Organizational Influences & Project Management Lifecycle

THE ROLE OF PROJECTS IN ORGANIZATIONS



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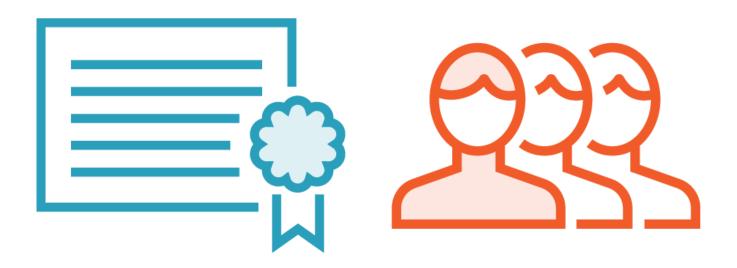
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Preparing for the PMP® Exam

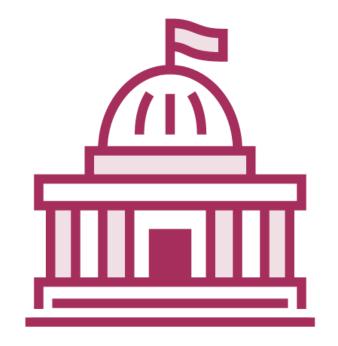
Organizational Influences & Project Management Lifecycle

Introduction to Project Management & the PMP Exam

Course Overview







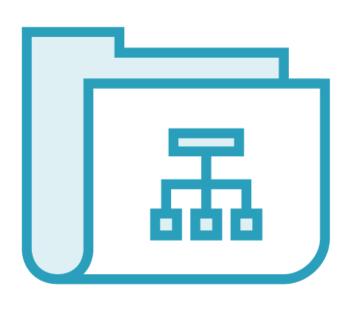
The Project Management Life Cycle



Project Management Knowledge Areas & Processes

The Role of Projects in Organizations

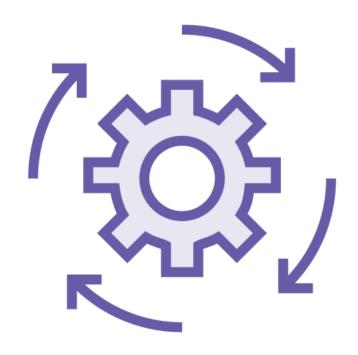
Module Overview



Programs & Portfolios



Project Management Offices



Project & Operational Management

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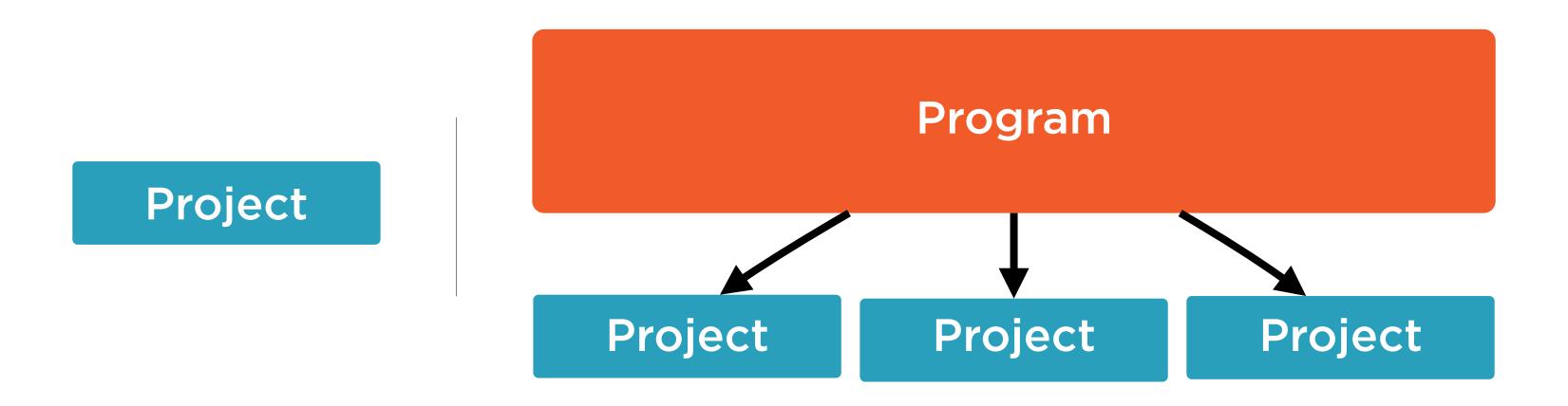
Programs & Portfolios



