EPITA
ÉCOLE D'INGÉNIEURS EN INFORMATIQUE

Information Management Master

Project Management Module 5

Fall/Spring

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Structure

1. Introduction to Project Management
2. Integration Management
3. Perimeter management
4. Time management
5. Cost management
6. Quality and Human Resources Management
7. Communication and risk management
8. Purchasing and Stakeholder Management
9. Ethics and professional conduct
10. Agile/Hybrid Project Management Methodology

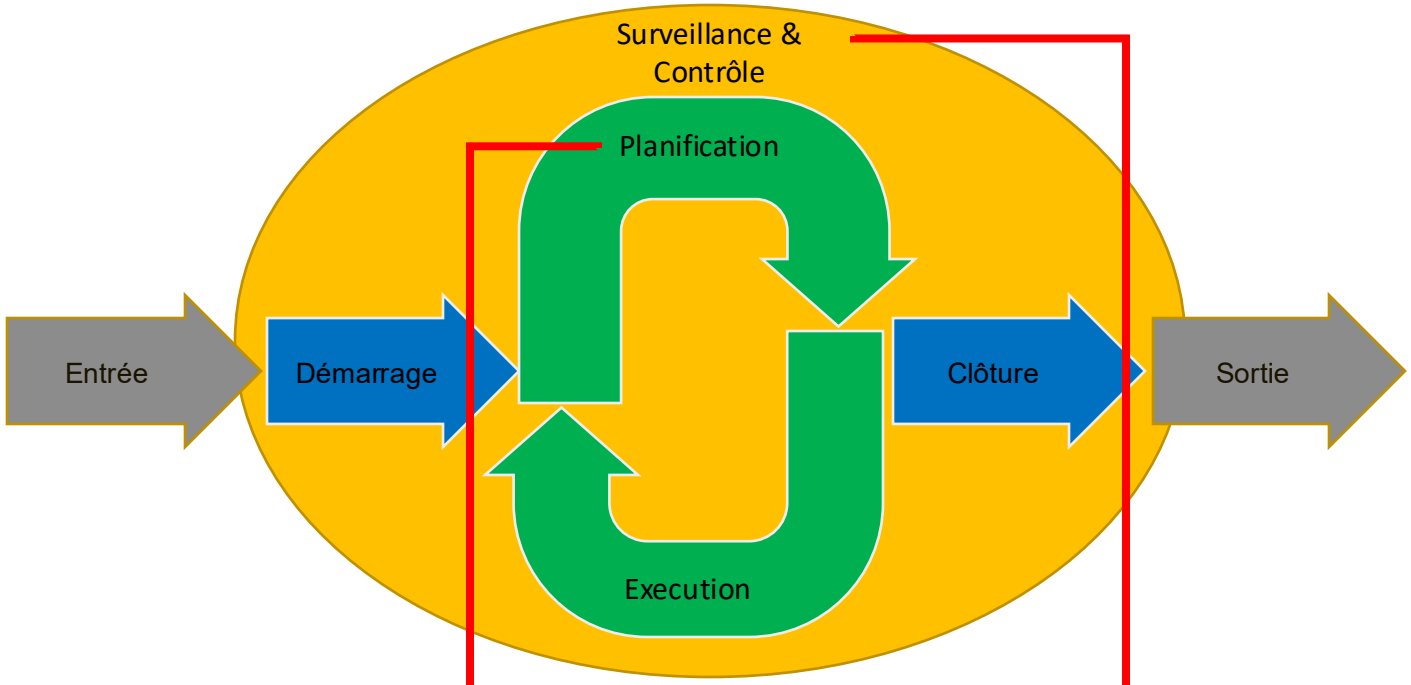
Objectives of this course

- Understand why buying rather than doing internally
- Understand the project's supply management process
- Understand the complexity of managing relationships with suppliers
- Know how to identify the stakeholders of a project and manage their expectations and their commitments

Why purchase ?

Why Purchase?

- To reduce fixed and recurring costs
- To allow the organization to focus on its core business
- To fill a need for lack of expertise or particular technologies
- To offer flexibility
- Because this is a project that we will never do again



Domaine de Connaissances	Processus				
	Démarrage	Planification	Execution	Surveillance & Contrôle	Clôture
Procurement		Plan contracts	Request offers or proposals Select sellers	Administer contracts	Close the contract

Procurement Management Process

1. Plan supplies and contracts
   - Determine what to buy or acquire, when, and how.
2. Solicit offers or proposals
   - Collect vendor responses, select vendors, negotiate written contracts
3. Administer the contracts
   - Manage the supplier's performance, define the necessary corrective actions, control the contract changes.
4. Close the contracts
   - Complete and finalize each contract, including the resolution of any outstanding issues, and close each contract applicable to the project or any of its phases.

