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FACHHOCHSCHULE KÄRNTEN

PROJECT MANAGEMENT (ILV)

P-INITIATION, P-WORTHINESS ANALYSIS, P-ENVIRONMENTAL ANALYSIS

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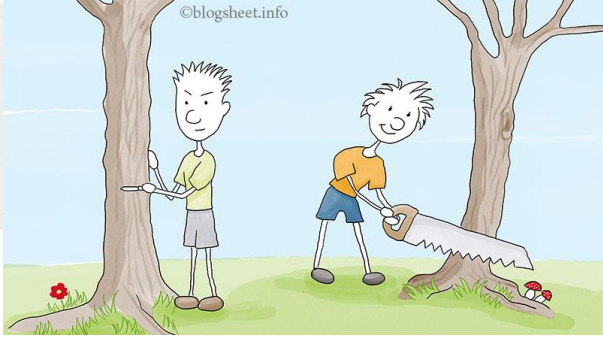
Questions of Today...

- What is the main goal of project management?
- Common mistakes in project management?
- What phases does the project go through?
- What basic criteria must a project fulfill?
- When does it make sense to use a project including PM? When does it not?
- What is the "magic triangle" of PM supposed to convey?
- What criteria must project goals fulfill?

Effectiveness vs. Efficiency



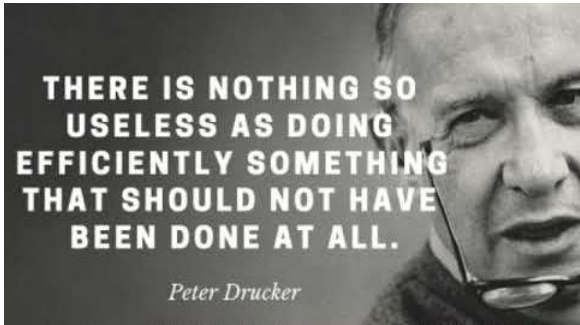
Effectiveness: doing the RIGHT things

Efficiency: doing things RIGHT

Effectiveness	**vs.**	**Efficiency**
What is the goal?	vs.	How do I reduce the effort required to reach my goal?
What must be done?	vs.	How should it be done?
You do the right things.	vs.	You do things right.
You work in a goal-oriented manner.	vs.	You work in a resource-saving manner.
Your measures are effective.	vs.	Your measures are economical.

In the **planning** ...
... often pay more attention to **effectiveness**

In **project management**...
... attention must also be paid to **efficiency**



AIDA - 1 minutes for 1 million

Elevator pitch / speech

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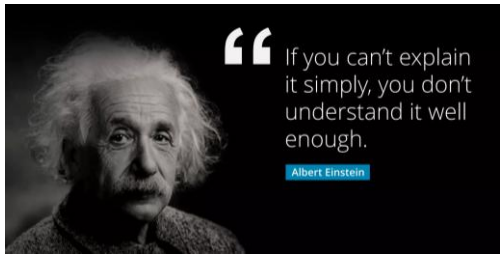
ATTENTION	INTEREST	DESIRE	ACTION
Appeal to your listeners **pathos.** Use **symbolic language** and **metaphors.**	Emphasize your **USP.** Get your listeners **attention.**	Try to raise a **desire** for you, your service or product.	End your pitch with a **call to action.**

Elevator Pitch: convincing a person you meet in the elevator for your idea during the ride

