Project Management

***Important Task and Responsibilities***

* **Planning and organizing**
* **Managing task**
* **Budgeting**
* **Controlling cost**

***Responsibilities***

* ***Planning organizing and managing task***

1. Making use of productivity tools and creating process
2. Create plans, timelines, schedules and other forms of documentation to track project completion

* ***Budgeting & controlling cost and other factors***

1. Monitor and manage budget
2. Track issues and risk
3. Manage quality
4. Remove unforeseen barriers

***Project life cycle***

1. Initiate the project
2. Make a plan
3. Execute and complete the task
4. Close the project

Project – one single focused endeavor

Program - a collection of projects

Portfolio – a collection of projects and programs across the whole organization.

**Initiating the project**

**Project Charter**

**Main steps**

1. Initiating the project
2. Identifying project scope goals and deliverables
3. Measure the success of a project
4. Identifying stakeholders
5. Scoping project tools and resources

**Benefits and cost -:** about the cost and benefits of the project

**Scope -:** this is the process to define the work that needs to happen to complete the project

**Inscope:-** Activities that fall within the boundaries of the **scope** statement are considered “**in** **scope**”

**Outscope:-** If an activity falls outside the boundaries, it is considered “**out** of **scope**” and is not planned for.

**Deliverables-:** products and services that you will create for customers

**Goals of The Project -:** the goals that the project has to complete

**PROJECT SUMMARY -:** Summary of the project.

**Project Planning**

**Launching the planning phase**

1. Schedule

* The project timeline, which includes the start date and end date, and dates for events in between.

1. Budget

* The budget accounts for the total cost to complete the project.

1. Risk management

* Searching for possible problems related to the project and planning ahead to mitigate these risks.

**Project Kick-off – meeting**

The first meeting is in which a project team comes together to ground everyone in a shared vision and gain a shared understanding of the projects goals and scopes to understand each person’s individual roles within the team.

**Kick-off meeting agenda**

**Introduction** – Team member’s names, project roles, fun facts.

**Background** – how the project came to be? why does the project matter? Set a shared vision.

**Goals & Scope** – in-scope, out-scope, target launch date, milestones.

**Roles** – what work everyone is responsible for throughout the duration of the project

**Collaboration** – shared project tools, documents, and communication exceptions.

**What comes next** – set expectations and action items.

**Questions** – gain clarity on meeting topics, ensure the project benefits from a diversity of thoughts experiences, and ideas

**Tips** -ask a teammate to take notes on key points and action items. And after the meeting send a follow-up email that summarizes the key points and outcomes from the meeting and any action items to the attendees.

**Project Planning**

**Work Breakdown structure**

A tool that sorts the milestones and tasks of a project in a hierarchy, in the order they need to be completed

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Phase | Milestones | ID | Task | Owner | Duration |
| One | Secure design approval | 1.1 | Task to be completed…….. | Person 1 | 2 days |
|  |  | 1.2 | Task to be completed…….. | Person 2 | 2 days |
|  |  | 1.3 | Task to be completed…….. | Person 3 | 2 days |
| Two | Develop website | 2.1 | Task to be completed…….. | Person 4 | 2 days |
|  |  | 2.2 | Task to be completed…….. | Person 5 | 2 days |
|  |  | 2.3 | Task to be completed…….. | Person 6 | 2 days |
| Three | Implement user feedback | 3.1 | Task to be completed…….. | Person 7 | 2 days |
|  |  | 3.2 | Task to be completed…….. | Person 8 | 2 days |
|  |  | 3.3 | Task to be completed…….. | Person 9 | 2 days |

**Task**- *have workload balance and ensure the teammates are clear on the assigned tasks.*

**Use- Assana Project management Tool**

**Project Planning**

**Making realistic time estimations**

Time estimation – a prediction of the total amount of time required to complete a task.

Effort estimation – a prediction of the amount and difficulty of the active work required to complete a task

Example

Painting a wall takes time – effort estimation

Paint to dry takes time – time estimation

Buffer – extra time added to the end of a task or project to account for an unexpected slowdown or delays in work progress

**Capacity planning and the critical path**

**Capacity**- the amount of work that the people or resources assigned to the project can reasonably complete in a set period of time

**Capacity planning** – Refers to the act of allocating people and resources to project tasks and determining whether or not you have the necessary resources required to complete the work on time.

**Critical path** – the list of project milestones you must reach in order to meet the project goal on schedule, as well as the mandatory tasks that contribute to the completion of each milestone.