Program management focuses on the interdependencies within a project to determine the optimal approach for managing the project

— PMBOK® Guide

Program Management



Project *may* or *may not* be part of a program



Obtain benefits not available by managing projects individually

Focuses on project interdependencies

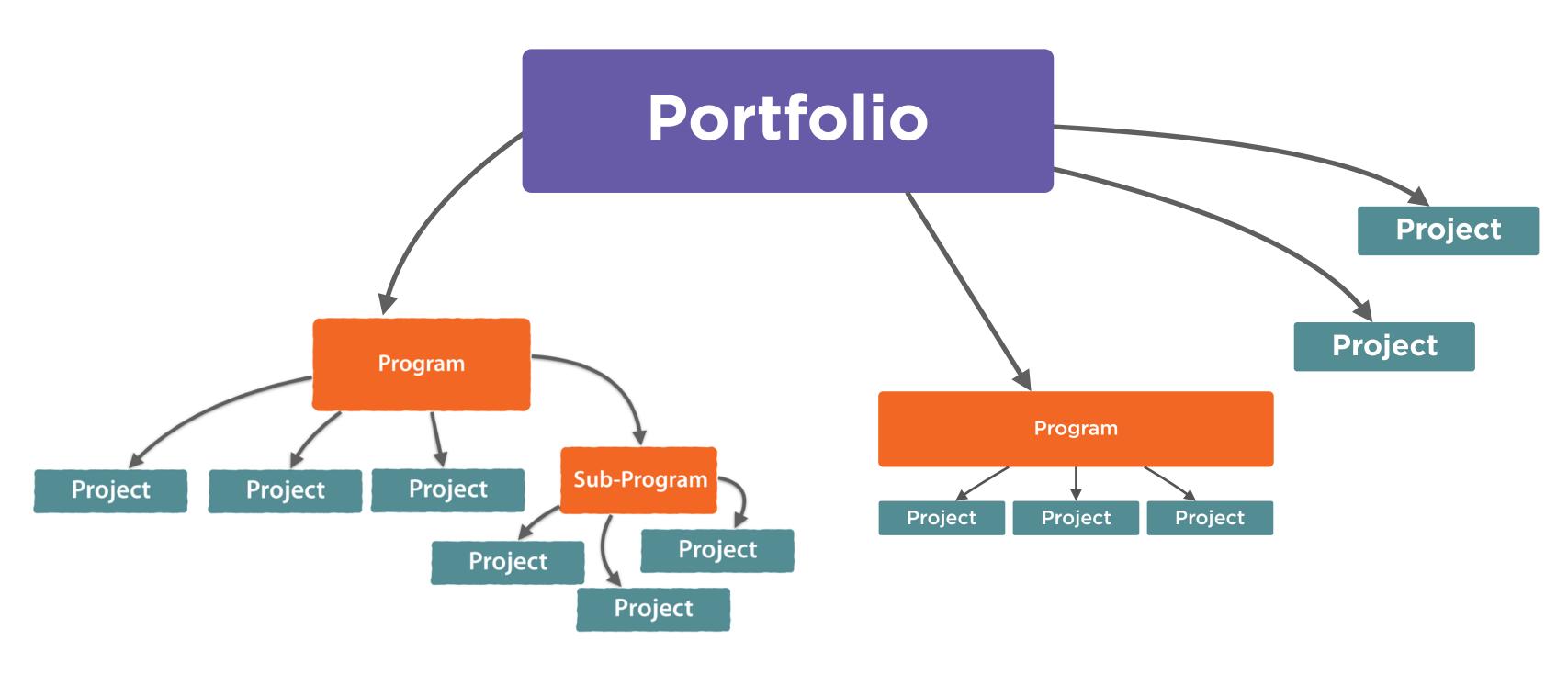
Finds optimal combined approach to accomplishing several projects

