PROJECT MANAGEMENT

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VIRGINIA CORVINO

2022-Today: Head of Project Management Office (PMO) at Université Côte d'Azur

2012-2022: Head of various teams in project management area at Amadeus

2010-2012: Project management consultant at AKKA Technologies

2005-2009: PhD and academic research at Università di Bologna

PMP Certified since 2013

SAFe Program Consultant since 2018

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INTRODUCTION

1. Roundtable

2. Objective of my sessions

3. Rules of the game

4. Program of today session

INTRODUCE YOURSELVES

OBJECTIVE OF MY SESSIONS

Build a solid knowledge of project management, with a particular focus on processes to be able to:

- Understand and apply the main principles of project management

- Understand and produce the main project management deliverables

- Seize the challenges related to communication efficacy in project management

Focus on « theory »

Articulation and complementarity with « practice »
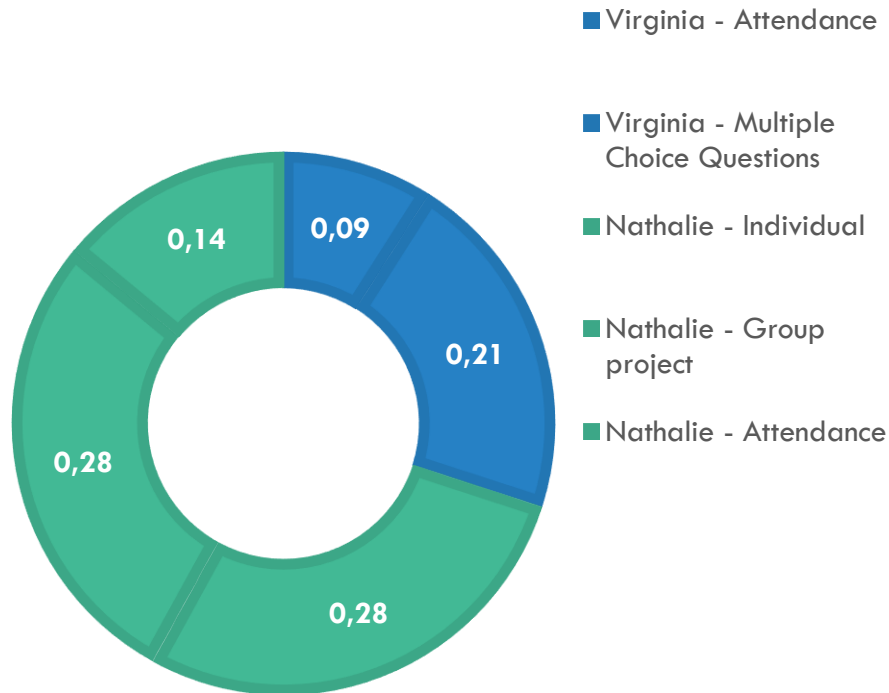
RULES OF THE GAME

TIME MATTERS!

WE'LL HAVE A 10 MIN BREAK IN THE MIDDLE

I'LL TREAT YOUR QUESTIONS

ASSESSMENT

- Virginia - Attendance
- Virginia - Multiple Choice Questions
- Nathalie - Individual
- Nathalie - Group project
- Nathalie - Attendance

0,09 0,21 0,28 0,28 0,14

Individual: a quick set of multiple choice questions at the beginning of each session, related to previous one

Group project: we'll see it in the next session

Attendance: be here and be active! Ask, comment, share! ☺

PROGRAM OF THE SESSION

Project management fundamentals

- Lexicon: what is a project, project management, projects vs operations, project/program/portfolio

- Break

- Organizational structure types: functional, matrix, project-oriented

- Role and profile of the project manager

- Break

- Project life-cycle vs project management processes

PROJECT MANAGEMENT FUNDAMENTALS

PROGRAM OF THE SESSION

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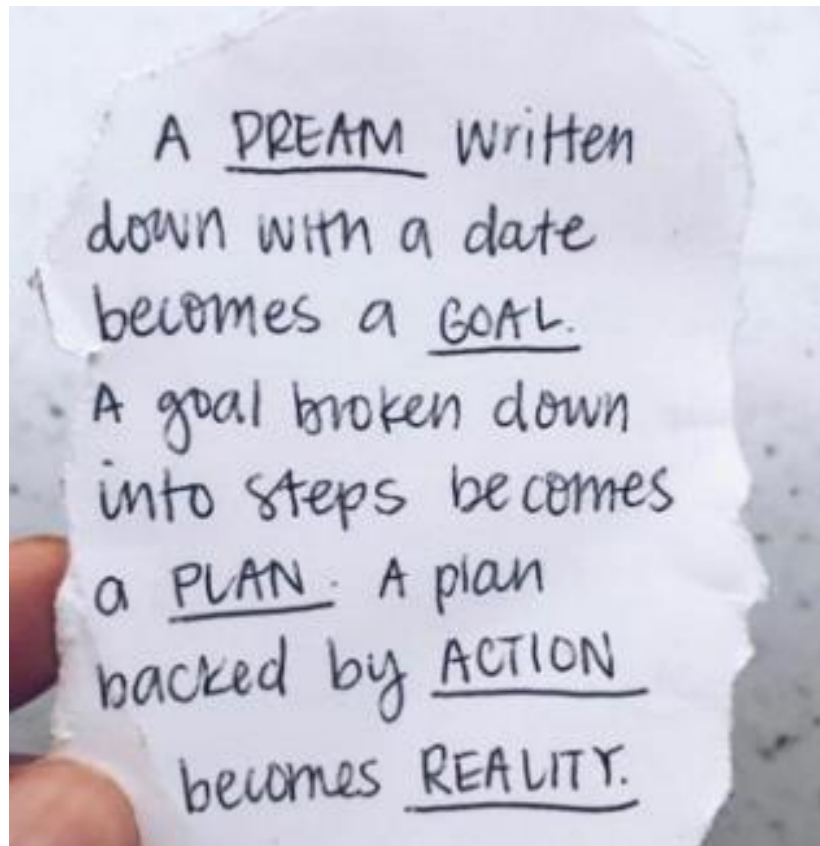- Project life-cycle vs project management processes

WHAT IS A PROJECT?

