Fundamentals Of Project Management

What is a project?

- Temporary activity with a beginning and an end to create a unique product, service or result

- Activities undertaken to achieve regular tasks are not projects

- Temporary does not apply to the product or the service generated (*e.g. monuments*)

- When a project ends
  - Objectives has been achieved
  - Objectives will or can not be met
  - When need for the project no longer exists

- Projects can have repetitive element but does not change the uniqueness of the result or service (*e.g. office buildings*)

- A project can involve a single person or a single organization or multiple organization

Project Y
Unique & Temporary

Program

- program is a group of related projects designed to accomplish a common goal over an extended period of time

- E.g. a pharmaceutical organization could have a program for curing cancer

- cancer program includes and coordinates *all* cancer projects that continue over an extended time horizon
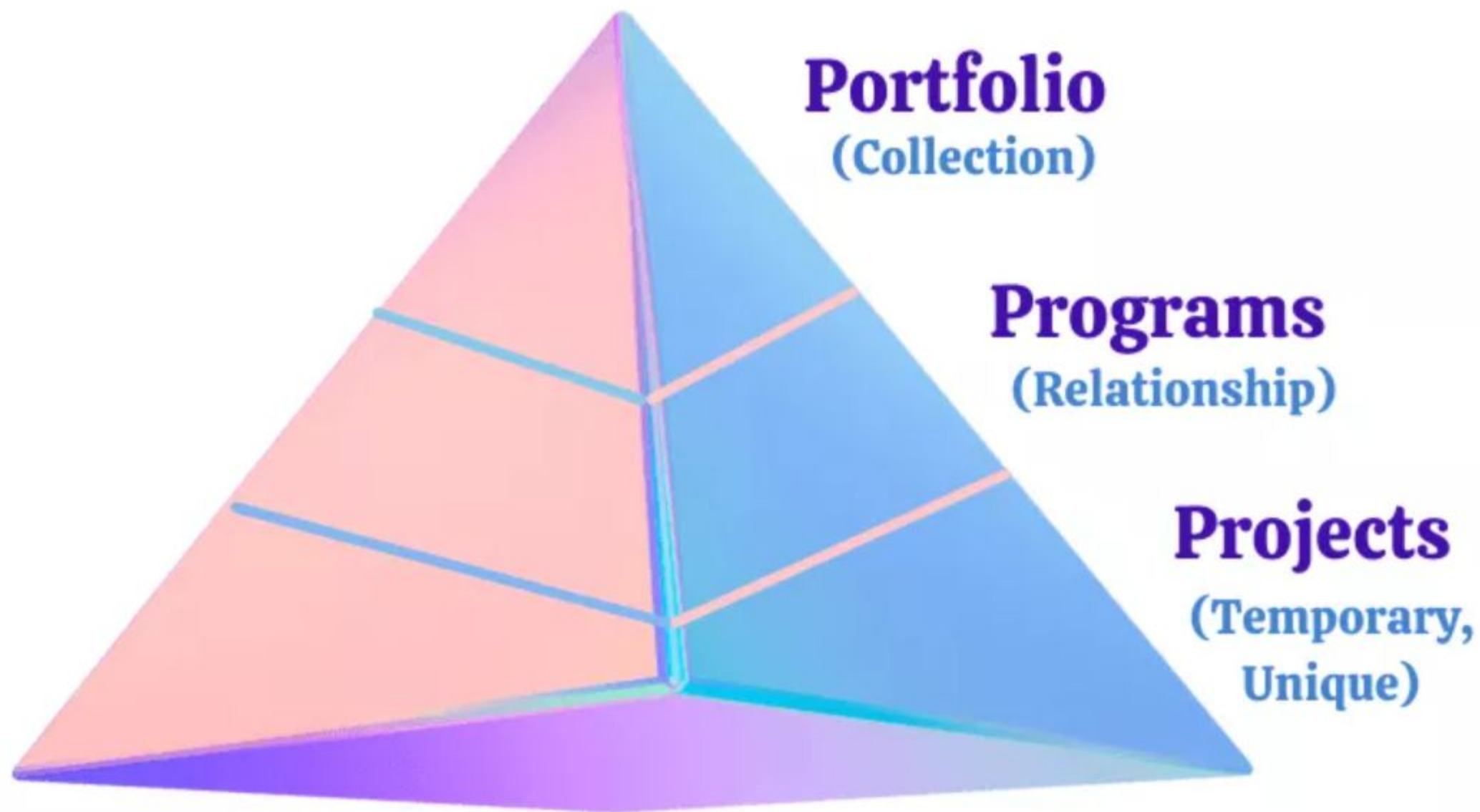
Operation

- Operations are **ongoing execution of** activities which occur after product is made to produce same result or a repetitive service

- Operation works supports an organization

- For example, if an organization makes furniture, some of the operations management decisions involve the following:

- purchasing wood and fabric,

- hiring and training workers,

- location and layout of the furniture factory,

- purchase cutting tools and other fabrication equipment.

