

PROJECT MANAGEMENT BASICS

Project, Program and Portfolio

PROJECT MANAGEMENT BASICS

Project, Program and Portfolio

What is a Project?

- ➔ Temporary; it has a beginning and an end.
- ➔ Creates something unique

Prepared by Sabri CALNICI - USEPM

PROJECT MANAGEMENT BASICS

Project, Program and Portfolio

Why do we initiate Projects?

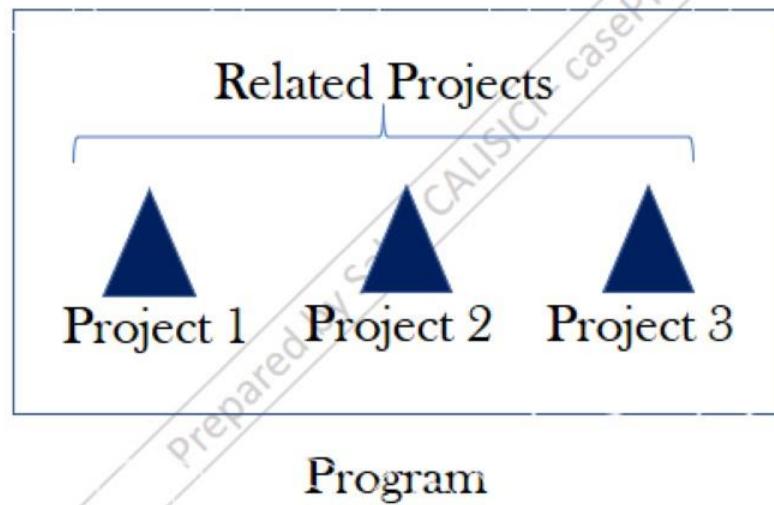
- ➔ Market demand
- ➔ Request of a customer
- ➔ Business need
- ➔ Environmental considerations
- ➔ Legal requirement
- ➔ Social need
- ➔ Technological advance

Provides Business Value!

PROJECT MANAGEMENT BASICS

Project, Program and Portfolio

What is a Program?



PROJECT MANAGEMENT BASICS

Project, Program and Portfolio

What is a Portfolio?



PROJECT MANAGEMENT BASICS

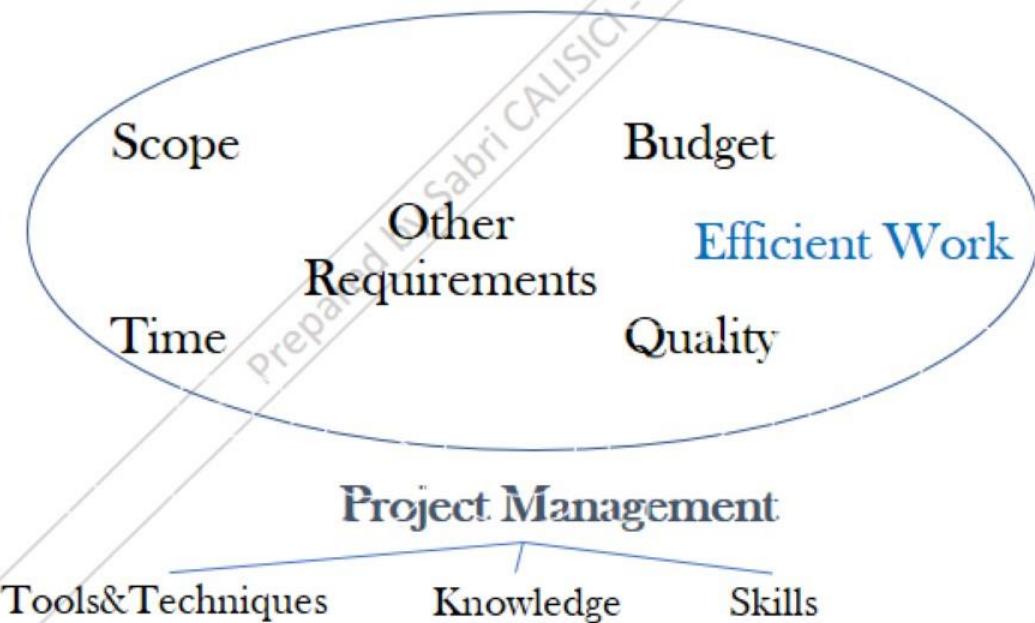
Project Management

PROJECT MANAGEMENT BASICS

Project Management

What is Project Management?

