



PROJECT MANAGEMENT

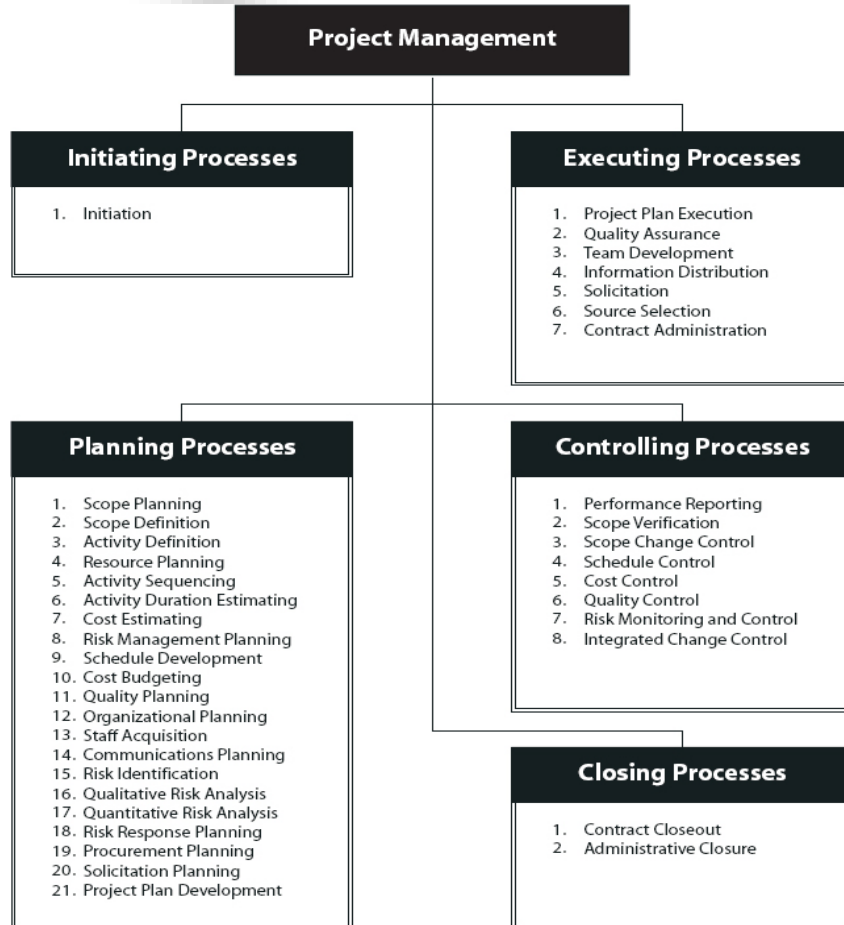
PROJECT MANAGEMENT COURSE

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INTRODUCTION

1. PROJECT MANAGEMENT FRAMEWORK
2. WHAT IS A PROJECT MANAGEMENT ?
3. WHAT IS A PROJECT ?
4. FACTORS THAT EFFECT PROJECT SELECTION
5. WHAT IS A PMO?
6. LIFE CYCLE OF PROJECT AND PROJECT MANAGEMENT PROCESS GROUP
7. TOOLS AND TECHNIQUES OF PROJECT MANAGEMENT
8. UNDERSTAND THE CRITERIA OF PROJECT SUCCESS
9. UNDERSTAND THE CONCEPT OF PROJECT MANAGEMENT MATURITY LEVEL
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PROJECT MANAGEMENT FRAME WORK

PROJECT MANAGEMENT COURSE



A Project is a temporary endeavor undertaken to create a unique, product, service, or result. Project should have a beginning and an end date.

Project management is the use of specific knowledge, skills, tools and techniques to deliver something of value to people...





ELEMENTS OF PROJECT.....

