

EXERCISE

Working with your team, develop a presentation of your project. The presentation should include the following:

1. Identify at least three to five main tasks and deliverables for your project.
2. Identify high-level activities required to accomplish the major deliverables.
3. Identify the subtasks.
4. Determine any sub-subtasks.
5. Complete a WBS for your project, using either the outline format or the standard format.
6. Explain any assumptions.
7. List any constraints.

Reminder—The WBS is not a sequential list of tasks. It is simply a list of activities that must take place for the project to be completed.

CLEAR PROJECT DEFINITION AND SCOPING IS CRITICAL

Often, managers are assigned a project with little project information. This sets both the manager and the project up for failure. Take time to clarify the project definition and scope so you can ensure all customer requirements are understood.

Project Definition and Scope

Provides clear statement of the project

Defines the focus by identifying deliverables and deadlines

Helps establish the project requirements

Provides project boundaries and how changes will be approved or denied

Perform a Needs Analysis With Your Customers to Help Define the Project and Scope

Ask your customers the following questions:

What is the primary objective of the project? Are there other objectives to be met?

Is the project aligned with organizational goals?

What are the desired deliverables?

What technical issues are involved?

What is the desired schedule?

What problems may the project team face?

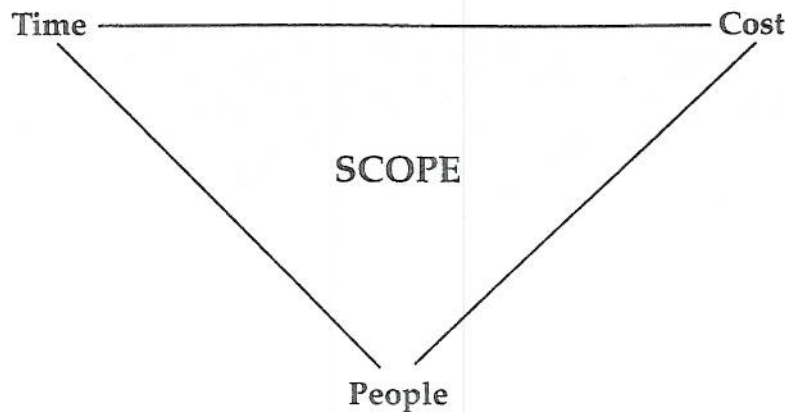
What assumptions are made as it relates to the project?

What weaknesses do we have and can we minimize the impact?

Note: Once you have answers to these questions, create a project charter and scope document to clarify and formalize the understanding of project deliverables for all associated with the project.

MANAGING A BALANCED PROJECT

Projects, like almost any other business endeavor, are a balancing act. Your job as a project manager is to define the project and identify how best to manage project resources.



Determine your project constraints by evaluating the availability of your four main resources: Money, Materials, Machines and People.

Ask . . .

1. What are the limitations on money, people and time? Is there any flexibility?
2. What is the most critical constraint (money, people or time)?
3. Are there other projects using the same resources at the same time?
4. Do we have the knowledge necessary to be successful?

Once you have gotten the answers to these questions, you can identify vulnerabilities and make the necessary adjustments.

Each day review:

- ✓ Project schedule status
- ✓ Resource allocation
- ✓ Project expenditures against the budget

PROJECT STATUS REPORT

Project: _____

Status Date: _____

Overall Project Status: _____ Green
_____ Yellow
_____ Red

If yellow or red, problem resolution plan: _____

Tasks completed this week: _____

Tasks scheduled for next week: _____

Constraints: _____

Constraint removal suggestions: _____

Sign Off

Prepared By: _____

Reviewed By: _____

Approved By: _____

PROJECT CHANGE FORM

Project: _____ Date: _____

Project Manager: _____ Change Requested By: _____

Requested Change

Description of request: _____

Reason for change: _____

Effect of the project:

Schedule _____

Cost _____

Scope _____

Quality _____

Approved/Denied

Project Manager: _____ Date: _____

Project Sponsor: _____ Date: _____

Other: _____ Date: _____

Comments: _____

PROJECT MANAGEMENT REFERENCE HANDBOOK

Ten Reasons Projects Fail

1. Inadequate Project Manager authority
2. Lack of team participation in planning
3. Lack of project team participation in problem solving
4. Improper structuring and use of status reports
5. Use of superficial status and progress reports
6. Inadequate Project Manager human skills
7. Inadequate Project Manager technical skills
8. Inadequate Project Manager administrative skills
9. Unrealistic project schedules
10. Unclear project goals

AVOID PROJECT PITFALLS

Project managers must constantly monitor their projects, anticipating possible problems and making sound decisions.

Problem	Solution
Lack of information	<ul style="list-style-type: none">• Request additional information from upper management
Time constraints	<ul style="list-style-type: none">• Negotiate additional time• Request additional resources• Contract with a consultant
Personnel changes	<ul style="list-style-type: none">• Have a fast track process for new members• Assign a mentor/team member
Financial constraints	<ul style="list-style-type: none">• Negotiate level of quality• Decrease scope• Eliminate the non-essentials
Over-allocation or unavailability of critical resources	<ul style="list-style-type: none">• Plan contingencies for critical resources• Shift resources from non-critical tasks
Loss of team member	<ul style="list-style-type: none">• Plan backups for each critical team member• Replace with a new team member as soon as possible