"A project is a temporary endeavour undertaken to create a unique product or service"
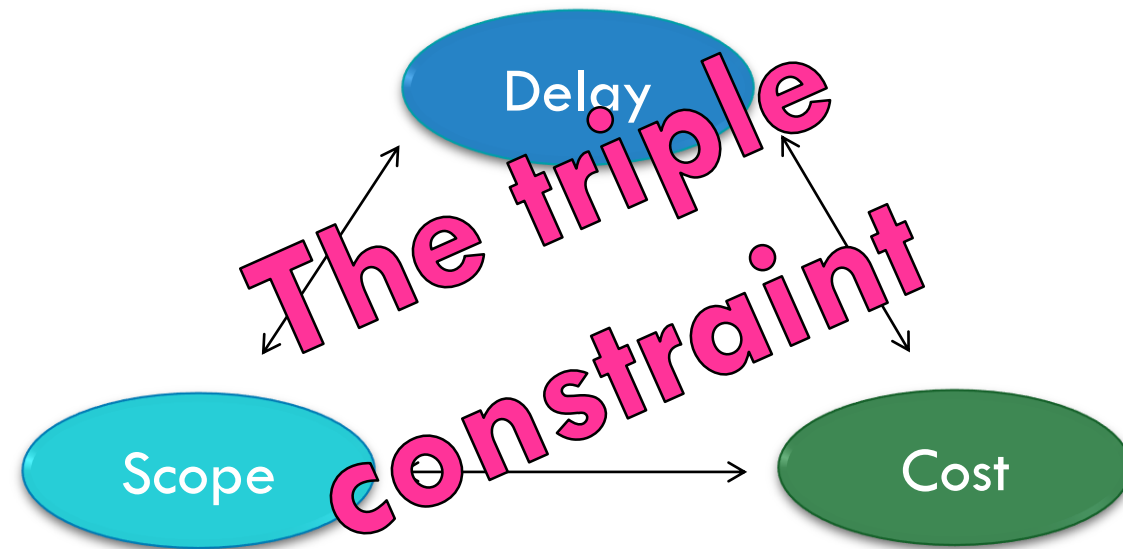
(PMI PMBOK)

Keywords: temporary, unique, create (=deliver)

Condition: formally approved

WHAT IS PROJECT MANAGEMENT?

The practice of using knowledge, skills, tools, and techniques to complete a series of tasks to deliver value and achieve a desired outcome

WHAT IS PROJECT MANAGEMENT?

KNOWLEDGE AREAS

PROCESS GROUPS

Initiating	Planning	Executing	Monitoring and controlling	Closing