- **Complex**, one-time processes
- **Limited** by budget, schedule, and resources
- Developed to resolve a **clear goal** or set of goals
- **Customer-focused**



Meet business objectives

Satisfy stakeholder expectations

Be more predictable

Increase chances of success

Deliver the right products at the right time

Resolve problems and issues

Respond to risks in a timely manner

Optimize the use of organizational resources

Identify, recover, or terminate failing projects

Manage constraints (e.g., scope, quality, schedule, costs, resources)

Balance the influence of constraints on the project



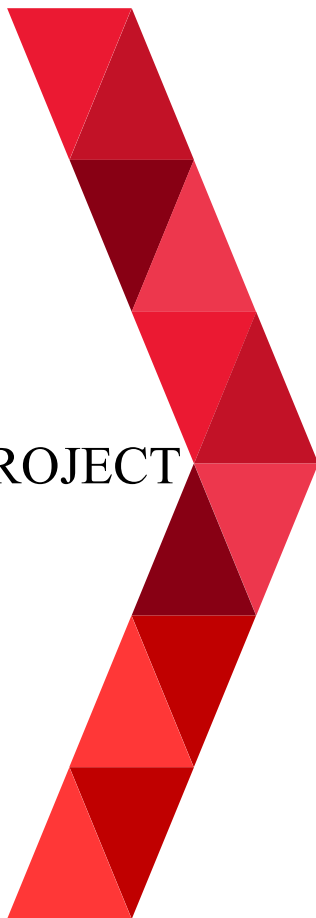
Consider a project authorized by a firm to create an intranet website that would display its employee related information.



The outcome of the project is the website, and the duration will depend on the complexity and size of the work involved. The project will come to an end when the website is posted on the server and is ready for use by appropriate users.



IMPORTANCE OF PROJECT



1

TO PROVIDE BUSINESS VALUE,
INCREASE REVENUES

2

TO DELIVER BENEFITS DEFINED IN THE
BUSINESS CASE...

3

TO BRING POSITIVE CHANGE TO THE
ORGANIZATION...

4

TO IMPROVE PRODUCT OR SERVICES



Value is the net quantifiable benefit derived from a business endeavor. The benefit may be tangible, intangible, or both

Examples of tangible elements include

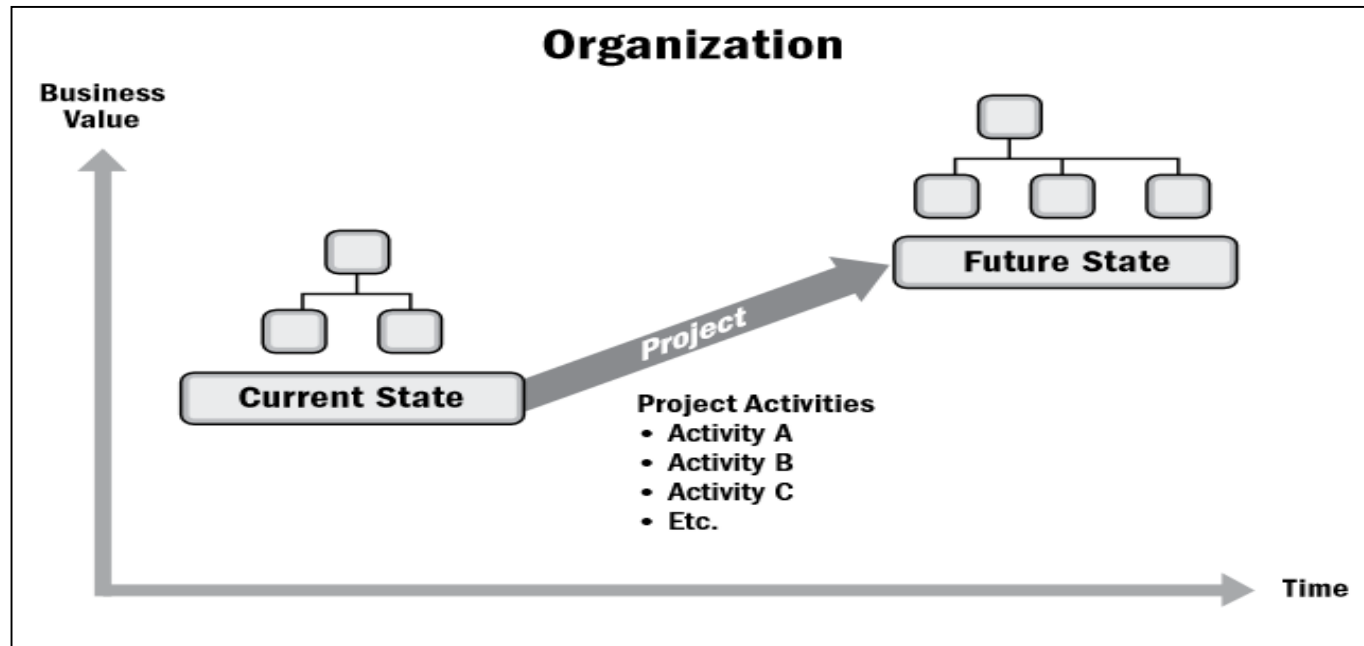
Monetary assets
Stakeholder equity
Utility
Fixtures(Equipment, furniture)
Tools
Market share