Portfolio

- Portfolio is a collection of projects programs and operational work
- The projects and programs within a portfolio may be or may not be related to each other
- The constituents of a portfolio are used to fulfill strategic business objectives of an organization
- Strategic business objectives could include
  - maximization of profits
  - building brand & reputation
  - reducing overall costs
  - optimization of resource usage

Portfolio
(Collection)

Programs
(Relationship)

Projects
(Temporary,
Unique)

Project vs Program vs Portfolio

	Project	Program	Portfolio
Keywords	• Temporary • Unique	• Related projects • Shared goal	• Collection of Project, Programs and Operations • Strategic business objectives
Major Tasks	• Identifying project requirements • Managing stakeholders • Completing project scope • Balancing project constraints	• Coordination among related projects • Controlling inter-dependencies among related projects	• Selection of right programs and projects • Prioritization of work • Optimization of organizational cost, resources etc. • Maximization of organizational profits
Benefits	• Final product, service or result	• Meeting the program goal	• Organizational benefits like reduction in costs, increase in profits, and a good return on investments

- **What is project management ?**
  - Application of knowledge, skills, tools or techniques to achieve the objectives of the project
- **Role of a project manager**
  - Person assigned by the performing organization to achieve the project objectives
  - Effective project management requires that the project manager possess the following characteristics
    - **Knowledge**- what project manager knows about project management
    - **Performance**- what project manager could do while the applying knowledge
    - **Personal**-how the project manager behaves when performing the project or related activity

What is project performance domain ?

- A project performance domain is a group of related activities that are critical for the effective delivery of project outcomes

- domains are interactive, interrelated, and interdependent areas of focus that work in unison to achieve desired project outcomes

- Performance domains run concurrently throughout the project, regardless of how value is delivered (frequently, periodically, or at the end of the project).

Project Performance Domains

08 project performance domains

1) Stakeholders

2) Team

3) Development Approach and Life Cycle

4) Planning

5) Project Work

6) Delivery

7) Measurement

8) Uncertainty

1) STAKEHOLDER PERFORMANCE DOMAIN

- **Stakeholder.** An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

- **Stakeholder Analysis.** A method of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.

- This performance domain entails working with stakeholders to maintain alignment and engaging with them to foster positive relationships and satisfaction.

STAKEHOLDER PERFORMANCE DOMAIN

The Stakeholder Performance Domain addresses activities and functions associated with stakeholders.

Effective execution of this performance domain results in the following desired outcomes:

▶ A productive working relationship with stakeholders throughout the project.

▶ Stakeholder agreement with project objectives.

▶ Stakeholders who are project beneficiaries are supportive and satisfied while stakeholders who may oppose the project or its deliverables do not negatively impact project outcomes.