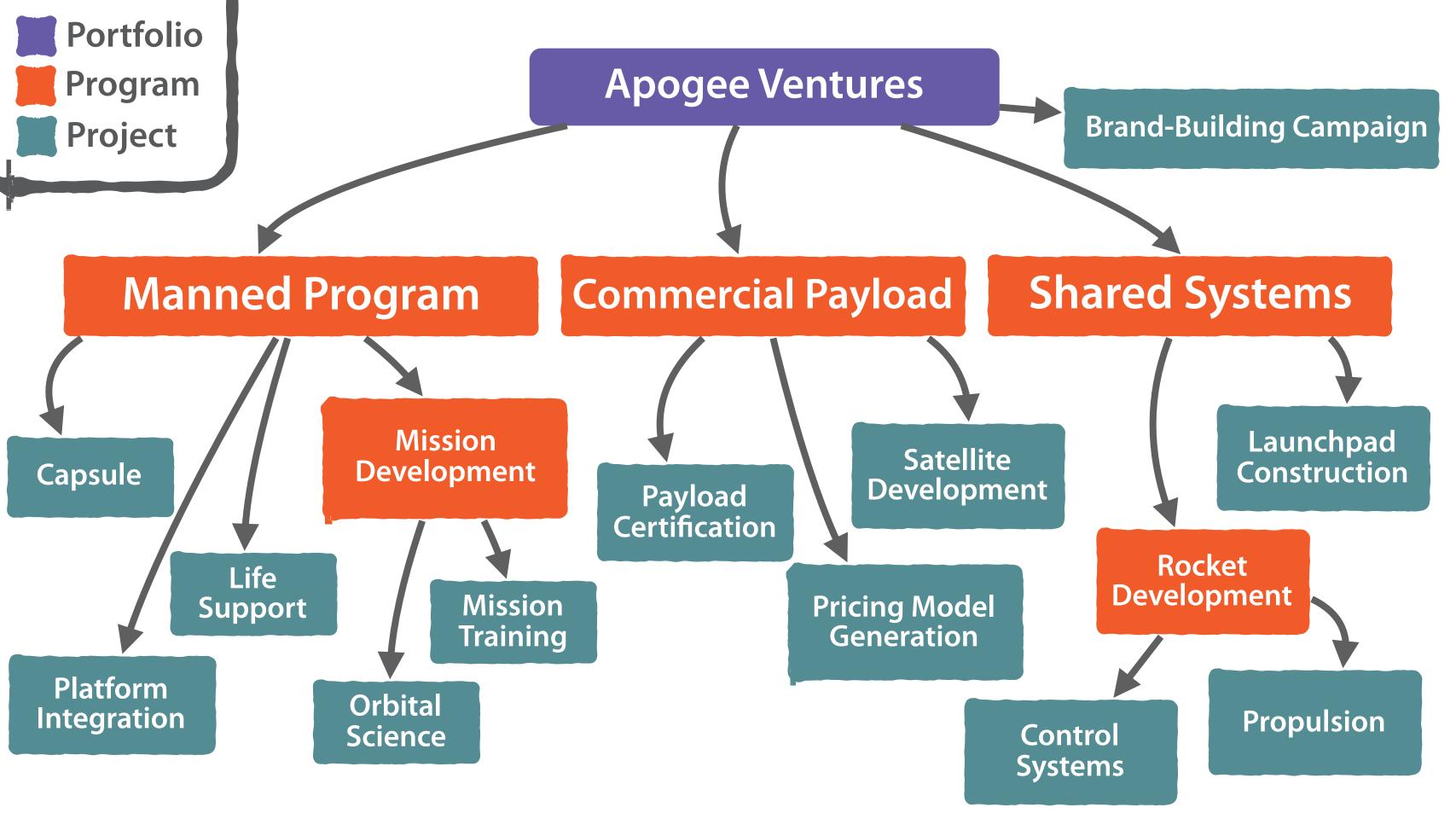
Portfolio management is...the centralized management of one or more portfolios to achieve strategic objectives