Examples of intangible elements include

Goodwill
Brand recognition
Public benefit
Trademarks
Self development
Reputation



Projects drive change in organizations. From a business perspective, a project is aimed at moving an organization from one state to another state in order to achieve a specific objective



Operational work is ongoing work to support the business and systems of the organization, and project works ends when the project is closed.

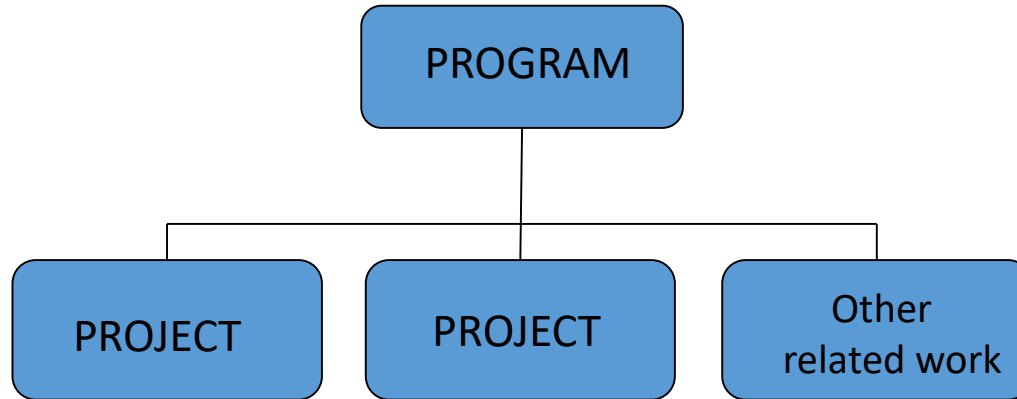
Example: When you build for example a plant, the project will end when the plant is constructed and handed over.

Once the new plant is set up, the operations to be carried out in the new branch include daily production, routine maintenance of the plant, wages and salary credits to employees, purchase of raw materials, grievance handling, logistics, and supply of finished products to the market



