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# Working as a project manager

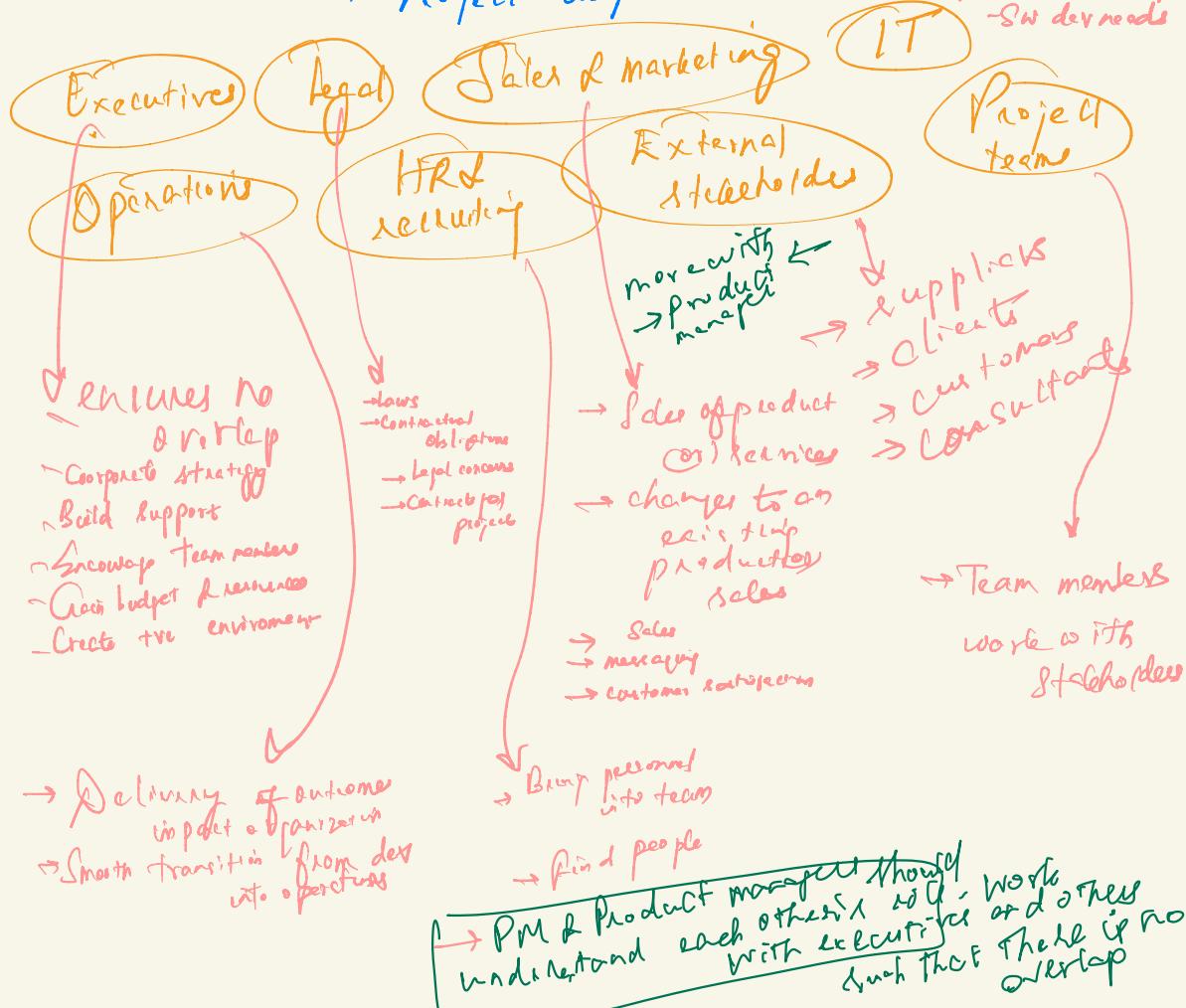
## Project Management in the Workplace !

### 1. Who project managers work with:

#### Stakeholders

- Impact (or) impacted by a project
- Engage with project manager
- Align goals to project objectives
- Project adjustments

- Managing Systems  
- Providing Tech support  
- SW dev needs



Project Mgmt = Process of planning, organizing and leading a team to achieve specific goals and objectives.

↓  
Ensure projects are completed on time, within budget and to satisfaction of stakeholders

Challenge of working with different organizational structures and teams

Project Managers should also have the ability to navigate across different cultures, backgrounds

Organization structures: and working style.