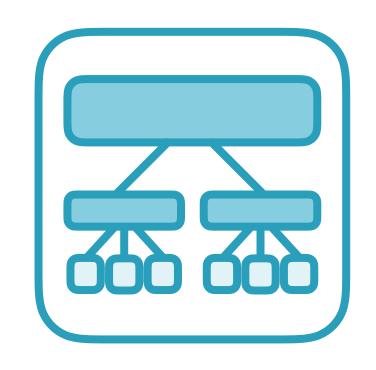
— PMBOK® Guide



The Project Management Lifecycle







Portfolio Management

Portfolio management maximizes value across programs and projects

Aligns programs and projects to top-level organizational objectives

Sets organization-wide policies, procedures and resource allocations



Precise optimal structure will vary by organization

Achieving objectives using project frameworks leads to more sustainable performance and results

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Project Management Offices



...an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques

— PMBOK® Guide

Supporting

Controlling

Directing

Supporting

Controlling

Directing

Low Control

Supplies best practices, training, info, data & templates

Acts as project repository

Supporting

Controlling

Directing

Moderate Control

Requires compliance to methodologies, frameworks or governance style

Leaves management within those boundaries to project manager

Supporting

Controlling

Directing

High Control

Assumes a high degree of direct control over each project's management



Project
Management
Office

Project Management Offices (PMOs) facilitate project work within organizations

May assign PMs to projects

Serves as a resource for project teams

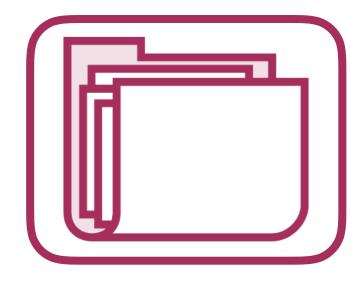
Project Management Office Functions



Maintain standards and practices



Curate tools and templates



Archive documents and artifacts

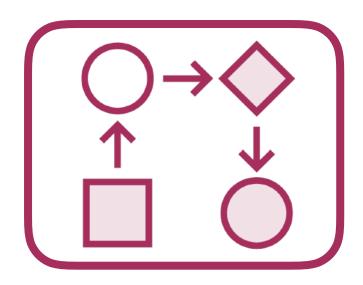


Develop KPIs and metrics

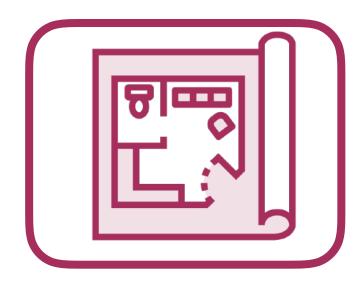
Project Management Office Functions



Define governance policies



Coordinate overall resources



Establish deliverables



Measure aggregate performance of projects

Project Managers vs. PMOs

	Project Managers	PMOs
Focus:	Specified Objectives	Major Scope Changes
Control:	Assigned Resources	Dispensation & Optimization of Resources
Manage:	Project Constraints	Methodology, Standards, Risks & Interdependencies

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Project & Operational Management

Project & Operational Management

Project Management

Oversees, directs, and controls (temporary) project operations

Tasked with completing project objectives and then moving on

May rely on operations to provide support in reaching objectives

Often creates solutions for the operational team

Operational Management

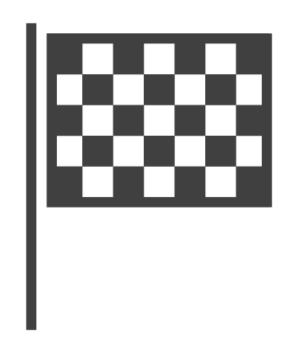
Oversees, directs, and controls ongoing business operations

