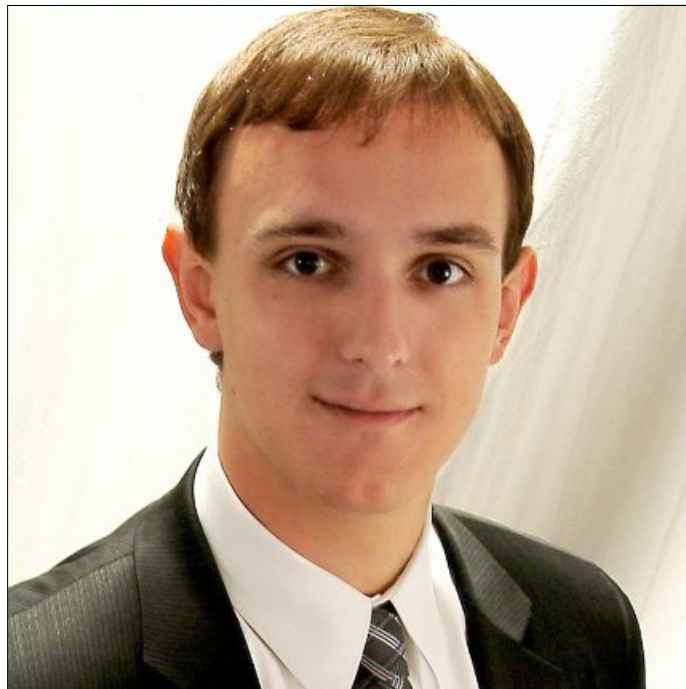


Project Management Within Organizations



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Module Overview




Project Management Offices

Interrelation of Program, Portfolio
and Project Management


Organizational Structure and
Project Management

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What's a Project Management Office? (PMO)



Management structure that
standardizes the project-related
governance processes and
facilitates the hearing of
resources, methodologies, tools
and techniques.



Types of PMOs

Supporting

Controlling

Directing

Types of PMOs

Supporting

Controlling

Directing

Low Control

Supplies best practices,
training, info, data & templates
Acts as project repository

Types of PMOs

Supporting

Controlling

Directing

Moderate Control

Requires compliance to methodologies, frameworks or governance style.

Leaves management within those boundaries to project manager.

Types of PMOs

Supporting

Controlling

Directing

High Control

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

Project Management Office Overview

Projects rolling into the same PMO not necessarily related

PMO forms and responsibilities widely vary

Many PMOs are integral to decision-making processes

PMOs may commence or terminate projects based on organizational objectives

PMOs may assign resources and management, including PMs

Responsibilities of Project Management Offices

Manage shared resources

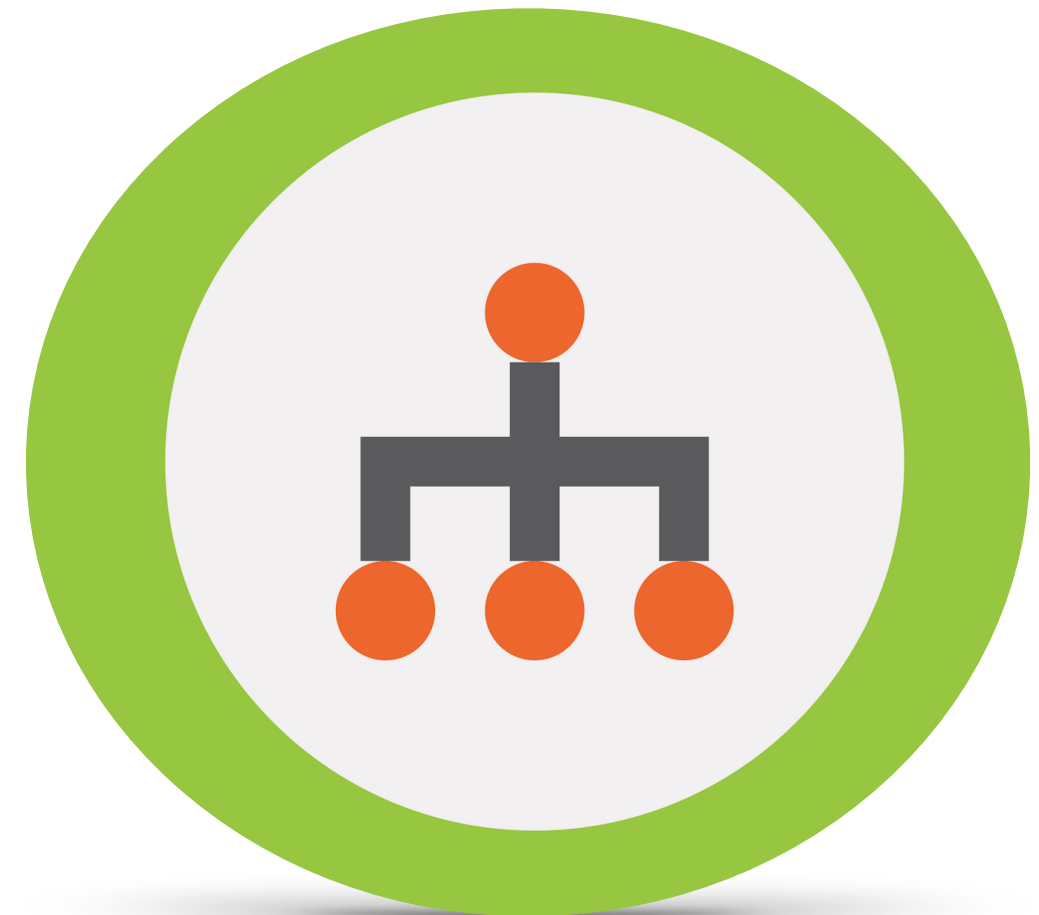
Curate best practices, standards and methodologies

Provide oversight, training and coaching

Ensure compliance with standards by project teams

Manage policies, procedures and Organizational Process Assets (OPAs)

Coordinate and liaise between project teams



Project Managers vs. PMOs

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

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Interrelation of Project, Program & Portfolio Management

