!

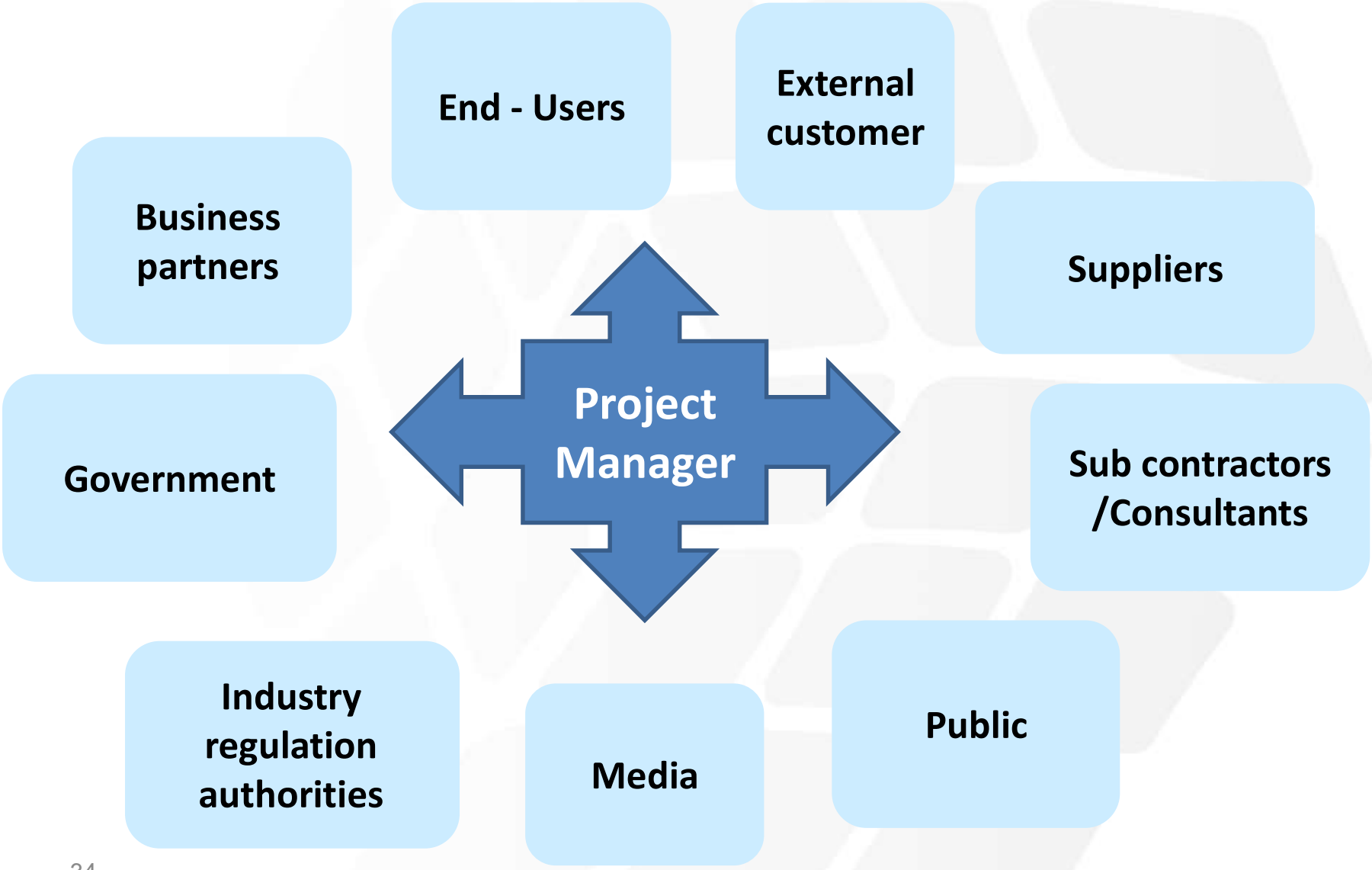
Discussion

Who is a stakeholder?

Stakeholders (Internal)



Stakeholders (External)



