

Project Management

I. Chapter 1: Project Management Past and Present:

- Project management has existed as long as humans have worked together to achieve goals.
- Project management skills (Planning, Communication, Delivering results, Monitoring risks, Managing resources) are useful in all careers.
- Project management takes place in all industries. Ex: Business owners, Energy and Utilities, Engineering and Design, Fashion, Finance, Education, Health and Human Services, Hospitality, Tourism and recreation....
- Project management tools and methodologies have evolved over the past century and a half:
 - Scientific management
 - Gantt chart
 - Pert/CPM network diagrams
- There are associations of professional project managers that set standards for the practice of project management
- PMI's Project Management Body of Knowledge or PMBOK, currently in its fifth edition.

NB: Project Management Institute (PMI)

Project Management Body of Knowledge (PMBOK)

II. Chapter 2: Project Management Overview:

- **Project definition:**

- Unique: Completely new product or service
Creation of new process
Product or service new to this group of people

- Time-limited: May have a start and end date.

May be measured as “will be complete when a particular objective is achieved”.

If it simply continues forever or to an unspecified end date it is probably an ongoing business activity.

- Can tell when it is over: Objective is achieved AND Time limit is reached

- **Project success:**

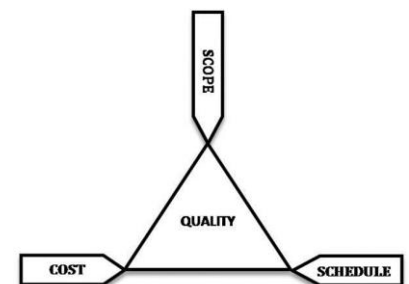
- Traditionally: on time, within budget and delivers the promised scope
- More effective measure: satisfied client

- **Project constraints:**

Time, scope, cost

- **Project management expertise:**

- Application knowledge
- Industry group
- Technical specialty
- Managerial area
- Understanding the project environment (Cultural, social, political, international, physical)
- Management knowledge and skills
- Interpersonal skills
- Communication, influence, leadership, motivation, negotiation and problem solving.



- **Project management Standards:** PMI, CAPM, PMP, IPMA (International Project Management Association)

III. Chapter 3: The Project Life Cycle:

- **Project Phases:**

1. Initiation:

- Project sponsor is identified
- Scope and deliverables are defined
- Budget is approved
- Broad statements are made about risks, approach, timelines
- Stakeholders are identified
- Project Manager is assigned
- At end of phase, approved project charter is the approval to proceed to the planning phase

2. Planning:

- Deliverables are clearly defined:
Based on the deliverables, a work breakdown structure or WBS defines the “work packages”
- The work packages are used to develop a schedule
- Plans are made for management of stakeholders, communication, quality, costs, risks, procurement, resources including human resources

3. Implementation (Execution):

- Project team is hired and developed
- Procurements take place
- Project work is underway
- Project must be monitored and changes managed
- Communication to stakeholders is an important ongoing activity

4. Closing:

- Reporting
- Closing out procurements—final payments
- Identify lessons learned
- Celebrate

IV. Chapter 4: Framework for Project Management:

•Project management as a profession:

- Body of knowledge
- Standards
- Professional organizations
- Currently, anyone can call him or herself a project manager

•The Project Management Institute (PMI):

- Established in 1969
- Certifications: most popular is PMP
Also offer CAPM, for novice PMs, and several specialized certifications
- Have published the PMBOK, now in its 5th edition.

•Project Management Certifications:

1) PMP(Project Management Professional): Requirements:

- 5 years of project management experience
- pass a rigorous exam
- maintain ongoing professional development

2) CAPM: Certified Associate in Project Management:

Only requires an exam and is considered to be a step along the way to a PMP

• **PMBOK overview:**

- **10 knowledge areas:** Managing:

1. Integration: Very active during the startup
2. Scope: Scope generally defines what the project is all about
3. Time/Schedule: Resources required are identified And Time durations are estimated
4. Costs: Develop a budget
5. Quality: Quality plan defines
6. Human Resources: Identification of HR requirements and selection of project team.
7. Communication: includes within the team and with others outside the team. The project should have a communication plan
8. Risks: Identify, analyze and manage risks.
9. Procurement: Contracting to obtain supplies or services required to carry out the project. May be extremely complex
10. Stakeholders:
Always include: project sponsor, project team.
New stakeholders can appear at any time.