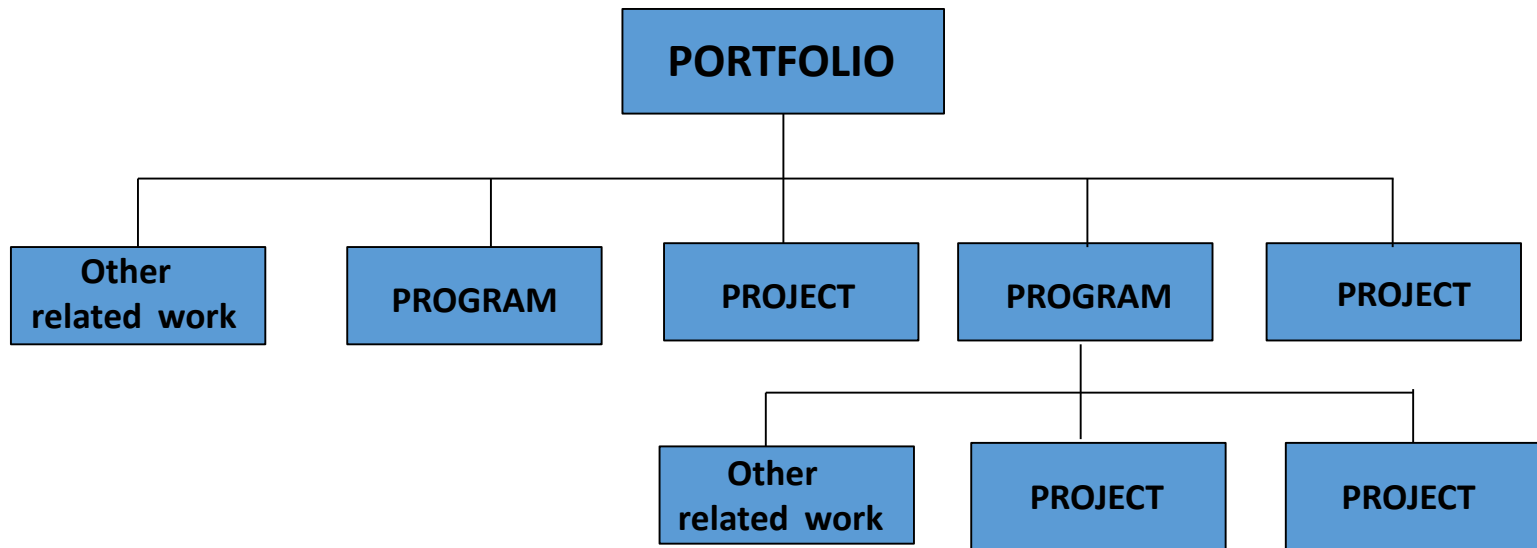


- A program is a group of related projects managed in a coordinated way to obtain benefits that cannot be achieved from managing them individually
- A program manager provides leadership and direction for the project managers heading the projects within the program.



