PROJECT MANAGEMENT

Program Objectives

Create an understanding of the basics of Project Management.

Explore specifics of project management to apply to your projects.

Share and create common language, tools, structures, and processes.

Provide insights into virtually leading projects.

What a Project is NOT

- Day-to-day work
- Routine activities
- Repetitive tasks
- Ongoing work
- Program
- Portfolio

Project Management Basics

Before developing a project, consider:

- What is the objective? **1**
- Who is the audience? **2**
- What is the desired outcome? **3**
- What are the key elements of the project? **4**
- What is the timeframe? **5**
- Is there a budget? **6**
- Who is the sponsor? **7**

Successful Project Management

Delivery of What's Expected:

- On time.
- Within budget.
- With quality.
- Develop productive relationships.

Characteristics of Project Management

Planning, organizing, directing and controlling of resources for an objective.

1

2

The art of creating the illusion that outcome is the result of a series of predetermined deliberate acts when, in fact, it was dumb luck.

3

The ability to deliver processes that create desirable results for the stakeholder.

Ready
Set
Present

The Role of Project Manager

Determine what similarities may exist between the current project and work that has been done in the past.

Has this type of project been done before in your organization?

By whom?

How?

Project Management Challenges

- Differing expectations
- Unclear roles
- Mixed communications
- Unskilled/poorly qualified team
- "Dueling stakeholders"

PMBOK Body of Knowledge

Includes generally recognized good practices in the field of Project Management:

Nine Project Management Knowledge Areas.

Integration – Project Coordination. 1

Scope – Project Boundaries. 2

Time – Estimates and Schedule. 3

Cost – Estimates and Budgets 4

PMBOK Body of Knowledge

<u>Quality</u> – Ensuring achievement of the project **5**

<u>Human Resources</u> – Identifying, developing and planning roles, responsibilities, relationships and skills **6**

<u>Communication</u> – Ensuring project information needs are met; the plan approach **7**

<u>Risk</u> – Planning, Identifying, and Managing **8**

<u>Procurement</u> – Acquiring or purchasing necessary products or services for the project team to use **9**

Ready Set Present

Four Generic Stages of a Project Life Cycle CDEF

3

Execution
Tasks are completed toward the end result. Measurements are in place and reviewed to ensure success. Changes and updates are made as necessary.

4

Finish
Includes completion of the project, hand-offs, lessons learned and plans for ongoing maintenance.

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Present

Project Life Cycle

(1 of 2)

Each Phase May Have:

Set of Processes. **1**

Deliverables and Expectations. **2**

Milestones. **3**

Set of Tasks. **4**

Tools and Resources. **5**

Some are unique, while others are common to the whole lifecycle.

Project Life Cycle

Each Phase May Have:

Plans and Documentation. 6

Risks. 7

Skills. 8

Quality Checks. 9

Approvals to proceed. 10

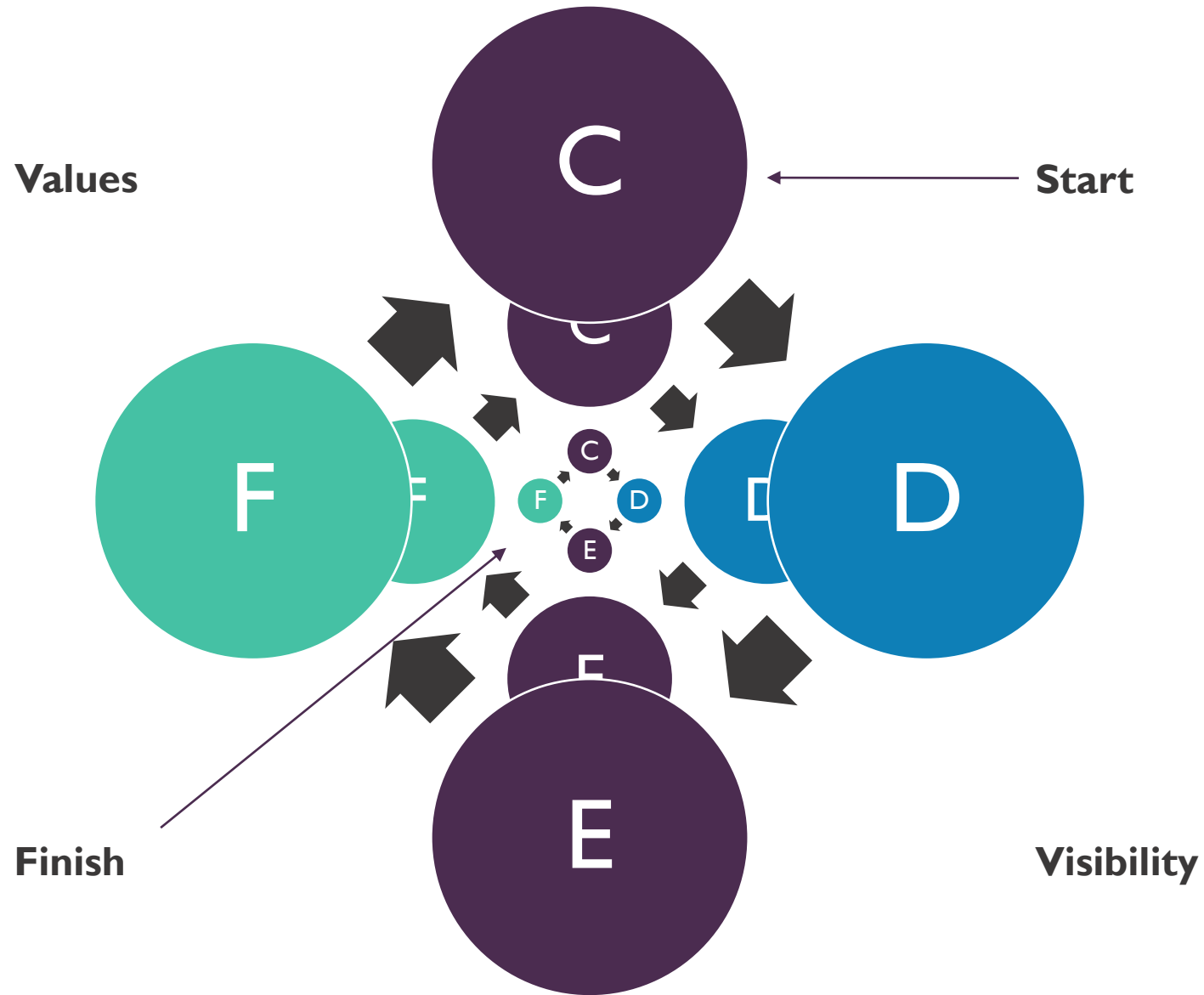Some are unique, while others are common to the whole lifecycle.

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Project Conception Processes

(1 of 2)

Create the initial project scope and charter.

1

2 Communicate with stakeholders/sponsor.

Develop the initial schedule, major milestones, size, and cost.

3

The Project Team

(1 of 3)

Identify members and clarify their commitment.

1

2

What are the roles of each, and what are the "rules of engagement?"

Meeting structure: When? Where? How frequently? What format?

3

The Project Team

4 Who will develop the communication plan, and how?

5 Record ideas for future use.

Ready
Set
Present

The Project Team

Record issues, and resolve them.

6

7

Virtual team considerations: Tips for working remotely

Ready
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Present

Project Schedule Terminology

ED = End date
The last day of the project

ES = Early Start
Earliest date task can begin

EF = Early Finish
Earliest date that a task can be done

Project Schedule Terminology

Gantt Chart:
List of tasks and a time scale – each task visually corresponds to duration.

PERT Chart/ Network Chart:
A visual representation that shows the predecessor and successor relationship between tasks

EVM = Earned Value Management
A way to manage actual cost and schedule to planned costs and schedule – does not measure quality.

Schedule Dependencies Types

Critical Tasks:
Tasks that must be done on schedule or they will directly delay project end date – all tasks on the critical path are critical. Critical tasks have zero float.

Non-Critical Tasks:
Tasks that have float between their start and finish dates.

Project Checklist

Communications & Relationships: Who? When? What format? Roles and responsibilities?

Team creation, leadership and norms.

Risk Plan: How often to update it.

Quality Plan: Planning and validation, at what milestones?