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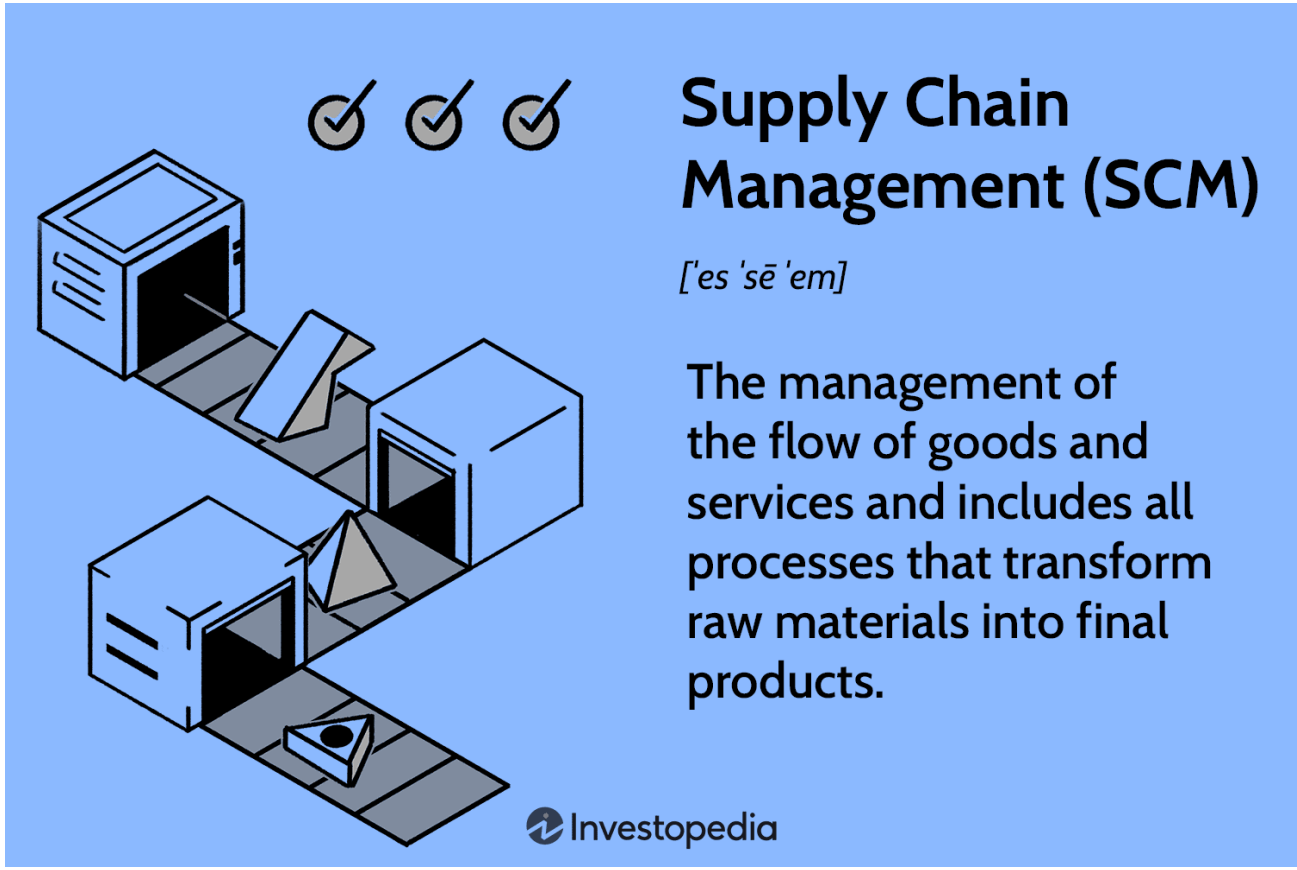
Supply Management

- The process required to process and acquire the products or services, or needs outside the project team
- Involves planning, acquiring products or services from vendors, choosing a vendor, administering and closing contracts



Role of the project manager in purchasing

- The project manager must be involved in the creation of contracts
- Key roles:
  - Know the procurement process
  - Understand the terms and conditions of the contract
  - Ensure that the contract contains all project management requirements such as attendance at meetings, reports, actions and communications deemed necessary
  - Identify risks and integrate mitigation and risk allocation into the contract
  - Align the contract schedule and project schedule
  - Get involved in contract negotiation
  - Ensure the procurement process is smooth
  - Work with the contract manager to manage contract changes

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Type of contracts

- **Fixed-price or flat-rate contract (FP Fixed-price or Lump-sum)**
  - Provides a fixed total price for a clearly defined product / service
  - May include incentives for the supplier to achieve certain project objectives
  - Risk assumed by the seller
- **Cost-reimbursable contract**
  - The buyer reimburses the supplier for the actual costs incurred (direct and indirect), plus fees
  - May include an incentive bonus for the provider if certain goals are met
- **T&M Time and Materials contract**
  - An hourly rate is negotiated for each of the resources involved in the project: junior, senior, technical expert, project manager
  - To ensure that costs do not become larger than expected, the buyer can put a "not to exceed" and "deadlines" in the contract