			Scope Management	
	Quality Management			
Integration Management				Time Management
		HR Management		
Cost Management				
	Risk Management			
				Communication Management
	Procurement Management			
		Stakeholder Management		

THE PARADOXE OF PROJECT MANAGEMENT

Capacity to act
on the project

Degree of knowledgee
of the project

time

THE DEMING WHEEL

Anticipate

Plan

Do

Execute

Adjust and learn

Act

Check

Measure deviations
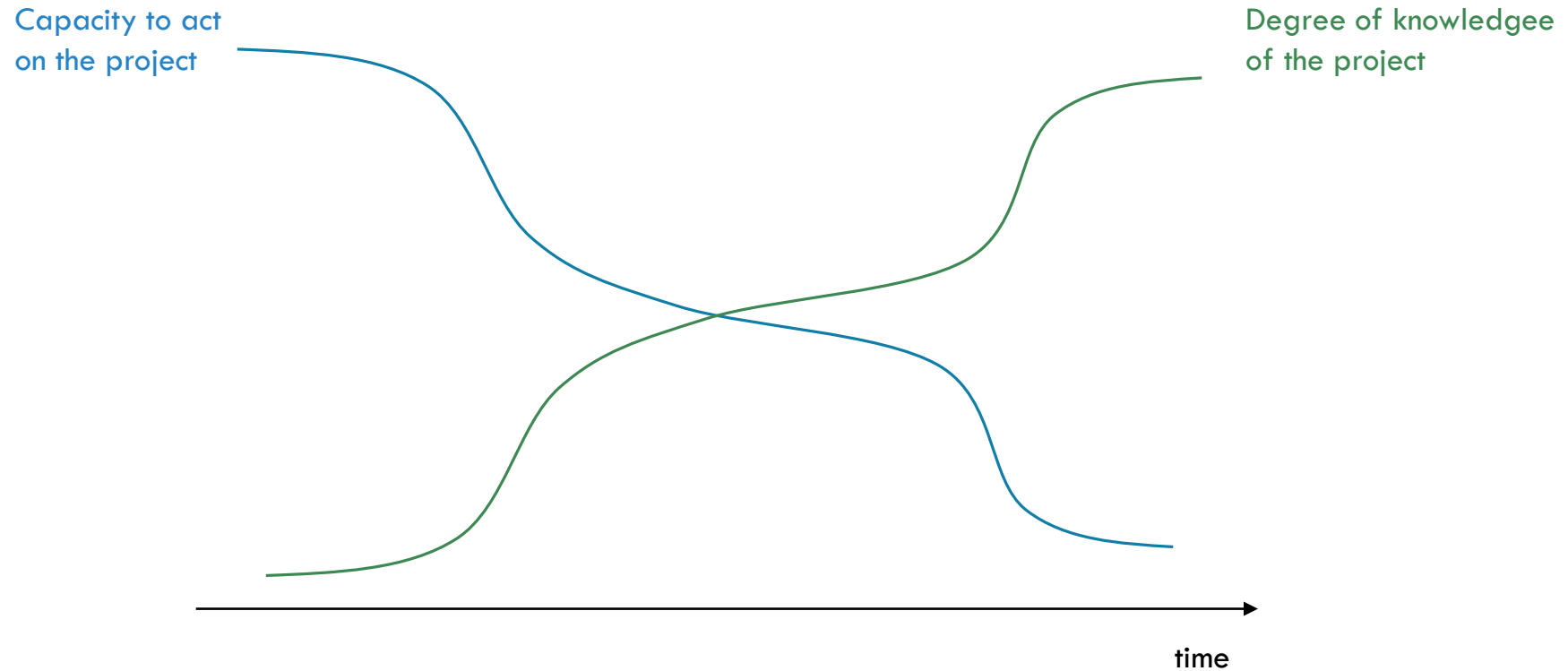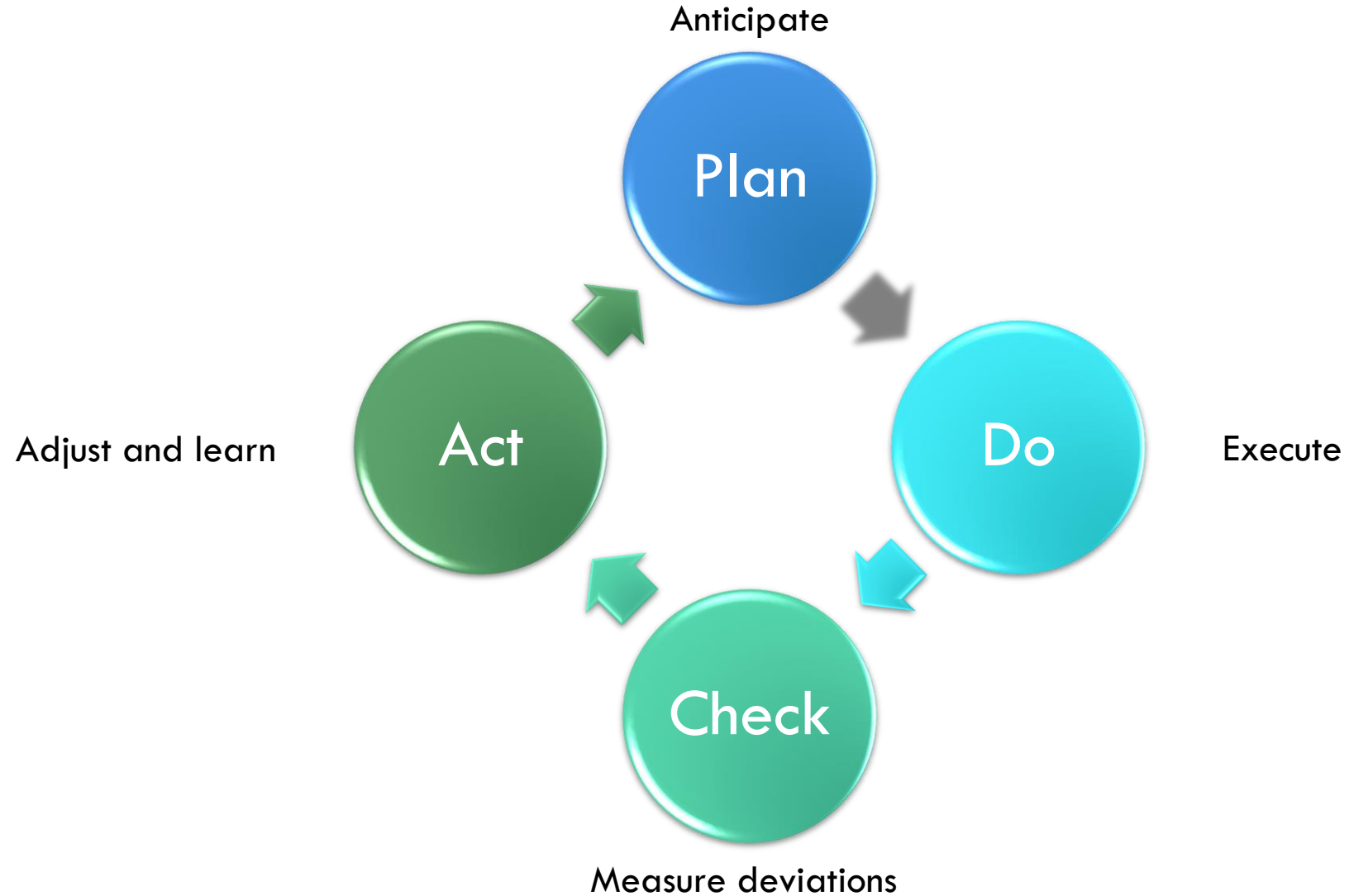
OPERATIONS

