Project Management Fundamentals

Agenda – PM 101

Background

Project Management Concepts

Putting it all together

Learning Objective:

Apply Project Management concepts to plan and manage a project with focus on defined time, cost, and scope.
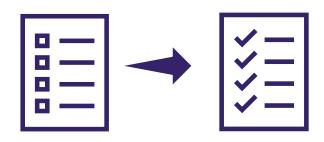
Background

What is Project Management

What are Projects & Project Management

Project is "a temporary endeavor undertaken to create a unique product service or result"

Key is there is an end to a project

Project Management is "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements"

Why Project Management?

◆ Higher likelihood of Success

◆ Predictable On-Scope, On-Time, On-Budget Results

◆ Better Execution, Higher Credibility

◆ Transparent, Documented

◆ Alignment of Activities to Objectives

◆ Lower Overall Costs

Why do Projects fail

Common Project Pitfalls

◆ Business Needs/Value Missing

◆ Inexperienced team

◆ Poorly Functioning Governance

◆ Undisciplined PM Practices

◆ Little Executive Support/Sponsorship

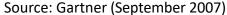Images Sourced from Gartner (September 2007)

Why do Projects succeed?

Typical Success Factors

- Clear Business Case and Project Requirements
- Sound Project Planning / Methods
- Competent Project Management and Project Management Office
- Business Engagement and Governance
- Executive / Senior Management Sponsorship
- Adequate Resource Funding

Source: Gartner (September 2007)
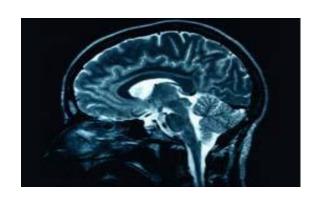
Intent of Project Management

What it is

- A guide for structured thinking
- A way to document decisions
- Supports good communication
- A way to organize and manage work
- A way to track and report against plan
- A way to understand if objectives have been met

What it is not

- Just templates, and forms
- Complicated, extra bureaucracy

Triple Constraint + Quality & Risk

PROJECT MANAGEMENT
TIME
+
QUALITY
COST
RISK
SCOPE

Time, **Cost** and **Scope** are interrelated and must be balanced for project success.

A change in any one of these impacts the others.

Imbalance in these areas challenge quality and add risk to the project

Risks may include:

Resource constraints   Policy change
Financial constraints   Regulatory change
Priorities change   Environment conditions
Strategies change

Concepts

Project Management Concepts

Project Management Concepts

1. Business Case	• Why?
2. Scope	• What will be done?
3. Major Deliverables	• What are the big pieces?
4. Work Breakdown Structure	• How?
5. Schedule	• When?
6. Cost	• How much?
7. Quality	• Good enough?
8. Risk	• What could go wrong?
9. Resource Needs	• Who's doing the work?
10. Stakeholders	• Who's affected or Influencing?
11. Reporting/Change Mgmt.	• How are we doing?
12. Lessons Learned	• How did we do?

1. Business Case - Work Identification

◆ Project Name

◆ Brief Description

◆ Work Lead

◆ Target In-Service Date

◆ Target Budget

1. Business Case - WHY??

Summary of

◆ Background

◆ Current Situation

◆ Business Requirements

◆ Objectives

2. Work Overview - WHAT??

Scope Description
◆ Agreement
◆ What is the Target?
◆ What will be created?
◆ Product/Outcome/Result
◆ Functions/Features
◆ What won't it have?
◆ Out of Scope