→ Projects have requirements to meet.



PROJECT MANAGEMENT BASICS

Project Management

Process Groups and Knowledge Areas

→ 49 processes



5 Process Groups: Initiating, Planning, Executing, Monitoring and Controlling, Closing

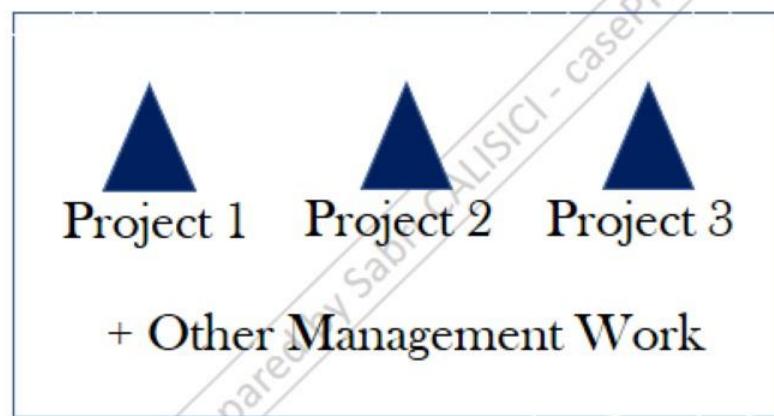
10 Knowledge Areas: Integration Management, Scope Management, Schedule Management, Cost Management, Quality Management, Resource Management, Communication Management, Risk Management, Procurement Management and Stakeholder Management

PROJECT MANAGEMENT BASICS

Program and Portfolio Management

PROJECT MANAGEMENT BASICS

Program and Portfolio Management



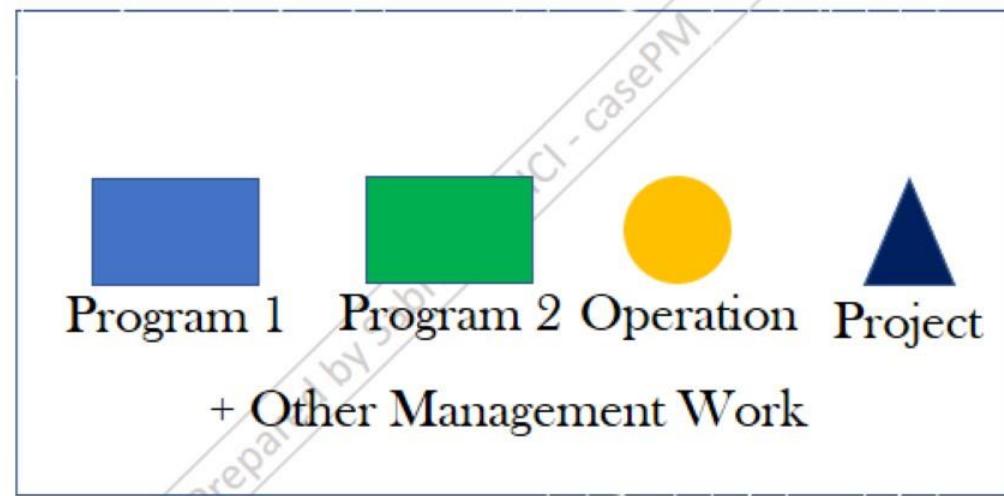
Program Management

Is Program Management a necessity?

→ No, we need Program Management only if it adds value.

PROJECT MANAGEMENT BASICS

Program and Portfolio Management



Portfolio Management

We need Portfolio Management only if it adds value.

PROJECT MANAGEMENT BASICS

Organizational Project Management (OPM)

PROJECT MANAGEMENT BASICS

Organizational Project Management (OPM)

Organizational Project Management (OPM)

STRATEGIC FRAMEWORK



Portfolio Management

PROJECT MANAGEMENT BASICS

Operation vs Project

PROJECT MANAGEMENT BASICS

Operation vs Project

- ➔ Operation is an ongoing work.
- ➔ Project is temporary.



PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

- ➔ Provides and maintains the standards and the procedures

Prepared by Sabri CALISICI - caseM

PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

Classification of PMO's

- **Supportive**
- Controlling
- Directive

Supportive: Creates the standards, procedures and other Project documents

PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

Classification of PMO's

- Supportive
- **Controlling**
- Directive

Controlling: Not only supports the projects but also has some control over the projects.

PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

Classification of PMO's

- Supportive
- Controlling
- **Directive**

Directive: Manages the projects among the organization.

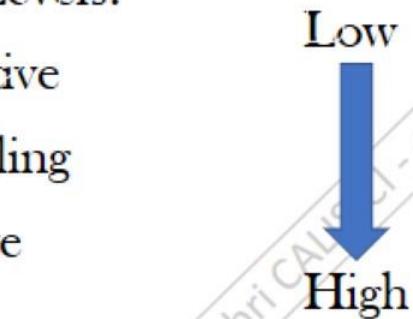
Prepared by Fabrizio CALISICI - casePM

PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

Authority Levels:

- Supportive
- Controlling
- Directive



PROJECT MANAGEMENT BASICS

Project Management Office (PMO)

Hint: For the exam, unless otherwise stated, always assume the organization which is mentioned in the question always has a PMO.

Prepared by Sabri CALISCI - Essem

PROJECT MANAGEMENT BASICS

Organizational Governance and Project Governance

PROJECT MANAGEMENT BASICS

Organizational Governance and Project Governance

Organizational Governance

- ↳ High-level strategic goals of the organization

Project Governance

- ↳ Provides the Project team with policies, processes, decision making models and tools to administer the project

PROJECT MANAGEMENT BASICS

Organizational Structure

PROJECT MANAGEMENT BASICS

Organizational Structure

Organizational Structure

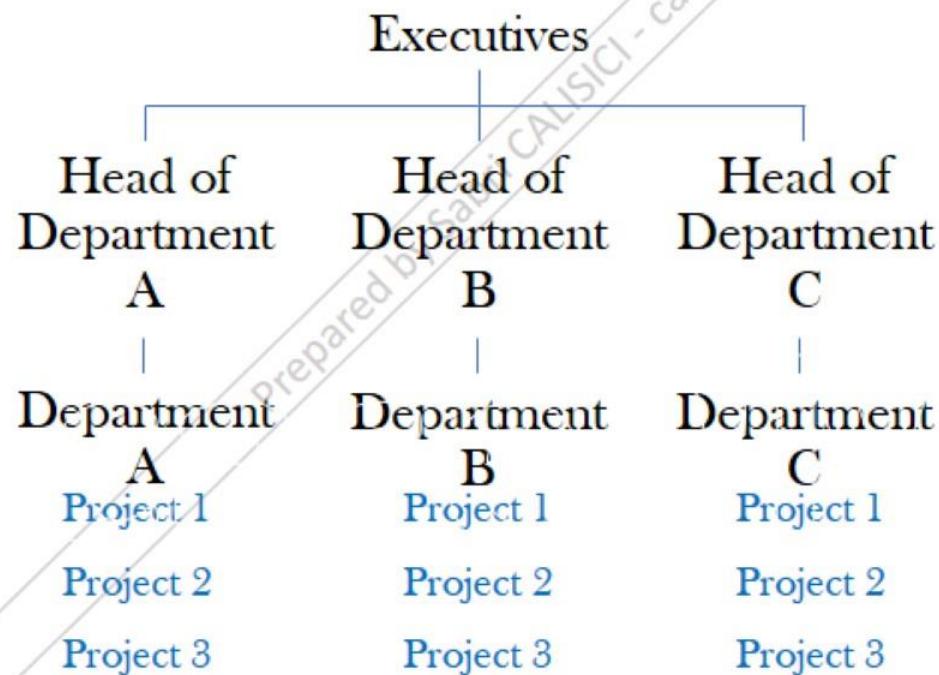
- Organic/Simple
- Functional
- Multi-divisional
- Matrix (Strong, Weak, Balanced)
- Project-oriented
- Virtual
- Hybrid
- PMO