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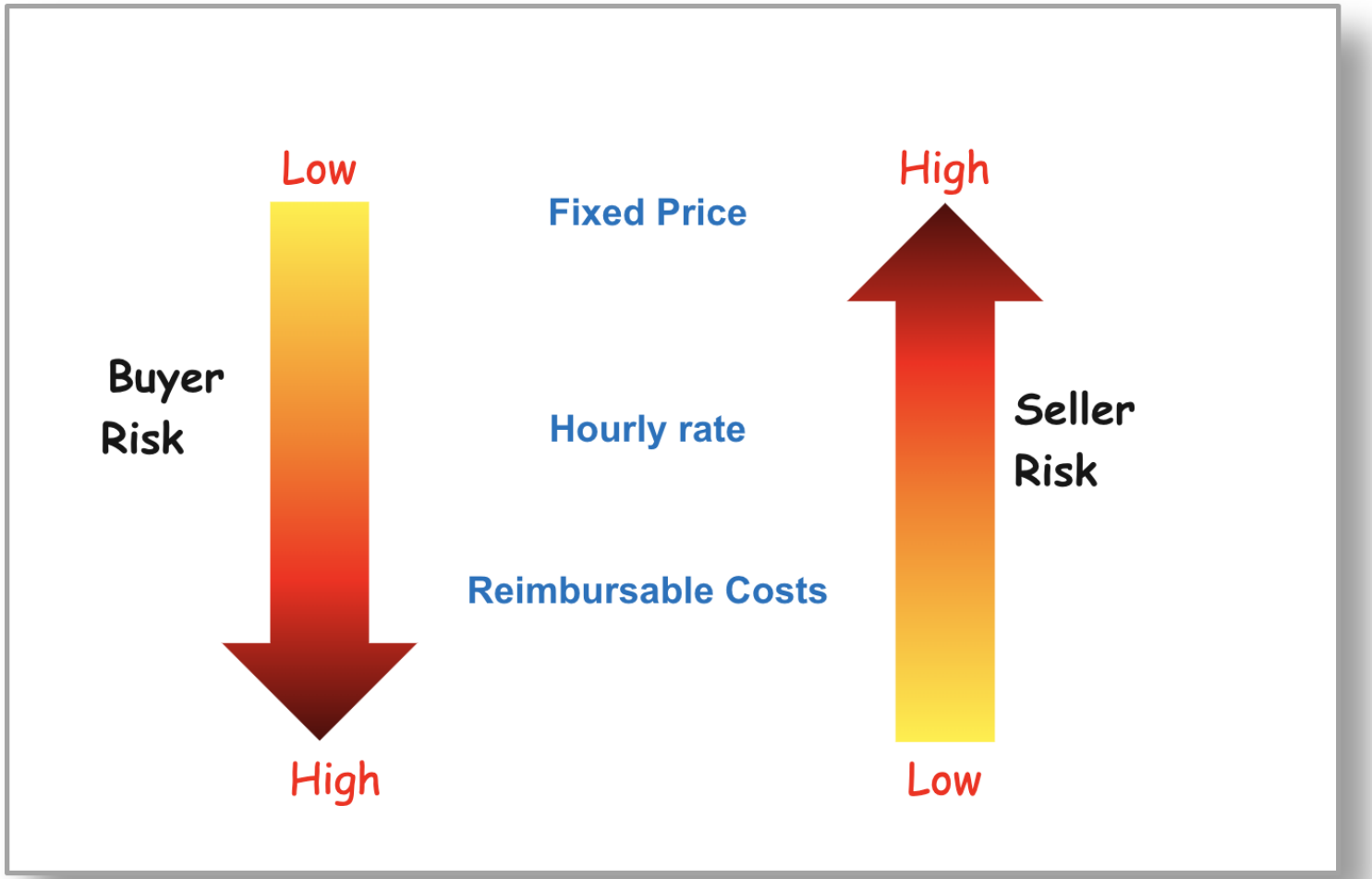
Risk and type of contracts



Request for Proposal RFP

Objective:

Solicit a price from suppliers for the products or services sought,

- The submission is prepared by the suppliers. It specifies a price for which they undertake to deliver the requested products or to render the services required as defined by the customer.
- The customer usually retains the "lowest compliant bidder".