- A project can have a small group of stakeholders or potentially millions of stakeholders.
- There may be different stakeholders in different phases of the project, and the influence, power, or interests of stakeholders may change as the project unfolds
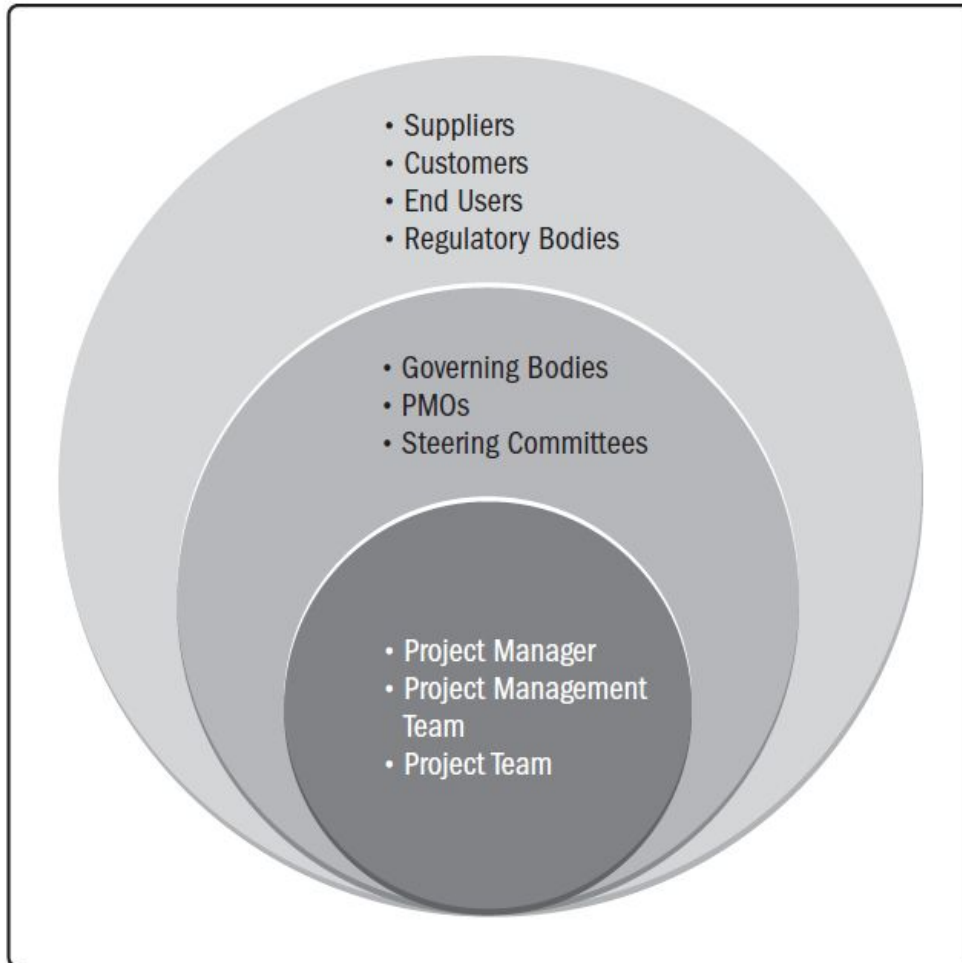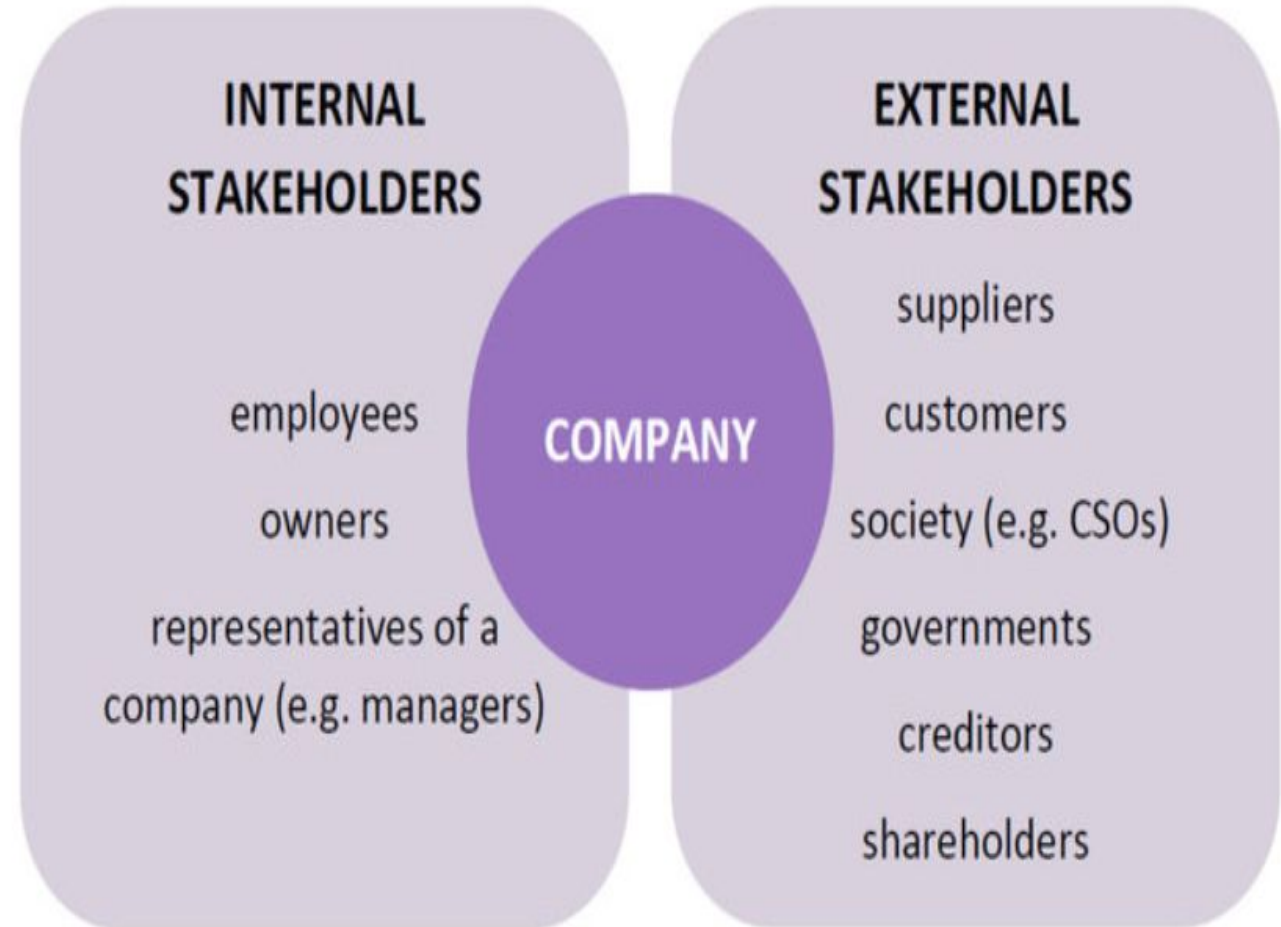