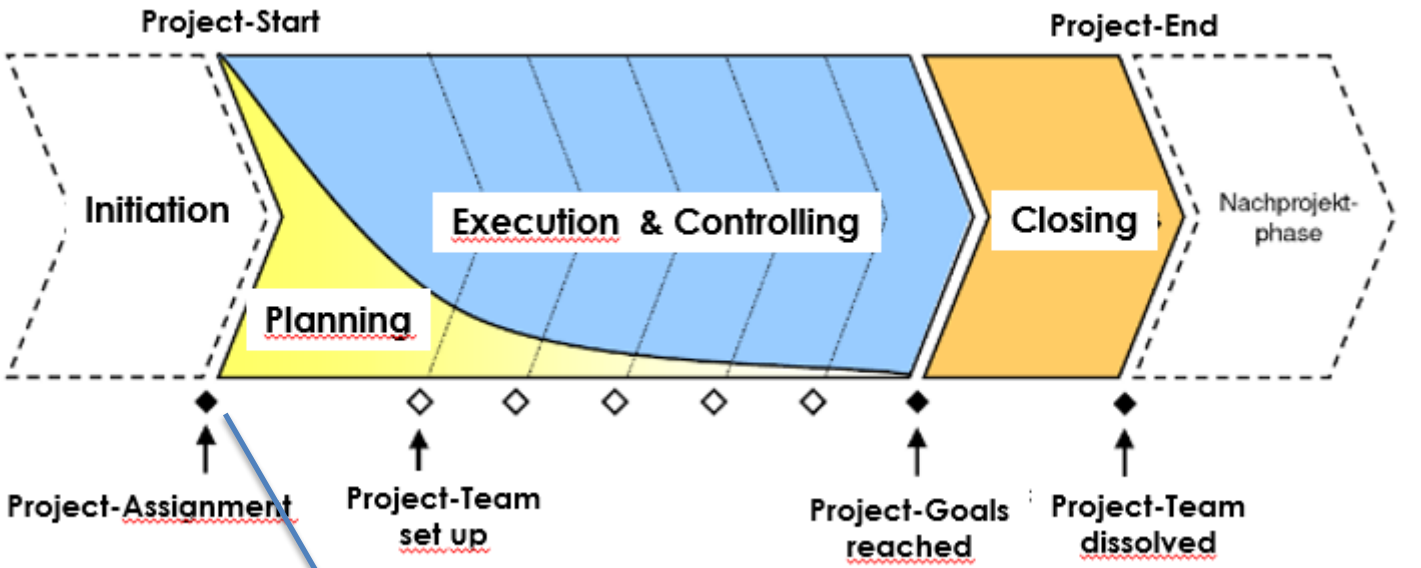
AIDA: method to present an idea convincingly in the shortest possible time

- Condense the message
- Use storytelling
- Interesting - never boring
- Vivid - Memorable
- Authentic - Quick-witted

→Long preparation time!
→Practice!
→Practice!
→Practice!



Project initiation



Project Viability Analysis

Project Environment Analysis

Project initiation
Project Limits

Precise specification and definition of the project parameters BEFORE the project begins

- Time
- Content
- Organization

Limitation in time

- Project start date, project end date
- Estimating the duration of the project phases & work packages
- First Milestones

Content limitation

- Definition of Goals & **Non-Goals**
- Budget estimation (costs, resources,...)

Organizational Setup

- Project organization and project roles
  Project client, project manager, project team,...
- Project environment
  Shareholders, Stakeholders, Gatekeepers, Suppliers, …

