L'Essentiel Okadia - Module 1/12
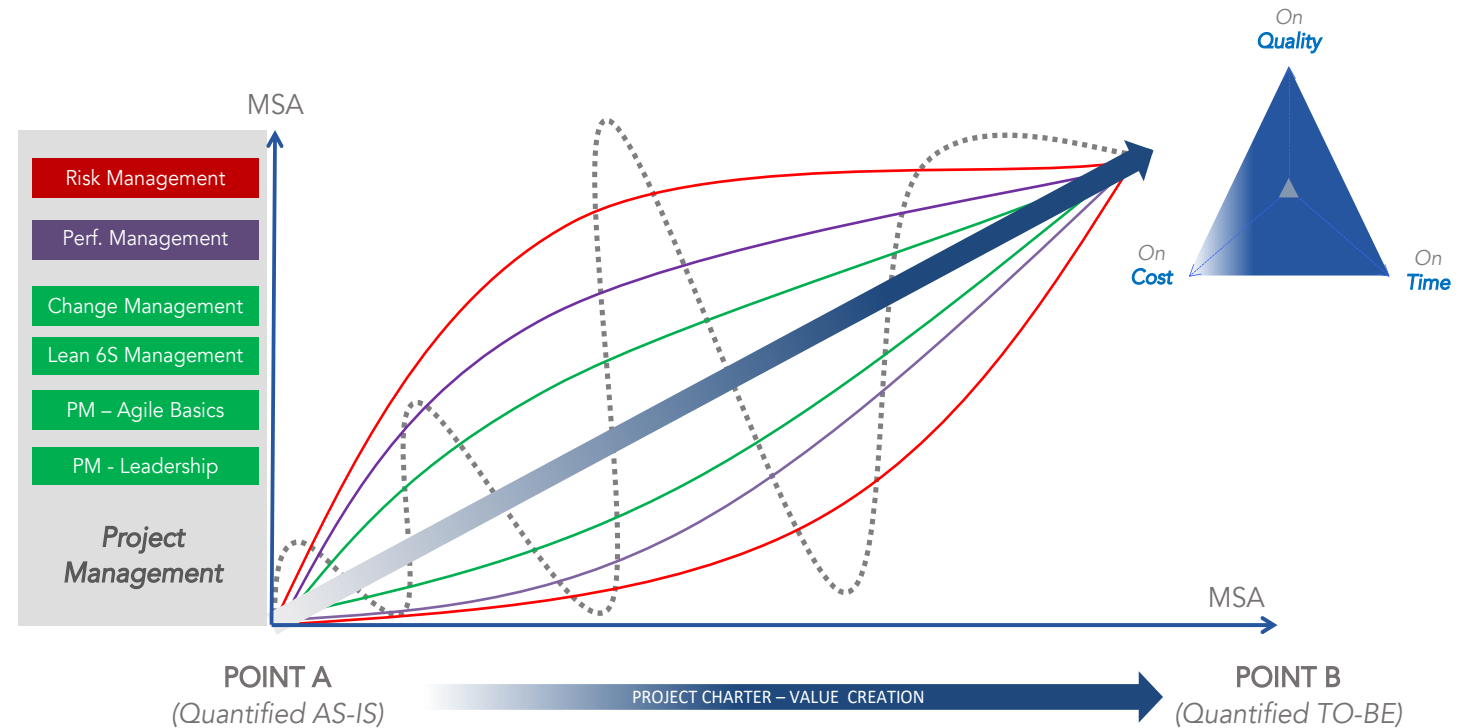

#01 PM FUNDAMENTALS

#02 PM ADVANCED

#03 PROJECT CHARTER

#04 TIME MANAGEMENT

#05 QUALITY MANAGEMENT

#06 COST MANAGEMENT

#07 RISK MANAGEMENT

#08 VALUE BASED MANAGEMENT

#09 LEADING PROJECT

#10 CHANGE MANAGEMENT

#11 PERFORMANCE MANAGEMENT

#12 CPM CERTIFICATION PREPARATION

MSA

Risk Management

Perf. Management

Change Management

Lean 6S Management

PM – Agile Basics

PM - Leadership

Project Management

On *Quality*

On *Cost*

On *Time*

MSA

POINT A
(Quantified AS-IS)

PROJECT CHARTER – VALUE CREATION

POINT B
(Quantified TO-BE)

QU'EST CE QUE LE MANAGEMENT DE PROJET?