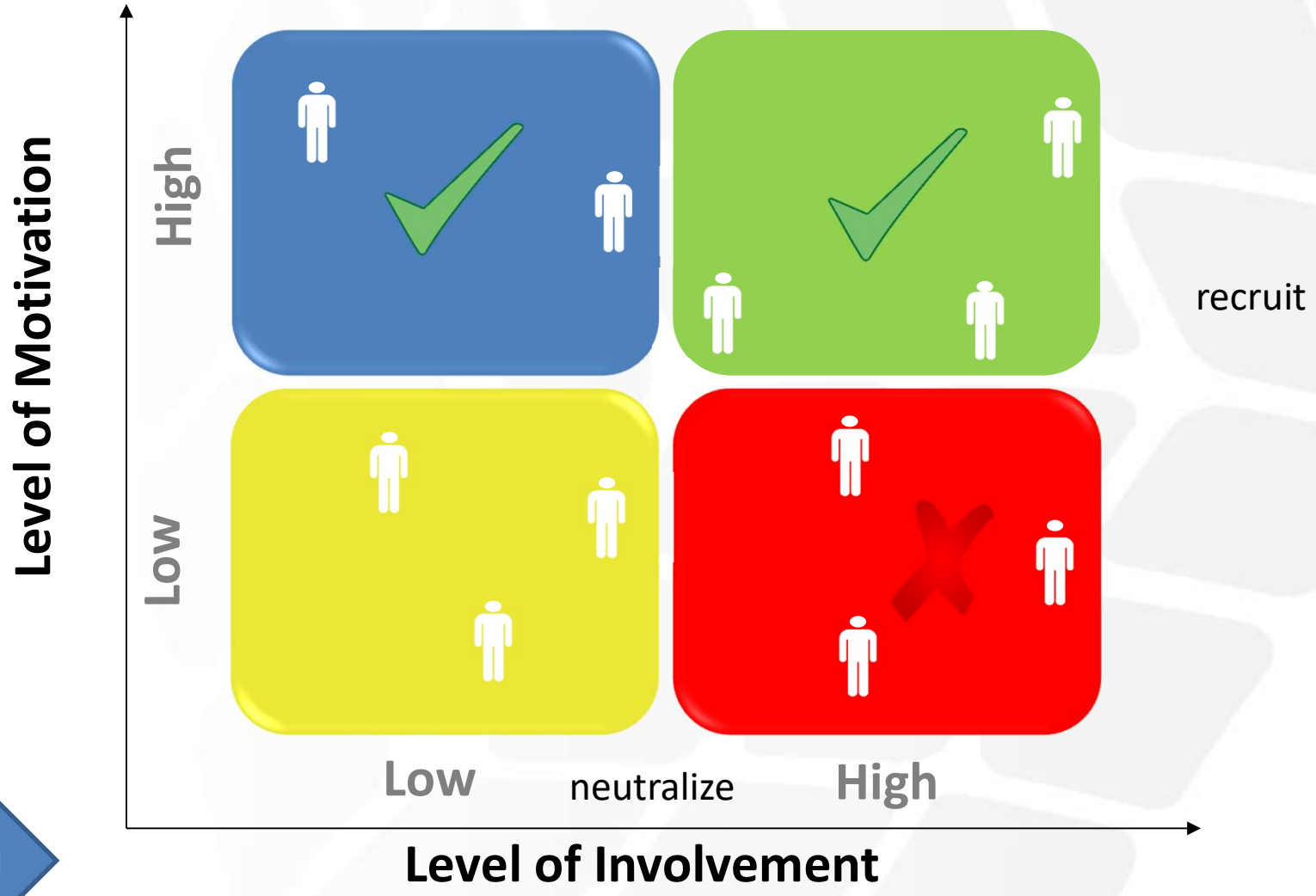
The Customer/Client

- Project starts and ends with a customer
- The customer determines whether the project has ended
- The customer is not the project manager
- Customer's location in organizational structure:
  - Internal to the organization - mostly senior management
  - External - pays for the project
- Customer's satisfaction is critical to the project

Stakeholder Register

#	Name of the Stakeholder	Role	Role in the Project	Level of Involvement (L/M/H)	Level of Motivation (L = -1/M = 0 /H)
1	Customer			H	H
2	Constructor			H	M
3	Local Authority			M	M