→ Project Viability Analysis
→ Project Environmental Analysis

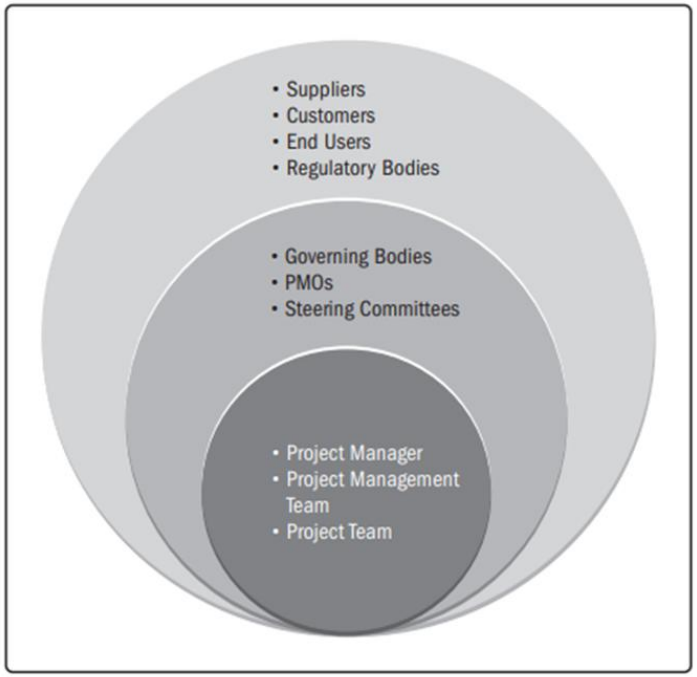
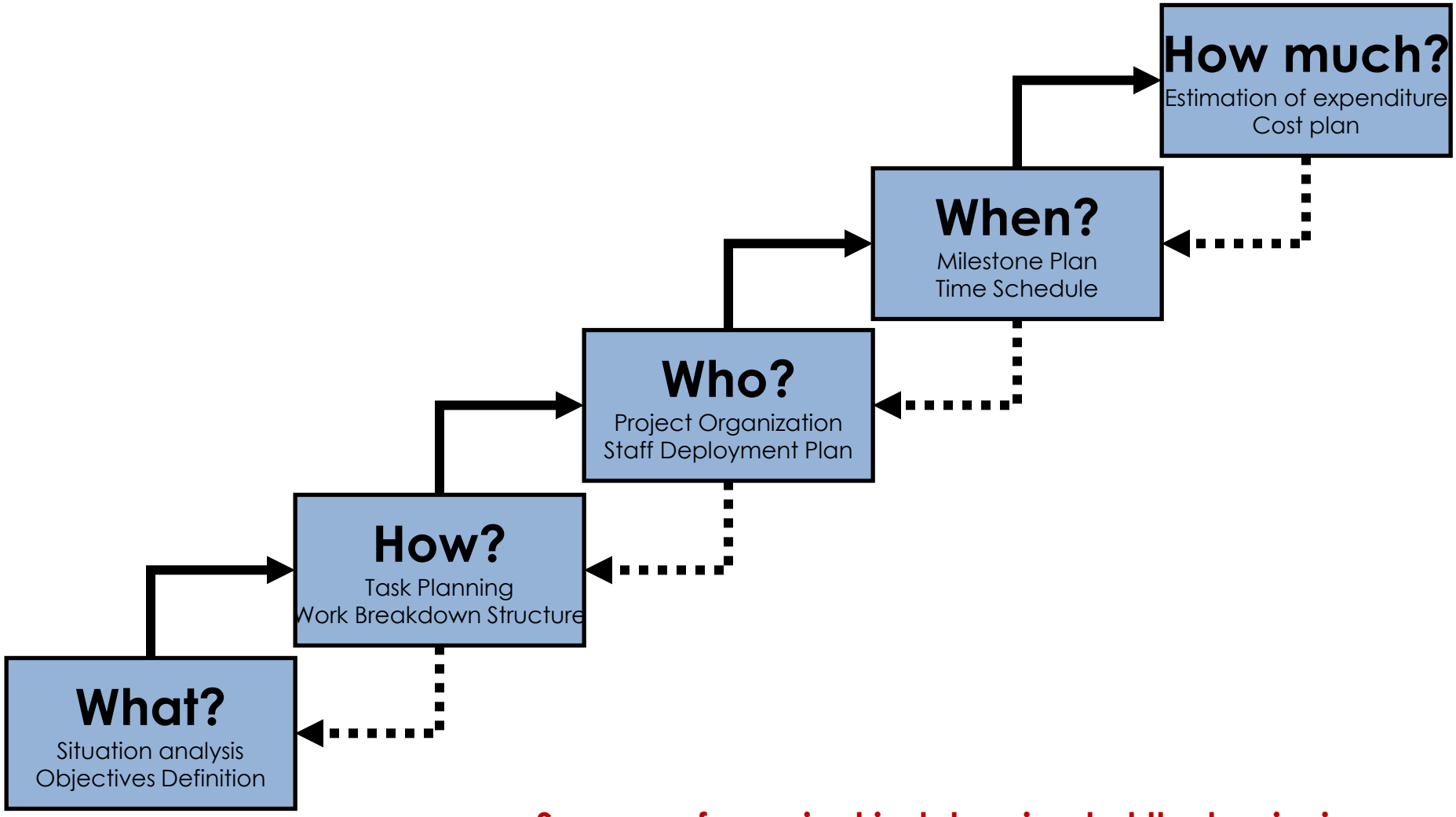