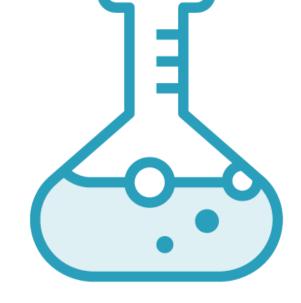
Tasked with the day-to-day operations of the organization on an ongoing basis

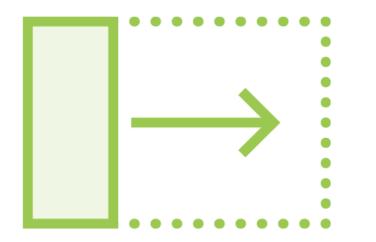
May conduct some tasks to support the project team

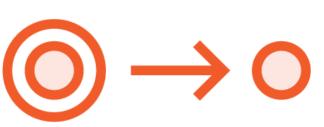
Often the recipient and beneficiary of project results

Points of Intersection









Closeout phases

Development of new products

Upgrading or expanding services or platforms

Improving operational processes

Operational Personnel



Plant operators



Line supervisors



Production and maintenance staff



Salesforce and trainers

Working with Operational Staff

Engage operational stakeholders

Identify operational needs

Maintain close contact throughout project work to identify changes in business needs and avoid future implementation issues

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Module Review:



Program management focuses on aligning similar projects to accomplish broader objectives

Portfolio management ensures programs and projects align with organizational strategic goals

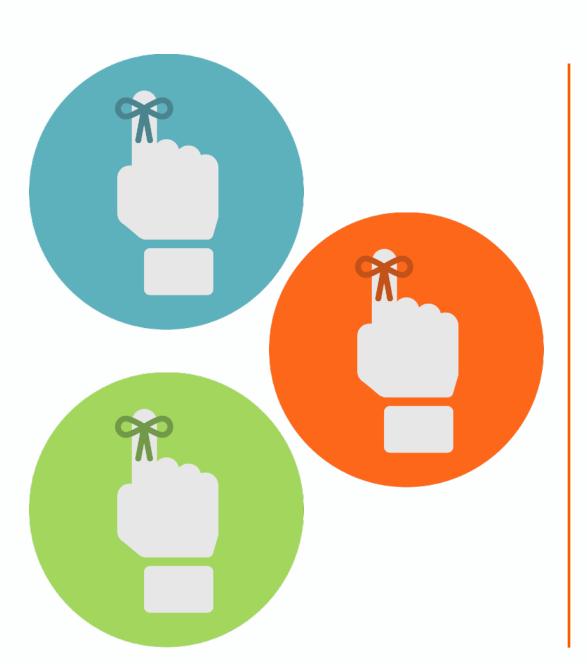
Module Review:



Project management offices provide resources, support, and varying levels of centralized direction, to project managers and project teams

PMOs also create tools and templates, develop KPIs and metrics, and complete other tasks that allow teams to perform and organizations to effectively measure success

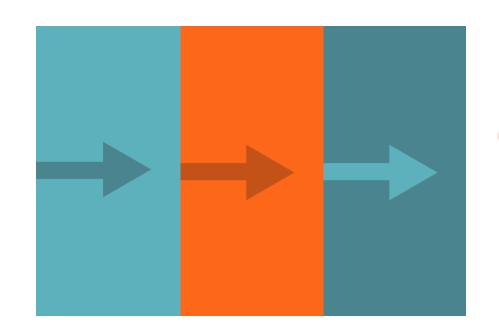
Module Review:



Operational management is concerned with the day-to-day activities of the business

Operational teams are often the recipients of project work, or are essential to achieving project objectives

Working closely with operational personnel helps to ensure project success



Organizational Impacts on Project Management