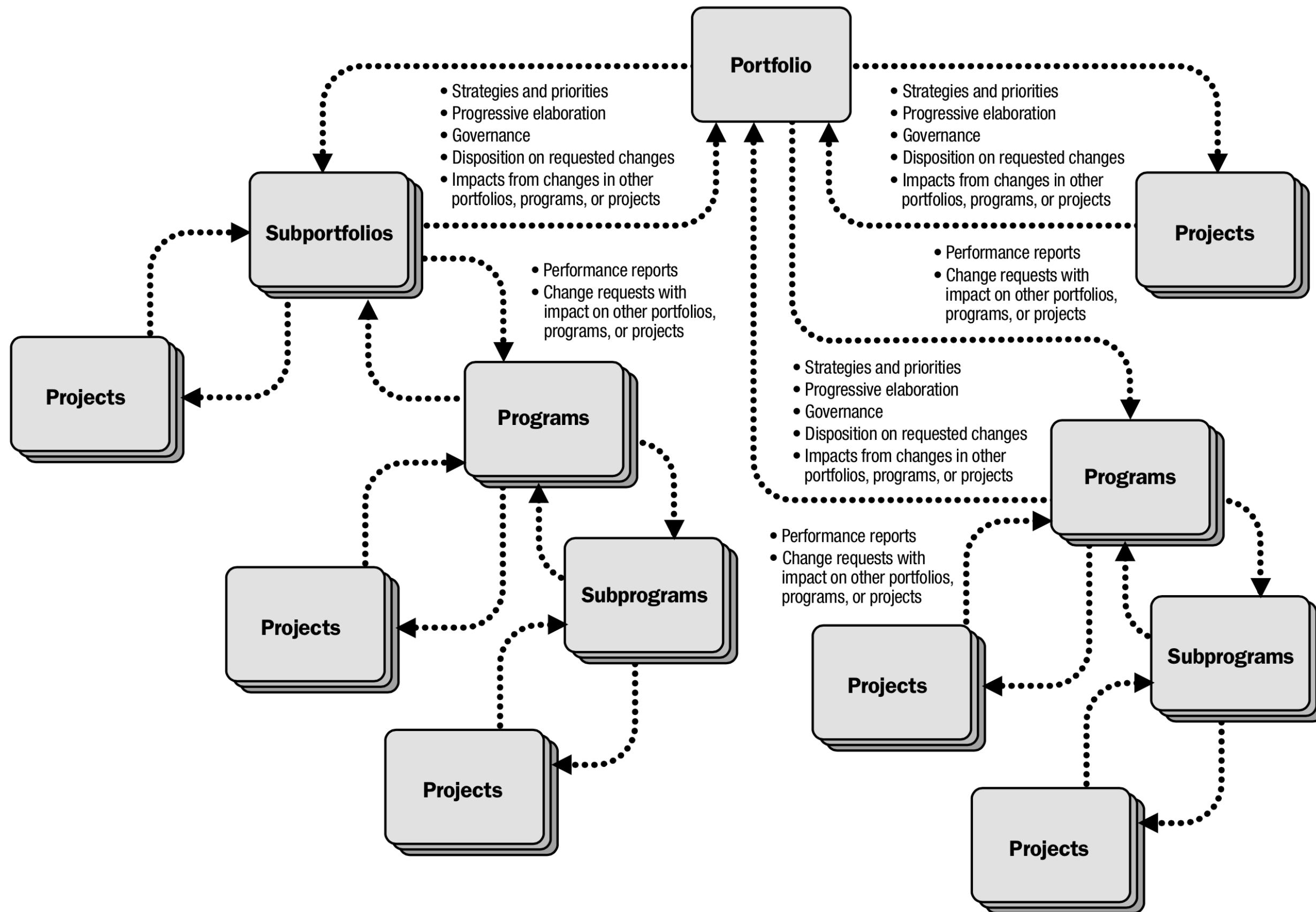
All aligned and driven by organizational strategies

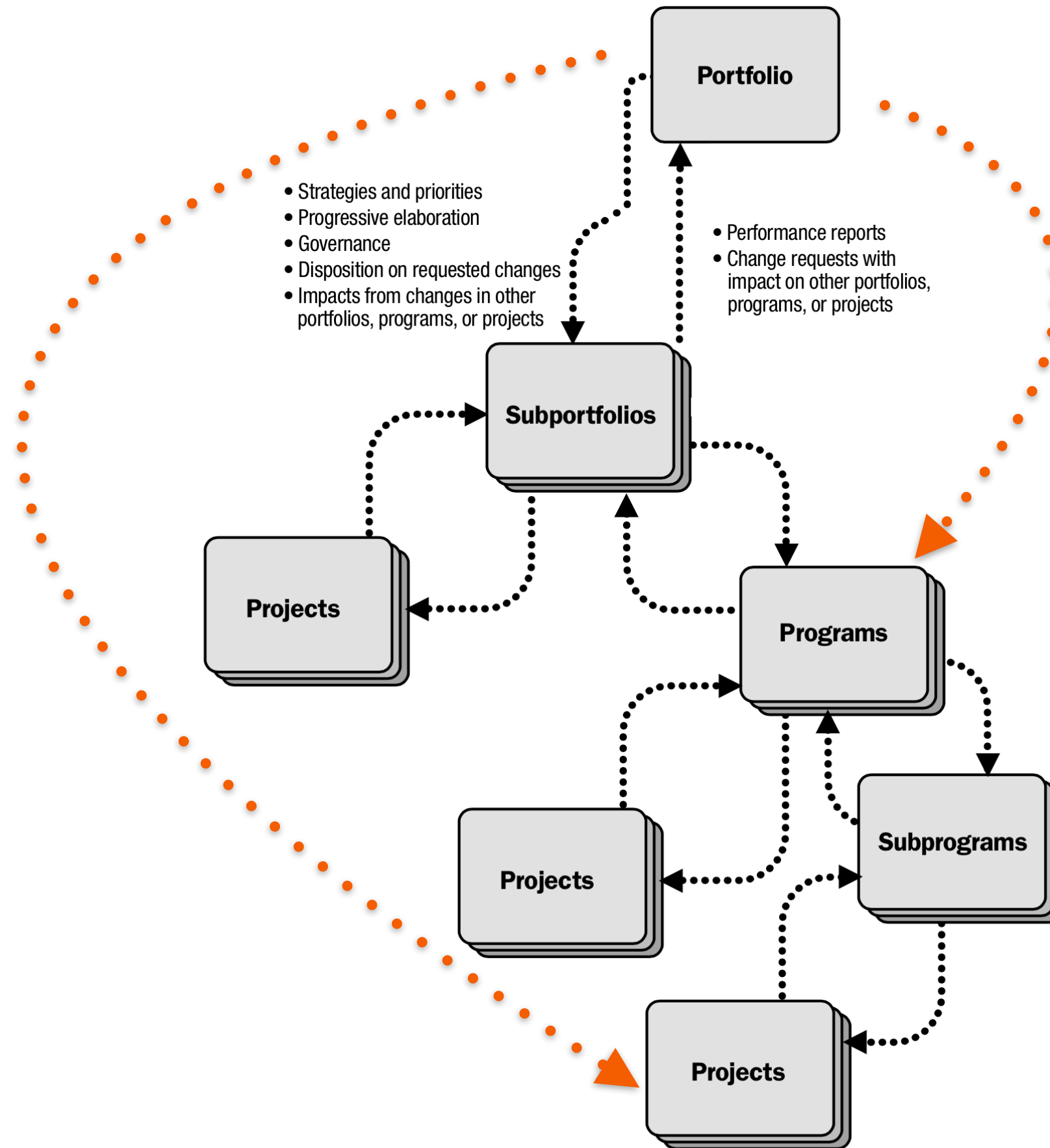
Portfolio: Selects programs and projects, prioritizes resources