Mapping Stakeholders



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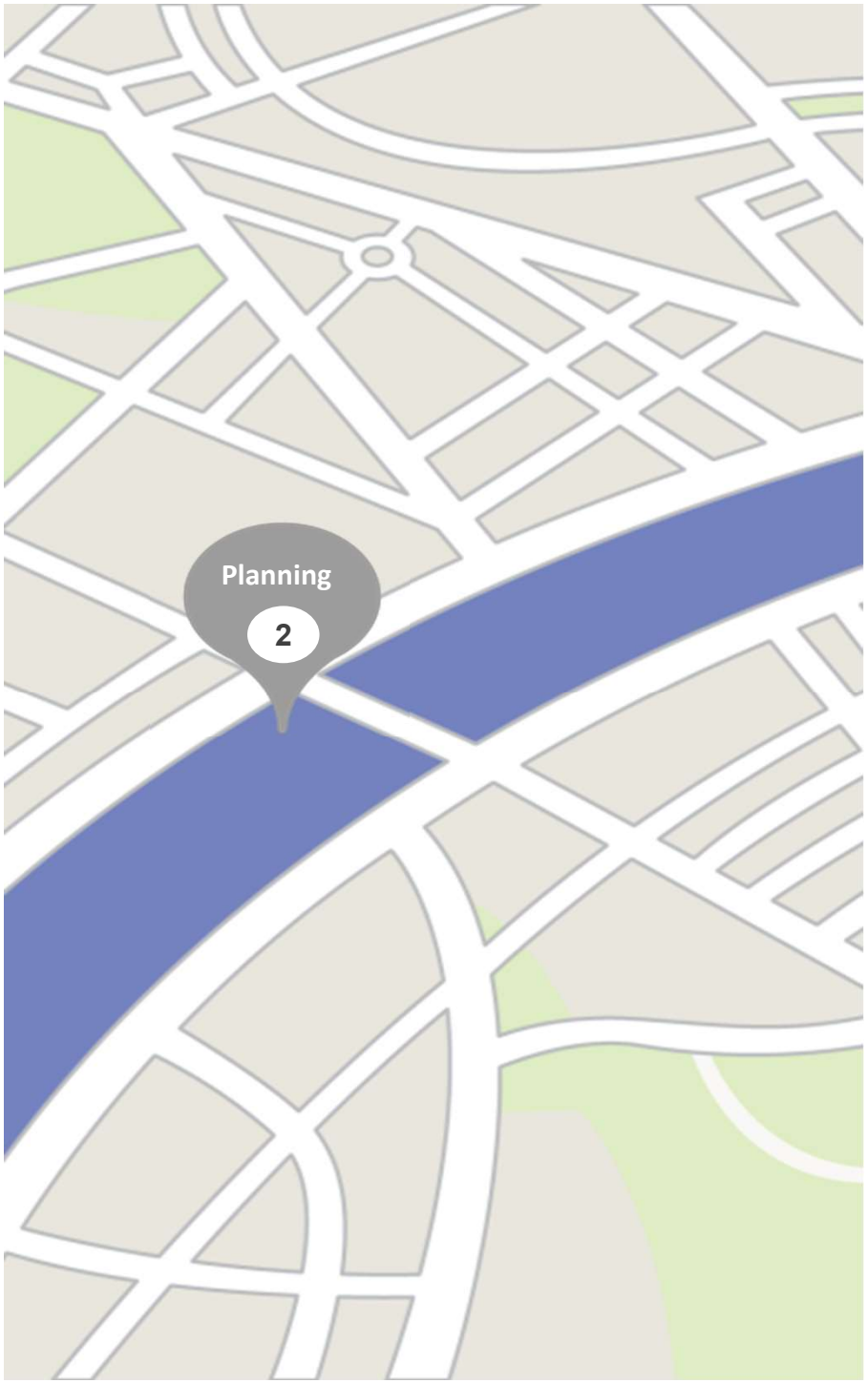
Teamwork 1

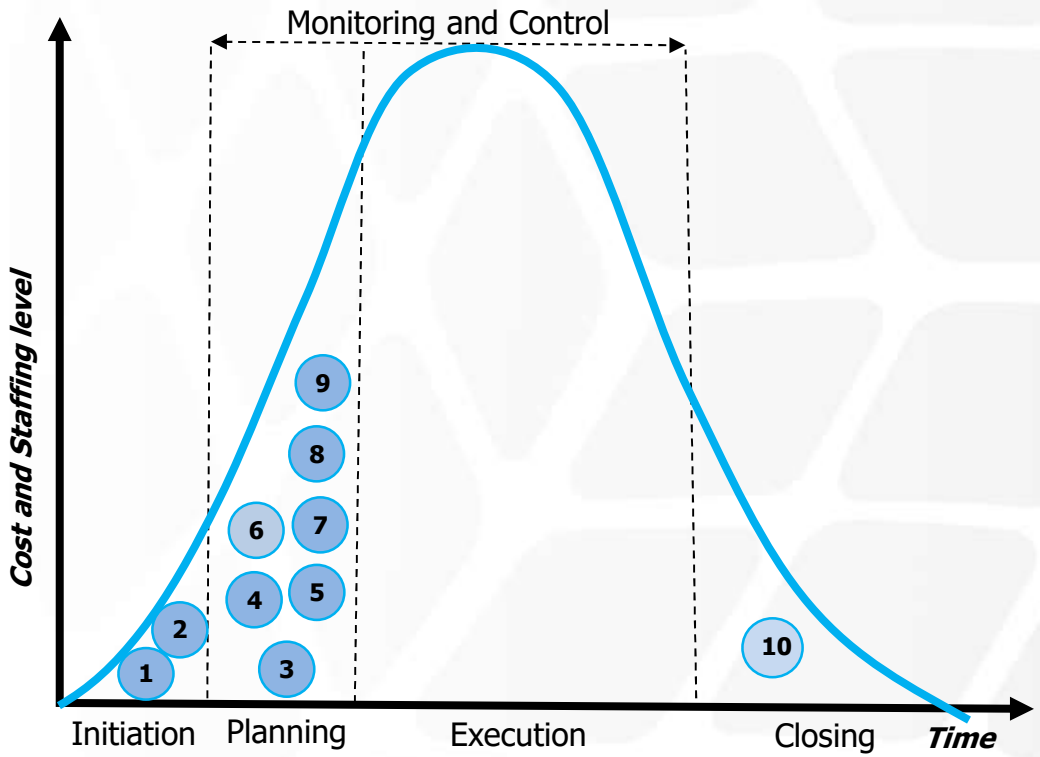
1. Divide into groups
2. Choose a project
3. Fill the Stakeholders register and map the stakeholders
4. Think of a plan for closely manage the prominent stakeholders
5. Good Luck!



