D2 Unit 1-B
INTRODUCTION TO PROJECT MANAGEMENT

Areas, tasks and modalities in project management

Introduction
What does PM have to do with…?

Top 10

Knowledge areas of project management
Top 10

Integration
Coordinate activities across all project management areas and process groups

Resource
Secure, manage and monitor use of resources throughout the project

Scope
Ensure the project work includes all elements required to complete the work

Communication
Ensure communications on the project are planned and carried out appropriately

Schedule
Ensure the project is completed in a timely way

Risk
Identify, assess and manage risks.

Cost
Plan, estimate, manage and control project finances

Procurement
Carry out purchasing and contracting as required.

Quality
Ensure the output is fit for purpose, meets the needs of the users and follows best practices

Stakeholder
Identify and engage stakeholders throughout the project

Predictive vs adaptive management
Predictive project management

- The scope of work and requirements for the project are clear and justify the detailed upfront planning.

- Also called traditional, conventional, or waterfall.

- Popular predictive approaches:
    - PMBOK
    - PRINCE

https://www.professionaldevelopment.ie/predictive-and-adaptive-project-management

Predictive vs adaptive management
Adaptive project management

- The scope of work and requirements for the project are difficult to define.

- Rapidly changing environment.

- Requirements are clarified in short iterations.

- Also referred to as responsive, iterative or agile project management.

- Frameworks include:
  - Scrum
  - Kanban
  - XP (Extreme programming)
  - DSDM (Dynamic system development method)
  - Crystal
  - FDD (Feature-driven development)

Predictive vs adaptive management
Which approach is better?

- There is no "better" approach, only what fits the project you're working on.

- Every project is unique, you'll find differences in scale, scope, and requirements.

- Considering the project first and *then* selecting the right methodology is the best approach.

Predictive vs adaptive management
## Which approach is better?

Choosing a Hybrid Approach:

- Predictive and adaptive approaches can work well together.

- You may choose a hybrid of methodologies to get the best result for your project (for example, PRINCE2® combined with Agile).

- The PMI's *PMBOK® Guide* framework includes a consideration for Agile, giving you room to incorporate elements of adaptive into your predictive project work.

Development vs management
Interaction
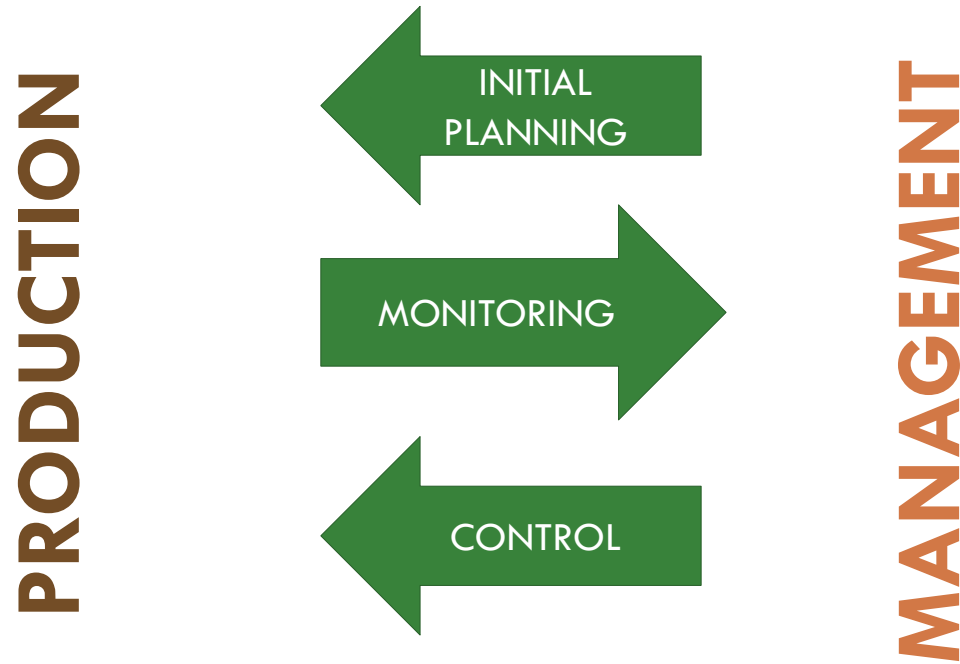
Project management overview
Essential elements for a successful project

- Delivers as promised.

- Completes on time.

- Completes within budget.

- Delivers quality.

- Achieves original purpose.

- Meets all stakeholder expectations.

- Maintains "win-win" relationships.

Project management overview
What is a project?

A *project* is the work performed by an organization one time to produce a unique outcome.

- By *one time*, we mean the work has a definite beginning and a definite end.