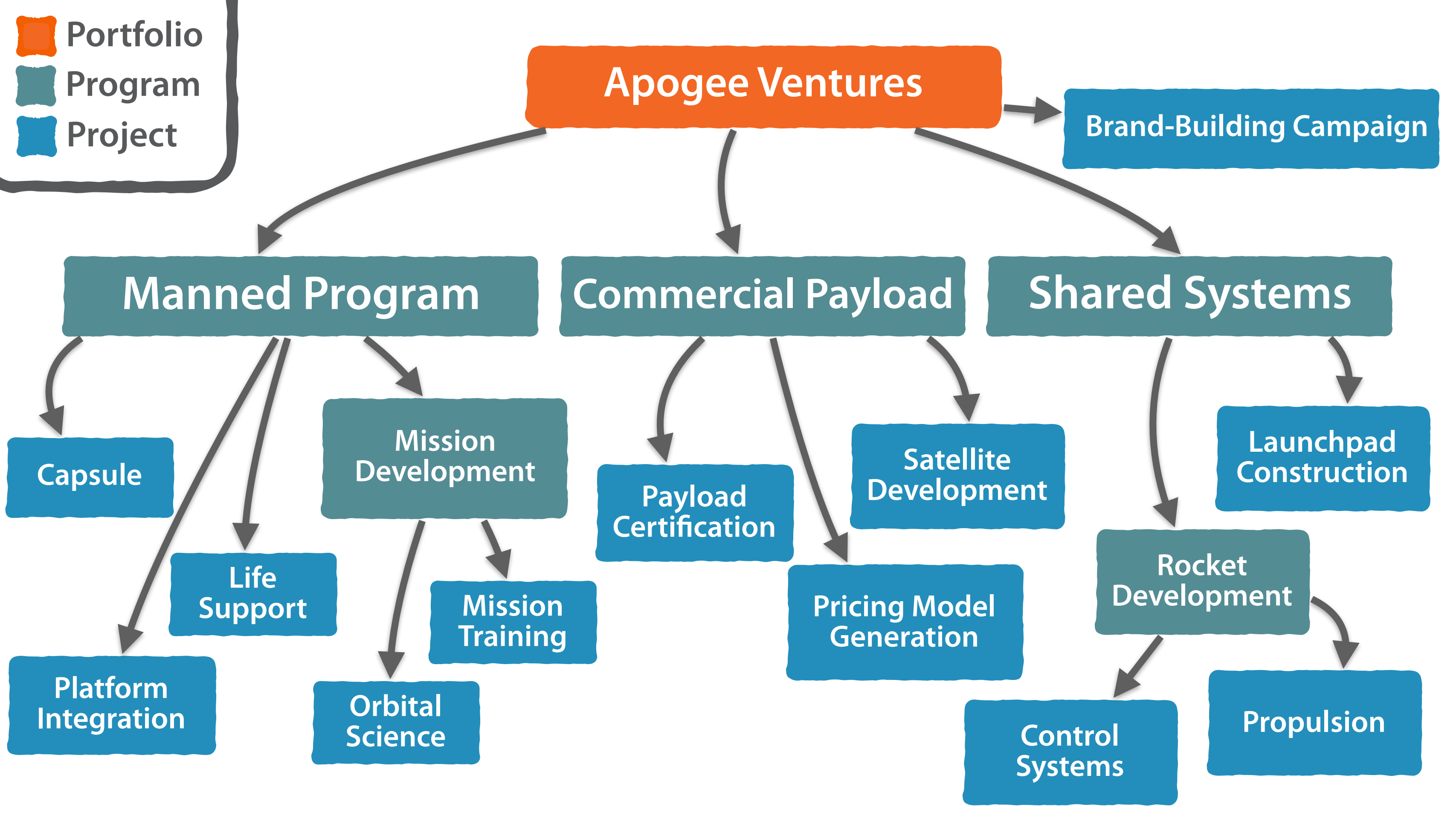
Program: Keeps projects humming, controls interdependencies

Project: Implements plans to achieve specific scope driven by program and portfolio-level goals









Organizational Project Management

Precise optimal structure will vary by organization

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

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Organizational Structure and Project Management