Prepared by Sari CALISICI - casePM

PROJECT MANAGEMENT BASICS

Organizational Structure

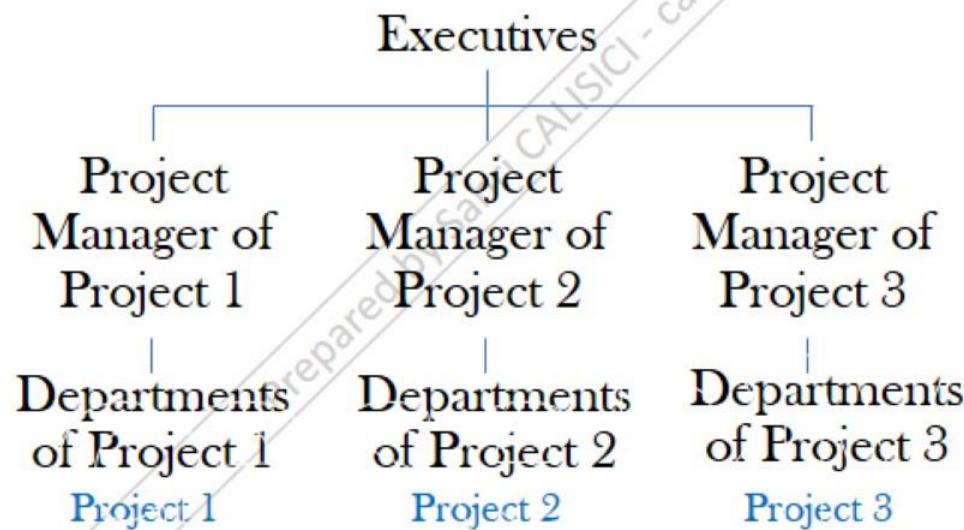
Functional Organizations



PROJECT MANAGEMENT BASICS

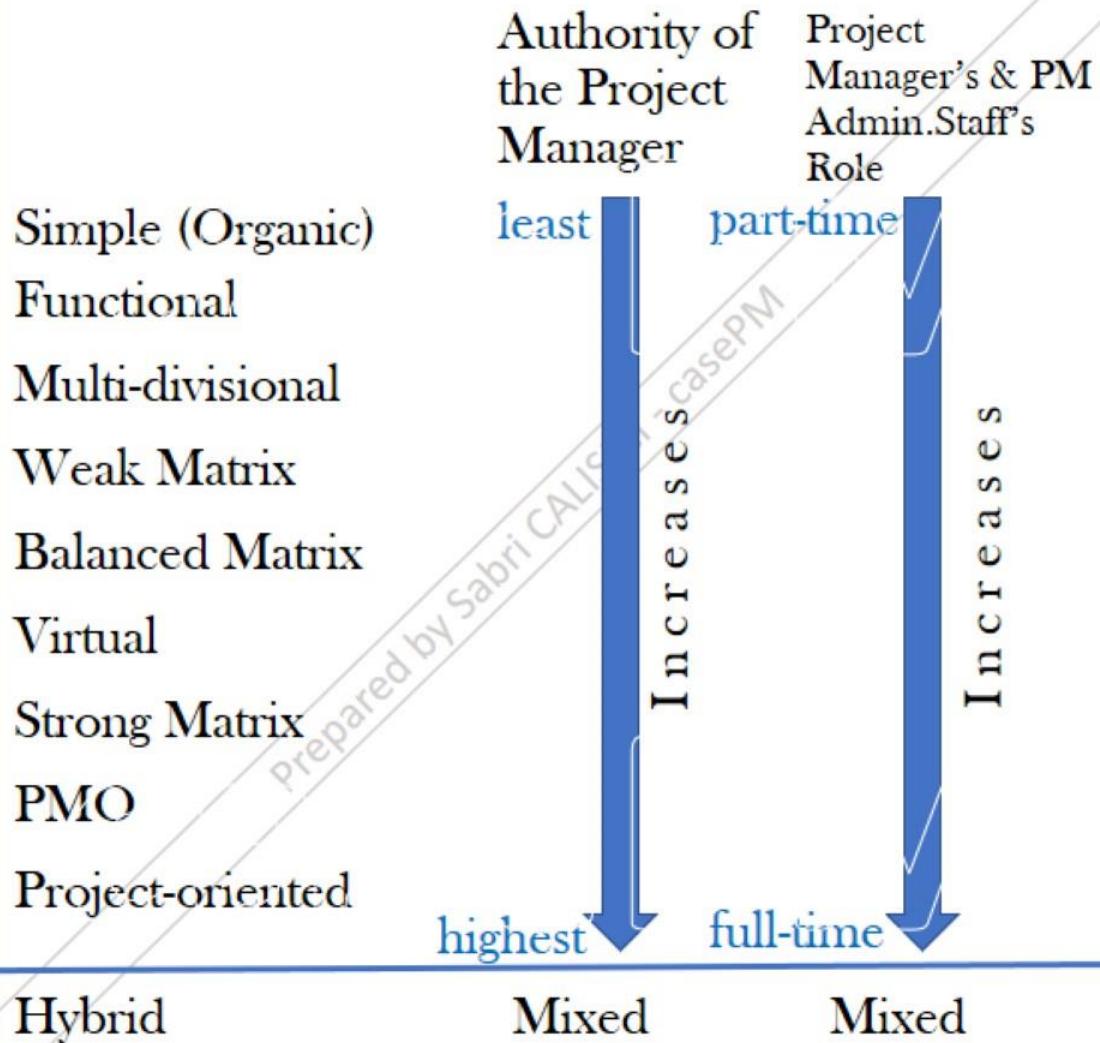
Organizational Structure

Project-Oriented (Projectized) Organizations



PROJECT MANAGEMENT BASICS

Organizational Structure



PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

3 Major
Organizational
Structure Types

Prepared by Sabri CALISICI - casePM

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Disadvantages

- ➔ Project Manager's authority is less
- ➔ Sense of belonging is less
- ➔ Difficult to develop in the field of Project Management

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Advantages

- ➔ Specialization is easier
- ➔ Career development on the specialized subject is easier
- ➔ Resources are more centralized and easy to manage
- ➔ Administration is easier
- ➔ Team members are not temporary

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Disadvantages

- ➔ Complex structured
- ➔ Hard to manage
- ➔ Monitoring and controlling is hard
- ➔ Resource assignment is hard and complex
- ➔ Complexity may cause conflicts
- ➔ Employees may report to more than one executive
- ➔ Extra rules should be identified

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Advantages

- ➔ Project Manager has more authority
- ➔ Resources are better managed
- ➔ Better coordination between the Project Manager and the Functional Managers
- ➔ Better coordination and communication between team members
- ➔ Project objective is clearer
- ➔ Teams members are not temporary

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Disadvantages

- ➔ Team members are temporary
- ➔ Specialization is hard
- ➔ Career development on the specialized subject is not easy
- ➔ Resources are not centralized; they are hard to manage

PROJECT MANAGEMENT BASICS

Advantages and Disadvantages of the Major Organizational Structure Types