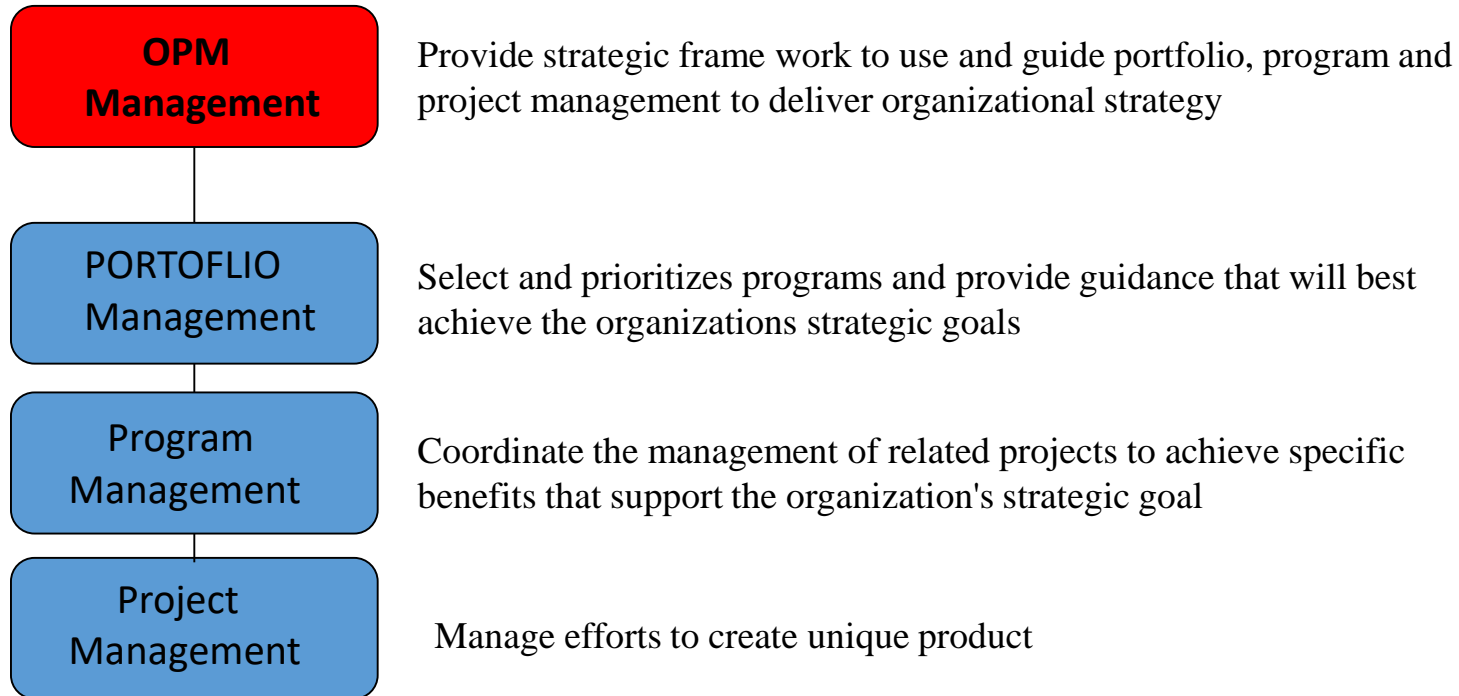


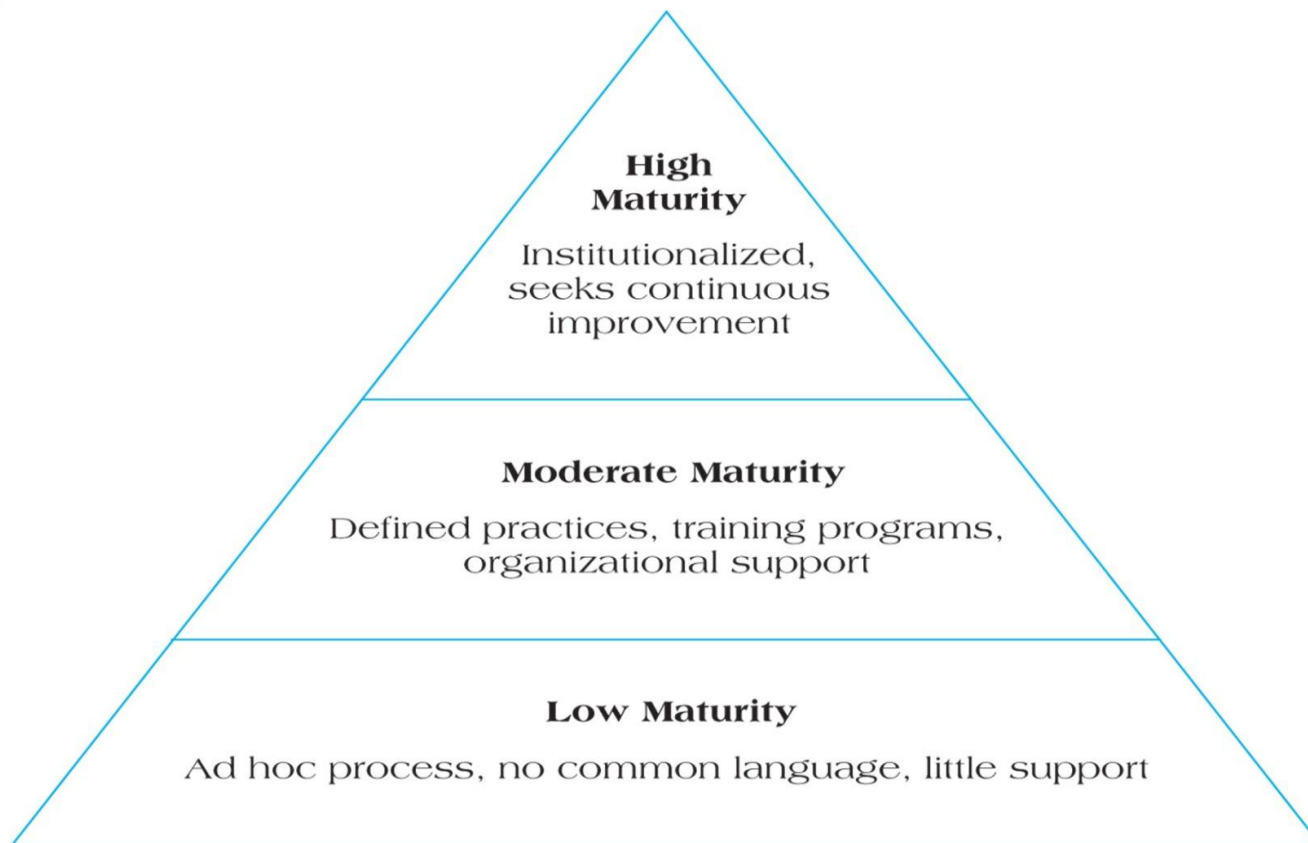
A portfolio includes a group of programs, individuals projects, and other related operational work that are prioritized and implemented to achieve a specific strategy business goals.