Project-Based Organizations

Break down hierarchies and bureaucracy inside organizations

Success measured by end results, not position or politics

May exist within organizations of varying structures

Ideal for project success

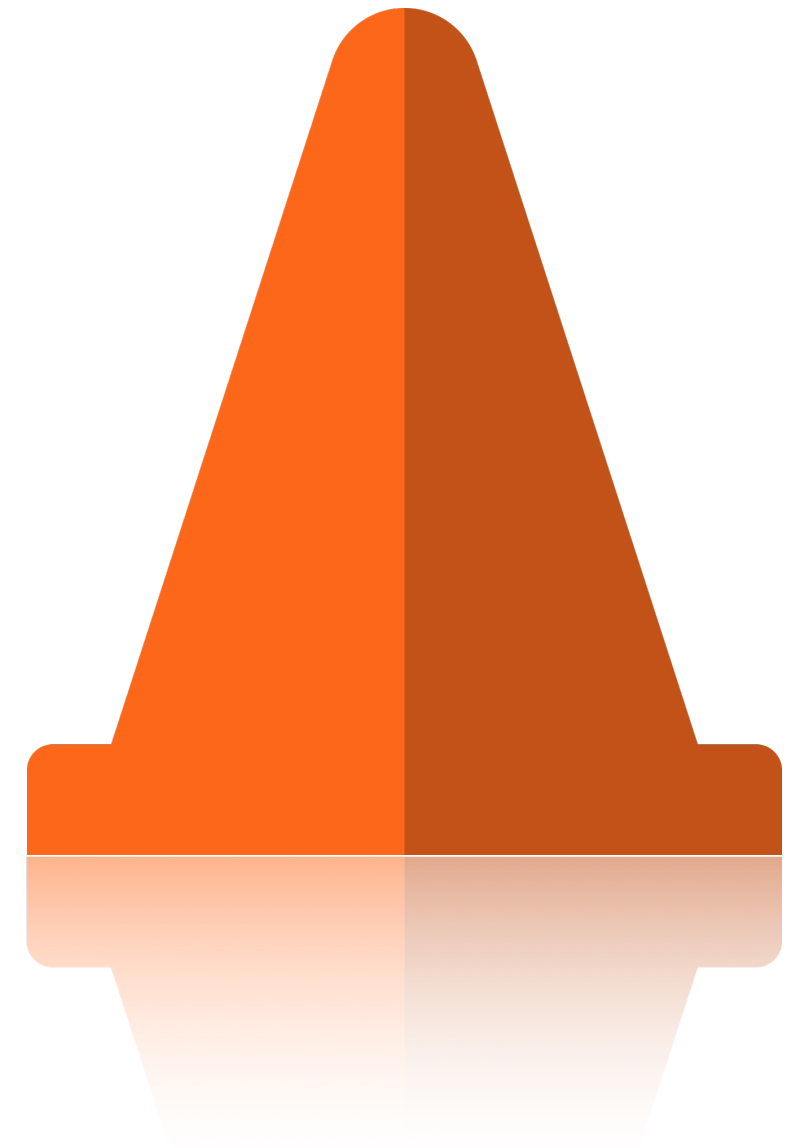
Organizational Governance and Project Management

Governance criteria may impact projects

Most likely when final deliverable will be subject to constraints

Critical project manager understands these constraints from early on

Often encountered in heavily regulated industries



Organizational Strategy and Project Management

Strategy should guide projects

Key stakeholders help avoid potential conflicts:

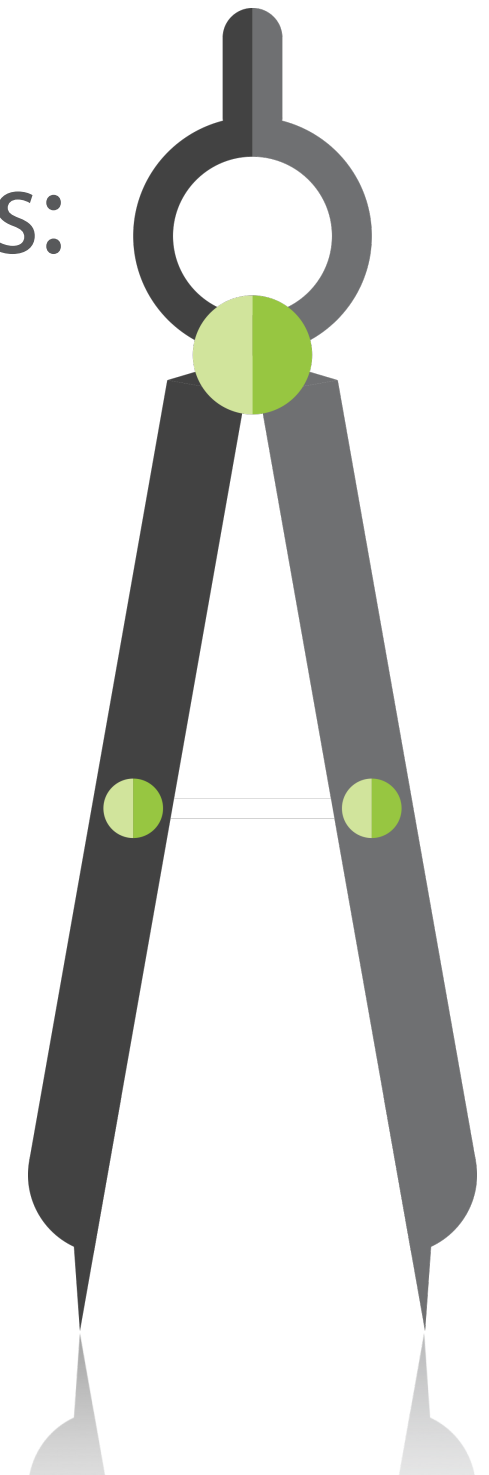
- Project Sponsor

- Project Management Office

- Program Manager

- Portfolio Manager

Project Manager ultimately responsible for identifying and addressing or escalating conflicts