Points

* Identify which task can happen in parallel
* Which task can happen sequentially
* Determine which tasks have a fixed start date
* Determine which tasks have an early start date

**Gantt Chart – Project Schedule**

Gantt charts are a high visual representation of project tasks with a clear breakdown of who’s responsible for the work and when these tasks are due

Link to download Gantt chart –

**Project Planning**

**Project Budget**

The estimated monetary resources needed to achieve the project goals

**Creating a project budget**

* Use Historical Data
* Reference Lessons Learned
* Leverage Your Experts
* Confirm Accuracy
* Baseline and Re-Baseline the Budget
* Update in Real Time
* Get on Track
* Bottom-up
* Surprises expenses

More on budget

* Break the project into a task
* Estimate the cost of each item
* Add estimates together
* Add contingency and tax
* Seek approval from key holders

Monitoring the budget – is crucial for a project manager to enforce accountability in terms of spending

Fixed contracts – paid for when certain milestones are reached

Time & Material contracts – paid monthly based on the hours worked and other fees associated with the work like meals and travel.

**Cost control**

Practice where a project manager identifies factors that might impact their budget and then create effective action to minimize them

Establish a sign-off plan & inform the appropriate stakeholders of any changes that occur.

Manage changes as they are made.

Accept that budget misses will happen.

Adequately account for adapting and managing your budget with risk in mind

**Project Planning**

**Procurement**

Procurement means obtaining all of the materials services and supplies required to complete the project

**Vendor -** individuals or businesses also who provide essential goods and services.

**Procurement has five steps**

* Initiating
* Selecting
* Contract writing
* Control
* Completing

**Agile procurement management**

* Collaborative with both the project team and the end supplier
* Emphasis on the relationship between these parties
* The project team plays a large role in identifying what needs to be procured

**Non – disclosure agreement (NDA)**

* A document that keeps confidential information within the organization

**Request for proposal (RFP)**

* A document that outlines the details of the project

**Statement of work(sow)**

* A document that clearly lays out the products and services a vendor or contractor will provide for the organization.

**Project Planning**

**RISK MANAGEMENT**

The process of identifying and evaluating potential risks and issues that could occur.

What could go wrong?

who you’ll need to consult?

How the risk could be mitigated?

Note- when issues arise it’s important to keep calm, figure out the root cause of the problem, and come up with a solution.

**Get all the Details right**

**Cause - &- effect diagram-**  a diagram that shows the possible cause of an event or risk.

**Scope creep** – changes, growth, factors, and uncontrolled factors that affect a project’s scope at any point after the project begins

**Risk register** – a table or chart that contains a list of risk

**Risk assessment** – the stage of risk management where qualities of risk are established or measured

**Impact** – the damage a risk could cause if it occurs impact is determined on a scale of high medium and low.

**Probability** – the likelihood of risk will occur

**Inherent risk** - the medium of a risk calculates by its probability and impact (high, medium, low)

**Project Planning**

**Common types of risk**

**Time risk** – the possibility that the project task will take longer than anticipated to complete

**Budget risk** – the possibility that the cost of the project will increase due to poor planning or expanding the project scope

**Scope risk** – the possibility that a project won’t produce the results outlined in the project goals

**External risk** – the risk resulting from factors outside the company that you have little to no control over

**Single point of failure** – a risk that has the potential to be a catastrophe and halt work across the project

**Dependency risk** – a relationship between two projects where the start or completion of one depends on the start or completion of the other.

**Internal dependency** – refers to dependencies within the project that your team has control over

**The external dependency** that you have no control over.

**LINK TO DOWNLOAD Risk management Template – “”**

**Project Planning**

**Risk mitigation planning and strategies**

* Common ways to deal with risk
* Avoid the risk
* accept the risk
* reduce or control the risk
* transfer the risk

**Risk management plan**

* living document that contains information regarding high-level risk and the mitigation plan for the risk.
* the risk management plan should be updated regularly to add newly identified risks remove the risk that is no longer relevant and includes any changes in the mitigation plan.

**Documents**

* Documenting and organizing a plan provides visibility and accountability
* Having up-to-date plans will help ensure there’s no room for miscommunication
* Store project documentation in a centralized place that is clearly labeled
* Knowledge management – a way of ensuring that the project data can be accessed in the future by others who need it for informing decisions or planning similar projects
* Organized – create folder -> create sub-folders

**Project Execution: running the project**

**Tracking –** a method of following the progress of project activities

**Deviation-** is anything that alters your original course of action deviations from the project plan can be positive or negative

Tracking keeps all team members and stakeholders in touch with deadlines and goals ‘tracking is also critical for recognizing risks and issues that can delay your project.

**Common track items**

* project schedule
* Status of action items key tasks and activities
* Progress towards milestones
* Costs
* Key decisions change dependencies and the risks of the project

**Different Tracking Methods**

**Gantt chart**-

**Link to download gantt chart**- “”

* useful for staying on schedule,
* useful for projects with many dependencies on tasks and activities or milestones
* Use full for larger project items

**Roadmap Chart –**

**Link to download roadmap chart –“”**

* useful for high-level tracking of large milestones
* Useful for illustrating how the project should evolve over time.

**Burn down chart**

**link to download burndown chart – “”**

* Useful for projects where finishing on time is the top priority.