- Functional
- Matrix
- Project-oriented

Advantages

- ➔ Project Manager has the highest authority
- ➔ Sense of belonging is high
- ➔ Better administration and better communication

PROJECT MANAGEMENT BASICS

Project Manager

PROJECT MANAGEMENT BASICS

Project Manager

Who is a Project Manager?

- * His objective is to achieve the Project goals.
 - * He adds value to his organization
- A Project Manager is the one who manages the projects to add value to his organization by achieving the Project goals.

Prepared by Sabri ALI Alsaedi

PROJECT MANAGEMENT BASICS

Project Manager

A Project Manager is the one who manages the projects to add value to his organization by achieving the Project goals.

A Project Manager:

- Communicates
- Coordinates
- Involves to the project as early as possible (from the initiation or before the initiation)
- Works until the end of the Project
- May work after the project
- May involve in the creation of the Project Charter
- Solves the problems
- Spends most of his time to prevent the problems
- Develops his team
- Assists his team
- Uses leadership skills
- Develops award and recognition systems
- Manages and controls the resources
- Leads his team to create the budget and schedule
- Determines the relationship between the activities

PROJECT MANAGEMENT BASICS

Project Manager

A Project Manager is the one who manages the projects to add value to his organization by achieving the Project goals.

A Project Manager:

- Analyses and develops the cost and time reserves
- Determines the project constraints
- Monitors and controls the budget and the schedule
- Deals with change requests
- Manages the change control board
- Closes the project
- Is responsible for the Project
- Is honest and ethical
- Is a leader
- May not be a technical expert



PROJECT MANAGEMENT BASICS

Stakeholders

PROJECT MANAGEMENT BASICS

Stakeholders

Who is a Stakeholder?