Operations Management and Project Management

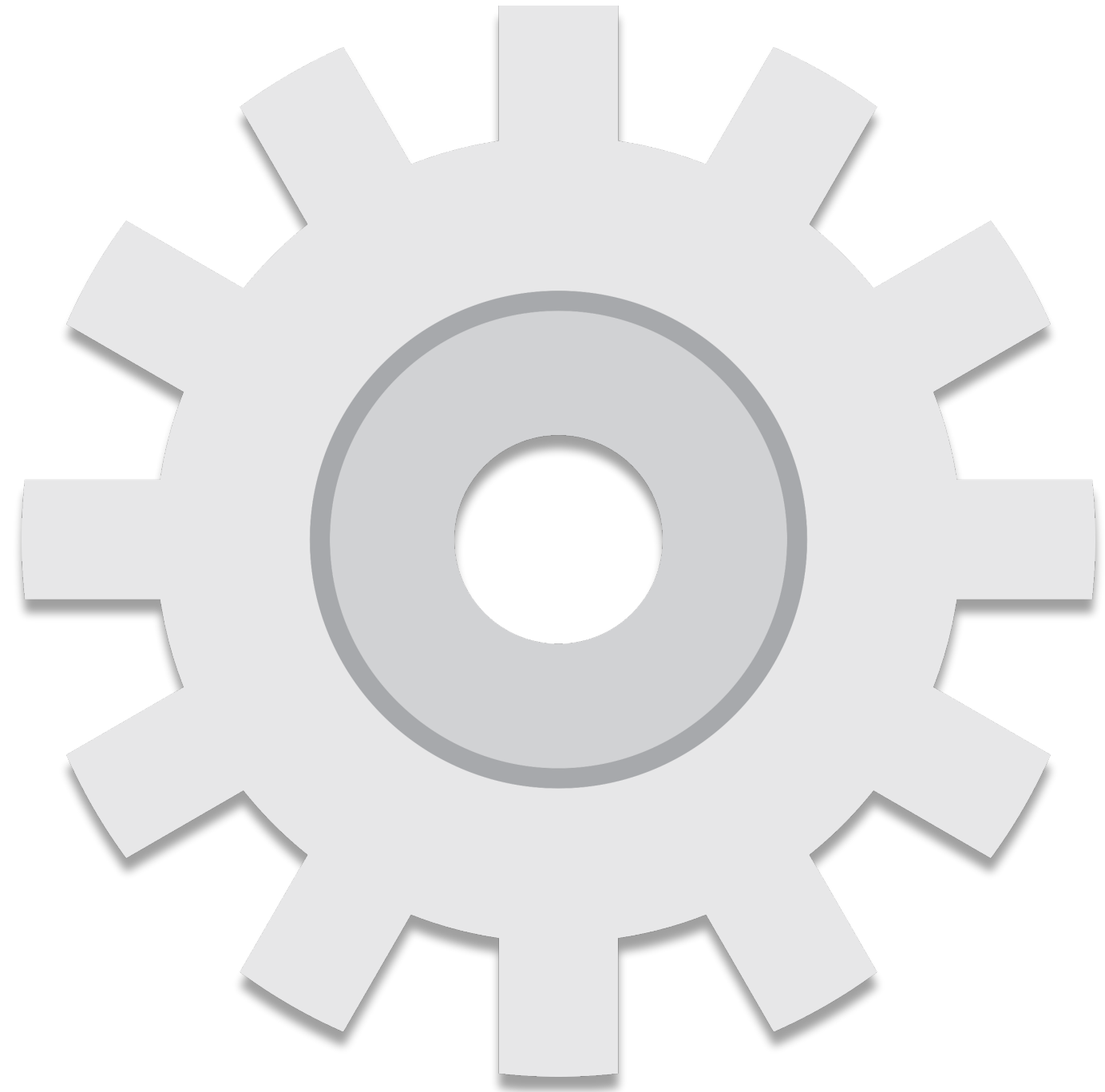
Operations Management:

Responsible for overseeing, directing, controlling business operations

Supports day-to-day business

Examples: Accounting • Manufacturing • Production

Ongoing operations are outside the scope of project management



Operations Management and Project Management

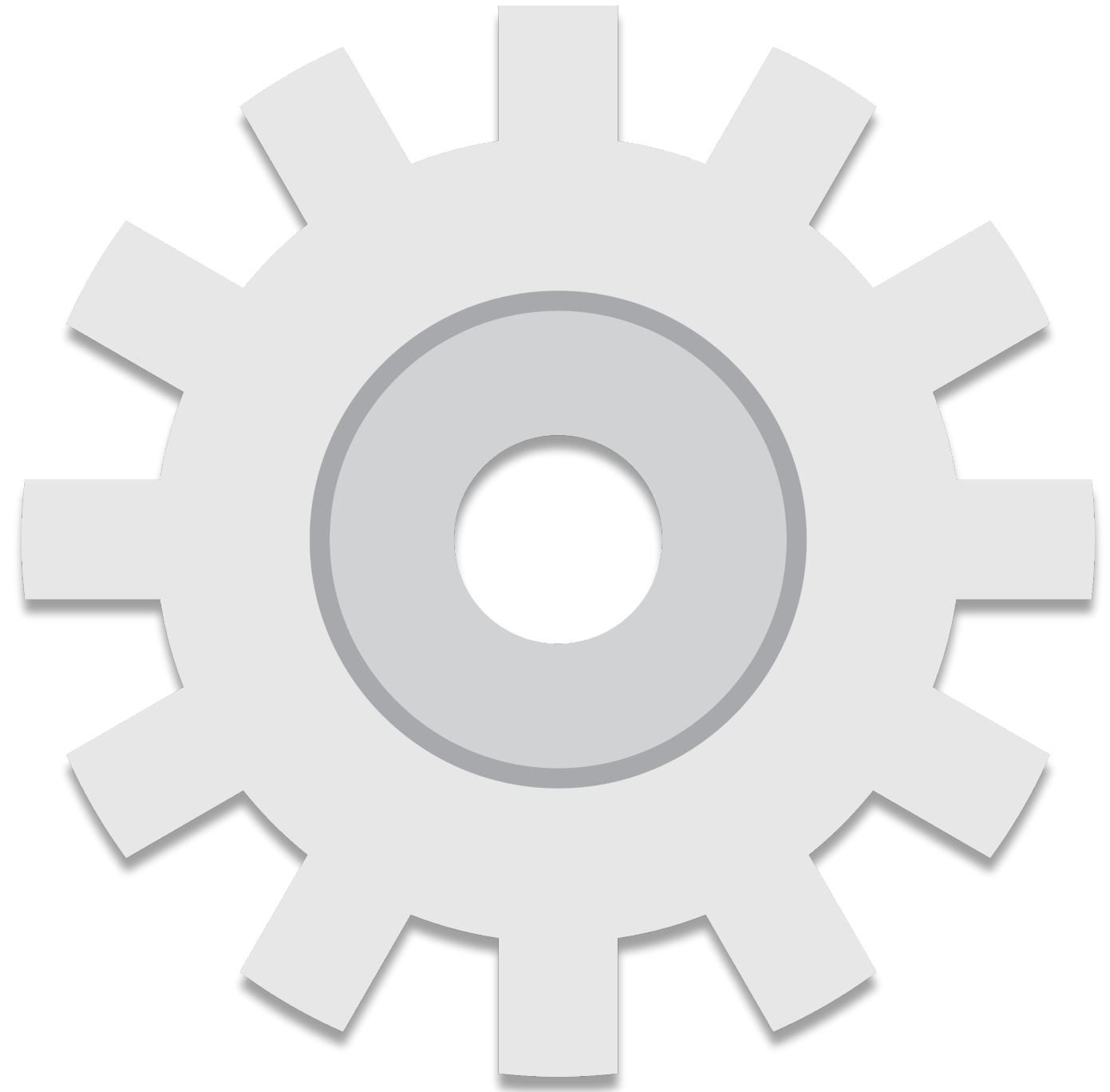
Intersection points:

Closeout phases

Developing new products

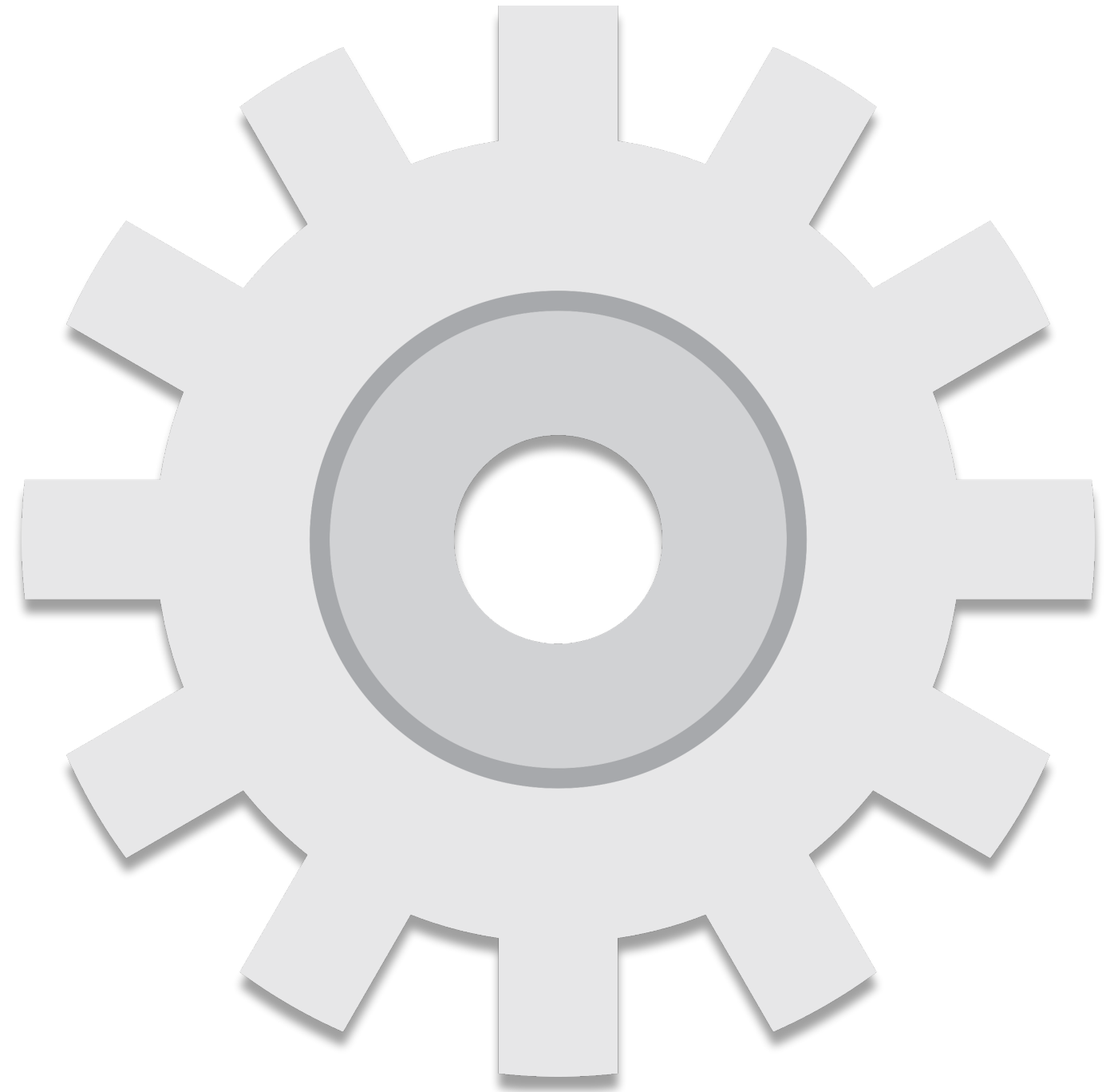
Upgrading or expanding services
or platforms

Improving operational processes



Operations Management and Project Management

Project results often handed off to operational teams



Operations Management and Project Management

Engage operational stakeholders

Identify operational needs

Close contact avoids issues
down the road



Operations Management and Project Management

Sample personnel:

Plant operators

Line supervisors

Support staff

Production staff

Salesforce

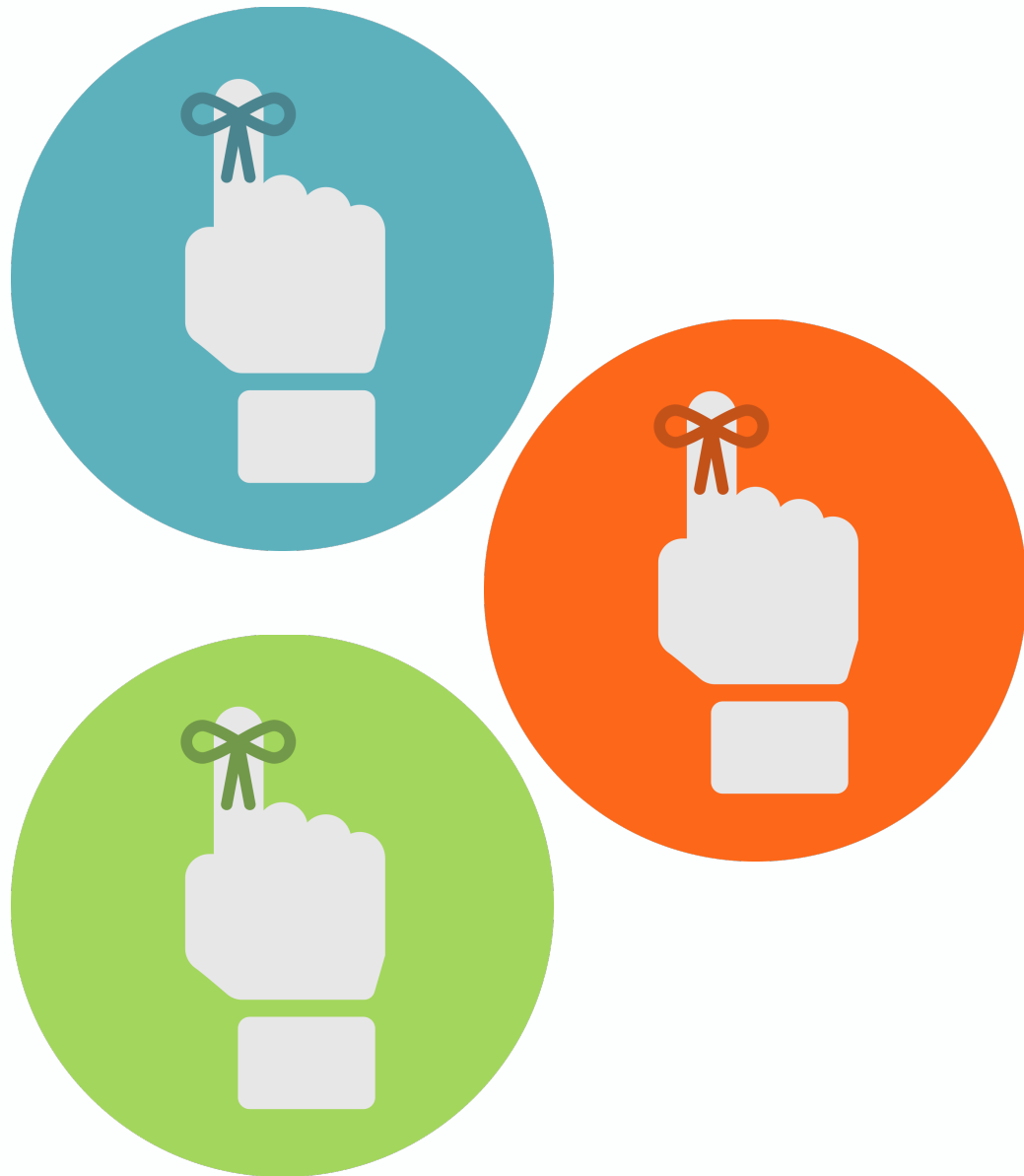
Trainers

Maintenance



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Module Review:



Project Management Offices

Varied structures, levels of control

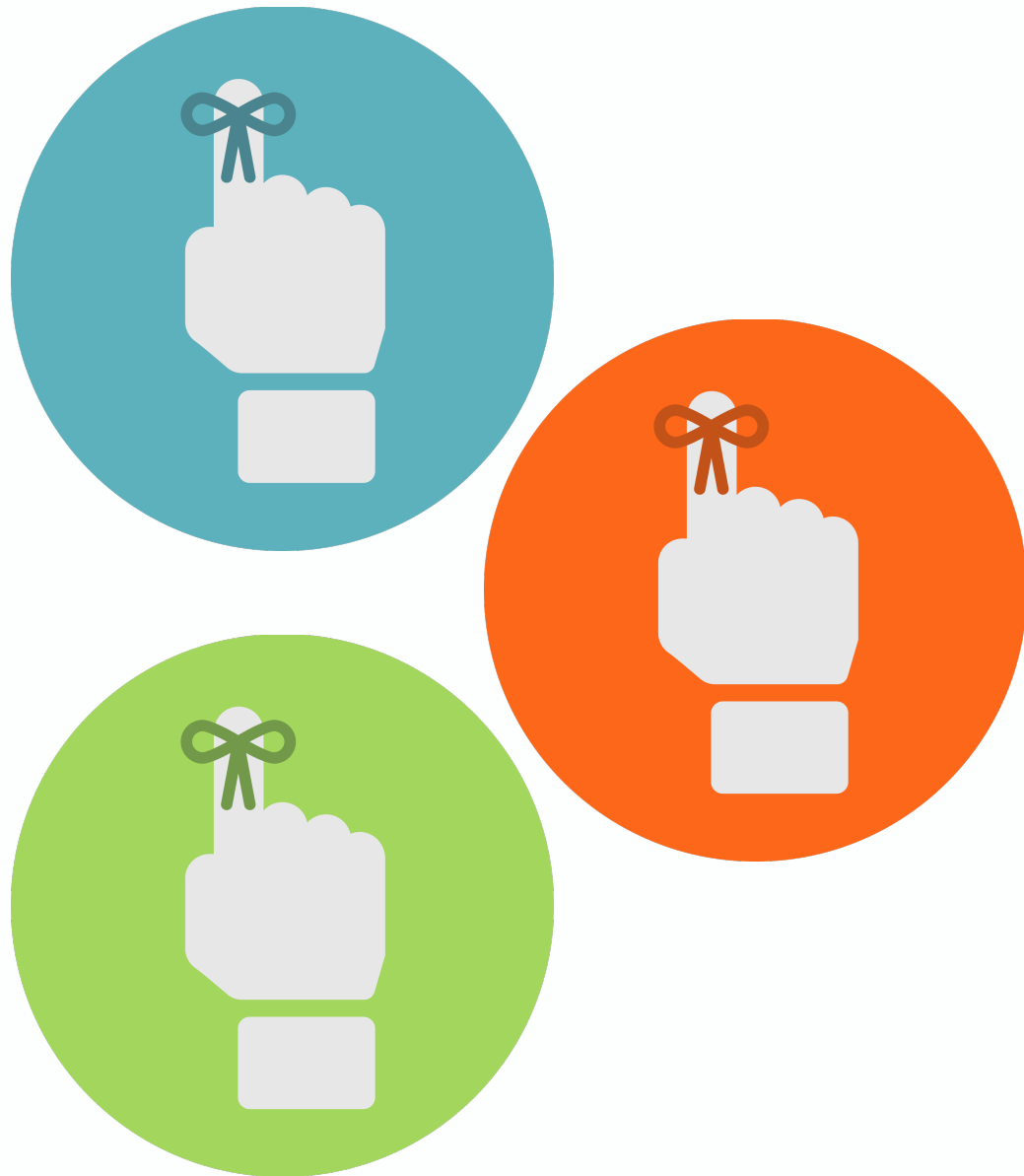
Many different types of projects may answer to same PMO