Daily efforts resulting in **repetitive deliverables**

Used to maintain business continuity (support, maintenance, management, etc.)

Encompass all **procedures** used by a team

Follow an organizational logic based on adherence to procedures executed **sequentially**

PROJECTS VS OPERATIONS

Main differences

	Project	Operations
Focus	Goal	Business continuity
Result	Unique	Repetitive
Duration	Temporary	Perennial
Organisation	Temporary	Perennial
Composition	Transversal	Organisational
Creativity	High	Low
Degree of freedom	High	Low
Uncertainty	High	Low

PROJECTS VS OPERATIONS

Usually projects deliver new products which are maintained by operational teams

Main points in common:

- Executed by people
- Planned, executed and controlled
- Limited resources

OTHER DEFINITIONS : PROJECT/PROGRAM/PORTFOLIO

Portfolio is defined as projects, programs, subsidiary portfolios and operations managed in a coordinated manner to achieve strategic objectives

Program is defined as related projects, subsidiary programs and program activities managed in a coordinated manned to obtain benefits not available from managing them individually

Project is… you know it!
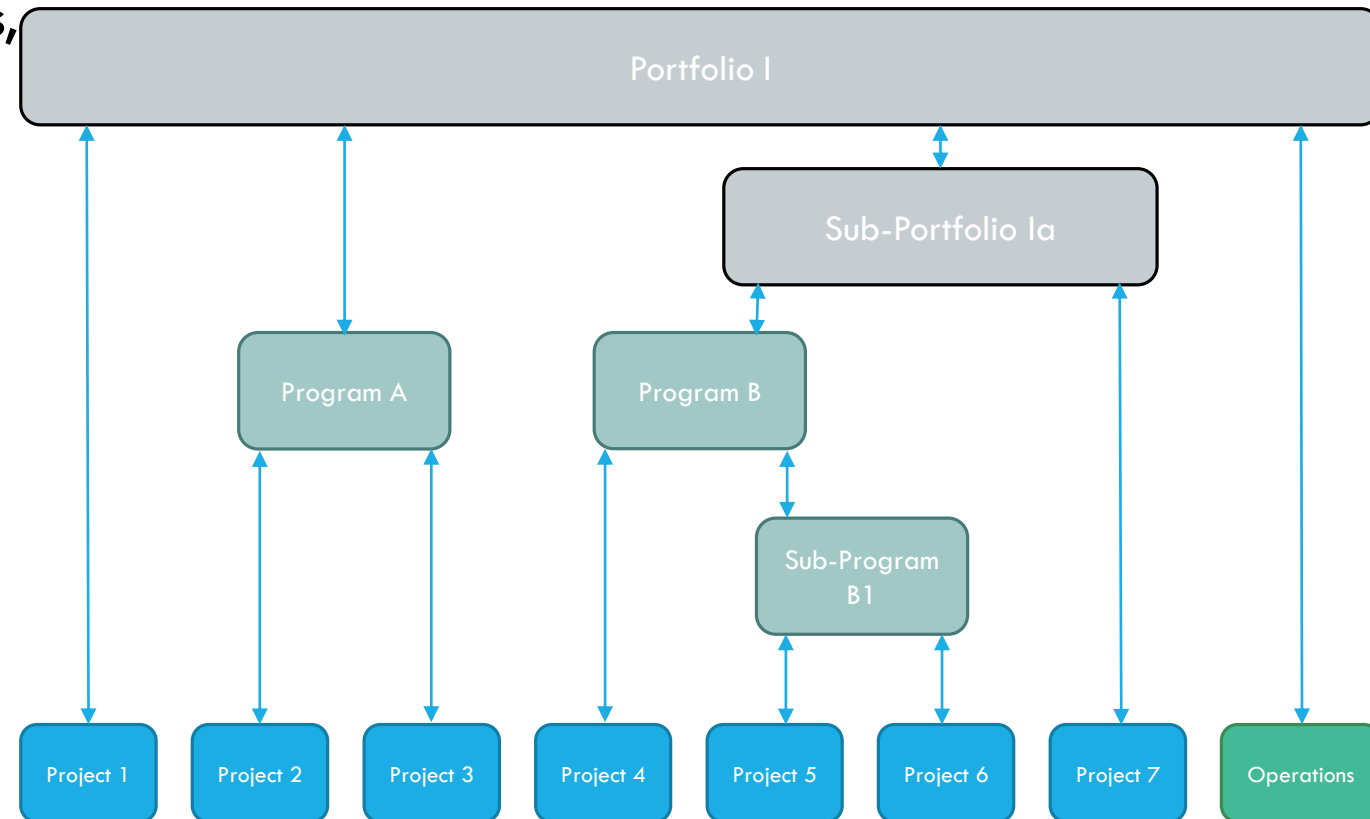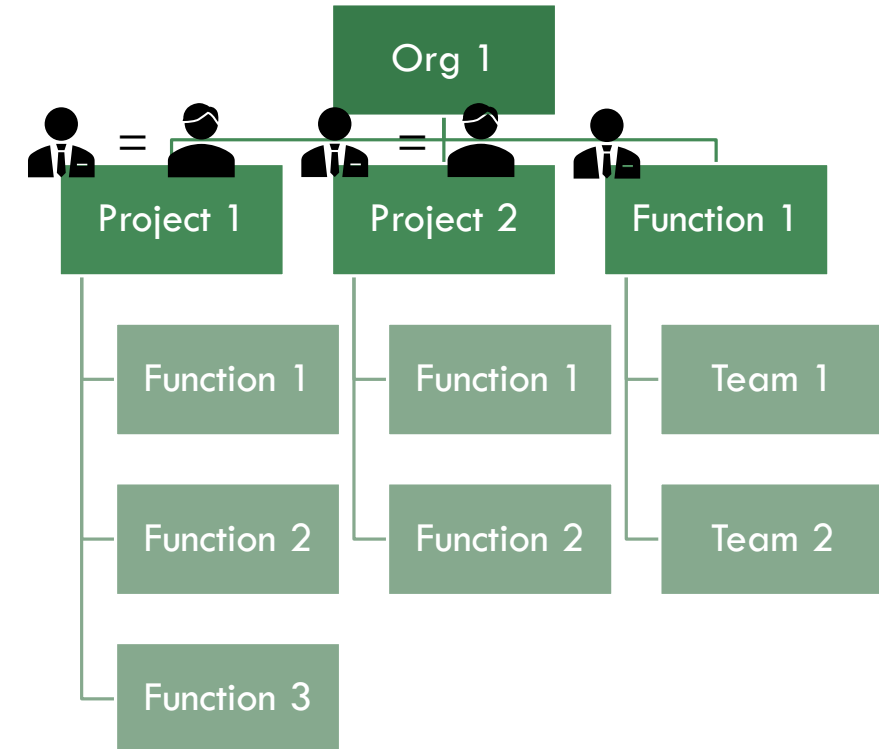
BREAK

Back at 11.35

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FUNCTIONAL VS PROJECT-ORIENTED ORGANISATIONS

Function responsible
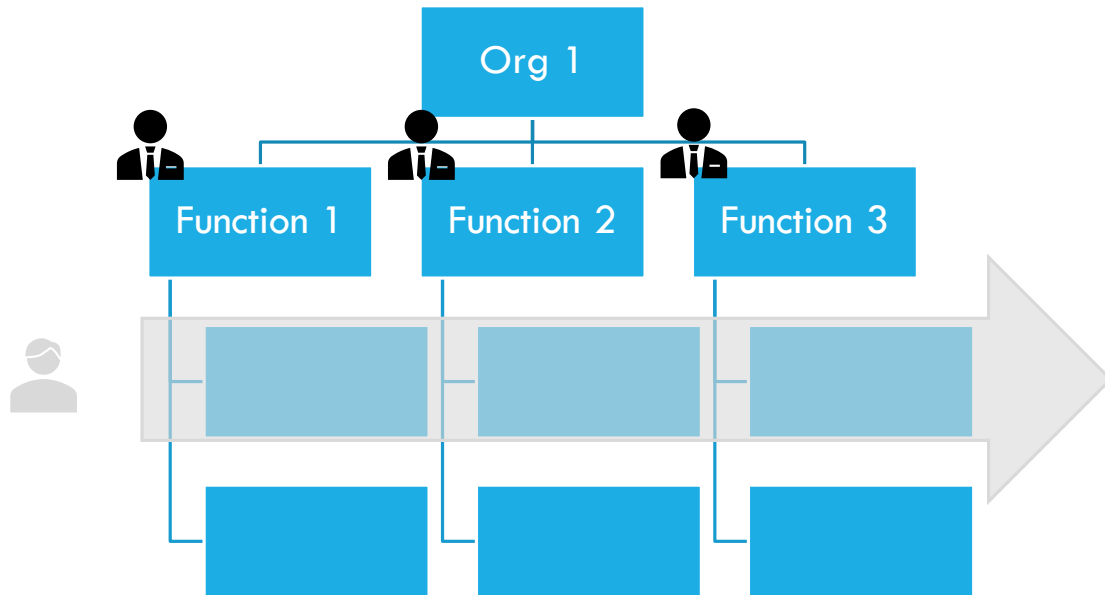
Project manager

STRONG VS WEAK MATRIX ORGANISATIONS

Function responsible

Project manager

Org 1

Function 1 Function 2 Function 3

Org 1

Function 1 Function 2 Function 3

PROS AND CONS OF ORGANISATIONAL TYPES

	Organisation based on	Project manager authority	Project manager role	Resource availability for project	Budget is managed by
Fonctional	Job function	None	Part-time or not assigned	Little or none	Function responsible
Weak Matrix	Job function	Little	Part-time	Low	Function responsible
Strong Matrix	Job function	Moderate	Full-time	Moderate to high	Project manager
Project-oriented	Project needs	High/total	Full-time	Total	Project manager

WHAT IS THE BEST MODEL?