OPM provides directions for how portfolios, programs, projects and other organizational work should be prioritize, managed, executed and measured to best achieve the strategic goals. It provides a strategic frame work to use and guide portfolio, program, and project management to deliver organizational strategy.







The project management office (PMO) is a team or department that sets and maintains standards for project management throughout an organization.



Supportive

Provides the policies, methodologies, templates, and lesson learned for managing projects within the organizations. Low level of control over the project

Controlling

Provides support and guidance in the organization on how to manage projects, train others in project management and PM software, Moderate Level of Control over the project

Directive

Provide project managers for different projects and responsible for the results of those project managers. He has a high level of control over projects



EXERCISES

#	DESCRIPTION	TYPE OF PMO
1	Manage all the projects throughout the organization	
2	Provide support and guidance, requires all projects within the organization to use designed project management software and templates, but doesn't otherwise exert control over the project	
3	Coordinate all projects within the organization	
4	Recommend common technology, template, and reporting and other procedures to be used on projects throughout the organization	
5	Appoint project managers	
6	Has the highest level of control over projects	



ANSWER

#	DESCRIPTION	TYPE OF PMO
1	Manage all the projects throughout the organization	Directive
2	Provide support and guidance, requires all projects within the organization to use designed project management software and templates, but doesn't otherwise exert control over the project	Controlling
3	Coordinate all projects within the organization	Controlling or directive
4	Recommend common technology, template, and reporting and other procedures to be used on projects throughout the organization	Supportive
5	Appoint project managers	Directive
6	Has the highest level of control over projects	Directive



SCOPE



TIME



COST



Customer satisfaction



QUALITY



RISK



RESOURCES



Stakeholders are any people or organizations whose interests may be positively or negatively impacted by the project. They can be actively involved in the project work or take on more of an advisory role. Stakeholders may be also external to the organization, such consultant, government regulator, end user etc....People who can exert positive or negative impact influence over the project.

Example of stakeholders:

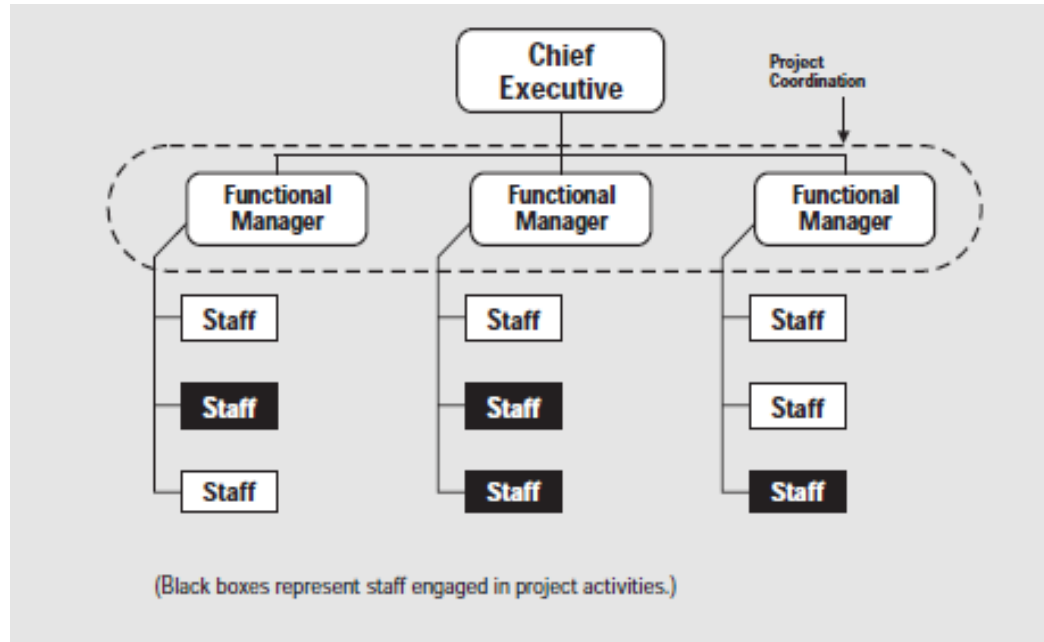
- 1- Project manager
- 2- customers
- 3- Sponsor
- 4- Project team
- 5- Program Manager
- 6- Portfolio manager
- 7- Consultant
- 8- Etc..





FUNCTIONAL: Such organizations are grouped by areas of specialization within different functional areas(e.g., project department, accounting, marketing and manufacturing). Projects generally occur within a single department. If information or project work is needed from another department, employees transmit the request to the head of the department, who communicate the request with the head of other department

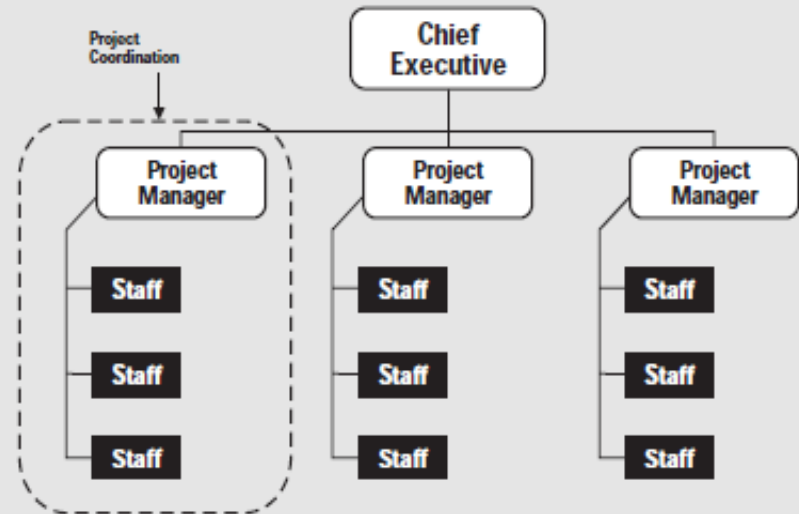
- The project manager has little or no authority
- No career path in project management
- Team members report to only one supervisor





PROJECT ORIENTED: Entire company is organized by projects, and the project manager has control of the project. Personnel are assigned and report to the project manager. It is known by **NO HOME**, when the project is completed the project team members do not have a department to back to. They need to be assigned to another project or get a job in different employer.

- No “home” for team members when project is completed
- May result in less efficient use of resources
- Team loyalty to the project
- More effective communications than functional
- Project manager has more power to make decisions