- By *unique*, we mean the work result is different in one or more ways from anything the organization has produced before.

What is a project?

Examples of projects include the following:

- Building a new house

- Developing a new software application

- Performing an assessment of current manufacturing processes

- Improving an organizational business process

- Writing a book

- Relocating a company's technology infrastructure to a new location or to a cloud platform

- Merging two organizations

- Developing a new medical device

Project management overview
What is not a project?

Operational work (operations of an organization) is the ongoing, repetitive set of activities that sustain the organization.
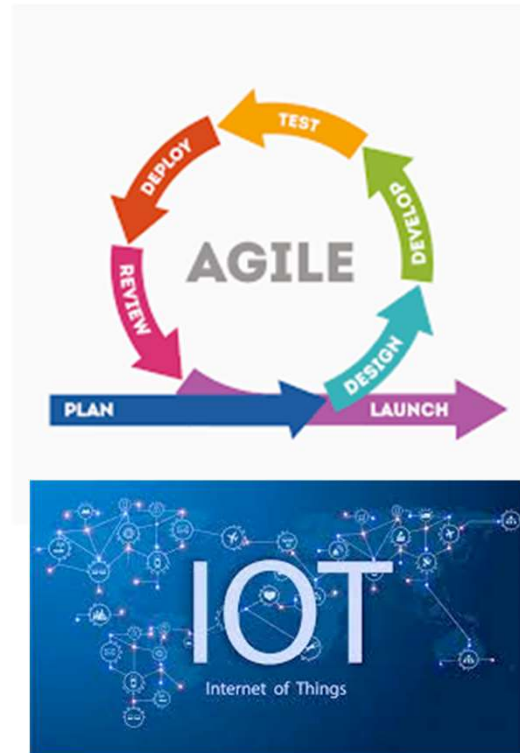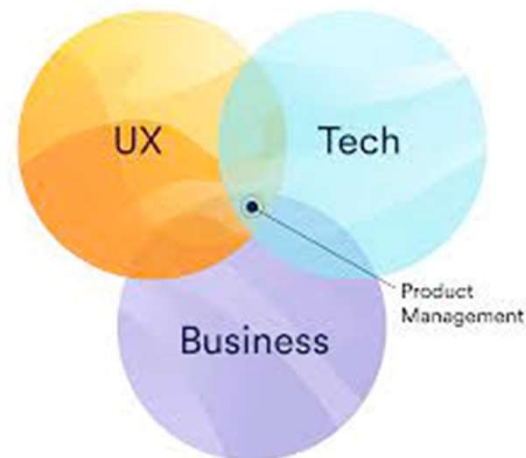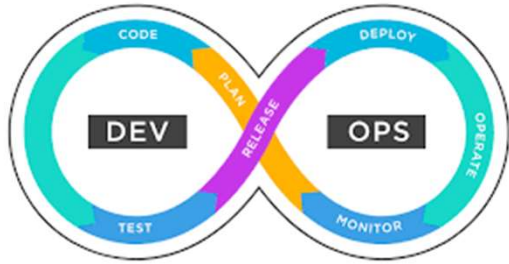
Examples of ongoing operations include the following:

- Processing customer orders
- Performing accounts receivable and accounts payable activities
- Executing daily manufacturing orders
- Performing recommended equipment maintenance procedures
- Conducting customer account maintenance

Trends in project management

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Project management overview
Trends in project management

- **Agile approaches**
    - Pace of change
    - Need to adapt and generate products/systems quickly
    - Difficulty in developing detailed work plans upfront

- **DevOps and DevSecOps**
    - Deliver value faster
    - Integration and collaboration among traditionally disparate groups
    - Process automation
    - Transparency to be successful

- **Product management**
    - Teams and processes for the life of the product, not just the project
    - Managing the entire life cycle of the product, not just the project
    - Aligning and leveraging organizational resources by product groups

Project management overview
Trends in project management

- **Cybersecurity threats**
  - Increased frequency, scale, and impact of cyber attacks
  - Organizations are having to respond and update legacy
- **Mobile and Internet of Things (IoT) applications**
  - Growing use of mobile and wearable technologies
  - Accelerating use of smart sensors in almost all devices
- **Social media**
  - When used responsibly and with purpose both internal and external to the organization, social media is a powerful tool
  - If guidelines and security protocols are not established, it can be a problem.

Project management overview
Trends in project management

- **Project management collaboration tools**
  - The move to virtual teams was accelerated in response to the pandemic
  - The ability to set up and use a cloud-based collaboration work environment effectively is important

- **Work management tools**
  - Many organizations are leveraging work management tools to capture, manage, and monitor all work elements of a project and product

- **GDPR/HIPAA privacy compliance**
  - GDPR (General Data Protection Regulation) / HIPAA (Health Insurance Portability and Accountability Act) compliance requires to set up procedures and systems to ensure specific data items are protected and not put at risk.