Figure 2-2. Examples of Project Stakeholders

Project initiation
Planning cycle



Success of a project is determined at the beginning…

Project initiation
Content/Goal/Target definition

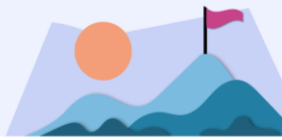
How is a project started?

- Typical: vague idea at the beginning
- Project management task:
  - Check whether the idea is **worthy of a project:**
  - Clarify framework conditions & collect information
  - **Define project goals / content as clearly as possible**

You want to quit smoking – Define your SMART goals in one sentence.....

S	**Specific**	Make your goal specific and narrow for more effective planning
M	**Measurable**	Make sure your goal and progress are measurable
A	**Achievable**	Make sure you can reasonably accomplish your goal within a certain time frame
R	**Relevant**	Your goal should align with your values and long-term objectives
T	**Time-based**	Set a realistic but ambitious end date to clarify task prioritization and increase motivation





indeed

Project initiation
Project Viability Analysis PVA

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Motivation
- Assessment / Summary of the complexity of the project
- Structured testing and objectification - comprehensible decision-making in the company
- Avoidance of "projectitis" - clear distinction between routine tasks and projects

Criterias
- Financial / Market Potential / Technical / Risk / …

Result
- Executive Summary for Gatekeepers
- Foundation for Go/No-Go Decision
- **Project Assignment by Gatekeeper**

Methods
- Teamwork
- Brainstorming
- Criteria catalog
- …

Project initiation
Project Viability Analysis PVA

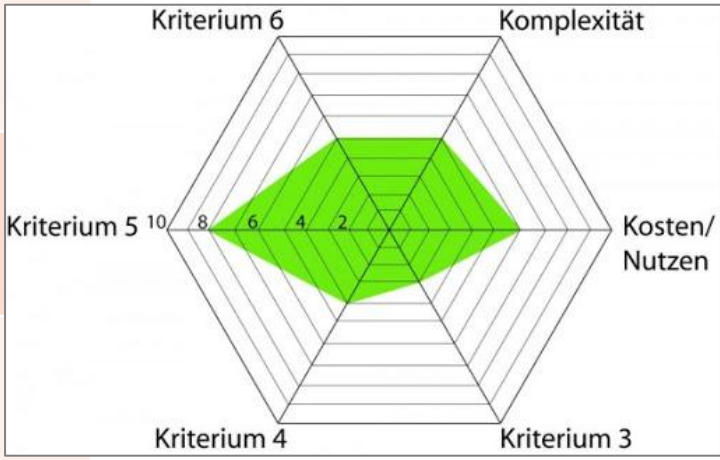
Risk event	Likelihood	Overall impact severity	Financial impact	Calculated risk factor
EXTERNAL THREATS				
Severe weather	0.6	0.3	0.3	0.054
Loss of power	0.5	0.7	0.7	0.245
Fire or flood	0.3	0.7	0.6	0.126
Loss of internet	0.2	0.9	0.9	0.162
Loss of data center	0.3	0.8	0.8	0.192
INTERNAL THREATS				
Loss of staff	0.5	0.7	0.8	0.28
Loss of offices	0.3	0.3	0.4	0.036
Loss of phones	0.3	0.7	0.7	0.147
Loss of website	0.3	0.8	0.8	0.192

CALCULATED RISK FACTOR RATINGS	0.0 to 0.2	0.2 to 0.4	0.4 to 0.8	0.8 to 1.0
	Low to minimal business risk indicated	Moderate to high business risk indicated	Serious business risk indicated	Catastrophic business risk indicated