A Stakeholder is anyone who is related to the Project.



PROJECT MANAGEMENT BASICS

Project Sponsor/Initiator

PROJECT MANAGEMENT BASICS

Project Sponsor/Initiator

Who is a Project Sponsor (Initiator)?

The sponsor/initiator is the one who provides finance for the Project.

- ➔ Provides support
- ➔ Prevents unnecessary changes

This role may be given to the Senior Management in an organization.

In some situations, the Sponsor may not be from your organization.

PROJECT MANAGEMENT BASICS

Project Sponsor/Initiator

The Project Sponsor:

- Is the financer of the Project
- Says what to do and how to do.
- Takes part in the development works of the business case
- Supports the Project, Project Manager and the Project Team
- Creates the Project Charter, or delegates it to the Project Manager
- Signs the Project Charter
- Prioritizes the Constraints
- Prioritizes the Projects
- Manages the high-level risks
- Guides the planning efforts
- Approves the Project Management Plan
- Ensures the project is managed within the budget
- Monitors the progress against the baseline
- Authorizes the Change Control Board
- Accepts the deliverables formally

PROJECT MANAGEMENT BASICS

Project Team

PROJECT MANAGEMENT BASICS

Project Team

Project Team Members:

- Prepare the Project Schedule
- Prepare the Budget
- Prepare the Contracts and the Progress Payments
- Suggest changes
- Prepare the Progress Reports
- Update the Schedule and the Budget
- Monitor and Control the work on-site
- May share some Roles of the Project Manager

PROJECT MANAGEMENT BASICS

Functional (Resource) Manager

PROJECT MANAGEMENT BASICS

Functional (Resource) Manager

A Functional (Resource) Manager:

- Has the departmental responsibility for different projects
- Responsible of managing resources
- Motivates his/her team
- Suggest changes
- Is a member of the Change Control Board
- Identifies the Risks
- May approve the Project Schedule and the Project Management Plan

PROJECT MANAGEMENT BASICS

Role of the Program Manager and the Portfolio Manager

PROJECT MANAGEMENT BASICS

Role of the Program Manager and the Portfolio Manager

A Program Manager:

- Manages a Program (group of related projects)
- Provides the coordination between projects
- Supports and leads the Project Managers
- Aims to achieve the strategic goals of the organization

A Portfolio Manager:

- Manages a Portfolio (may include Programs, Projects and Operations)
- Provides coordination between Programs, Projects and Operations if needed
- Supports and leads the Project Managers, Program Managers and Operation Managers
- Aims to achieve the strategic goals of the organization