Project Planning

Scope Management

PM Tool-Box



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Project Scope VS. Product Scope

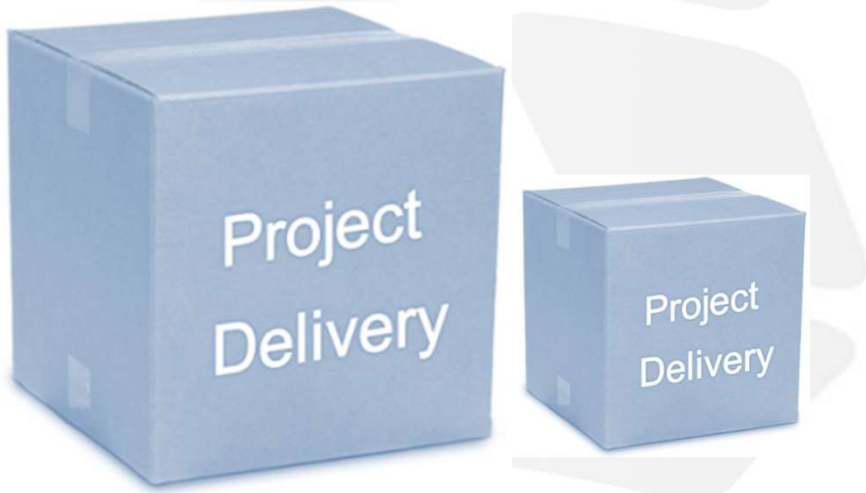
Product scope	Project scope
✓ Functions and features of the product / service that the project is designed to produce ✓ Measured against technical specifications	✓ All tasks to be performed in order to produce the deliverables of the project ✓ Measured against the SOW, workplan

What ▶ ***How***

Basis for control = Work plan and product specification

Project Deliverables

- Hardware
- Software
- Combined products
- Infrastructure
- Documentation
- Training



Deliverables - Formally agreed with the customer

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Defining Project Scope

- Project is a job assignment = “Work”
- It is important to define what is included and what is not included in the project = “Scope”:
  - Deliverables
  - Focusing on objectives / targets / results
  - Tangible and measurable terms that can be verified
- The project scope can change during execution

Why is scope definition essential to the project’s success

?

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WBS
(Work Breakdown Structure)

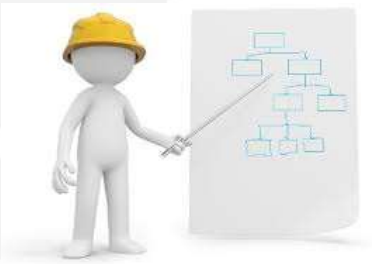
- A hierarchical decomposition (breakdown) of the total scope of work to be carried out
- Work not in the WBS is outside the scope of the project
- Divides the project into work packages (**WP**)
- Tabular or tree representation

WBS Development

- ✓ Derived from the project's charter
- ✓ Hierarchy represents work content and not sequence
- ✓ Should be compatible with the organizational structure
- ✓ Designed to support the project manager in the Planning process

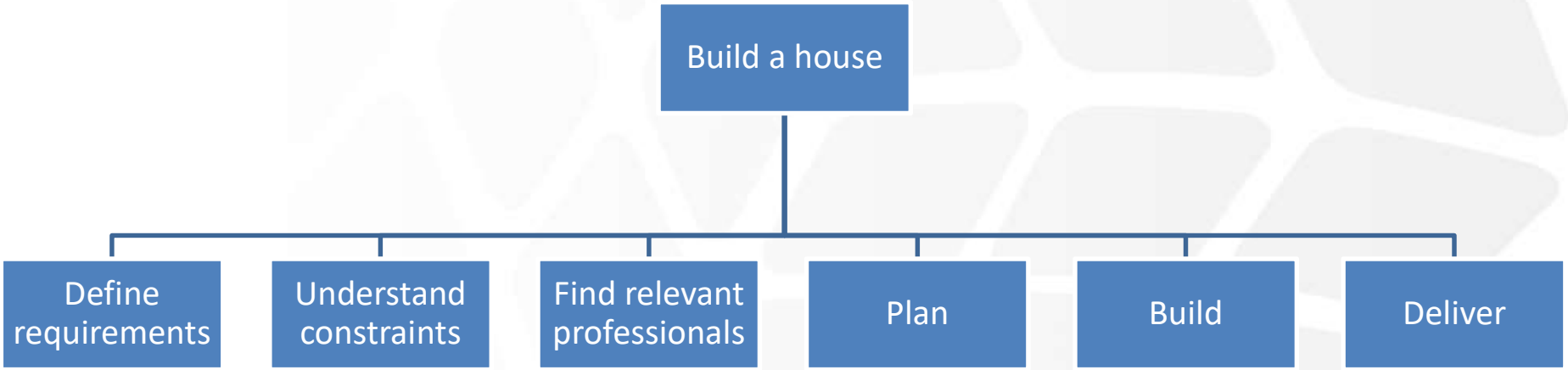
Dividing the WBS Into Branches

- Each component in the WBS should be the responsibility of a separate owner in the organization
- Different ways of dividing the WBS serve different purposes:
  - Process Oriented
  - Professional Oriented
  - Modular
  - Business Processes
  - Any relevant criteria that may contribute to planning and control
- WBS should be divided into 4-5 levels