Often assign resources, including project managers

Coordinate project teams

Curate best practices

Module Review:



Projects, Programs & Portfolios

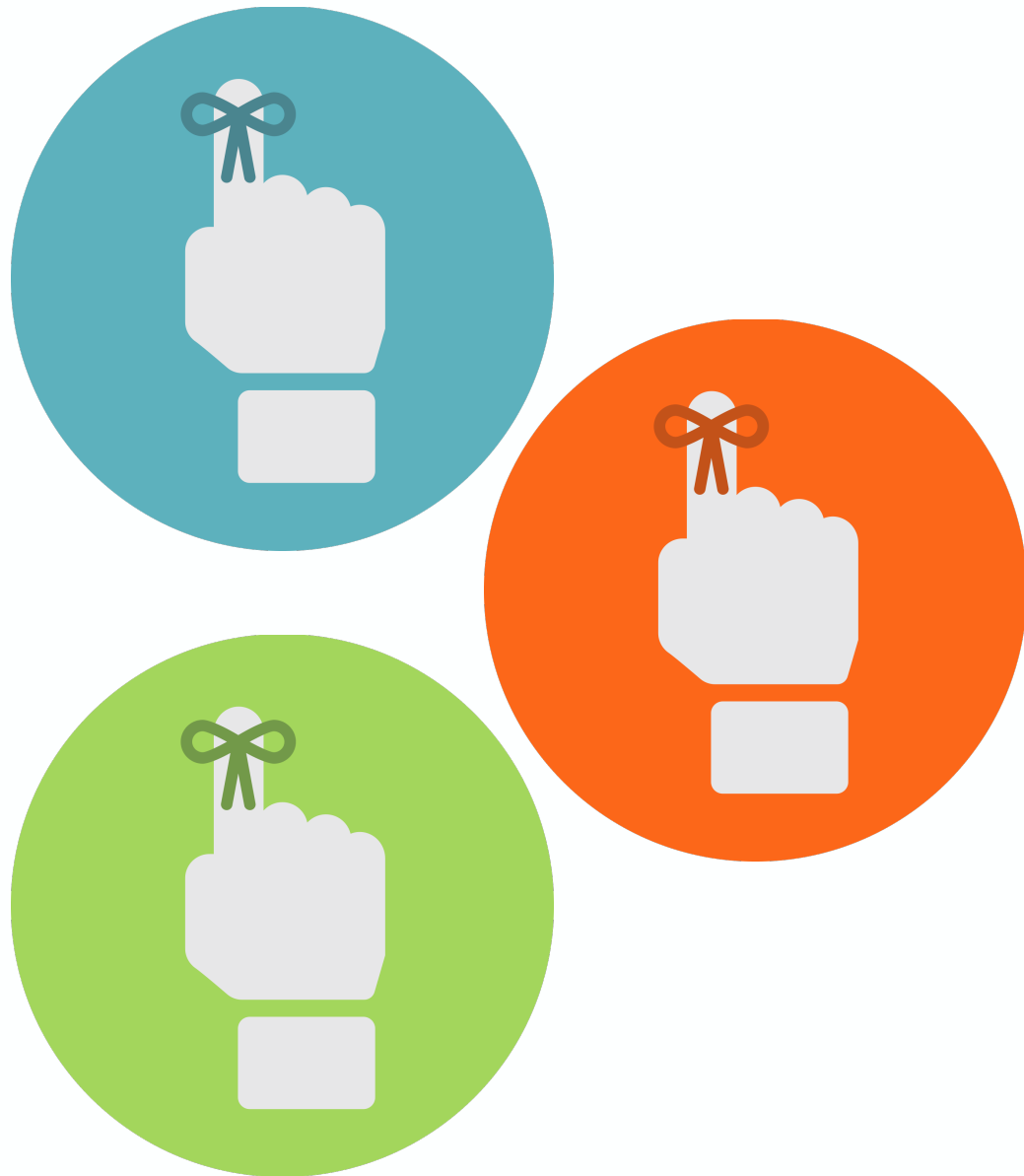
Manage varying scopes of work in varying ways

Projects implement organizational objectives

Programs optimize multiple projects

Portfolios select and prioritize programs/projects

Module Review:

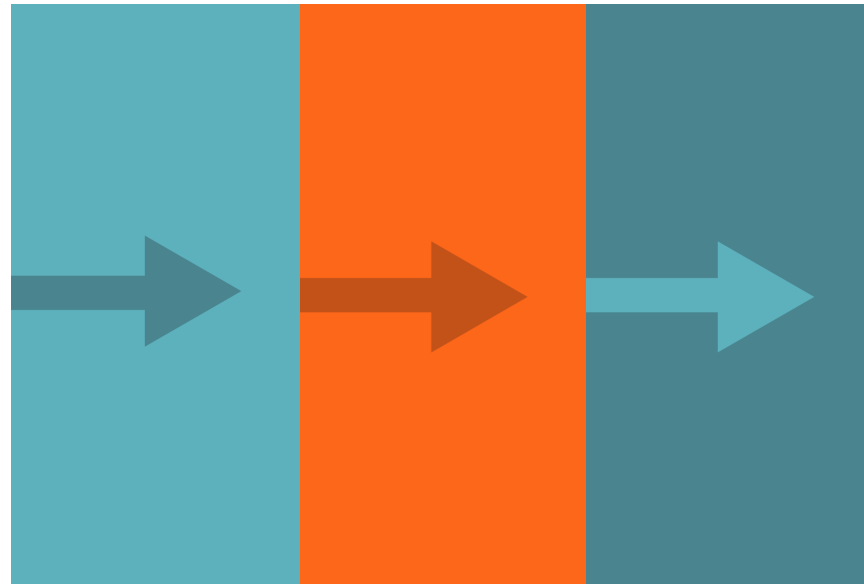


Organizational Structure

Governance and structure may impact projects

Key stakeholders help avoid conflicts

Operational concerns worthy of special consideration in most projects



The Role and Value of Project Managers