

INTRODUCTION TO PROJECT MANAGEMENT



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OVERVIEW

The purpose of presentation is to provide leaders and team members of projects, committees or task forces with advanced techniques and practical skills for initiating, planning, tracking, controlling and evaluating any kind or size of project.





SCOPE ☐ On time ☐ On budget ☐ Meeting the goals that have been agreed upon QUALITY COST TIME









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WHAT IS A PROJECT?

- A project is an activity that :
 - is temporary having a <u>start and</u> <u>end date</u>
 - is **unique**
 - brings about change
 - has unknown elements, which therefore create risk





- Generally projects are formed to <u>solve</u>
 <u>a problem</u> or take advantage of an
 opportunity.
- <u>Business</u> as usual activities can often be <u>mistaken for projects</u>.
- Generally it is the <u>uniqueness</u> of the activity that is the deciding factor do we do this every year? If so, then it is not truly a project although you can use project methods to get it done.





QUIZ – ARE THESE PROJECTS?

Building a deck	Yes	No
Implementing a new system	Yes	No
Mowing the lawn	Yes	No
Planning a wedding	Yes	No
Planning a fundraiser	Yes	No
Planning a student graduation	Yes	No



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COMMON PROJECT TERMS

- **Deliverables**: Tangible 'things' that the project produces
- Milestones: Dates by which major activities are performed.
- Tasks: Also called Actions. Activities undertaken during the project
- Risks: Potential problems that may arise
- Issues: Risks that have happened
- Gantt Chart: A specific type of chart showing time and tasks. Usually created by a Project Management program like MS Project.
- Stakeholder: Any person or group of people who may be affected by your project





EXAMPLE: Building a deck

• **Deliverables**: A plan, a consent form, the deck

• Milestones:

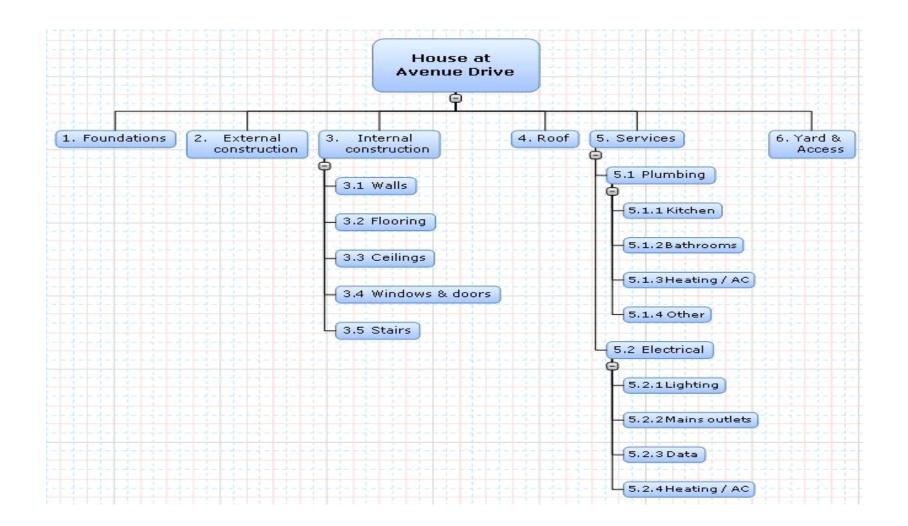
Plan drafted	1 Jun					
Plan approved	15 Jun					
Plan submitted	16 Jun					
Plan approved	19 Jun					
Materials purchased Resources booked Equipment identified Deck constructed Deck tested Deck quality approved "Deck warming" completed	16 Jul 16 Jul 16 Jul 20 Jul 24 Jul 24 Jul 28 Jul					

Tasks:

tasks	Subtasks						
Plan drafted	Requirement gathered Best practice researched Draft 1 prepared Distributed to stakeholders						
Plan approved	Feedback gathered Amendments made Final plan prepared Distributed to stakeholders Sign-off obtained						









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WORK-BREAKDOWN STRUCTURE

□ WBS

- Hierarchy of tasks required to complete project
- Each task is broken into smaller tasks that can be managed and estimated
- Define task dependencies
 - Some tasks must begin at the same time, some must end at the same time and some cannot start until the other tasks have finished.
- Estimate task durations and cost
- May be inputted into project management software
- Final WBS plan is called baseline WBS





Risks:

- Plan is not approved after first round of feedback
- Resources are not available at the required time
- Plan is not given consent
- For each of the above, you should have a contingency plan, or do some activity that may prevent it happening in the first place.

Issues:

 If any of the above actually happens, then it becomes an issue to solve.

• Gantt Chart:

						M	T	W	R	F	Sa Su	M	T	W	R	F
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#	Task	Start	Dave	Finich	Owner(s)	25-Jun	26-Jun	27-Jun	28-Jun	29-Jun	30 Jun	02-Jul	03-Jul	04-Jul	05-Jul	1nC-90
1	Research	25-Jun	2	26-Jun	Mike	3		I N	N	7		-	-		_	
2	Design	26-Jun	3	28-Jun	Bill		Ш									
3	Build	28-Jun	5	2-Jul	Joan				IIIII							17/47
4	Test	3-Jul	2	4-Jul	Tina & Lisa								IIIII			
5	Document	25-Jun	12	6-Jul	Lisa	Ш										

Stakeholder:



House owner, Builder, Council, ???