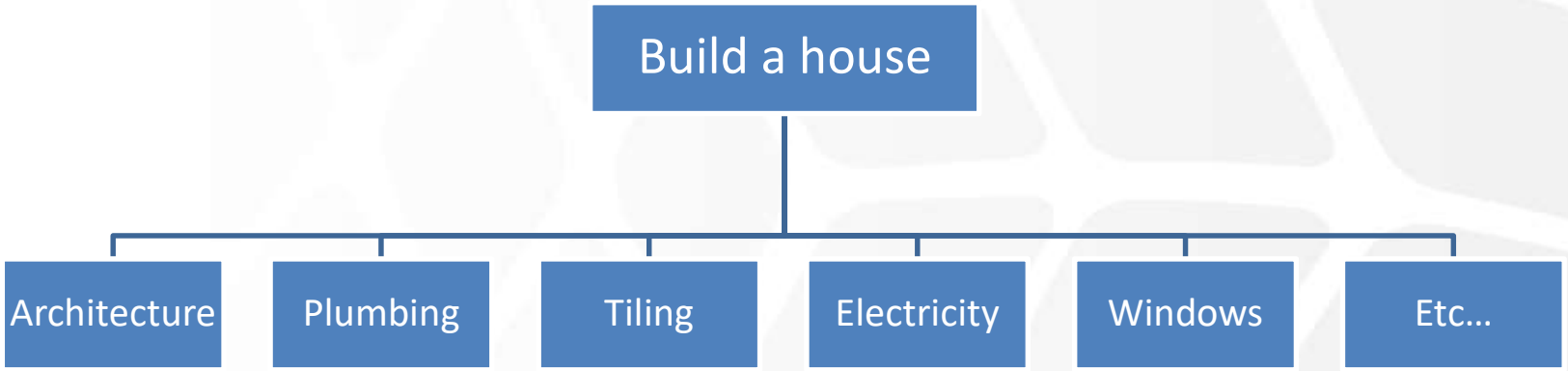


Process Oriented

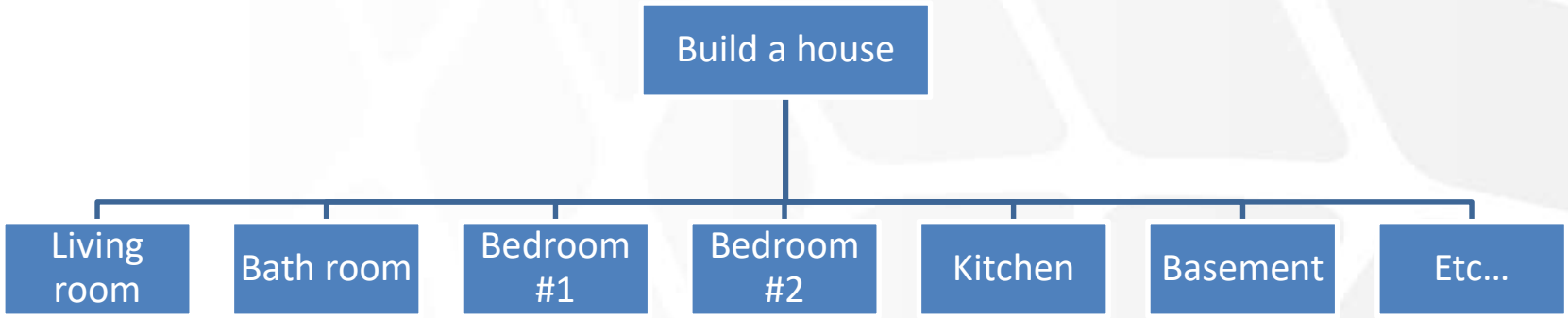
- Probably the best approach for small and /or simple projects
- Main advantage: easiest to understand



