



## Minor: PROJECT MANAGEMENT Practice Lessons (TP)

### SESSION #2: WORKSHOP

THURSDAY 7 NOVEMBER - 9AM TO 12PM

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# AGENDA

- WARM-UP
- METHODOLOGY
- INTERVIEWS
- WORKSHOP
- REFLECTION

# WARM-UP

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LEARNINGS



# SHARE YOUR IDEAS



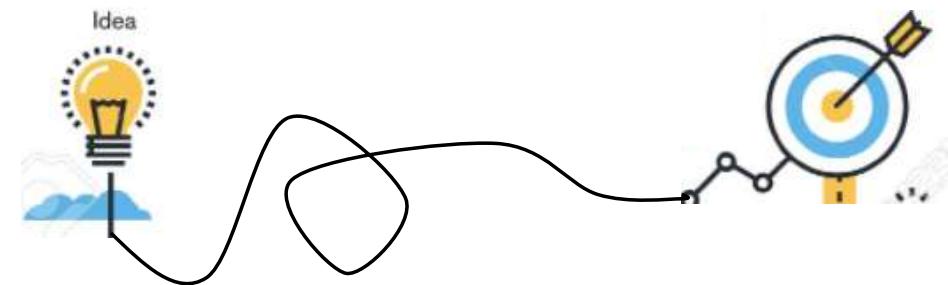
Discussion with your neighbour : 5 minutes

Presentation in class: 5 minutes

- Question 1 : What are the performance criteria (KPI) for a project ?
- Question 2 : What are the key success factors ?
- Question 3 : What are the difficulties that you may encounter ?

# Question 1 : What are the performance criteria (KPI) for a project ?

- Conclusive result obtained within the respected timeframe
- The project generates more money than it costs : positive cash flow
- The budget is respected : +/- 1% overbudget
- Usable over time, validated by an authority
- Customer satisfaction (compliance)
- Demonstrated team cohesion
- Real meaning to the project
- Capitalization on teamwork



# Question 2 : What are the key success factors ?

- User involvement
- Effective communication
- Management / supervision
- Good organization in task distribution
- Achievable objectives within set parameters
- Right tools, right facilities
- Project integrated into the overall strategy
- Technological monitoring
- Project experience
- Anticipation: risk management
- And also: application of proven methods (anticipation, progressive development by stages, etc.)



# Question 3 : What are the difficulties that you may encounter ?

- Financing
- Team conflicts
- Delays
- Unfeasible ideas
- Changes during the project
- Lack of resources
- Unforeseen events : absences, health and economic situations
- Lack of coherence
- Administrative authorizations not obtained
- Lack of customer approval
- Competition
- Tunnel



# METHODOLOGY

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PREDICTIVE & ADAPTIVE

# What do you do when you want to prepare a dinner for your hosts ?

Metaphor

**APPROCHE CAUSALE VS APPROCHE EFFECTUALE**

LA MÉTAPHORE DU DÎNER ENTRE AMIS POUR COMPRENDRE

Ex. Business plan

APPROCHE CAUSALE : on va composer son menu, trouver les recettes, faire les courses, puis seulement cuisiner...

APPROCHE EFFECTUALE : on ouvre le frigo et on fait avec ce qu'on a... Si vos amis amènent d'autres ingrédients, il devient possible de créer de nouveaux plats !

➤ d'un but précis à la recherche et planification des moyens pour l'atteindre

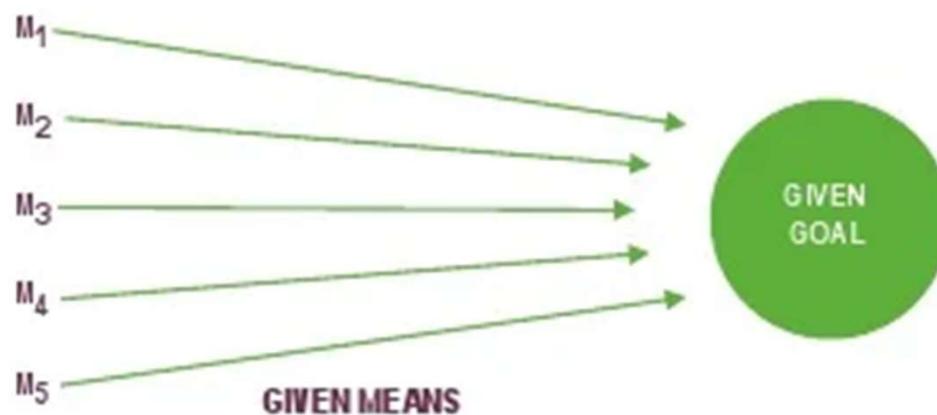
➤ des moyens disponibles à la production d'idées/buts, pouvant toujours évoluer en fonction des opportunités