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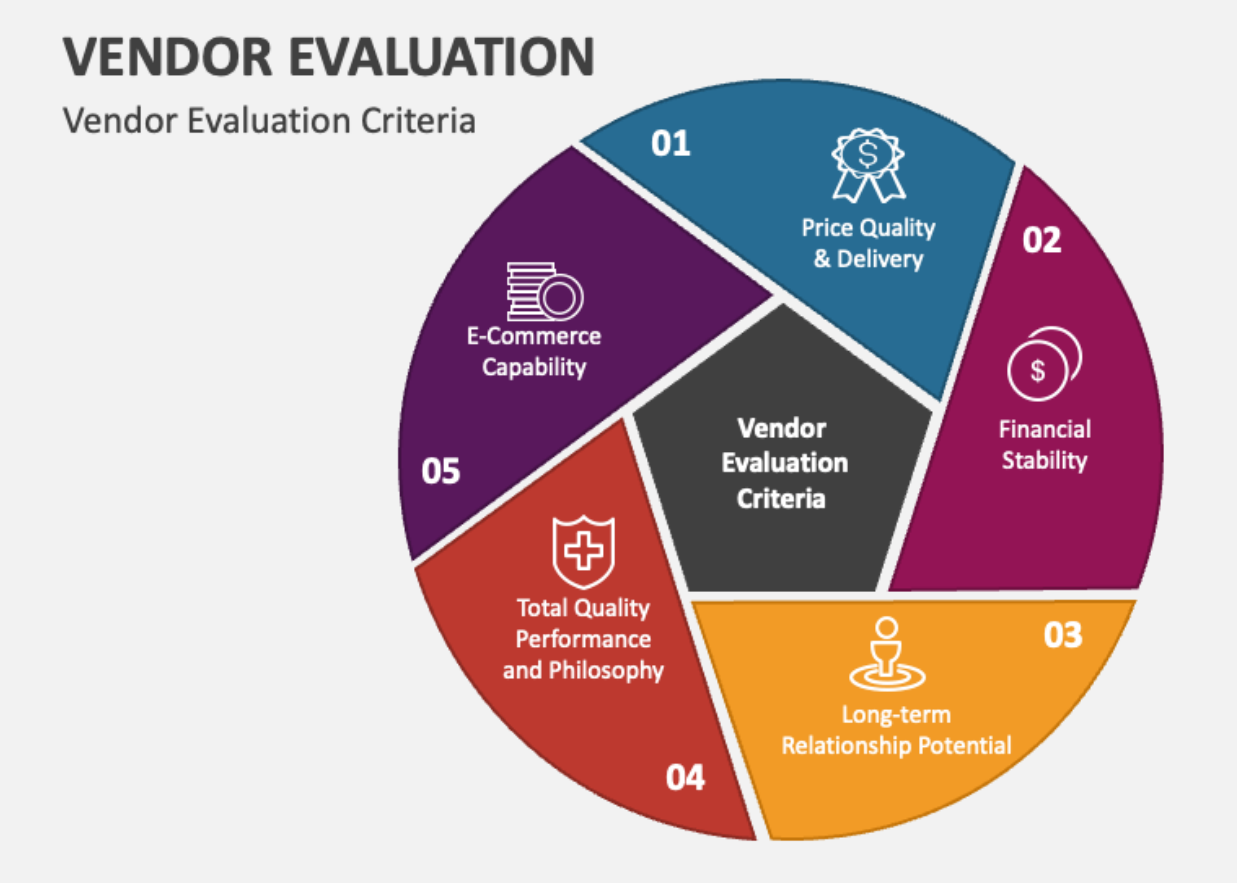
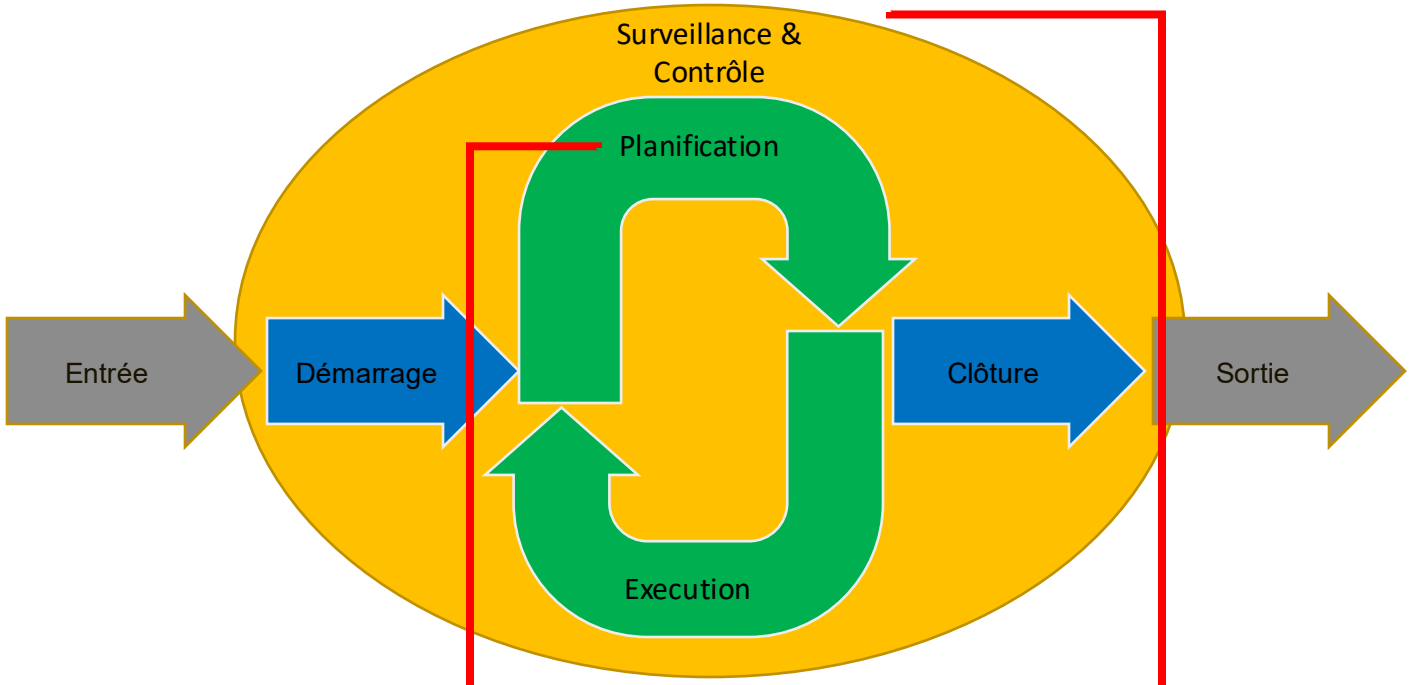
Vendor Evaluation Criteria