- **5 process groups:**

1. Project Initiating
2. Project Planning
3. Project Executing
4. Project Monitoring and Controlling
5. Project Closing

●Scrum methodology:

- Known as an Agile method
- Used when requirements are difficult to define or subject to rapid change
- Uses sprints or 2 to 4 week cycles
- Roles:
 - Product owner
 - Scrum Master
 - Development Team
- Priorities: stories are either on the:
 - Front burner (currently working on)
 - Back burner (next up)
 - Fridge (for later)
- Priorities are revisited before each new sprint
- Daily stand-up meeting (short meeting with fixed agenda)

●The Project Management Office:

- Medium and large organizations
- Set standards for projects
- Provide resources to project managers
- Provide training and mentorship
- Provide facilitation
- Repository for project reports and lessons learned

V. Chapter 5: Project Stakeholder Management:

- **Definition:** Stakeholders are people, groups or organizations that could impact or be impacted by the project.
- Managing stakeholders is a key success factor for projects
- The stakeholder register:
 - Used throughout the project
 - A table used to manage interactions with the stakeholders
 - Lists all stakeholders and stakeholder groups
 - Information added and updated throughout the phases of the project.
- Analyze stakeholder interests and level of influence.
- **Project sponsor:**
 - The person or group responsible for enabling success.
 - May be inside but is usually outside the project.

• **Build coalitions:**

Relationship building:

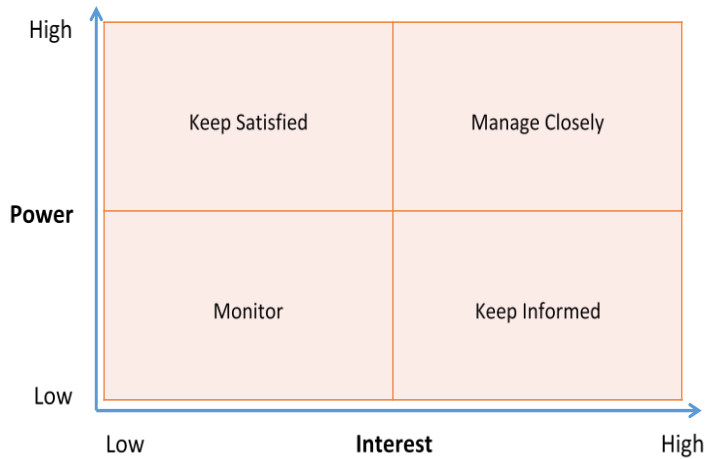
- Analyze stakeholders
- Assess influence
- Understand expectations
- Define success
- Keep stakeholders involved
- Keep stakeholders informed

Build respect:

- Be honest
- Take ownership
- Be predictable and reliable
- Stand by decisions
- Take accountability for mistakes

Supportive stakeholders are essential to project success!

The power/interest grid:



Cooperation-Threat Matrix:

| | | Potential for Threat | |
|---------------------------|------|---------------------------------------|---|
| | | Low | High |
| Potential for Cooperation | Low | Type: Marginal Strategy: Monitor | Type: Non-Supportive Strategy: Defend |
| | High | Type: Supportive Strategy: Involve | Type: Mixed Blessing Strategy: Collaborate |

Engagement levels:

May classify in more detail than in Initiation phase:

- Unaware
- Resistant
- Neutral
- Supportive
- Leading

•Communicate with Stakeholders:

- Communicating and working with stakeholders to meet their needs and expectations
- To increase support and reduce resistance from stakeholders
- Increase the probability of project success

VI. Chapter 6: Culture and Project Management:

- Organizational Culture means shared beliefs, attitudes and values, along with related behaviors. May be obvious or subtle.
- Project Managers need to be aware of cultural issues
- Team Members can also face challenges in cross cultural relationships:
 - Individual identity
 - Verbal and emotional expressiveness
 - Relationship expectations
 - Style of communication
 - Language
 - Personal priorities, values and beliefs
 - Time orientation
- Effectively dealing with conflict is a success factor for projects— every project team must resolve differences and make decisions.
Five basic approaches to conflict resolution:
 - Avoidance
 - Accommodation
 - Competition
 - Compromise
 - Collaboration