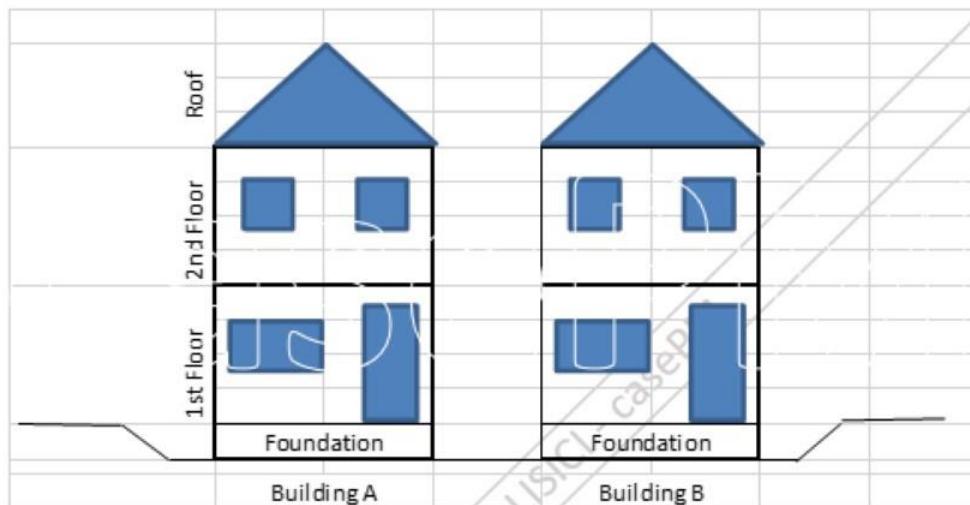
Prepared by Sabri CALISIC

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle



The Project Life Cycle

- Feasibility
- Planning
- Design
- Construction
- Completion and Delivery

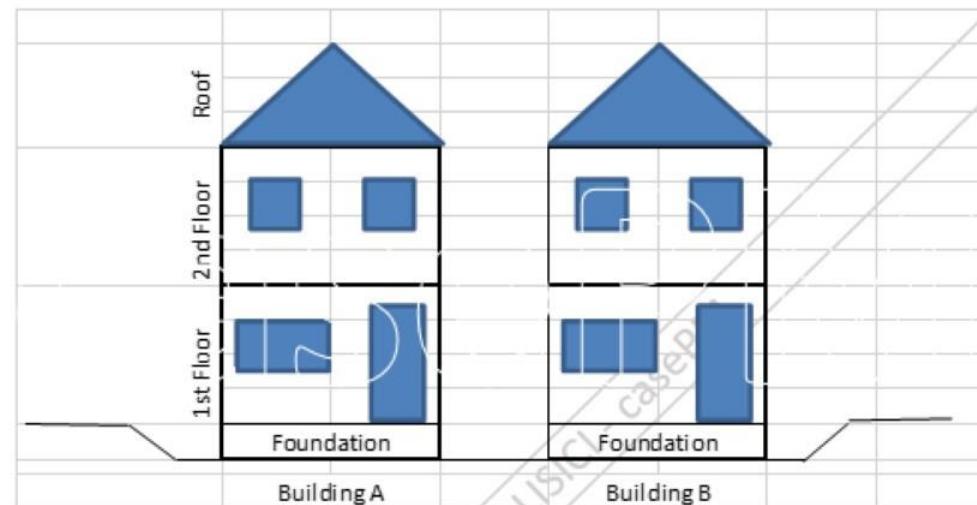
Management Efforts

- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing

5 Process Groups
including 49 Processes

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle



The Project Life Cycle

- Feasibility
- Planning
- Design
- Construction
- Completion and Delivery



PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle



The Project Life Cycle

- Feasibility **PHASE GATE**
 - Planning **PHASE GATE**
 - Design **PHASE GATE**
 - Construction **PHASE GATE**
 - Completion and Delivery
-
- The diagram illustrates the Project Life Cycle as a sequential process with five distinct phases. Each phase is represented by a blue circle containing the number '5', indicating a duration of five weeks. The phases are connected by arrows pointing from left to right, showing the flow of the project from feasibility through completion and delivery. The phases are: Feasibility, Planning, Design, Construction, and Completion and Delivery. Each phase is preceded by a 'PHASE GATE' represented by a horizontal bar with a green segment labeled 'PHASE GATE' and a grey segment below it.

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle

- Feasibility
- Planning
- Design
- Construction
- Completion and Delivery

Predictive Life Cycle

- ➔ Well prepared plan
- ➔ Plan-driven projects
- ➔ Waterfall, traditional

Prepared by Sabri CALISICI - caser

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle

ex: IOS Application

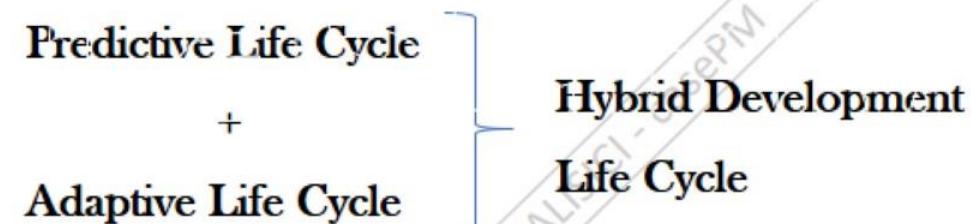
- Feasibility
- Initiation
- Release plan
- Release
 - 1st Iteration
 - 2nd Iteration
 - 3rd Iteration
 -
- Close-out

Adaptive Life Cycle

- ➔ Plan is developed during iterations
- ➔ Change-driven, Iterative, Incremental, Agile

PROJECT MANAGEMENT BASICS

The Project Management Processes and The Project Life Cycle



Prepared by Sabri CALISI - UfepM