- Understanding of the need
- Overall cost (life cycle cost)
- Technical capacity of the supplier
- Management approach
- Technical approach
- Financial capacity of the supplier
- Production capacity and interest
- Size and type of the supplier's company
- References
- Intellectual property rights
- Etc.



Stakeholder Management
Gestion des parties prenantes

Rosemary Obi – Spring 2024



Domaine de Connaissances	Processus				
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Stakeholder Management		Identify stakeholders Plan the management of stakeholders		Manage stakeholder commitments Master stakeholder commitments	

Stakeholder Management Process

1. Stakeholder identification

- Identify all the people or organizations involved in the project: clients, sponsors, team members, managers, internal and external suppliers, unions

2. Plan the management of stakeholders

- Develop appropriate strategies to engage stakeholders effectively throughout the project lifecycle

3 Manage Stakeholder Commitments

- Communicate and work with stakeholders to meet their expectations

4. Master stakeholder commitments

- Monitoring the overall relationship of the project with stakeholders

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Stakeholder Management Process

- A stakeholder can ….
  - act against the project if its needs are not taken into account
- Low or late involvement of stakeholders can lead to unpleasant surprises
  - New last-minute requirements
  - Political pitfalls
  - Dragging feet during execution
- The solution
  - Regular communication
  - Structured participation

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Result of identification

- List of stakeholders

Name	Contact	Role	Department	Society	Impact	Influence	Main expectations	Attitude about the project	Main requirement

Stakeholder	Interest in the project	Evaluation of the impact	Possible strategies to gain support or reduce obstructions

- Stakeholder Management Strategy
  - Defines an approach to ensure stakeholder support and to reduce their negative influence
  - The information could be too sensitive to be shared
  - A common way of representing is to use a stakeholder analysis matrix

Managing stakeholder expectations

- Active management of stakeholder expectations
  - Increase the likelihood of project acceptance through negotiation
  - Influence their desire to achieve and maintain the objectives of the project
- Anticipate and resolve concerns that have not yet become issues
- Clarify and solve the problems that have been identified
- The larger and more complex your project, the more attention you have to pay attention to stakeholder communication and involvement