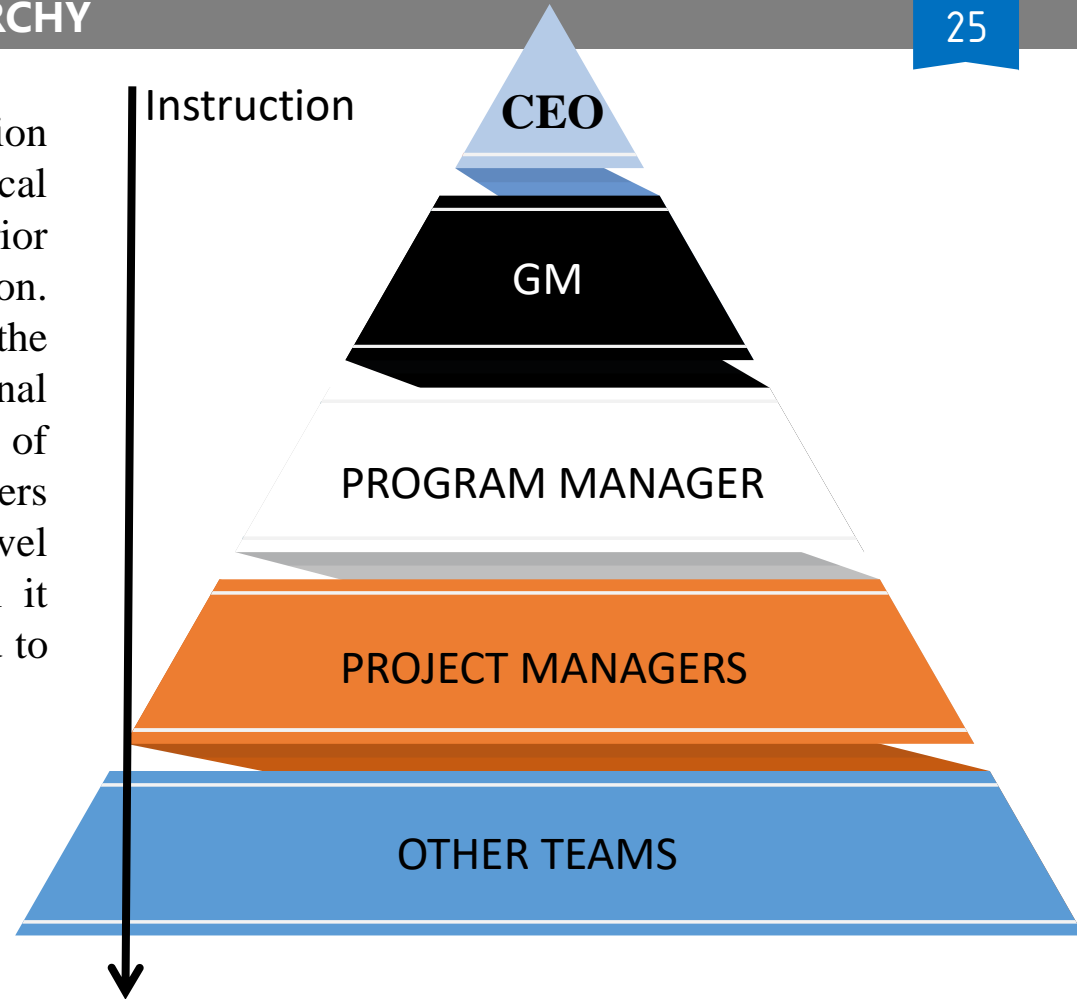
(Black boxes represent staff engaged in project activities.)



- ❑ **Matrix:** it is a mix of functional and Projectize, It is know by TWO BOSSES, team members have to report to two bosses: the project manager and the functional manager.
- Weak Matrix: Power rest with functional manager (PM is a coordinator or expeditor)
 - **If PM is a coordinator** : he has some power
 - If PM is an expeditor: He has no power and he cannot take decisions.
- Strong Matrix: Power rest with the project manager
- Balanced Matrix: Power is shared between both functional manager and Project manager



Hierarchy is a way to structure an organization using different levels of authority and a vertical link, or chain of command, between superior and subordinate levels of the organization. Higher levels control lower levels of the hierarchy. You can think of an organizational hierarchy as a pyramid. The highest level of authority is at the top of the pyramid, and orders flow from this top level down to the next level where it continues to move on down until it reaches the level where the order is supposed to be carried out.





Project governance includes the framework within which project work is performed across the organization. It may involve the creation or enforcement of processes and policies regarding areas such as risk, resources, communications, and change management. Project governance can be established and administered by a project management office (PMO)