Project management overview
Trends in project management

- **Managing virtual, cross-functional, and multicultural teams**
  - Continuous advancements in workgroup and communications tools
  - Increased integration of processes within an organization
  - Continuous drive for increased organizational efficiencies
  - It is very likely that your project team will consist of members from different physical locations (virtual), different functional departments (cross-functional), or different cultures (multicultural, global).

Project management overview
Trends in project management

- **Change agent**
  - Most projects represent a change to business as usual
  - The project manager is expected to play a key role in leading the stakeholders through the change and acceptance process.

- **Servant leadership**
  - Lack of formal authority
  - Need to understand the requirements of all stakeholders
  - Importance of facilitation, collaboration, and managing expectations
  - There is a growing awareness that a servant leadership style is paramount for effective project management

Project management overview
Trends in project management

- **Managing vendors**
  - Increased outsourcing of non-core activities
  - Increased use of cloud services
  - Projects leverage one or more vendors (suppliers) to get work done

- **Working with PMOs and corporate governance processes**
  - In corporate or multiple business unit environment, you most likely deal with a Project Management Office (PMO), a Product Line Management group, or other corporate governance processes

Project management overview
Balancing the competing demands

Every project is defined:
- to produce one or more deliverables (scope)
- within a defined time period (time)
- under an approved budget (cost) with a specified set of resources.

The deliverables must achieve a certain performance level (quality) and meet the approval of the key stakeholders (expectations).

The project manager
Roles

- **Planner + Organizer**

—Ensures that:

- the project is defined properly and completely for success
- all stakeholders are engaged
- work effort approach is determined
- required resources are available when needed
- processes are in place to properly execute and control the project

— Determines:

- the complete work effort for the project
- the proper sequence of the work activities
- when the work will be accomplished
- who will do the work
- how much the work will cost

The project manager
Roles

- **Police Officer + Bulldog**

—Performs the follow-up to ensure that:

- commitments are maintained

- issues are resolved

- action items are completed

—Consistently:

- measures progress against the plan

- develops corrective actions

- reviews the quality of both project processes and project deliverables

The project manager
Roles

- **Coach + Facilitator**

—Is the one who:

  - determines the role each team member plays and the importance of that role to the project's success

  - finds ways to motivate each team member

  - looks for ways to improve the skills of each team member

  - provides constructive and timely feedback on individual performances

—Ensures that stakeholders and team members who come from different perspectives:

  - understand each other and work together to accomplish the project goals.

The project manager
Roles

- **Insurance Agent + Problem Solver + Umbrella**

— Continuously works to:
  - identify risks
  - develop responses to those risk events in advance

— Resolves:
  - unforeseen technical issues and take any necessary corrective actions

— Works to shield the project team from:
  - the politics and "noise" surrounding the project, so they can stay focused and productive

The project manager
Roles

- **Persuader + Salesperson**

—Gains agreement on:

- project definition and approach
- success criteria and expectations with competing demands
- resource decisions
- issue resolution action steps

—An extension of the Persuader and Coach roles, focuses on:

- "selling" the benefits of the project to the organization
- serving as a "change agent"
- inspiring team members to meet project goals and overcome project challenges

The project manager
Roles

- **Point Person**—Serves as:
    - the central point of contact for all oral and written project communications.

- **Librarian**—Manages all:
    - information
    - communications
    - documentation

- **Quartermaster**—Ensures the project has the:
    - resources, materials
    - and facilities it needs when it needs it

The project manager
Hard skills

- **Budgeting and financial management.** They need to be sharp with numbers, create accurate budgets, keep an eye on spending, and make sure money and resources are used wisely to keep projects on track and within budget.

- **Knowledge of project management frameworks.** They should know their way around different project management methods. This helps them pick the best approach for each project and tweak their plans as things change.

- **Resource management.** They handle everything from their team to equipment and supplies. They need to use these resources wisely – without wasting time or money – to get the best results.

- **Documentation and reporting.** Keeping detailed records and updating everyone on progress is a big part of their job. It keeps things transparent and helps with audits – enabling them to show that project activities comply with established standards and regulations.

The project manager
Soft skills

- **Adaptability and problem-solving.** They have to think on their feet, come up with solutions quickly, and adjust to new challenges to keep things moving smoothly.

- **Emotional intelligence.** Understanding and managing emotions helps PM work well with others, build trust, keep the team motivated, and resolve any issues in a positive way.

- **Attention to detail.** They need to catch even the smallest mistakes to ensure everything is done right and meets all standards. This means checking and double-checking everything carefully.

- **Decision-making.** They have to weigh their options quickly, understand the risks, and make smart choices.