Risk Assessment Table

Criteria (List not complete, as it is organization-specific...)	**Measured variable**
Questions of principle	Recurring task? One or more tasks / projects? Project feasibility (within the organization)?
Size of the project	Time frame (duration) Resource requirements Budget requirements
Complexity of the project (content and/or technical)	Number of organizational units involved Number of project environments or suppliers Team size or number of employees
Strategic importance	Prioritization by the management Order value or calculated profit Future prospects, external impact
Risk of the project	Number of project environments Monetarily assessed risks for the project Technical development risks Market risks
…	…

Polar Diagram



Project initiation
Project Environments

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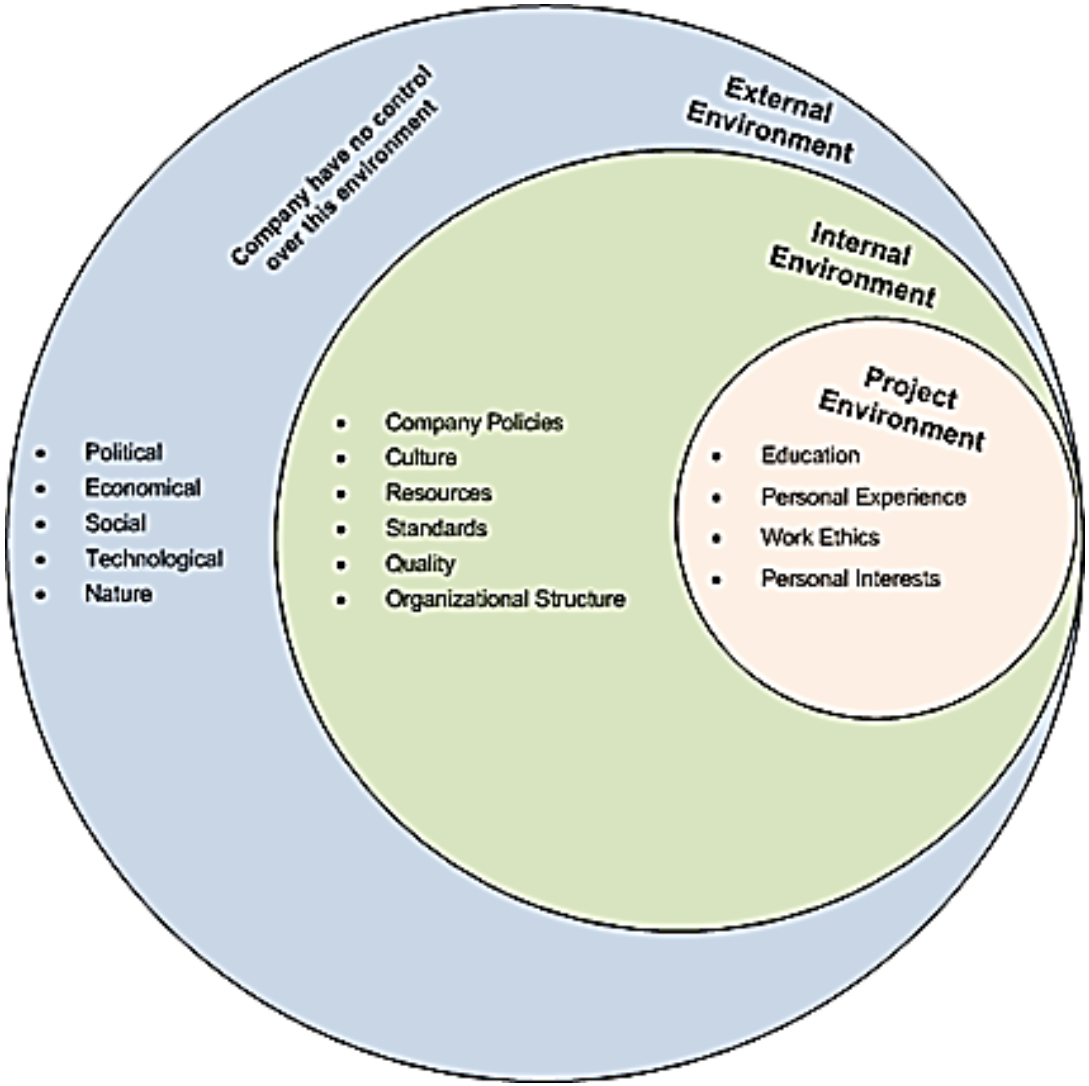
Stakeholders
are individuals and organizations who may be positively or negatively affected as a result of the project execution