OKADiA™

➡ #01 PM FUNDAMENTALS
#02 PM ADVANCED
#03 PROJECT CHARTER
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#05 QUALITY MANAGEMENT
#06 COST MANAGEMENT
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#10 CHANGE MANAGEMENT
#11 PERFORMANCE MANAGEMENT
#12 CPM CERTIFICATION PREPARATION

INITIATE	PLAN	EXECUTE	CLOSE
Project Baseline	Project Management Plan	Manage, Monitor, Control	Report, Learn from Lessons

MG

Goal	Goal	Goal	Goal
Starting the Project	Organizing & Preparing the Project	Carrying out the Project	Closing the Project
Status	**Status**	**Status**	**Status**
Project Charter, Business Model & Business Case Agreed	Project Management Plan agreed, Resources available	Project Management Plan updated, Deliverable Accepted	Project Documents Archived, Lessons Learn Shared

QU'EST CE QUE LE PLM ?

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- → #01 PM FUNDAMENTALS
- #02 PM ADVANCED
- #03 PROJECT CHARTER
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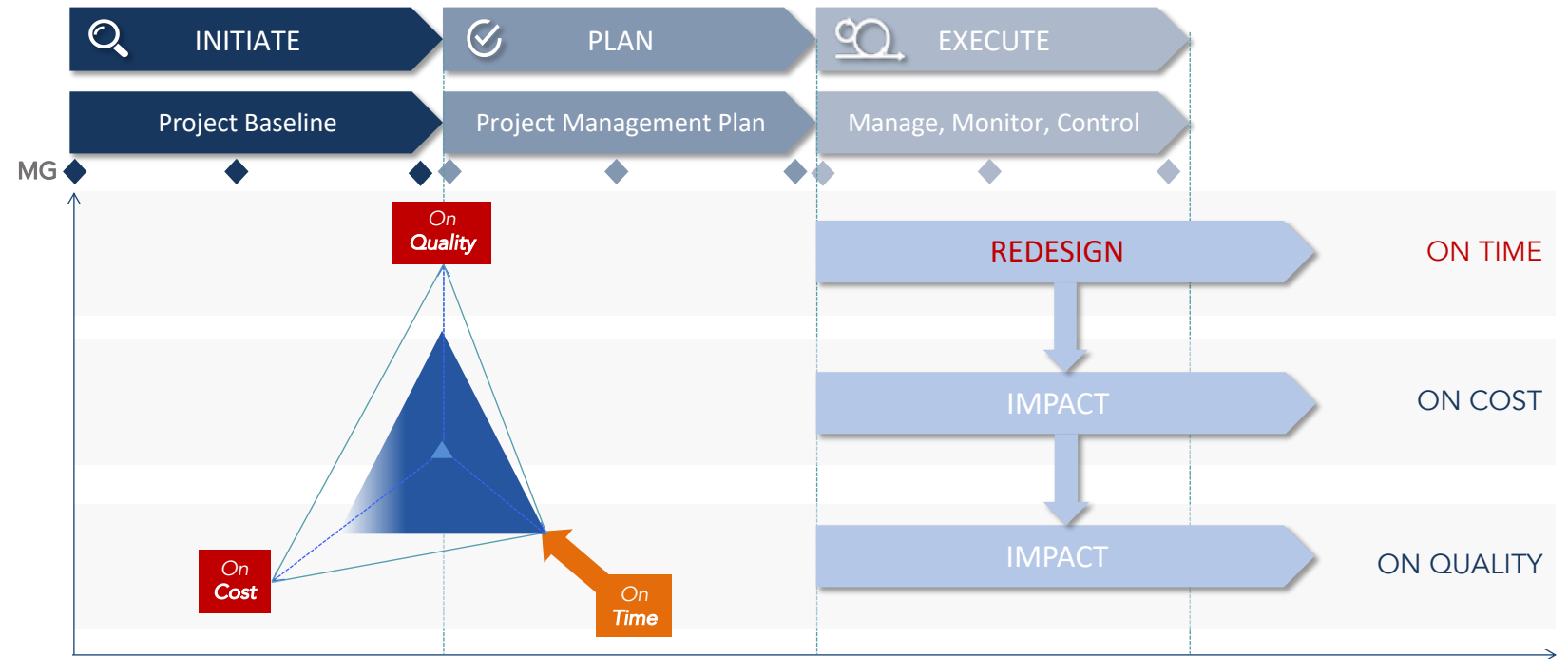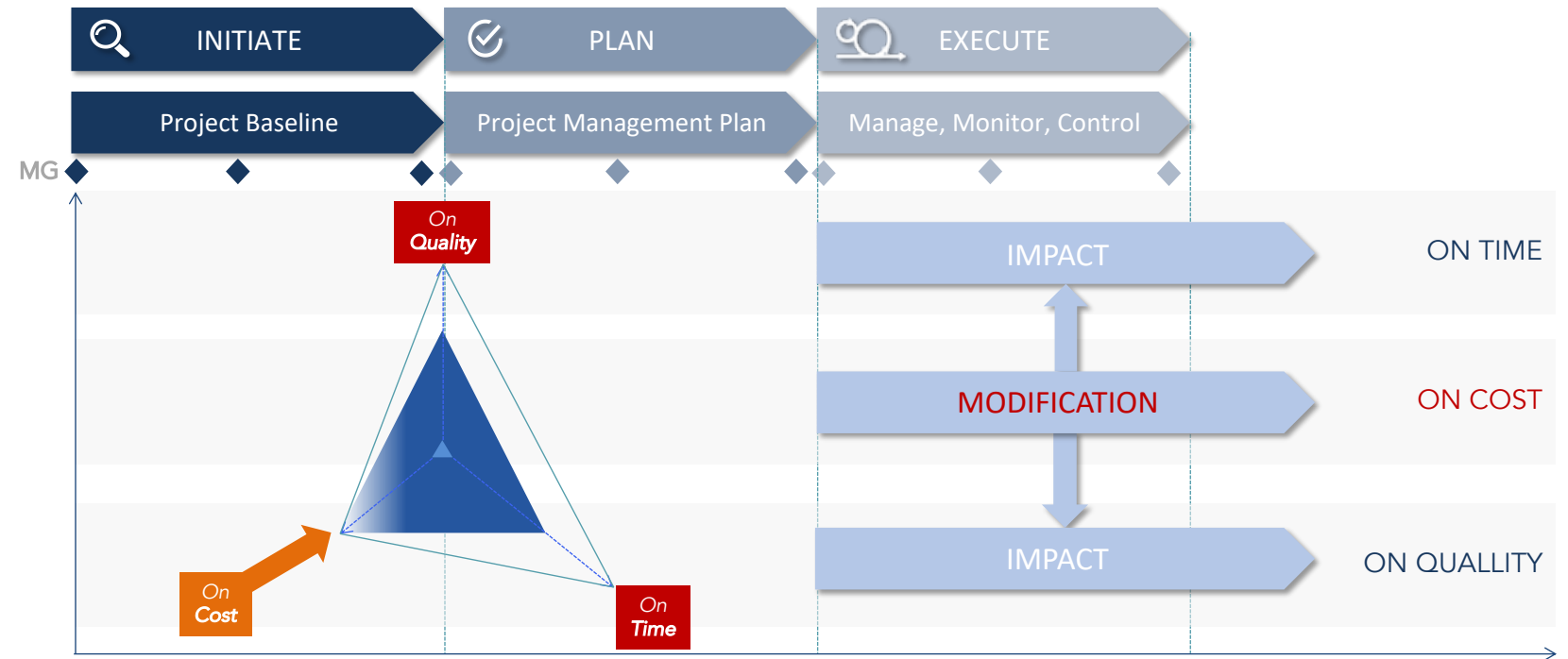- #10 CHANGE MANAGEMENT
- #11 PERFORMANCE MANAGEMENT
- #12 CPM CERTIFICATION PREPARATION