Figure 2-2. Examples of Project Stakeholders

- Suppliers
- Customers
- End Users
- Regulatory Bodies

- Governing Bodies
- PMOs
- Steering Committees

- Project Manager
- Project Management Team
- Project Team

INTERNAL STAKEHOLDERS

employees

owners

representatives of a company (e.g. managers)

COMPANY

EXTERNAL STAKEHOLDERS

suppliers

customers

society (e.g. CSOs)

governments

creditors

shareholders

1.1) STAKEHOLDER ENGAGEMENT

- includes implementing strategies and actions to promote productive involvement of stakeholders

- Stakeholder engagement activities start before or when the project starts and continue throughout the project

- Defining and sharing a clear vision at the start of the project can enable good relationships and alignment throughout the project.
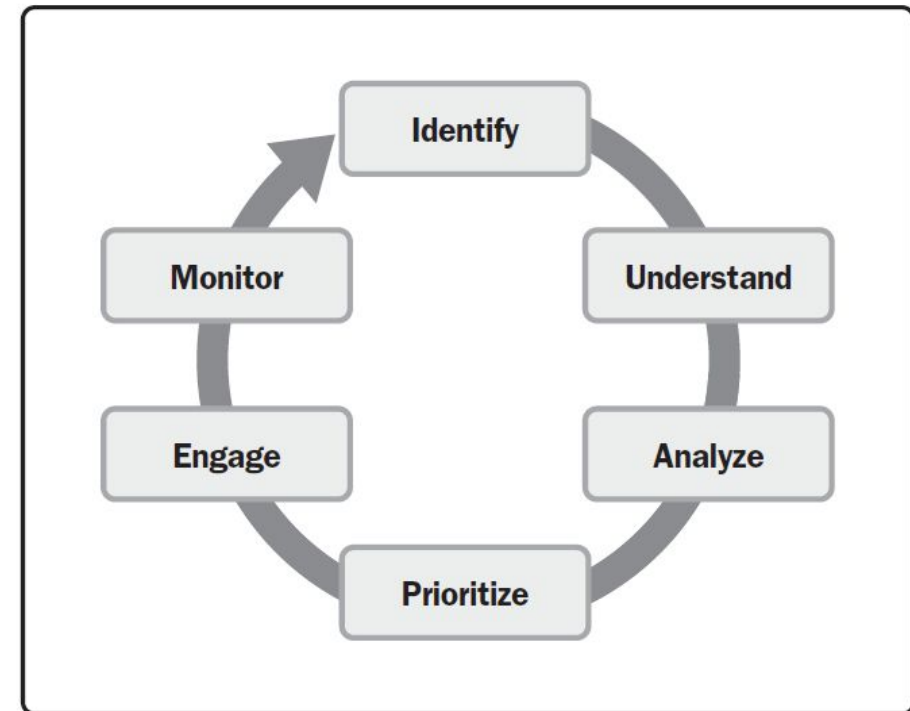

Figure 2-3. Navigating Effective Stakeholder Engagement

1.1.1 Identify

- High-level stakeholder identification may be carried out prior to forming the project team

- initial work and is a continuous activity throughout the project

- Some stakeholders are easy to identify, such as the customer, sponsor, project team, end users, and so forth

- but others can be difficult to identify when they are not directly connected to the project.