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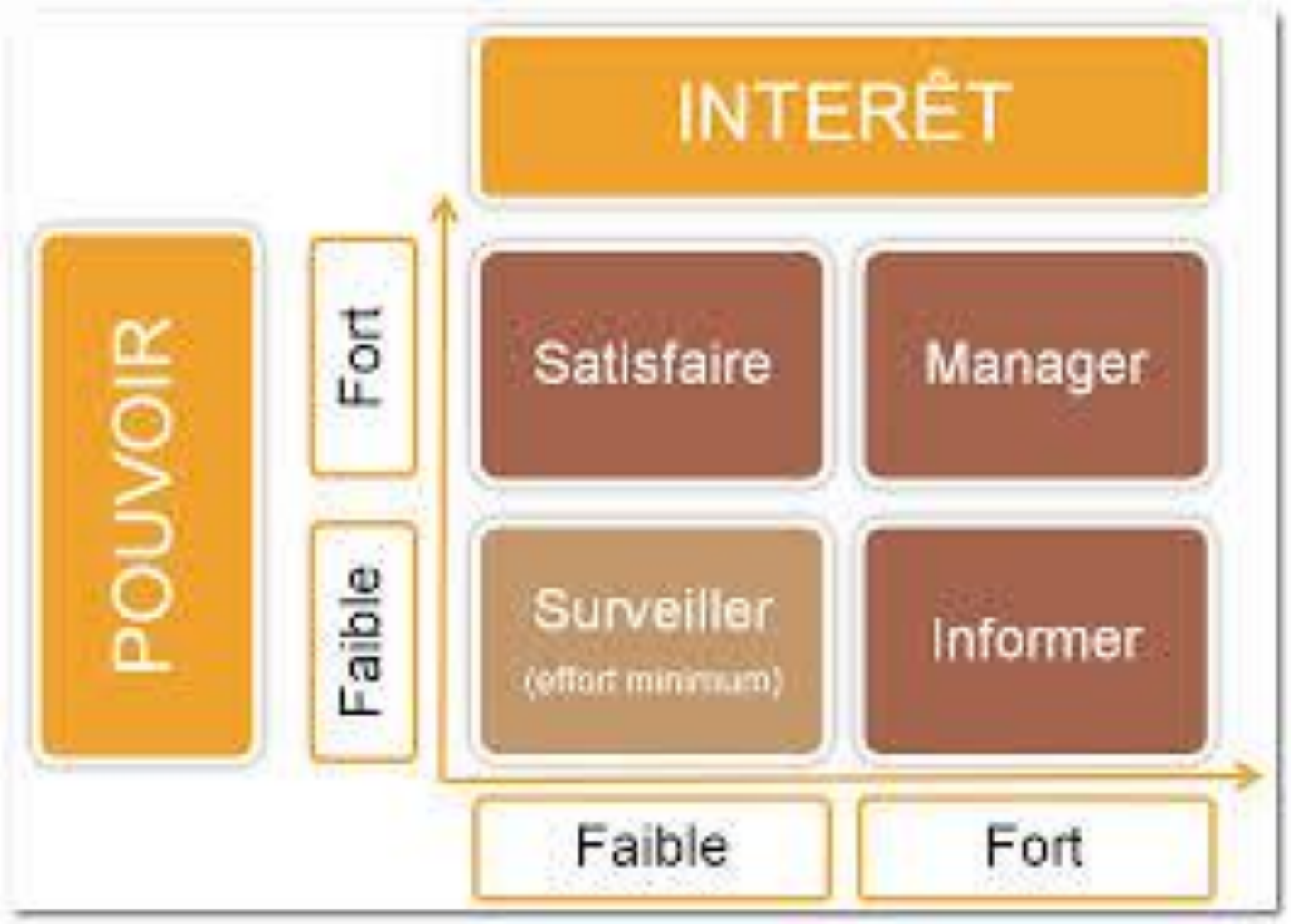