A successful **Project Manager** must simultaneously manage the four basic elements of a project:

resources, time, money, and most importantly, scope.

All these elements are interrelated. Each must be managed effectively. All must be managed together if the project is to be a success. The resource that can be leveraged to the greatest extent in all projects is the people involved.



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INTEGRATED PROJECT MANAGEMENT



COMMUNICATIONS



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THE PROJECT MANAGER

A person with a diverse set of skills – management, leadership, technical, conflict management, and customer relationship – who is responsible for:

- initiating,
- planning,
- executing,
- controlling,
- monitoring,
- and closing down a project.







Project Managers are essentially jugglers. They must make sure that everything keeps to task, that <u>potential issues</u> are quickly eliminated and the project is delivered on time, all the while making sure everyone knows what is happening and the project quality and budget are acceptable. Specifically they:



- direct all activities required to successfully meet the project objectives
- manage risk scanning ahead for potential issues and resolving them before they become a problem
- solve problems recommending alternative approaches to problems that arise and providing guidance to the Project Sponsor
- track and report project progress
- communicate to all stakeholders in the project



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- Ultimately responsible for the Project's Success
- Plan and <u>Act</u>
- Focus on the project's end
- Be a manager & leader







PROJECT INITIATION

The Initiation phase of the project is the most important phase. The success of the entire project depends on how clearly and completely the Terms of References are established.

- Project Sponsor
- Lines of Authority
- Participants
- Objectives



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PROJECT INITIATION con't

- Constraints
- Costs/Budget
- Resources
- Deliverables
- Phases & Time Scales
- Strategy
- Risks
- Roles & Responsibilities





CHARACTERISTICS OF PROJECTS

- A project contains a <u>well defined</u>
 <u>objective</u>. The project objective is
 defined in terms of scope (or
 requirements), schedule, and cost.
- A project is carried out via a set of interdependent tasks.
- A project uses <u>various resources</u> to carry out these tasks.



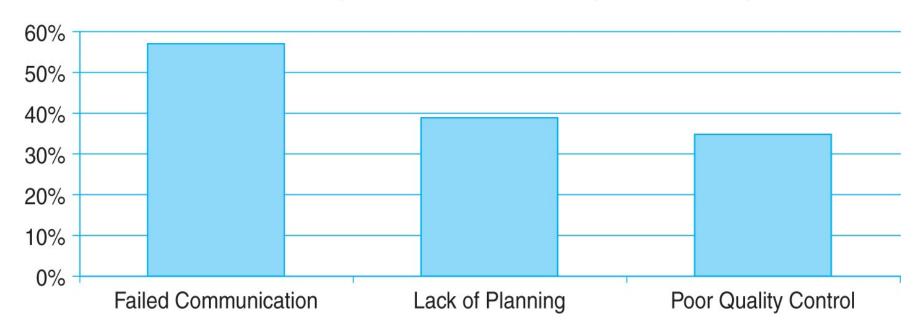


- A project has a definite start date and an expected completion date. The actual completion date may not always be the same as the expected date.
- A project is a <u>one time or unique</u> <u>endeavor</u>.
- A project has a customer.
- So why do projects fail?





Causes of Project Failure as Reported by Top 100 Managers





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WHY DO PROJECTS FAIL?

- Poor project and program management discipline
- 2. Lack of executive-level support
- Wrong team members
- 4. Poor communication
- No measures for evaluating the success of the project
- 6. No risk management
- 7. Inability to manage change





A project has a degree of UNCERTAINTY. In project planning many assumptions are made regarding:

- access to resources.
- resource capability.
- impact of environmental factors.
- These assumptions are not always accurate.
- Requires project managers to re-assess and trade-offs between requirements, costs, and time. Above all, be PRO-ACTIVE.



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MEASURING PROJECT SUCCESS

We measure the success of a project using 4 major project constraints, specifically:

- Scope.
- Cost.
- Schedule (Time).
- Customer satisfaction (quality and performance).





PROJECT CONSTRAINTS

- Project scope Have all the project requirements (i.e., deliverables) been completed?
- Project cost Is the cost of the project close to the amount the customer has agreed to pay?
- Schedule Was the project completed on time?
- Customer satisfaction Is the customer happy with the quality of the project?



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PROJECT SUCCESS – 12 Golden Rules

- Rule #1
 Thou shalt gain consensus on project outcome.
- Rule #2
 Thou shalt build the best team possible.
- Rule #3
 Thou shalt develop a comprehensive, viable plan and keep it up-to-date.
- Rule #4

 Thou shalt determine how much stuff you really need to get things done.





- Rule #5
 Thou shalt have a realistic schedule.
- Rule #6
 Thou won't try to do more than can be done.
- Rule #7
 Thou will remember that people count.
- Rule #8
 Thou will gain the formal and ongoing support of management and stakeholders.





- Rule #9
 Thou must be willing to change.
- Rule #10
 Thou must keep others informed of what you're up to.
- Rule #11
 Thou must be willing to try new things.
- Rule #12
 Thou must become a leader.