"PM's role"

Hierarchical(s) Vertical	Matrix structure	Functional	Flat (or) Horizontal	Hybrid
<ul style="list-style-type: none"><li>→ chain of command and decision making from Top to Bottom</li><li>→ Project Mgmt will face challenges in getting buy-in &amp; support from upper management</li><li>→ Proper reporting to mgmt</li></ul>	<ul style="list-style-type: none"><li>→ cross functional teams that work together on specific project</li><li>→ Complex to navigate</li><li>→ Skilled in communication, collaboration, leadership and managing team</li><li>→ Understand different priorities &amp; skills</li></ul>	<ul style="list-style-type: none"><li>→ Specific functions very dept (for account mgmt, marketing or HR)</li><li>→ Need to be aware of diff processes &amp; systems</li><li>→ Need to work closely with their dept heads</li></ul>	<ul style="list-style-type: none"><li>→ Few (or) no levels of mgmt</li><li>→ Decision making distributed among employees</li><li>→ Need to be comfortable with a high degree of autonomy, and inspire team</li></ul>	<ul style="list-style-type: none"><li>→ Combination of two or more of above structures</li></ul>

# Project Mgmt Methodologies:

→ Waterfall

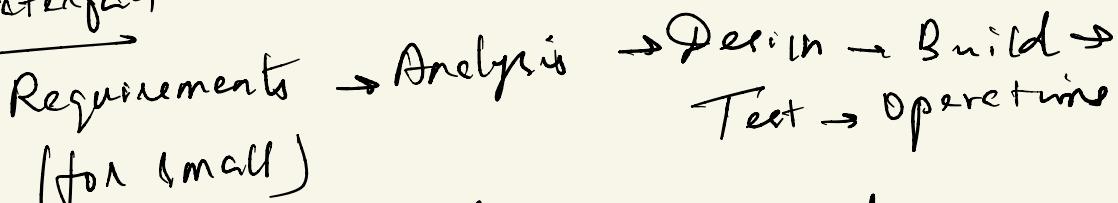
→ Critical path  
→ critical chain

→ Agile

→ Lean

→ Six Sigma.

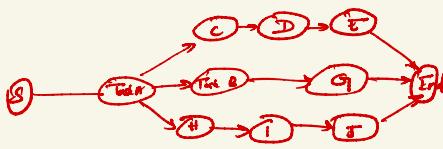
## Waterfall



(for small)

- Risk can be more to changing requirements
- No flexibility

## Critical Path



Length of project  
≈ longest critical path

- Accounts for dependencies
- identify and order tasks
- Each task completion time is estimated
- No flexibility for changing requirements

## Critical chain

- Critical Path
- Feeding chain → secondary path to critical path  
(with dependent paths)
- Resource buffers

additional resources built for  
contingency measures / adverse  
conditions  
to bring back  
the project to  
normal

## Agile

- addresses inflexibility
- Typical two-week Iterations (sprints)
- Allows frequent integration of feedback
- often paired with other strategies like  
kanban, scrum or  
extreme programming

## Core values

- Individuals and interactions → self governed,  
collaborative
- Working SW
- Customer collaboration
- Responding to change → adaptable teams

## Lean

- Deliver Value and minimize Waste
- Flow
- Continuous
- Lean is better for production

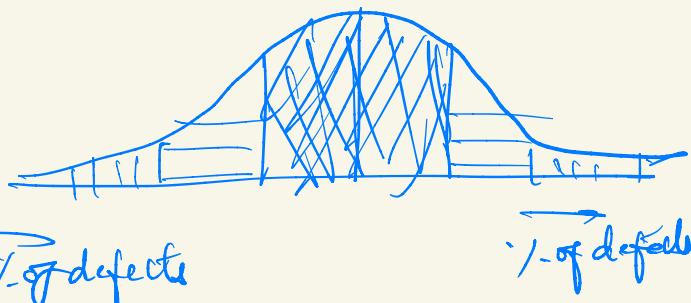
Six Sigma: (less than 6 SD from mean distribution)

- Improve processes in manufacturing

→ Data driven

→ Accurate data needed

→ Relies on lots of data



**Which methodologies do you use or have you used in your role as a project manager? Have you used agile, waterfall, or something else?**

- If the agreement on what success looks like is low and the complexity is very high, lean toward an agile
- If the agreement among stakeholders on deliverables is very high and the complexity is relatively low, then use waterfall



## Module 2 Summary: Working as a Project Manager

- Potential stakeholders on a project include team members, executives, clients, and various other departments such as legal, sales, IT, operations, and HR in an organization.
- Project managers build and maintain positive working relationships with stakeholders by effectively identifying, analyzing, and proactively engaging with stakeholders from beginning to end.
- By working across teams, functions, and departments, project managers can align their goals with the project's objectives. This allows the project team to adjust the project in response to changes and new developments.
- Waterfall, critical path, and critical chain methodologies use a linear, structured approach in which tasks take place in either mutually exclusive phases or sequences. Agile is focused on iterative development and constant improvement. Lean is focused on continual production flow, and Six Sigma is data-focused and manufacturing-driven.
- Recent trends in project management include the use of artificial intelligence, project management software, data analytics, remote teams, and a global workforce, hybrid project management methodologies, and an emphasis on soft skills.
- The advantages of traditional project management over modern project management are that it is predictable and stable. The advantages of modern project management are that it is flexible, responsive, and automated.