INITIATE

PLAN

EXECUTE

Project Baseline

Project Management Plan

Manage, Monitor, Control

MG

On Quality

On Cost

On Time

REDESIGN — ON TIME

IMPACT — ON COST

IMPACT — ON QUALITY

QU'EST CE QUE LE TIME MANAGEMENT ?

INITIATE

PLAN

EXECUTE

Project Baseline

Project Management Plan

Manage, Monitor, Control

MG

On Quality

On Cost

On Time

IMPACT — ON TIME

MODIFICATION — ON COST

IMPACT — ON QUALLITY

QU'EST CE QUE LE COST MANAGEMENT ?

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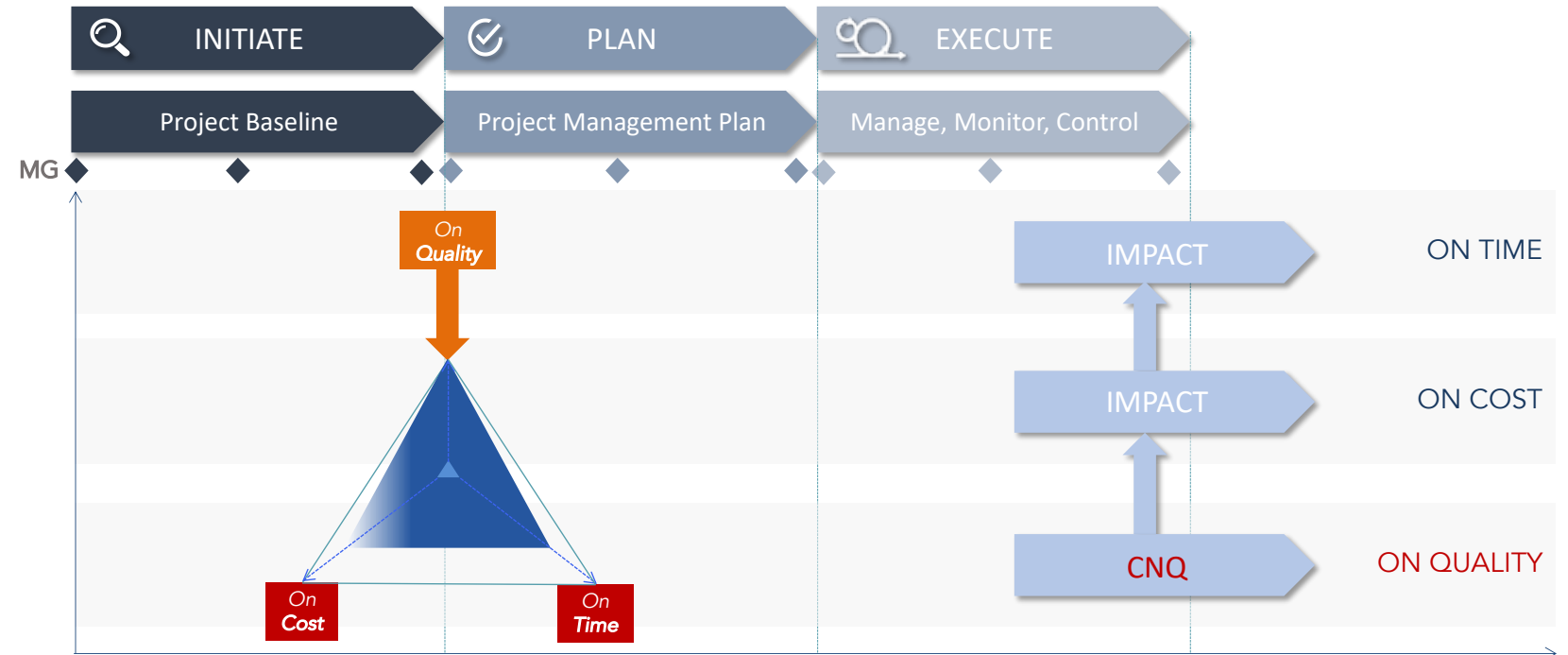
QU'EST CE QUE LE QUALITY MANAGEMENT ?

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1 Project check
2 Project file
3 Project environment
4 Stakeholders
5 Project charter
6 Steering committee and core team
7 Communication
8 Creation of the specification
9 Creation of the phase model
10 Creation of the work breakdown structure
11 Work package
12 Process and time schedule
13 Cost breakdown and budget
14 Risk analysis
15 Sub-project manager and work package owner
16 Project organisations
17 Project start-up
18 Project review
19 Project close-out
20 Soft skills

PROJECT CHECK

Beforehand defined goal
Limited resources
Defined start & end
Interdisciplinary
Novel undertaking
Complex undertaking
Responsibility for results

If the answer to every question is yes,
it can be assumed that the new task is a project.

If the answers to some of the questions is no,
that's not a problem because some aspects of the task can be supported by project management methods.

If most answers were no,
it's not a problem either, because the task can then be planned as a routine operation

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Is it necessary to define an objective before work commences?
What will the project deliverable be? How long do you need to deliver it? Are their any time constraints? How much will it cost? Are there any financial constraints?

Are resources limited?
Which human resources, machines, equipment etc. can you only use to a limited extent in the project? When will you need these resources? What do you have to expend in return?

Is it an interdisciplinary project?
What expertise do the project team members need? Which qualifications should they have? Do they come from different departments, divisions, companies, cultures?

Have responsibilities been defined?
Who is the customer? Who is providing the necessary funding? Can some aspects of the project be grouped or delegated in sub-projects or work packages?

Is it a complex project?
Why is the undertaking complex? Are people working on it at different locations? Do they all speak the same language? Do they understand each other? Are there coordination problems, e.g. because different technical terminology is being used?

Is it a novel kind of project?
Can you use knowledge gained in similar projects? Can some of the work processes be derived from routine activities?

Has the start and finish been defined?
When can you start formulating the objectives for a specific project contract? When will you have finished planning the project and setting up the organisational structures? When will the project deliverable be finished? When will you be able to assess how much the project has actually cost? When will you have documented the knowledge gained in the project and made it available to your company?