PROGRAM OF THE SESSION
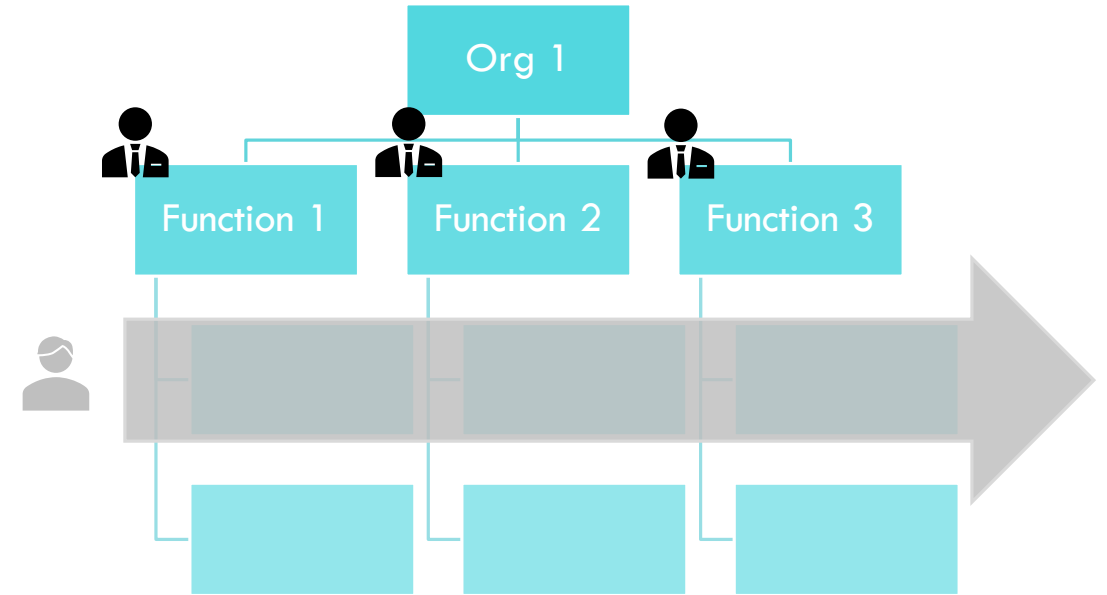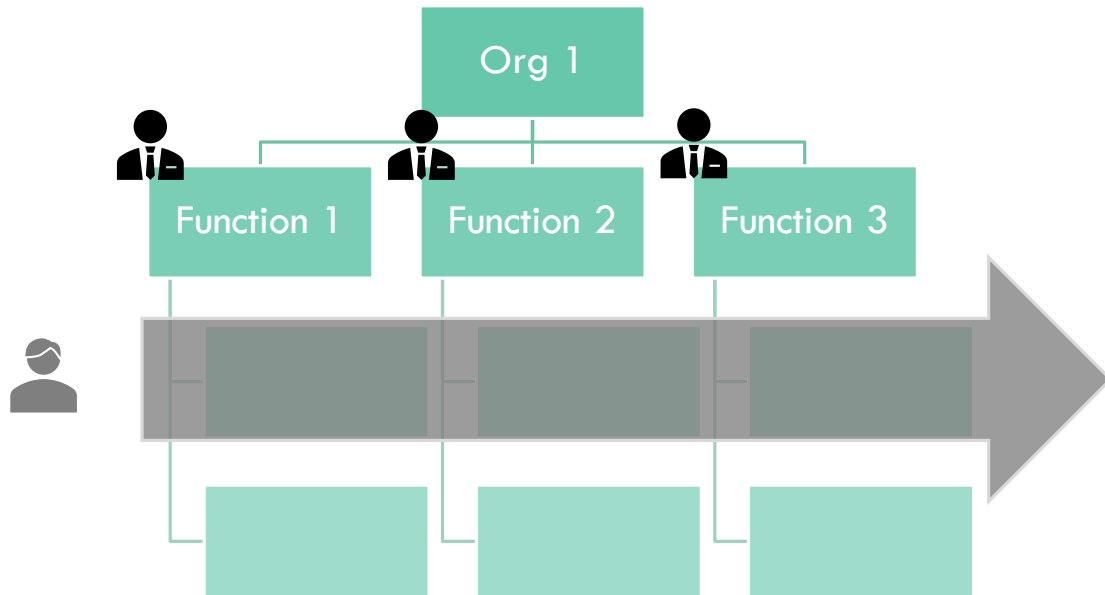
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- Organizational structure types: functional, matrix, project-oriented

- **<u>Role and profile of the project manager</u>**

- Break ☕

- Project life-cycle vs project management processes

THE PROJECT MANAGER'S SPHERE OF INFLUENCE

The project manager is the person assigned by the performing organisation to lead the team that is responsible for achieving the project objectives.