**Project Execution: running the project**

**Key quality management concept**

Quality – when you full fill outlined requirements for deliverables and meet or exceed the needs or expectations of your customers

**Quality management 4 key points**

* quality standards
* quality planning
* quality assurance
* Quality control

**Quality standards** –

* provides requirements specifications or guidelines that can be used to ensure that products processes or services are fit for achieving the desired outcome
* Reliability standards, usability standards, Product standards.

**Quality planning** – the actions of the project manager or the team to establish a process for identifying and determining exactly which standards of quality are relevant to the project as a whole.

* What outcome do my customers want?
* What does quality look like for them
* How can I meet their expectations
* How will I determine if the quality measure will lead to project success?

***Quality assurance (QA)*** – evaluating if your project is moving towards delivering a high-quality service or product

**Project Execution: running the project**

**Quality control –** involves monitoring project results and delivering to determine if they are meeting desired results or not.

**Building a good relationships with customers**

* Negotiations
* Empathetic listening
* Trust building
* Feedback

**How to measure customer satisfaction**

**Feedback surveys –** a survey in which users provide feedback on features of your product that they like or dislike

**User acceptance test (UAT) –** a test that helps a business make sure a product or solution works for its user

**Process improvement** – the practice of identifying analyzing and improving the existing process to enhance the performance of your team and develop best practices or optimize consumer experiences.

**PDCA –** a four-step process that focuses on identifying a problem fixing that issue assessing whether the fix was successful in fine-tuning the final task

* **First plan** – here you will identify the issue and root cause and brainstorm a solution to the problem.
* **Second,** do or fix the problem
* **The third** check compares your results to the goal to find out if the problem is fixed
* **Forth** act or fine-tune the fix to ensure continuous improvement.

**Project Execution: running the project**

**Retrospective**

**A workshop or meeting that gives project teams time to reflect on a project.**

**Three main purposes of retrospective**

* Encourage team building
* Facilitate improve collaboration
* Promote positive changes

**Reason to hold a retrospective**

* Missed deadlines or expecting
* Miscommunication between stakeholders
* Reached to the end of the sprint
* Product launches and landing
* Record key lessons that other people can learn from

**Retrospective best practices**

* Ensure discussion is blameless
* Reflect on positive aspects of the project as well as the negative

**Conducting a retrospective**

* Maintain a positive tone throughout the process
* The retrospective should be considered a positive experience where team members feel confident sharing their feedback
* Also consider of teams outside of your own

**Project Execution: running the project**

**Data based decision making**

Data is the collection of facts or information

**Type of data used by project managers**

* Metric – a quantifiable measurement that is used to track and assess a business objective

**Types of metrics –**

* productivity and quality metrics

**Change log** a record of all notable changes on the project.

**Presenting data to tell a project story**

**Step 1-** Define your audience

**Step 2 –** collect the data

**Step 3 –** filter and analyze the data

**Step 4 –** Choose a visual representation of database dashboards and graphs

**Step 5 -** shape the story

**Step 6 -** gather your feedback

**Giving effective Presentation**

**Be precise, flexible, and memorable**

* Create clear, simple slides
* Add alt text for images drawings or diagrams
* Use text for critical information
* Provide caption for all audio or video recording
* Share content in advance
* For contrast and text size more is better
* **Project Execution: running the project**

**Effective Meetings**

* Structured
* Intentional
* Collaborative
* Inclusive

***Structured -***

* Start and end on time
* Carefully select attendees
* Prioritized topics
* Designated note taker

***Intentional –***

* Clearly stated purpose and expectations
* Everyone understands why they’re meeting

***Common types of meeting***

* Project kick-off
* Status update
* Stake holder reviews
* Project reviews

***Project closing*** the process performed to formally complete the project the current phase and contractors obligation.

**Agile Project Management**

**Agile** – Agilemanifesto.org

* Being able to move quickly and easily
* Flexibility and the willingness and ability to change and adapt
* Scrum, Kanban, xp, lean

**Waterfall** –

* sequential or linear ordinary of phases**( initiation-planning-executing task-closing)**

**Value delivery –**

* how do agile teams deliver highly valuable products to their customers?

**Business collaboration-**

* how do agile team collaborate with their business partners and stakeholders to create a business value to the organization.

**Team dynamics and culture –**

* how does a team create and maintain the right interpersonal and team dynamics to deliver value for the customer and the business?

**Retrospective and continuous learning –**

* how does the project lean to continuously increase performance of an organization and business?

**VUCA –**

* an acronym that defines the conditions that affect organization in a changing and complex world.
* Volatility, Uncertainity, Complecity, Ambiquity.
* Developed as a way to deal with the forces in a changing and uncertain world
* Business can apply the concept of VUCA as tool for determining how best to approval projects.

**Sprint –** a time-based iteration in scrum where work is done

**Daily sprint –** a meeting of 15mins or few mins everyday of the sprint.

**Agile Project Management**

Scrum Management