1. Project Management: Past and Present

* The pillars of project management are delivering a product/service within schedule, cost, scope, and quality requirements.
* Business owners need planning, organizing, and scoping skills and the ability to  
  analyze, communicate, budget, staff, equip, implement, and deliver
* Many businesses explore outsourcing for certain services.
* Creative service careers include graphic artists, curators, video editors, gaming managers, multimedia artists, media producers, technical writers, interpreters, and translators. These positions use project management skills, especially in handling the delivery channel and meeting clients’ requirements.
* Graphic artists plan, analyze, and create visual solutions to communication problems.
* Teachers project management skills include acting as facilitators or coaches and communicating in the classroom and in individual instruction.
* Henry Gantt, studied in great detail the order of operations in work and is most famous for developing the Gantt chart in the 1910s. A Gantt chart (Figure 1.3) is a popular type of bar chart that illustrates a project schedule and has become a common technique for representing the phases and activities of a project so they can be understood by a wide audience

1. Project Management Overview

* Projects are temporary in nature. They’re not an everyday business process and have definitive start dates and end dates.
* Projects exist to bring about a product or service that hasn’t existed before.
* Operations are ongoing and repetitive, involving work that is continuous without an ending date and with the same processes repeated to produce the same results. Purpose is to keep org functioning while the purpose of a project is to meet its goals and conclude.
* **Formal definition of project**: temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end. The end is reached when the project’s objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists
* Is it unique? Does the product have a limited timeframe? Is there a way to determine when the project is completed? Is there a way to determine stakeholder satisfaction?
* Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements. Planning, implementation, measuring progress and performance.
* Identify project requirements and writing down what everyone needs from the project. What are the objectives. Set goals everyone agrees on to avoid conflict.

1. Project Constraints
   1. **Cost** is the budget approved for the project including all necessary expenses needed to deliver the project
   2. **Scope** is what the project is trying to achieve. All work involved in delivering the project outcomes and the processes used to produce them. Reason and purpose.
   3. **Quality** is a combination of the standards and criteria to which the project’s products must be delivered for them to perform effectively. Must perform to provide functionality expected, solve the identified problem, and delivery the benefit and value expected.
   4. **Risk** is defined by potential external events that will have a negative impact on your project if they occur. Probability and impact event will incur on project.
   5. **Resources** are required to carry out the project tasks. People, equipment, facilities, funding, or any number of things required for completion.
   6. **Time** is defined as the time to complete the project. Often the most frequent oversight in developing projects.

* “Triple Constraint:” consists of the primary constraints. Time, cost, and scope. Balance of these is key.

1. Project Management Expertise
   1. In order to manage the competing project constraints expertise is required.
   2. They are knowledge of the application area and the standards and regulations in your industry, understanding of the project environment, general management knowledge and skills, and interpersonal skills.
   3. Regulations – Rules that must be followed such as government laws.
   4. Application areas are made up of categories of projects that have common elements. Can be defined by industry group (pharma, financial), department (accounting, marketing, legal), technology (software development, engineering).
   5. Think in terms of cultural and social environments (people, demographics, and education). International and political environment is understanding different countries’ cultural influences. Physical environment thinks about time zones.
   6. E.G. Left wide of a website may be the first focus of attention for a Canadian; the right side would be the initial focus for anyone from the Middle east, as both Arabic and Hebrew are written from right to left. White signifies purity in America and Death in Japan.
   7. **Management Knowledge and Skills** – Ability to plan the project, execute it properly, and control it and bring it to a successful conclusion, along with your ability to guide the project team to achieve project objectives and balance project constraints.
   8. Interpersonal Skills – Ability to manage personal relationships and deal with personnel issues as they arise.
   9. Project managers spend 90% of their time communicating. Good communicators with clear, unambiguous language and exchange of information.
   10. **Influence** - Every organization is different in its policies, modes of  
       operations, and underlying culture. There are political alliances, differing motivations, conflicting interests, and power struggles. A project manager must understand all the unspoken influences at work within an organization
   11. **Leadership** – Ability to motivate and inspire individuals to work toward expected results. Leaders inspire vision and rally people around common goals.
   12. **Motivation** – constant process that the project manager must guide to help the team move toward completion with passion and a profound reason to complete the work.
   13. **Negotiation** – Project manager, sponsor, and team will have to negotiate with stakeholders, vendors, and customers to reach a level of agreement that’s acceptable to all parties.
   14. **Problem Solving –** Ability to understand the heart of a problem, look for a viable solution, and then make a decision to implement that solution. Starting point is problem definition, ability to understand the cause and effect of the problem. Centers on **root-cause analysis**.
2. Lecture Video
   1. PMBOK bible of project management
   2. PMO – project management office is a group or department within business, govt. agency, or enterprise that defines and maintains standards for project management within the org.
   3. Soft skills – Strong Communication and negotiation, leadership, managing resources, motivation, problem-solving.
   4. Hard skills – Risk analysis, Quality control, scheduling work, budgeting work, delivering results.
   5. One person being assigned accountability – Functional manager – management authority.
   6. PMI – global project management institute. PMI certifications, publications, sponsored workshops and forums, 400 local chapters in U.S. 80 countries globally.
   7. CAPM and PMP certifications.
   8. CAPM can be taken after this class!!
   9. Project Life Cycle
      1. 5 Process groups
         1. Initiating
         2. Planning
         3. Executing
         4. Monitoring and Controlling
         5. Closing
      2. 10 knowledge areas
         1. Integrations/Procurement/Communication/Scope/Quality/Risk/Time/Human Resources/Cost/Stakeholder Management.