THE ROLE OF THE PROJECT MANAGER

Salesman

Coach

Coordinator

Expert

Size or complexity of the project

Small   Medium   Large

Social skills & Leadership

Methodology knowledge

Technical expertise
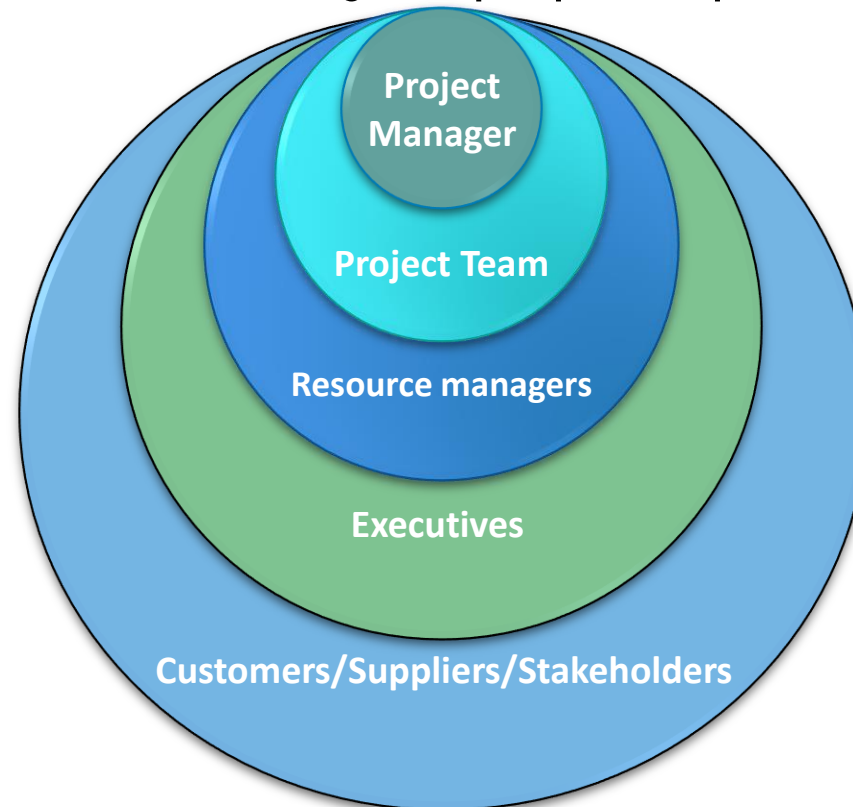
11h25

BREAK

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PROGRAM OF THE SESSION
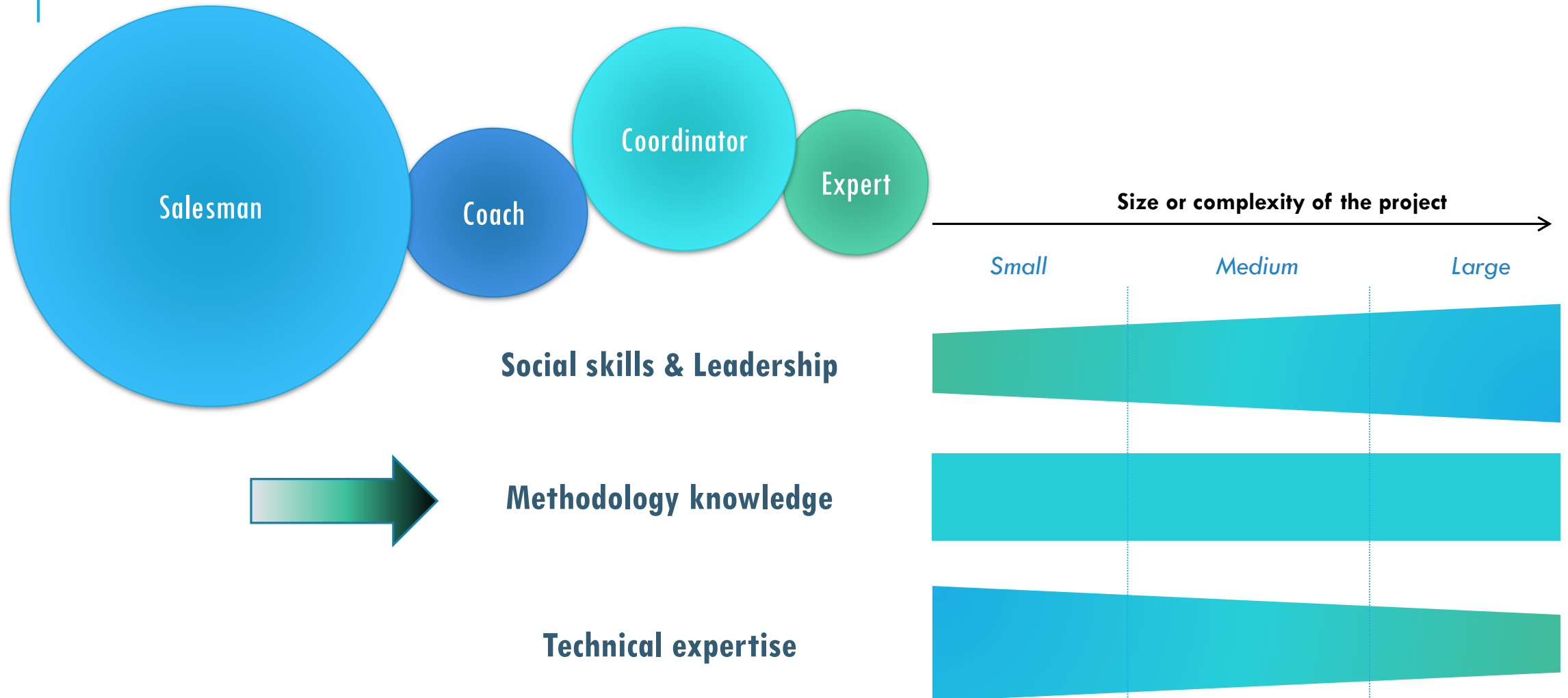
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- **Project life-cycle vs project management processes**

PROJECT LIFECYCLE

A project lifecycle is the series of phases that a project passes through from its start to its completion.