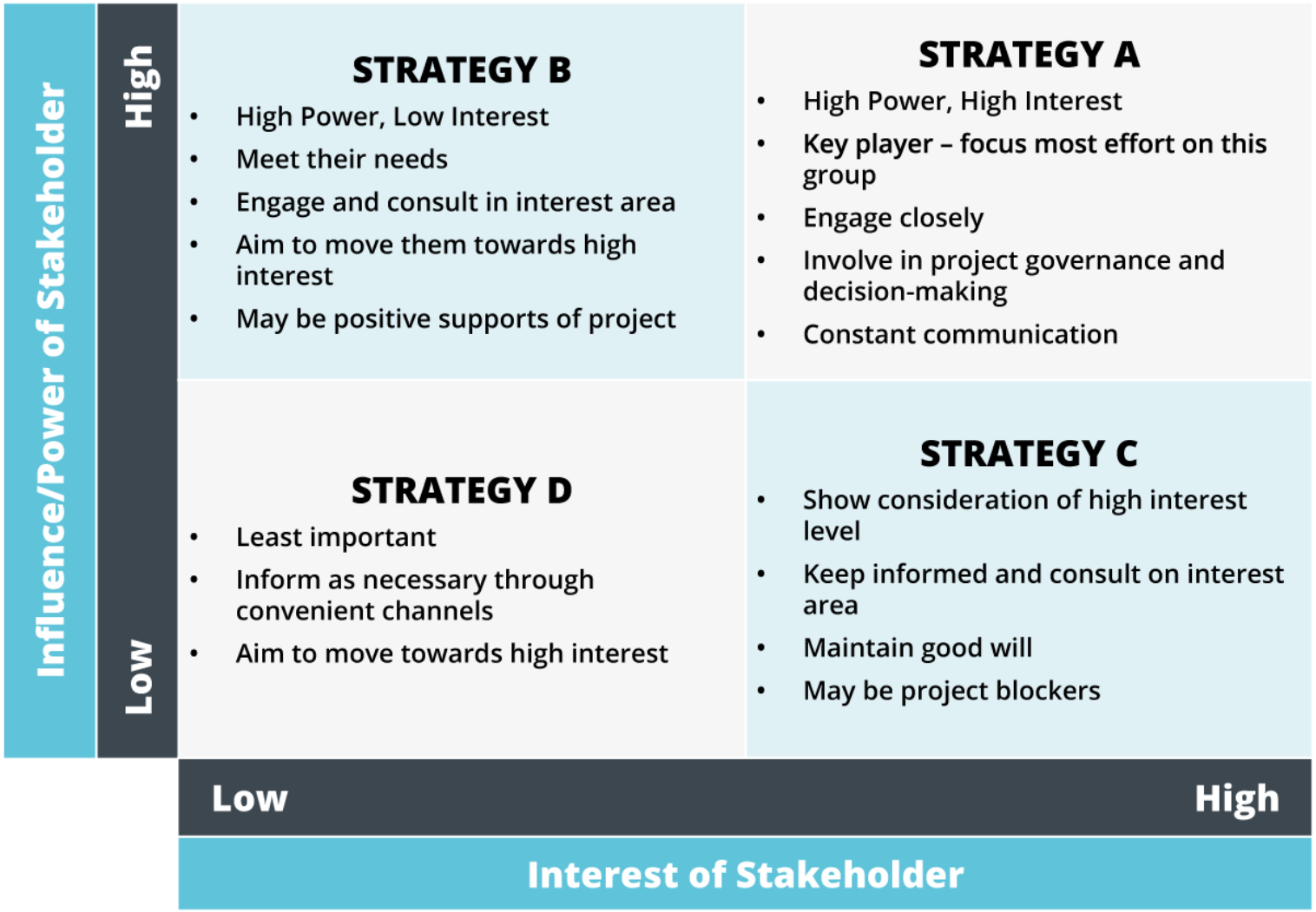
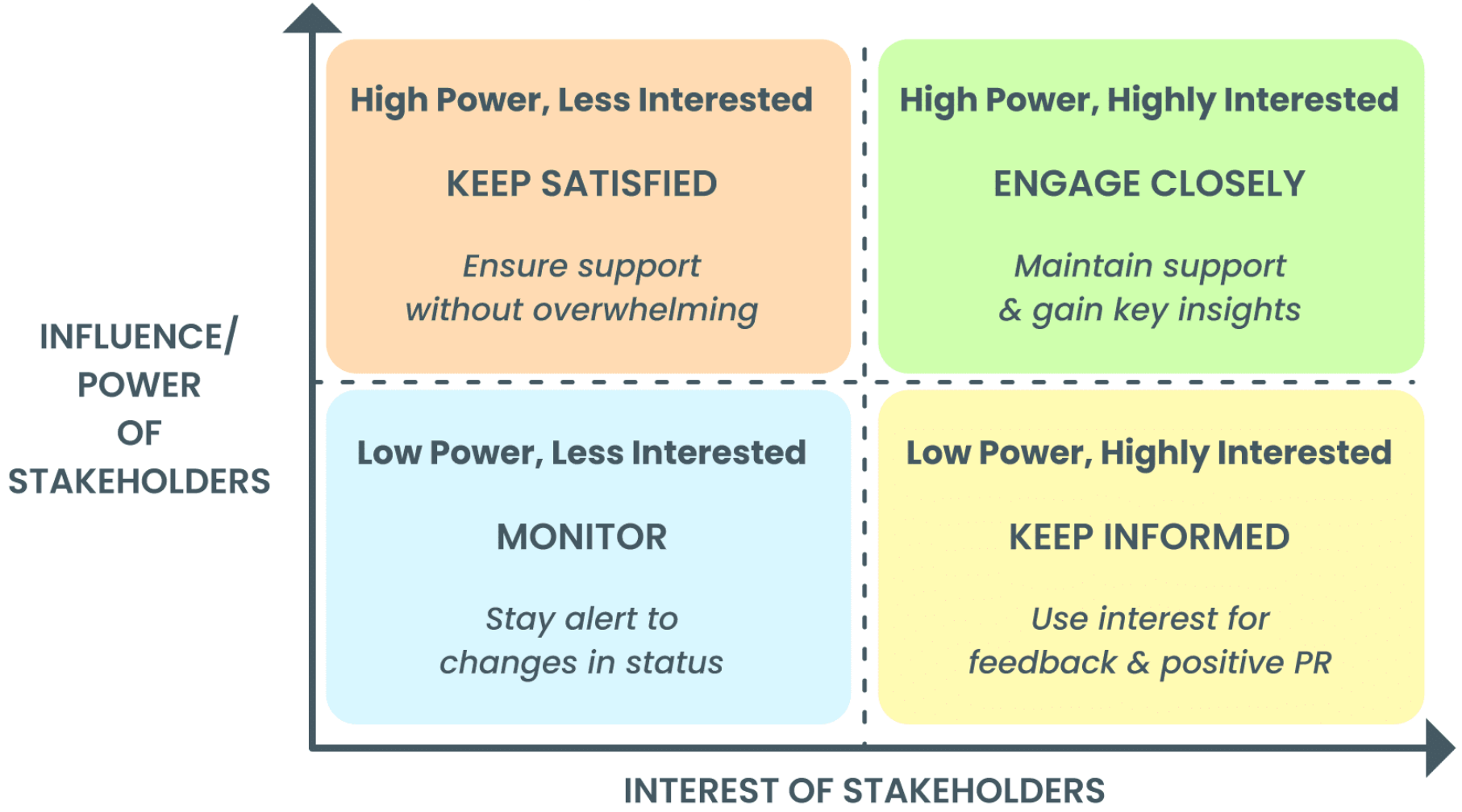
Stakeholder Influence Matrix - Gardner