3. Work Overview - WHAT TO DELIVER??

Major Deliverables

◆ Agreement

◆ Big Steps
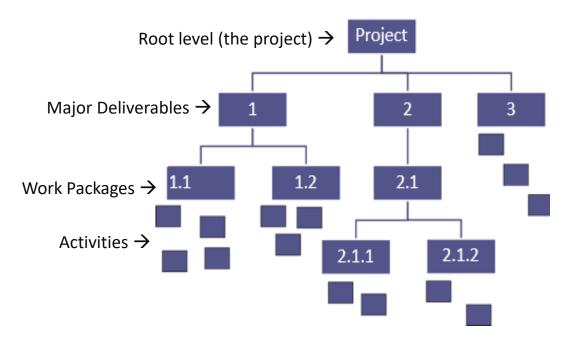
◆ Progression

◆ Possible Target Dates

ACHIEVE

4. Work Breakdown Structure (WBS)

HOW

Hierarchical Breakdown
Graphical or Outline

1. Deliverable
   1.1 Work Package
      1.1.1 Activity
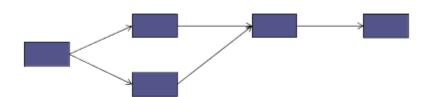
Scope → Root/Origin of the outline development

Requirements → Work Packages (Estimating time, people, cost)

Root level (the project) → Project

Major Deliverables → 1   2   3

Work Packages → 1.1   1.2   2.1

Activities → 2.1.1   2.1.2

5. Schedule – Schedule Network Diagram

Develop draft Schedule

- WBS
- Sequence Activities
- Add activities as needed
- Assign Start and End date
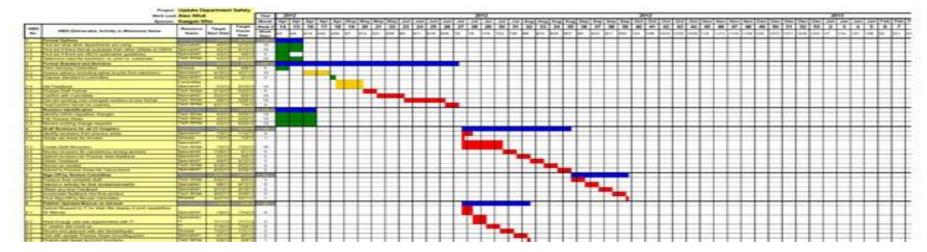- Assign resources to the activities

5. Schedule – Excel Based Schedule

- Direct copy from WBS Schedule
- Completed Activities in Green
- Ongoing Activities in Yellow
- Future Activities in Red
- Summary Roll-Up Categories in Blue
- OPTIONAL: Baseline in Pink

6. Summary of Cost

◆ Major Branches of WBS

◆ Roll-up from Activities

- ▪ Resources by role
- ▪ Hours estimates based on Durations, % FTE
- ▪ Any known other costs (outside service, materials, etc.)

7. Quality Plan

◆ Deliverables Based

◆ Measurable Standards and Success Criteria

◆ Single Point of Responsibility

◆ Meet Deliverables and Objectives

◆ No More, No Less

◆ Plan into WBS/Schedule

8. Major Risks

- Major Deliverables and WBS
- Priority = Likelihood + Impact
- Risk Response = Mitigation
- Scope Impact
- Schedule Impact
- Cost Impact
- Quality Impact

WHAT COULD GO WRONG?

9. Summary of Resource Needs

- ◆ Who and what do you need?
  - ▪ Internal Labor
  - ▪ Outside Services
  - ▪ Materials

- ◆ Availability

10. Major Stakeholders
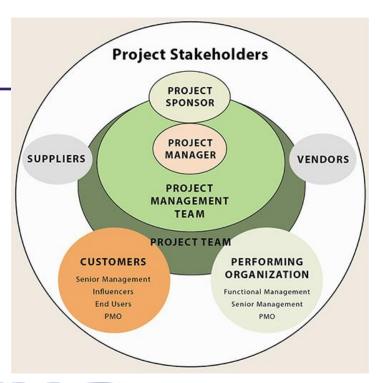
Stakeholders include people
- Influencing the project
- Impacted by the project
- Customers

Understand their position
- Positive / Negative / Neutral

Manage their expectations with communication

Project Stakeholders

11. Reporting and Change Management

- How to Report
- How Often
- Scope Approval
- Schedule Approval
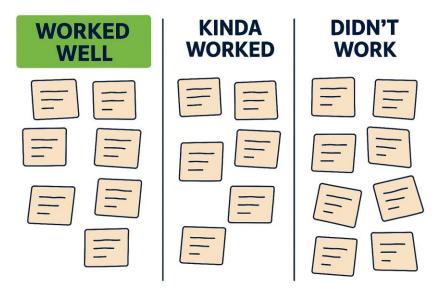- Cost Approval

HOW ARE WE DOING?