This is a phase gate

Proposal

Concept & planning

Realisation

Delivery

Closure

This is a phase
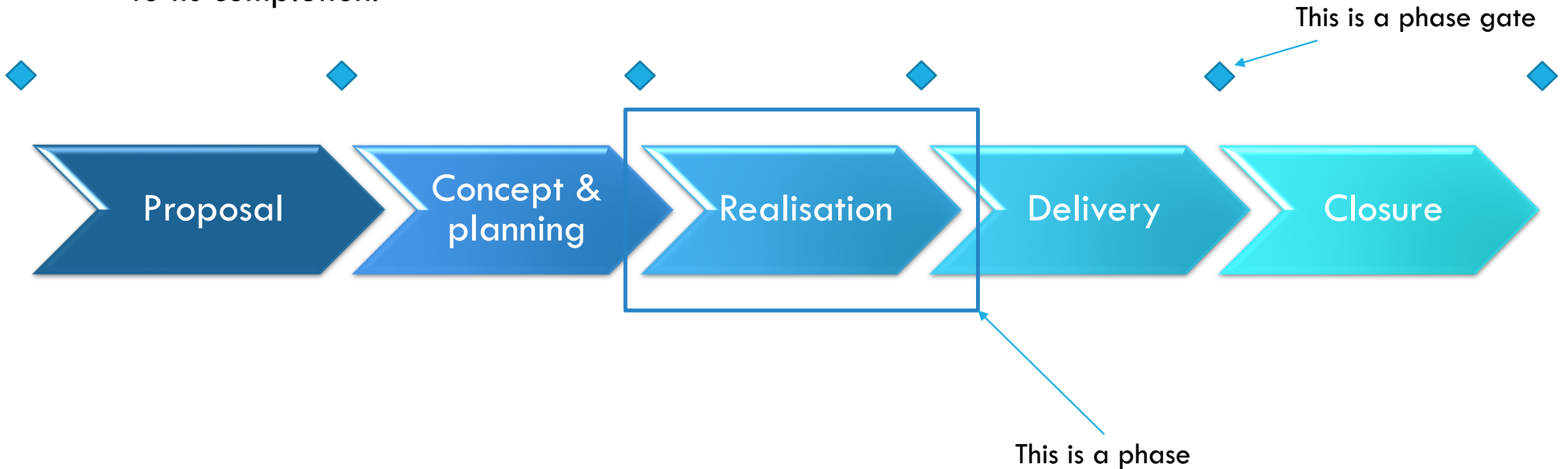
PREDICTIVE PROJECT LIFECYCLE

The entire project is planned ahead of time and executed sequentially.

For complex projects, you may apply rolling wave planning.

Project preparation

Project closure

Release 1

Concept & planning → Realisation → Delivery → Closure

Release 2

Concept & planning → Realisation → Delivery → Closure

Release 3

Concept & planning → Realisation → Delivery → Closure
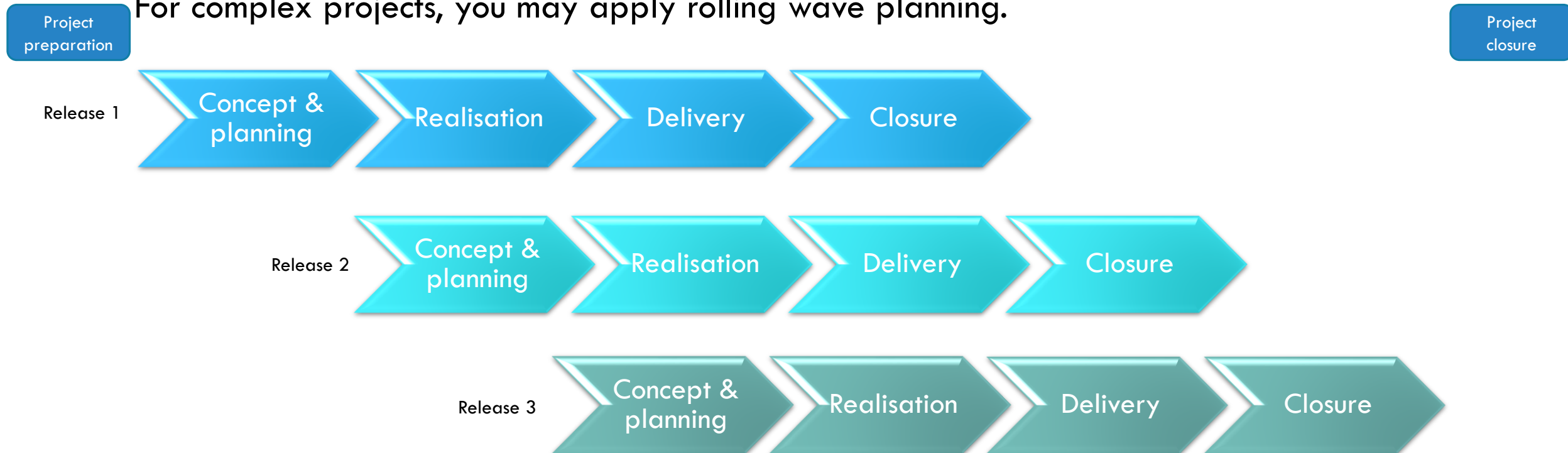
ADAPTIVE PROJECT LIFECYCLE

Project scope is outlined and agreed before the start of every iteration, to respond to changes in requirements and circumstances.

HYBRID PROJECT LIFECYCLE

Project lifecycle is a combination of predictive and adaptive.