Stakeholder Influence Matrix - Gardner



STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX



Managing stakeholder expectations

- Establish a plan for regular communication with key stakeholders
- The plan must accommodate a bilateral exchange
- The plan must contain periodic progress reports, regular meetings and presentations, tours and demonstrations
- The plan must contain significant tasks that involve stakeholders
  - Kick-off
  - Attendance at meetings
  - Requirements collection activities
  - Steering group to arbitrate content changes
  - User acceptance testing.

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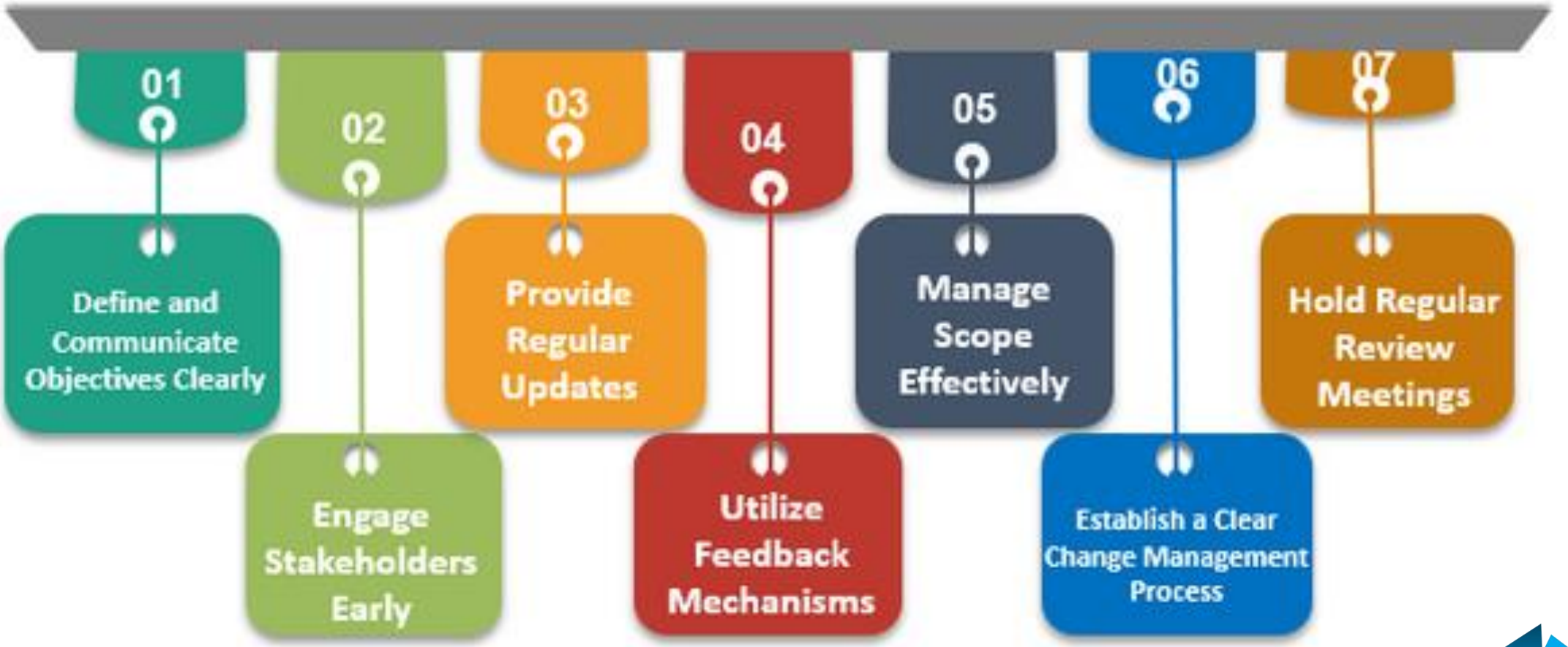
Managing stakeholder expectations



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