12. Lessons Learned

- Collect as you go
- Review and revise at the end
- Share with stakeholders
- Store in repository

Putting it all together

Managing a project

Execution of Project

- ◆ Produce Deliverables
  - ▪ Manage WBS and Schedule
  - ▪ Deliverables
  - ▪ Procurements

- ◆ Verify Deliverables
  - ▪ Deliverables against Scope
  - ▪ Quality (Acceptance Criteria)

- ◆ Capture Lessons Learned

Monitoring

- ◆ Scope, Schedule, and Cost:
  - ▪ Scope (Deliverables)
  - ▪ Schedule (Time)
  - ▪ Cost (Budget)

- ◆ Risks
  - ▪ Risks Materializing?
  - ▪ Responses Effective?
  - ▪ Impacts and Adjustments

- ◆ Team
  - ▪ Workload management
  - ▪ Completion of tasks

- ◆ Stakeholders
  - ▪ Managing Expectations

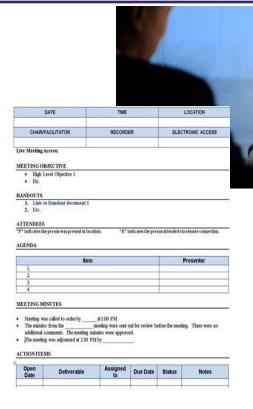| Project Issue Log									Project Name	
			Issue Status Summary					Issue Information		
Issue ID	Category	Title (Deliverable)	Owner	Comments & Resolution	Status	WBS #	Issue Description & Impact	Priority		

Change Management

- ◆ Integrated Change Control
  - ▪ Informal Change Suggestions
  - ▪ Package Rationale and Impact of Change
  - ▪ Present to Sponsor
  - ▪ Update Work Plan if Change Approved

- ◆ Approving Significant Changes
  - ▪ Scope (Deliverables)
  - ▪ Time (Schedule)
  - ▪ Cost (Budget)
  - ▪ Quality (Acceptance Criteria)

Communications

- ◆ Communications Plan
  - ▪ Who/What/When/How
  - ▪ Meeting Agenda & Minutes

- ◆ Stakeholders
  - ▪ Setting expectations and cadence
  - ▪ Sponsor
    - – Verbal, email, weekly meetings
  - ▪ Team
    - – Daily Standups / IM?

Status

◆ Status Update "Six Pack"

    1. Overall

    2. Scope

    3. Time

    4. Cost/Budget

    5. Quality

    6. Risk

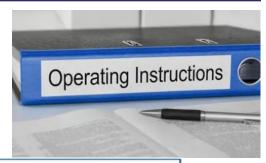| Project:		Overall Status:	Red / Yellow / Green
PM:		Reporting Period:	*MM/DD/YY to MM/DD/YY*
Executive Summary:	*Brief description of project, jeopardy statement (if yellow or red explain why) and summarized current status, including financials.*		
Completed:	*Task completed* *Task completed* *Task completed*		
Upcoming:	*Upcoming task* *Upcoming task* *Upcoming task*		
Milestones/Deliverables Schedule:			
• *Deliverable or milestone – MM/DD/YY*			
• *Deliverable or milestone – MM/DD/YY*			
• *Deliverable or milestone – MM/DD/YY*			
• *Deliverable or milestone – MM/DD/YY*			
Miscellaneous Issues, Changes, Communications:			
Describe any risks or issues (including anything about quality of the work), potential or confirmed scope changes and any communications with stakeholders as applicable.			

Closing

- ◆ Project Documentation Handoff
- ◆ Project Benefits Realized
- ◆ Lessons learned debrief
- ◆ Sponsor Sign Off
- ◆ Project Archive

Review - PM Concepts

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MAHALO