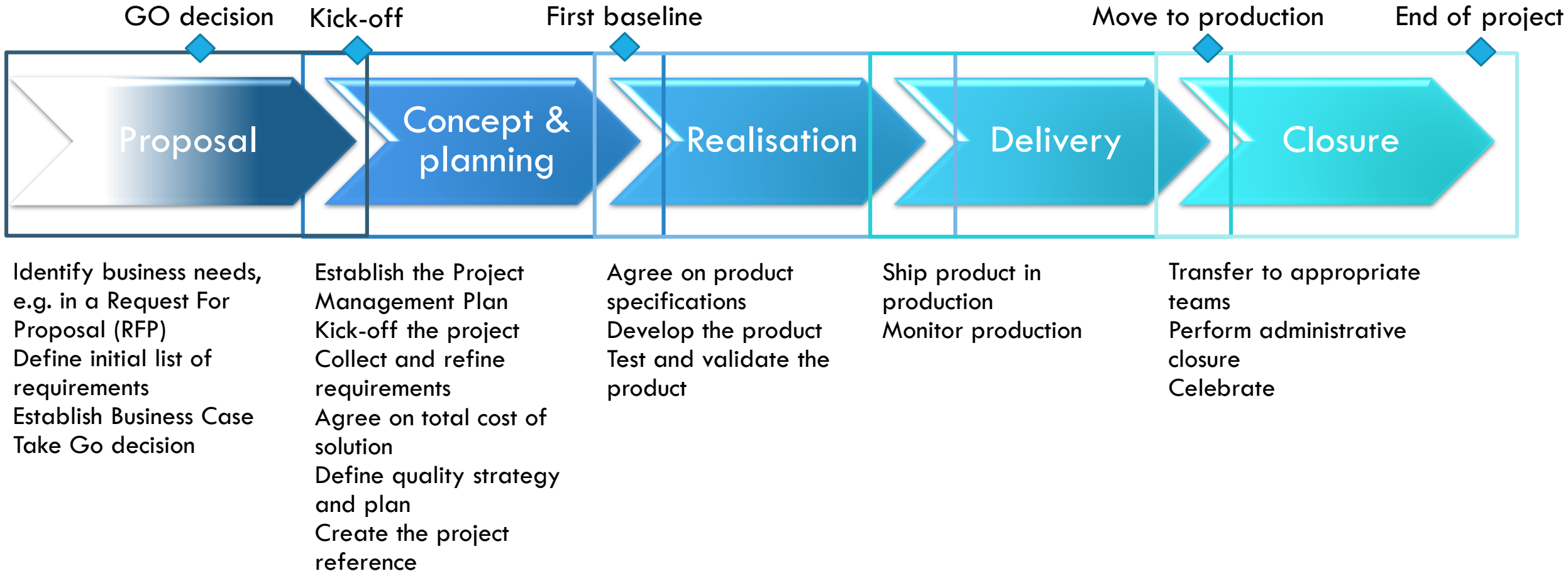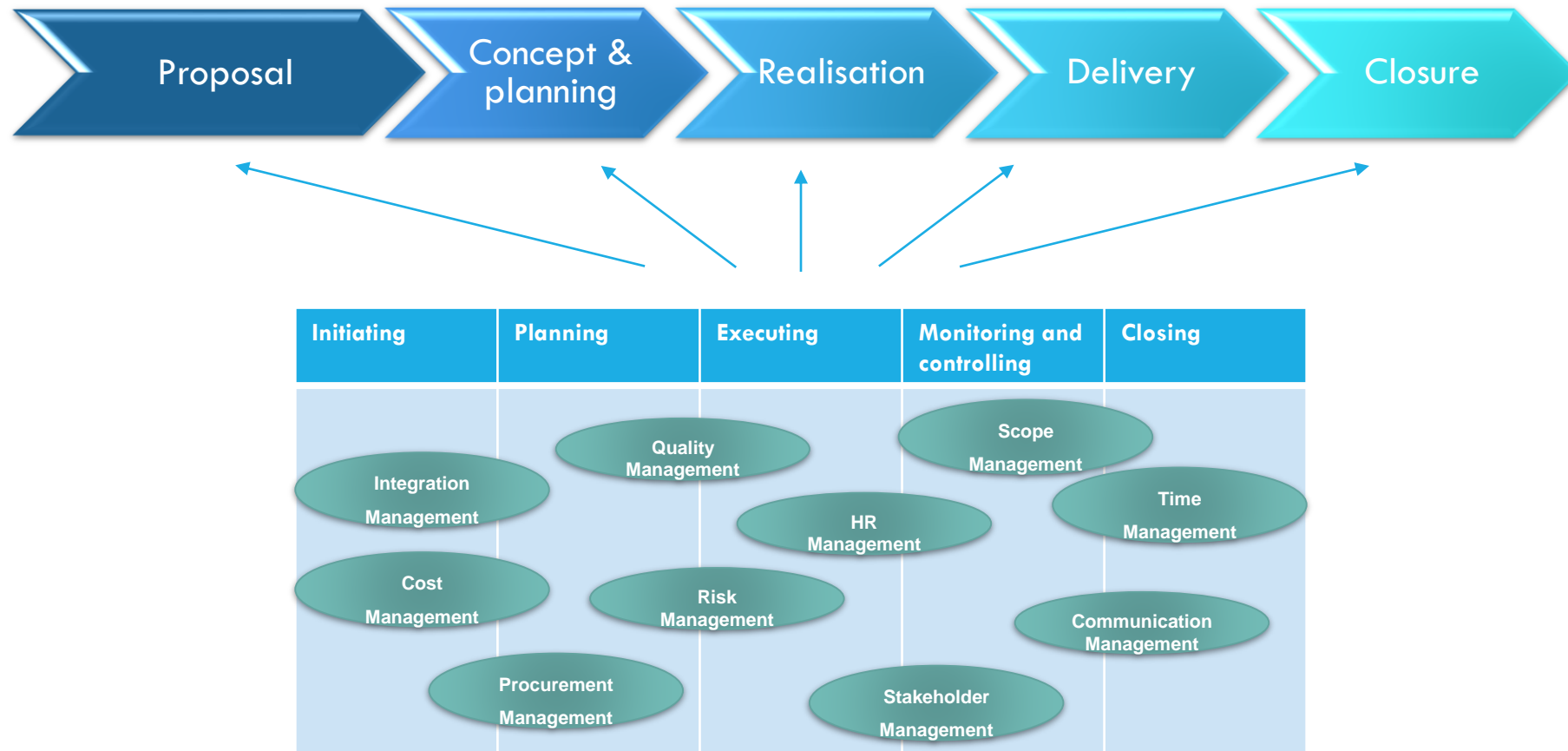# FOCUS ON PREDICTIVE PROJECT LIFECYCLE

GO decision | Kick-off | First baseline | Move to production | End of project

Proposal → **Concept & planning** → **Realisation** → **Delivery** → **Closure**

Proposal
Identify business needs, e.g. in a Request For Proposal (RFP)
Define initial list of requirements
Establish Business Case
Take Go decision

Concept & planning
Establish the Project Management Plan
Kick-off the project
Collect and refine requirements
Agree on total cost of solution
Define quality strategy and plan
Create the project reference

Realisation
Agree on product specifications
Develop the product
Test and validate the product

Delivery
Ship product in production
Monitor production

Closure
Transfer to appropriate teams
Perform administrative closure
Celebrate

RELATIONSHIP BETWEEN LIFECYCLE AND PROCESSES

KEY TAKE-AWAYS

A project is temporary, must create something unique.

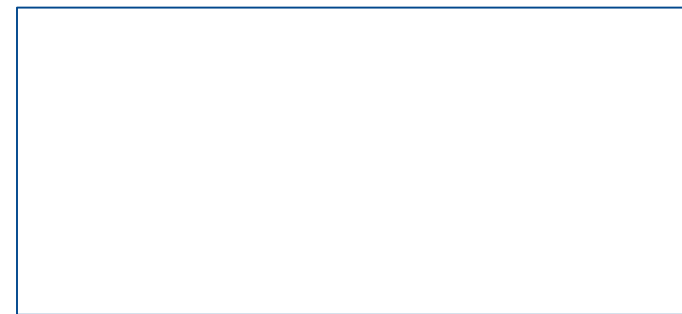There is a capital difference between projects and operations, while they are connected.

There are different organisational structures, it is important to identify the best fit for purpose.

A project manager must be able to adapt and play the good role with the good stakeholder.

Project lifecycle is about time sequencing, process groups are about kind of activities.

Q&A

SEE NEXT THURSDAY AT 9AM