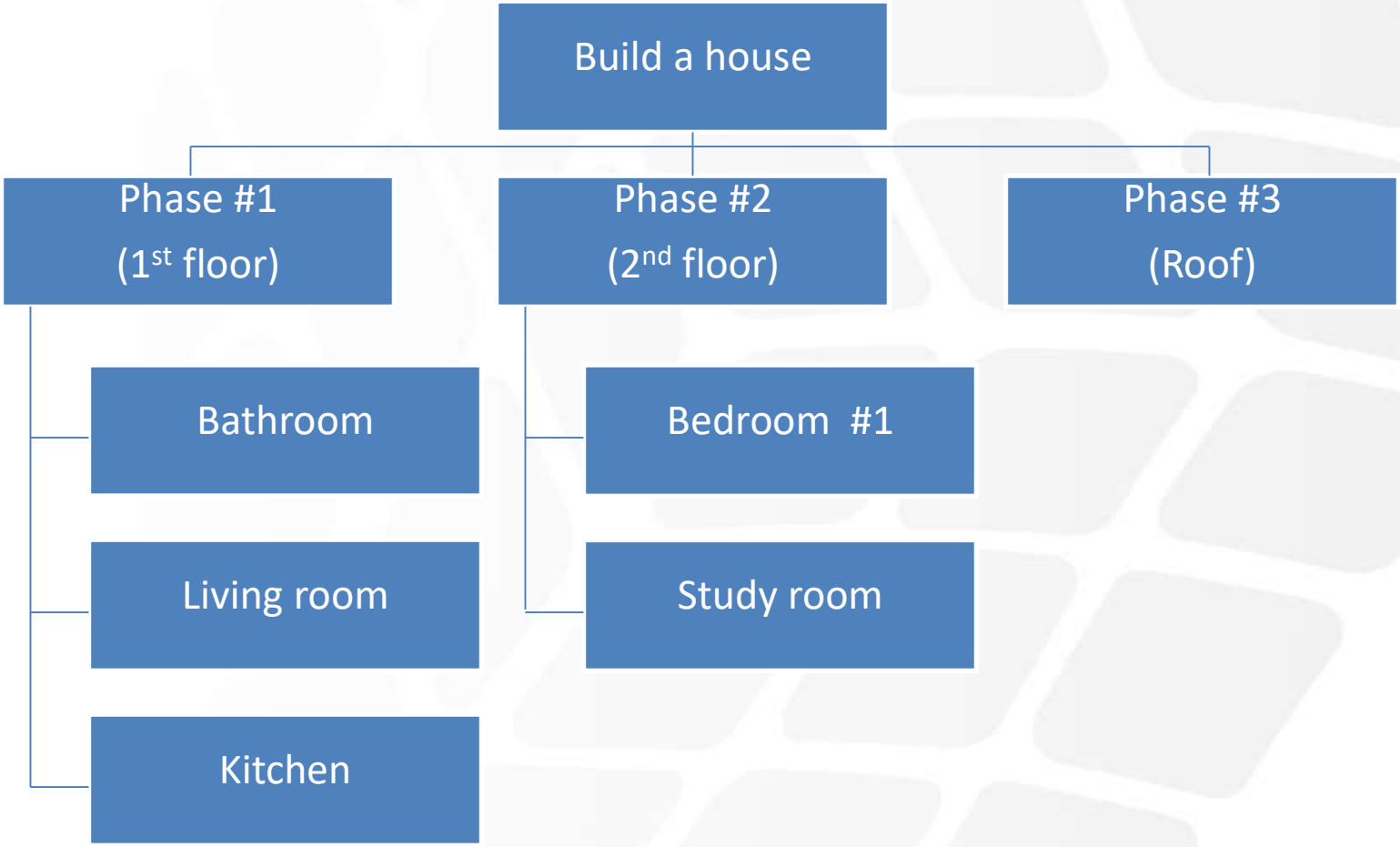
Profession Oriented



Modular Oriented



Business Processes Oriented



Discussion

Why WBS is important?

Importance of the WBS

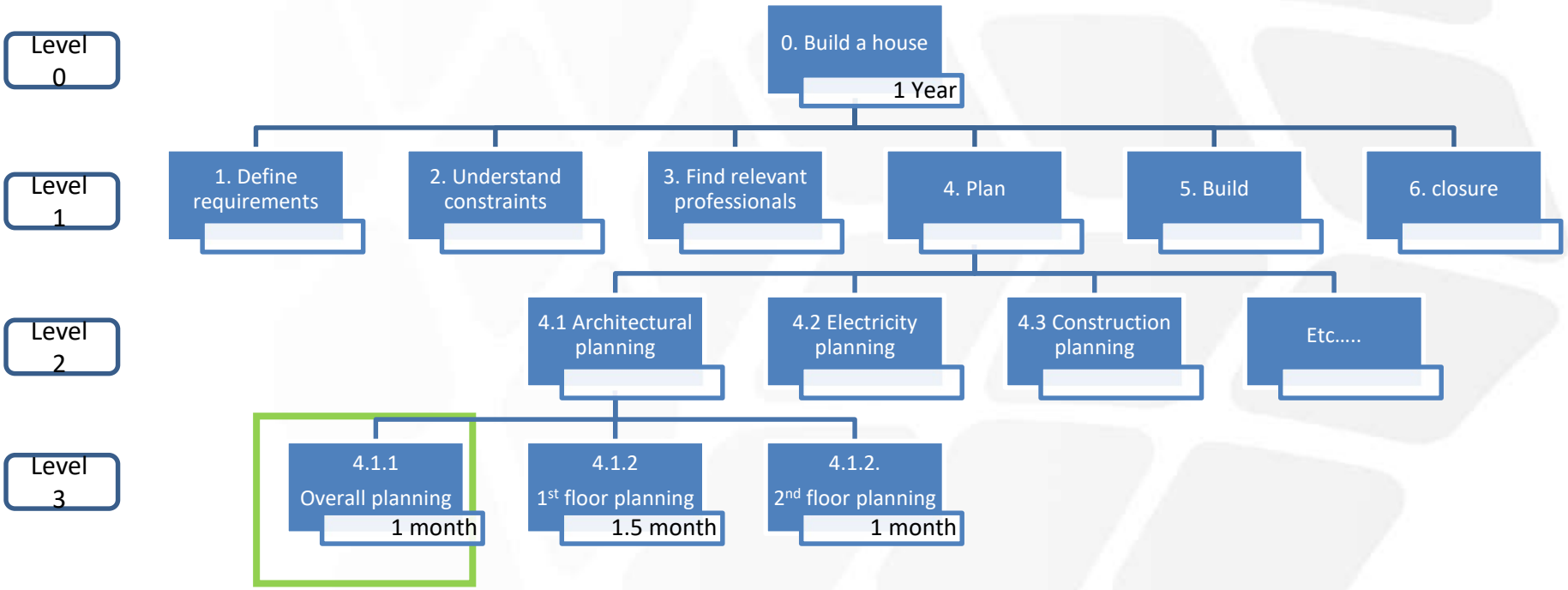
- Identify all work
- Distributing explicit responsibility
- Helps to locate logical connections between tasks
- Basis for Schedule / Budget / Risk Planning
- A basis for change management
- A basis for quality management