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PROJECT TYPE

Now, that you can differentiate between a project and a routine task by running a project check, it's time to talk about the various project types.

Every project in its entirety is unique, but you can classify them by assigning a project to (at least) one of these categories:

- **Investment** project (fixed assets are built or produced)
- **Organisational** project (structures for managing development and processes are created or changed and thereby improved)
- **Research and development** project (acquisition of new knowledge/skills or improvement of the product)

Independent from the type, projects can be classified as internal or external.

If the project owner is from outside the company, it is called external project. Whereas internal projects are characterised by a client or sponsor from inside the company.

TASKS IN PROJECT MANAGEMENT

In general, project management is the expertise in and the application of methods and management tools to ensure a projects' success, to reduce costs and to deal with time properly. There are some fundamentals you need to consider:

- From the start to the finish, a Project has to be planned and executed - in between decisions have to be made.
- But also the best project manager can't plan a project without any target requirements, so those have to be defined before you can start planning.
- To check, if you're still on route, it is important to control the project's progress constantly.

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PROJECT MANAGEMENT APPROACHES AND ORGANISATION

In general, there are many models how a project can be planned and realised. To mention the most common ones, here is a short overview:
Not only the project management model influences project planning, but the project organisation of a company as well. They outline the relationship between the various participants, the lines of responsibility, the lines of authority and the lines of communication. The project can either be organised as

o Functional (unit) project organisation,
o Pure (= autonomous) project organisation or
o Matrix organisation.

Depending on the project organisation, the project manager has different control over the project and his team.

- Functional organisation

Groups people by specialisation such as production, marketing, engineering, etc.. It is easier to manage specialists if they are grouped together and supervised by an individual with similar skills and experiences.

- Pure project organisation

Has as autonomy from the rest of the company a self-contained unit with its own technical staff and project office. It is similar in shape to the functional organisation structure except that all the departments are dedicated to the project.

- Matrix organisation

Relies on the functional departments for resources. The project manager won't have much authority on his team members as they report to their functional managers and are not only dedicated to one project, but to many different ones.

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Traditional Project Management

o Established methodology, where projects are run in a sequential cycle
o It follows a fixed sequence
o Requirements are defined at the beginning

Agile project management

o Highly iterative, focused on self-coordination
o The project manager approves consecutive versions of sub-projects at short intervals to obtain fast and regular feedback from users
o Most common in software development

Waterfall Model

o The phases in the waterfall model are implemented in sequence
o Documentation is performed at the end of every phase (document-driven)
o Phase backtracking (to remedy defects) is only

V Model

o Suitable for large-scale software projects
o Extension of the waterfall model
o Originally used in software planning projects

L'Essentiel

Project Management

La Gestion de Projet consiste à Initier, Planifier, Exécuter, Contrôler et Clore un ensemble d'activité d'une même équipe afin d'atteindre des objectifs tout en répondant à des performances Temps – Couts – Délais (OTOCOQ) spécifiées. Le principal défi de la gestion de projet consiste à atteindre l'ensemble des objectifs dans les performances OTOCOQ cibles.

Tous les Projets se divisent en 4 Phases Principales (PLM) afin de structurer et transformer le Projet en une série d'étapes logiques et gérables : INITIATE, PLAN, EXECUTE, CLOSE. Chaque phase comporte des objectifs et des livrables spécifiques.

Les Composantes Projet

OBJECTIFS		• Créer un Unique Produit ou Service • Digitaliser, Améliorer, Transformer ou Evoluer • Concept Point A – B *(AS-IS VS TO-BE)*
PHASES *(Temporaires)*		• Initier, Planifier • Exécuter, Surveiller • Contrôler, Clôturer
EQUIPES		• Individus (Compétences, Identité, Culture…) • Aligner, Motiver • Cascader (Objectifs, Taches, Responsabilités)
LIVRABLES		• Exigences – Objectifs – Activités • Planning et PDP • Organisation (PBS, OBS, WBS…)

PLM : Project Lifecycle Management

INITIATE	PLAN	EXECUTE	CLOSE
Project Baseline	Project Management Plan	Manage, Monitor, Control	Report, Learn from Lessons
Goal Starting the Project	Goal Organizing & Preparing the Project	Goal Carrying out the Project	Goal Closing the Project
DELIVERABLES & Status Project Charter, Business Model & Business Case Agreed	DELIVERABLES & Status Project Management Plan agreed, Resources available	DELIVERABLE & Status Project Management Plan updated, Deliverable Accepted	DELIVERABLE & Status Project Documents Archived, Lessons Learn Shared

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