1.1.2 Understand and Analyse

- Once stakeholders are identified, the project manager and the project team should seek to understand stakeholders' feelings, emotions, beliefs, and values

- These elements can lead to additional threats or opportunities for the project outcomes

- change quickly, and as such, understanding and analyzing stakeholders is an ongoing action

- the project team should consider how stakeholders interact with each other, as they often form alliances that help or hinder the project's objectives.

- For example, if the project team believes a key business manager is highly influential but has negative perceptions related to the project, they can explore how to detect the business manager's perceptions and respond appropriately as the project unfolds

1.1.3 Prioritize

- Difficult to Engage directly or effectively with stakeholder when no. is too high
- Based on its analysis, the project team can complete an initial prioritization of stakeholders
- common to focus on stakeholders with the most power and interest as one way to prioritize engagement
- As events unfold throughout the project, the project team may need to reprioritize based on new stakeholders or evolving changes in the stakeholder landscape

1.1.4 Engage

- Stakeholder engagement entails working collaboratively with stakeholders to
  - introduce the project, elicit their requirements, manage expectations, resolve issues, negotiate, prioritize, Problem solve, and make decisions
- It requires the application of soft skills, such as active listening, interpersonal skills, and conflict management, as well as leadership skills such as establishing the vision and critical thinking
- Communication with stakeholders can take place via written or verbal means, and it can be formal or informal.

Table 2-1. Types of Communication

Type	Formal	Informal
Verbal	Presentations Project reviews Briefings Product demos Brainstorming	Conversations Ad hoc discussions
Written	Progress reports Project documents Business case	Brief notes Email Instant messaging/texting Social media

Communication methods

- ▶ Push.
  - Communication sent to stakeholders such as memos, emails, status reports, voice mail, and so forth.
  - used for one-way communications with individual stakeholders or groups of stakeholders.
  - inhibits the ability to immediately gauge reaction and assess understanding; therefore, it should be used deliberately.

- ▶ Pull
  - Information sought by the stakeholder, such as a project team member going to an intranet to find communication policies or templates, running internet searches, and using online repositories.
  - Pulling information is used for indirect sensing of stakeholder concerns.

Interactive vs Push vs Pull

INTERACTIVE COMMUNICATION

Interactive communication is the most effective type of communication between two or more people in real time. It is a face to face communication type.

PUSH COMMUNICATION

Push communication is not a face to face communication type like interactive communication. The project manager sends the information to the recipient with no expectation of receiving immediate feedback or response.

PULL COMMUNICATION

The sender places the information at a general database such as a SharePoint or a shared drive and the recipients are responsible to use the information placed at this location.

- Engagement goes deeper than pushing or pulling communication
- exchange of information with one or more stakeholders such as conversations, phone calls, meetings, brainstorming, product demos
- With all forms of communication, quick feedback loops provide useful information to:
  - Confirm the degree to which the stakeholder(s) heard the message.
  - Determine if stakeholders agree with the message.
  - Identify nuanced or other unintended messages the recipient detected.
  - Gain other helpful insights.

1.1.5 Monitor

- stakeholders will change as new stakeholders are identified and others cease to be stakeholders

- the attitude or power of some stakeholders may change with progress of project

- In addition to identifying and analyzing new stakeholders, efficiency of existing engagement strategy needs to be analysed

- effectiveness of stakeholder engagement is monitored throughout the project

- The degree of stakeholder satisfaction can often be determined by having a conversation with stakeholders

- For large groups of stakeholders, a survey can be used to assess the degree of satisfaction

INTERACTIONS WITH OTHER PERFORMANCE DOMAINS

- Stakeholders permeate all aspects of the project

- They determine acceptance and quality criteria for the project deliverables and outcomes

- Some stakeholders can assist in lowering the amount of uncertainty present on a project while others may cause an increase in uncertainty

Table 2-2. Checking Outcomes—Stakeholder Performance Domain

Outcome	Check
A productive working relationship with stakeholders throughout the project	Productive working relationships with stakeholders can be observed. However, the movement of stakeholders along a continuum of engagement can indicate the relative level of satisfaction with the project.
Stakeholder agreement with project objectives	A significant number of changes or modifications to the project and product requirements in addition to the scope may indicate stakeholders are not engaged or aligned with the project objectives.
Stakeholders who are project beneficiaries are supportive and satisfied; stakeholders who may oppose the project or its deliverables do not negatively impact project results	Stakeholder behavior can indicate whether project beneficiaries are satisfied and supportive of the project or whether they oppose it. Surveys, interviews, and focus groups are also effective ways to determine if stakeholders are satisfied and supportive or if they oppose the project and its deliverables. A review of the project issue register and risk register can identify challenges associated with individual stakeholders.