Shareholders
have (in-) vested in a project. Their interests are tied to the project's success

Gatekeepers
review projects progress at each of the decision-points and to make 'Go'/'No-Go' decisions based on the information provided



Project initiation
Project Environmental Analysis PEA

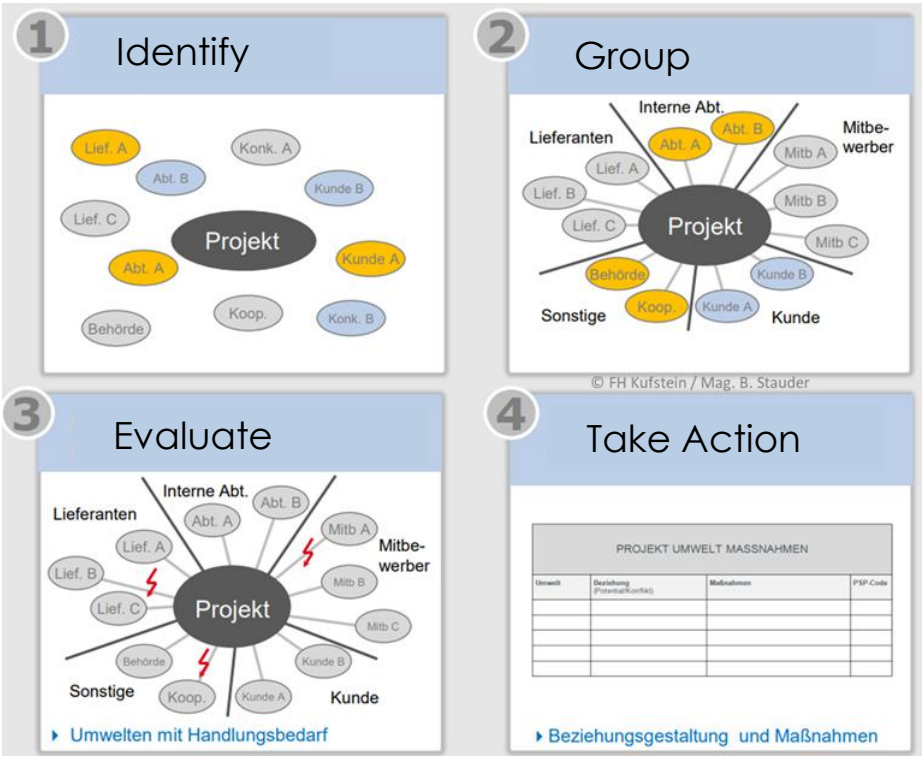
... carried out at the beginning of the P-planning phase

... find & evaluate external & internal influencing factors of a project (opportunities & risks)

... aim is to increase the acceptance of all environments to ensure the project objectives are achieved

PEA Procedure

1. Identify int. & ext. environments (stakeholders)
2. Group the environments
3. Evaluate the environments & Reduce to the essential ones
   → **Project environment graphic**
4. Describe relationships and derive measures
   → **Project environment table**