- **Time management.** They're pros at breaking down big projects into manageable tasks, figuring out how long each task will take, and setting realistic deadlines to make sure everything is completed on time.

- **Effective communication.** Project managers need to keep everyone updated, manage expectations, and smooth over any rough patches with clear, direct talk, and good listening skills.

- **Negotiation and conflict resolution.** They often find themselves in the middle of disagreements or needing to strike deals. Being good at finding solutions that work for everyone is a must.

The project manager
Common mistakes

- Not ensuring that the project is aligned with organizational objectives.

- Not properly managing stakeholder expectations, project goals and success criteria and requirements.

- Not developing and getting acceptance on a realistic schedule and executing the project plan.

- Not clearly deciding and communicating who is responsible for what.

- Not communicating consistently and effectively with all key stakeholders.
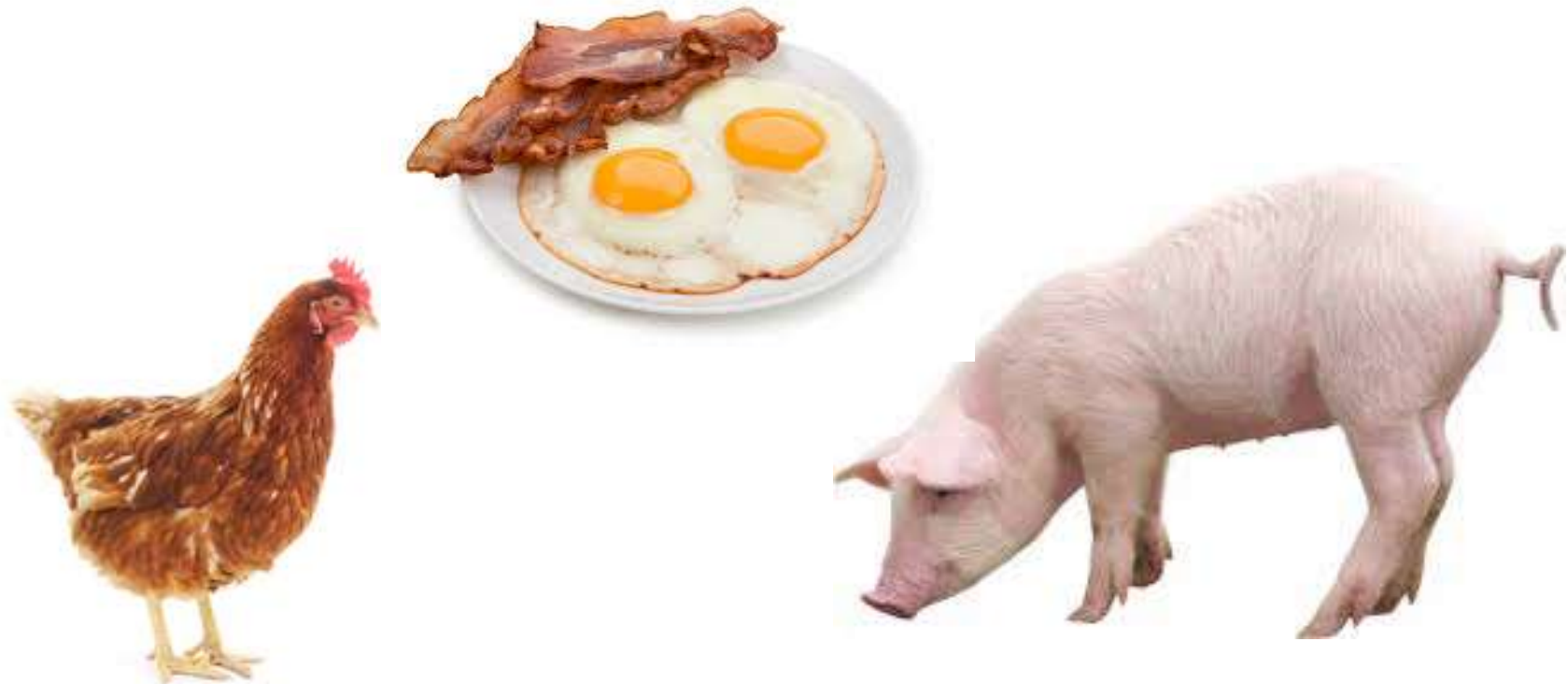
The project manager
Common mistakes

- Not obtaining the right resources with the right skills at the right time.

- Not utilizing change control procedures.

- Not proactively identifying risks, developing contingency plans and pursuing issue resolution.

Involvement vs commitment

In a bacon-and-egg breakfast,
what's the difference between the chicken and the pig?

*The chicken is **involved**, but the pig is **committed**.*

Is this the reason why this course is called PIGS?

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