## CAUSAL vs. EFFECTUAL REASONING

### Managerial Thinking (Causal)

#### Distinguishing Characteristic

Selecting between given means to achieve a pre-determined goal

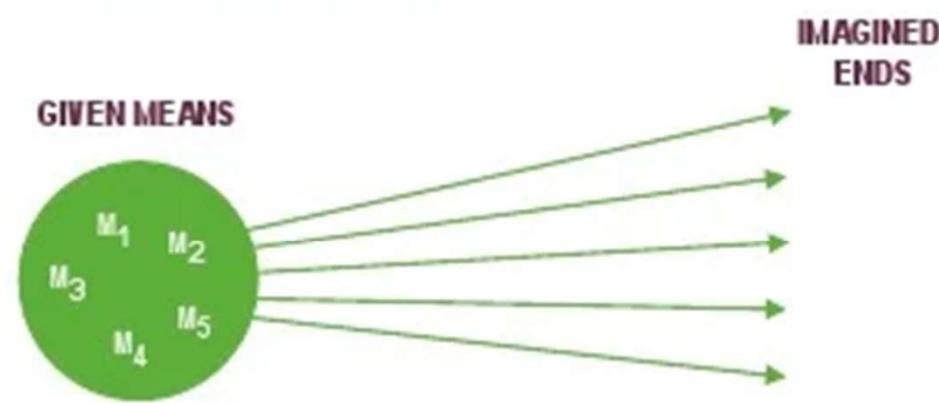


Predict & control

### Entrepreneurial Thinking (Effectual)

#### Distinguishing Characteristic

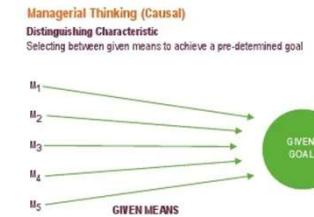
Imagining a possible new end using a given set of means



Create & adapt

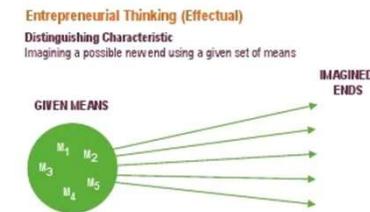
# Predictive/causal method

- For projects with stable, well-known requirements
- Outcome predictability : this method aims to produce defined outcomes by controlling variables and managing risks
- Focus on planning and control the sequential process



# Adaptive method

- The project's objectives are not predetermined but are rather discovered and shaped along the journey → ressource-driven action
- Suited uncertain environments to seize unexpected opportunities and achieve what is possible rather than a rigid target
- **Flexible and Iterative:** Adapts to changes, manageable steps with frequent adjustments
- **Collaborative and Responsive:** Prioritizes cooperation with stakeholders



# Means

BIRD-IN HAND



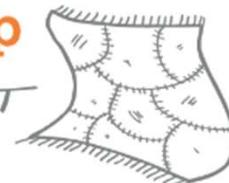
## Affordable Loss

FOCUS ON  
DOWNSIDE



## Co-Creation Partnership

CRAZY QUILT



## Leverage Contingencies

LEMONADE



## Worldview:

CONTROL vs. PREDICTION



# Effectuation Model



## Saras Sarasvath

Creator of the effectuation model,  
introduced in 2001 with her PhD

[Video Effectuation Model](#)

# Effectuation Model

5 principles of effectuation according to Saras Sarasvathy

- 1. Bird-in-Hand Principle:** Start with what you have
- 2. Affordable Loss Principle:** Focus on what you can afford to lose, rather than trying to maximize potential gains
- 3. Crazy Quilt Principle:** Form partnerships with people and organizations willing to commit
- 4. Lemonade Principle:** Embrace surprises and turn them into opportunities
- 5. Pilot-in-the-Plane Principle:** The future is not something to predict but to create through actions within your control



## Saras Sarasvathy

Creator of the effectuation model,  
introduced in 2001 with her PhD

[Video Effectuation Model](#)

# INTERVIEWS

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SHARE YOUR HARVEST !

# BREAK

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15 MIN

# WORKSHOPS

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STEP 1 :

# Project presentation

Presentation the 5<sup>th</sup> of December

20/30 minutes per group (3-4 people)

## CONTENT :

### I) Deliverables (Concept & planning phase) :

SWOT → Project Charter

WBS, RACI → GANTT project (Wrike software)

Risk Management Plan

### II) Meta (how it works):

Methodology

Tools and organization in team project

Role play of difficult situations



# PROJECT GROUP PRESENTATION

Step 1: Define the Project Purpose

Step 2: Conduct a Needs Assessment

Step 3: Set Objectives and Goals

Step 4: Develop the Project Scope

Step 5: Plan the Methodology

Step 6: Identify Resources and Budget

Step 7: Create a Timeline

Step 8: Develop a Risk Management Plan

Step 9: Plan for Evaluation and Monitoring

## TOOLS:

- Project Charter
- SWOT
- GANTT



## Role Play: Simulating Difficult Situations

- The project is behind schedule. How will you explain the situation, and what trade-offs will you propose?
- Tension between two people: Imagine a dialogue to de-escalate a conflict situation.
- You are overwhelmed, unable to make progress, and losing sight of priorities. The Eisenhower Matrix comes to mind.
- You need to recruit a team of operational staff. How will you motivate them? What skills will you look for in each of them?



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# Preparation step by step

- 1) – Brainstorming to constitute the group project : share your ideas and make a group of 3-4 people per project
- 2) - Start working on the define phase and project charter
  - Step 1 to 6
- 3)- Prepare the way you will work on in team project
  - Assign roles
  - Choose your tools (wrike is compulsory)
  - Plan the next meeting before next session

# REFLEXION

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WITH WHAT DO YOU LEAVE ?

Concepts, ideas you want to keep	What it inspires you to put into practice in the situations you experience