...possible Measures

→ **Strategic P-Marketing**

→ **continous Observation**

→ **Insurances**

→ **....what else?**

Project initiation - Project planning
Project environmental analysis PUA

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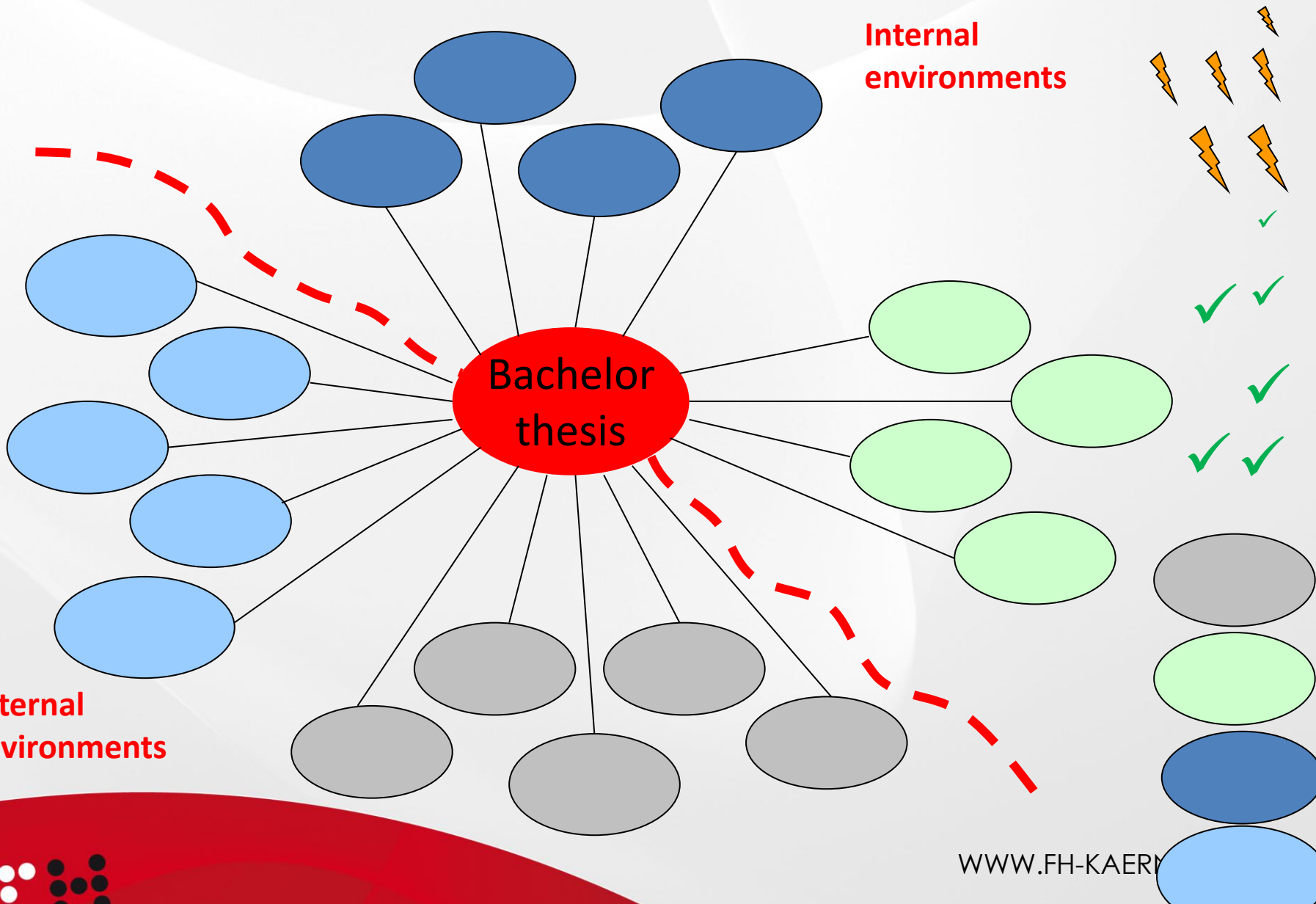
Project Environment Analysis-Graphic

Project Environment Analysis-Table

Environment	Relationship (potentials/conflicts)	Measures	Responsibility	Date
Supplier	+ Pos. history - Date at risk - Quality at risk	• Penalty payment (penalty) • Material specification	xy	dd.mm. yy
Authorities	- Building permit possible - Uncertain legal situation	• Submit application • Seek expert advice	xz	dd.mm. yy

Project initiation - Project planning ...Project Environmental Analysis



PROJECT MANAGEMENT

Pick two, any two