WBS Decomposition

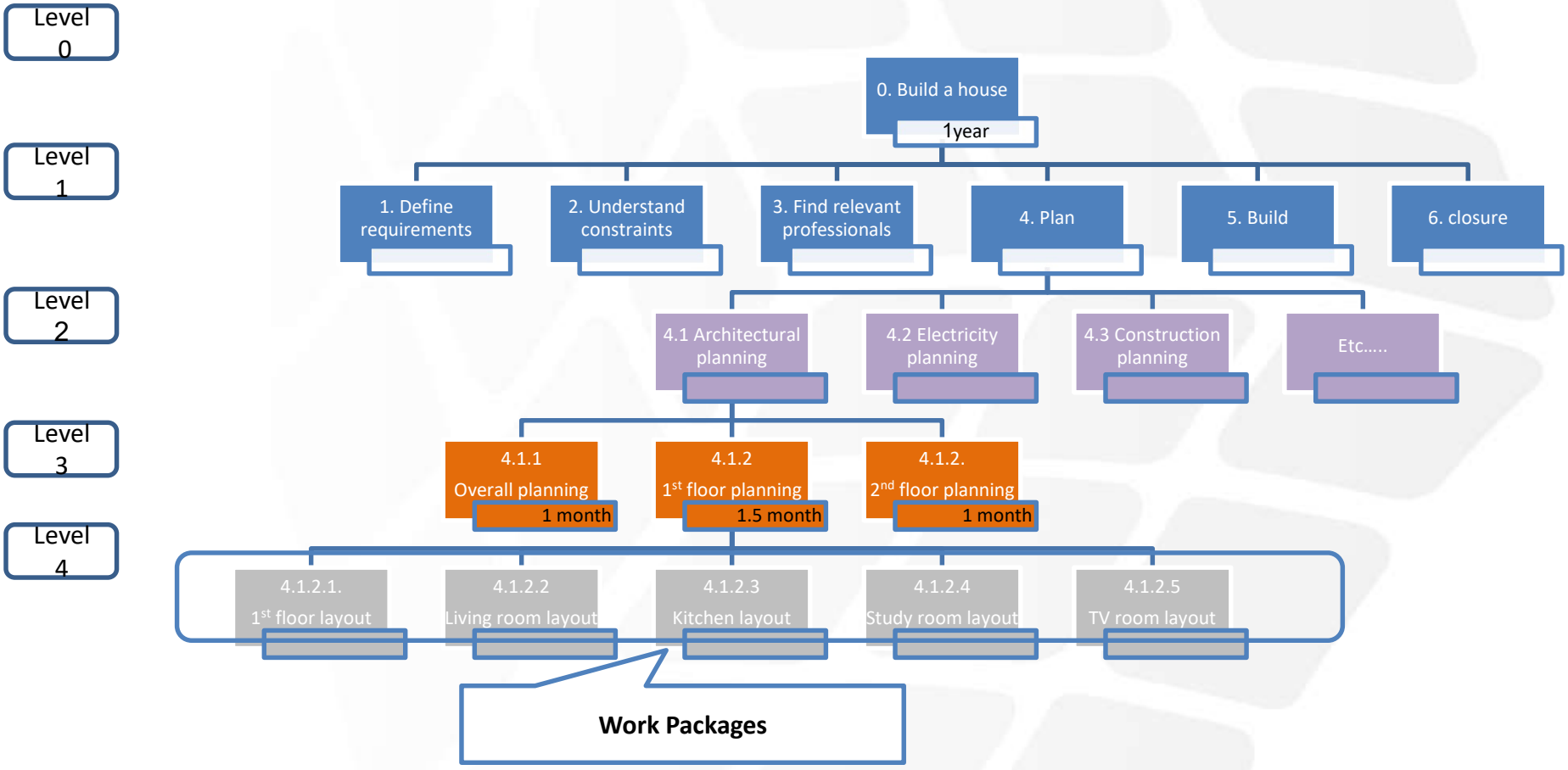
- The components at the bottom of the WBS are **work packages (WP):**
  - Creates defined products
  - Can be imposed on one owner
  - Is performed continuously without breaks
  - Requires a stable mix of resources
  - Is a homogeneous task for the project manager

- **Work packages can be further split into tasks/activities for routine tracking**

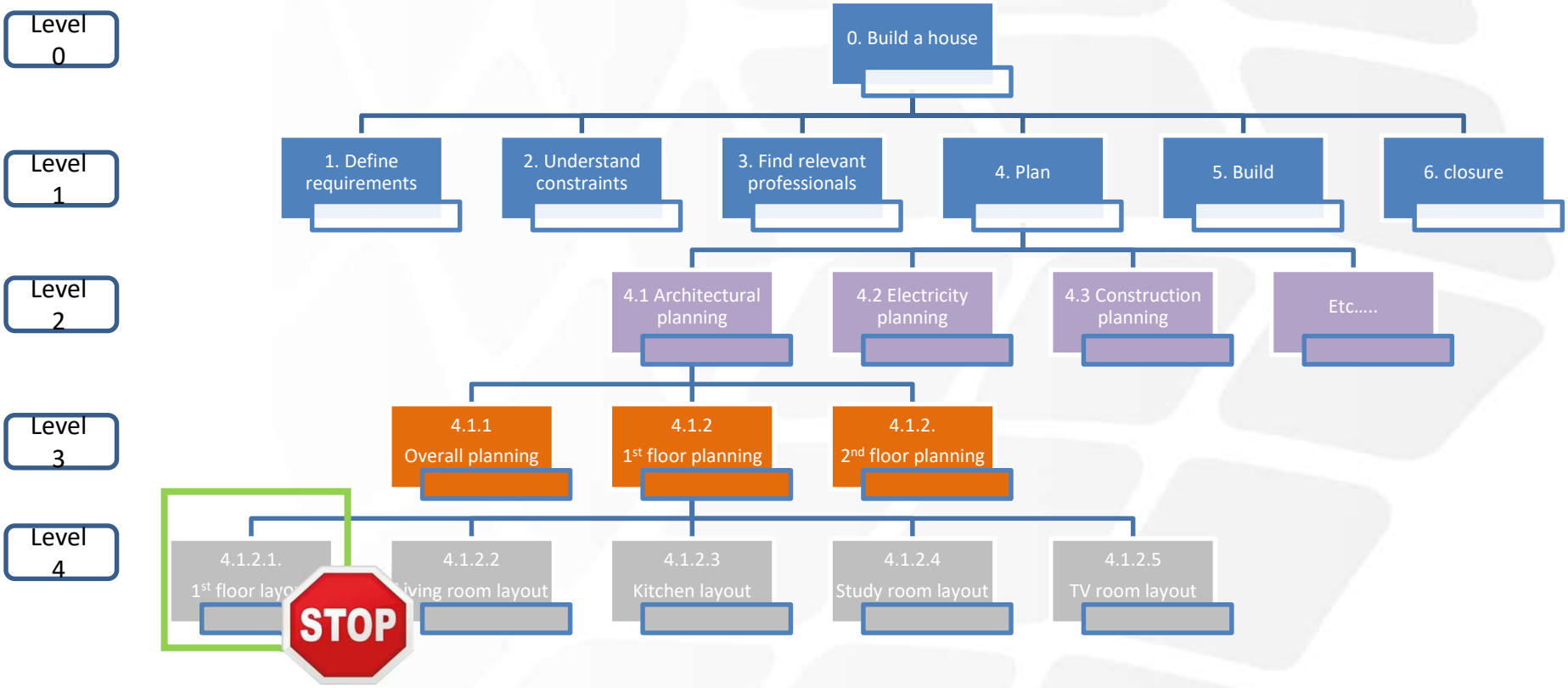
WBS Decomposition



WBS Decomposition



WBS Decomposition



WBS Example

WBS ID	Date:	Project < Name> WBS	Project ID:	
1	**Development**			
1.1		**Preliminary design**		
1.1.1			System Engineering	
1.1.1.1				Technical requiremnts
1.1.1.2				System architecture
1.1.2			Subsystem 1	
1.1.2.1				Sizing of…
1.1.2.2				Selection of…
1.1.2.3				
1.1.2.4				
1.1.2.5				
1.1.2.6				
1.1.2.7				
1.1.2.8				Preliminary performnace analysis
1.1.3			Subsystem 2	
1.1.3.1				
1.1.3.2				
1.1.4			Subsystem 3	
1.1.4.1				
1.1.4.2				
1.1.4.3				
1.2		**Detailed design**		
1.2.1			System Engineering	
1.2.1.1				ATP documents
1.2.1.2				Detailed system architecture

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Teamwork

1. Divide into the work groups
2. Create a WBS:
   - Develop the entire 1st level of the WBS for your project, according to one of the main decomposition methods.
   - Take one of the blocks of the 1st level and decompose it all the way down.
3. Good Luck!

Thank You!

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