

مقرر: تخطيط المشروع

الأجزاء المحذوفة
للإختبار النهائي

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Lecture 6
1- The Project Stakeholders

1-1 How to identify Stakeholders in a Project?

1. Project Charter
This document normally identifies the **Project Head, key sponsors, clients, and influencers**.
The Project Charter can provide useful insights for identifying the stakeholders.

2. Reviewing the Enterprise Environmental Factors
The enterprise environmental factors (EEF) may involve factors such as competition, the company's structure, and industry standards. Reviewing these factors can help you identify the stakeholders.

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3. Interviewing the Influencers
Interviewing the Project Management Subjects and key influencers is a critical initial step in identifying the key stakeholders.

4. Asking questions
Brainstorming sessions between the Project Team Members and experts are a great way of getting the Stakeholders involved. For getting a clearer picture, try answering:
Who are the project's shareholders?
Who is involved in the project? Directly or indirectly?
Who gains if the project is successful?
Who are the suppliers?
Who can accept or reject the project?
Who might be affected by the project's outcome?

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1- The Project Stakeholders

1-5 How to do a Stakeholder Analysis?

As soon as your **Project Charter** is complete and the **Scope** of your Project is defined, you can use it to start mapping out your Stakeholders.
Here's how to get the ball rolling with a basic stakeholder analysis process.

STAKEHOLDER

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1- The Project Stakeholders

3. Identify your stakeholders
First step, you need to identify who your Stakeholders actually are.
To do this, draw on your **Project Charter** and any other **Project Plans** and **Documentation** to compile a full list of your project Stakeholders, both internal and external.

Keep in mind that some stakeholders won't come into play until later in the project lifecycle — but if you can anticipate who they'll be as a stakeholder, you can start to get their buy-in, build the relationship from the outset, and help them to feel involved from the beginning.

STAKEHOLDER

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3. Prioritize your stakeholders
Once you've identified all of your Stakeholders, you can start to prioritize them.
It helps you, as the Project Manager, to identify who the key decision makers are at any given moment, so you can ensure that you're talking to the right people, at the right time.

There are a few methods of doing the Stakeholder Prioritization, but one one give way is to plot them out using a **Power/Interest Grid** or **Power/Influence Grid** or **Impact/Influence Grid**.
The **Power/Interest Grid** helps you to identify your key Stakeholders by answering two key questions that help you to group them into one of four categories.

STAKEHOLDER

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1- The Project Stakeholders

Q1: What level of power do they have?

- How important is it that they're happy with the project's progress and results?
- How integral are they to the project's success?
- How influential are they to the project, to other stakeholders, to the team, and so on?

(a stakeholder's influence can be positive or negative)

Q2: What level of interest do they have?

- Is this project super important to them, or are they only tangentially connected to it?
- Is it something they're directly accountable for?
- Are they reliant on it for other work or results?
- Are they opposed to the project or concerned about it in some way?

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As we can see from the (highly technologically-advanced) matrix above, stakeholders who fall into the top-right quadrant (powerful + interested) are the ones you should be giving extra attention to. Because they're the ones who can have the most impact on your project — for better or for worse...

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1- The Project Stakeholders

	Low Interest	High Interest
High Power	Keep Satisfied • They have a lot of power but little interest in the project. • They are not directly involved in the project. • They are not directly involved in the project.	Engage & Consult • They have a lot of power and a high interest in the project. • They are directly involved in the project. • They are directly involved in the project.
Low Power	Monitor • They have little power and little interest in the project. • They are not directly involved in the project. • They are not directly involved in the project.	Keep Informed • They have little power but a high interest in the project. • They are not directly involved in the project. • They are not directly involved in the project.

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Lecture 6
1- The Project Stakeholders

3. Understand your stakeholders
Now that you know who the key players are and which ones to prioritize, you need to get a full grasp of their expectations for the Project.

When possible, try to develop a full understanding of what matters most to your Stakeholders, as this has important implications for the success of your Project. Understand the people you own, and the impact that you will need to achieve and maintain.

STAKEHOLDER

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Lecture 6
1- The Project Stakeholders

1-6 How to manage your Project Stakeholders?

- For a successful project, your key Stakeholders' Requirements, Project Objectives, and Expectations should be an ongoing concern throughout your Project.
- Your job as a Project Manager will sometimes involve pushing back on your Stakeholders and re-balancing their expectations with the Project Charter and Project Plan you all agreed on at the start.
- The tricky part is in balancing everyone's needs, requirements and expectations so you can keep your Stakeholders happy — while also delivering the Project you set out to deliver.

STAKEHOLDER

LECTURE 5

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Lecture 5
C- Project Core Values

What Are Some Common Values?

Value	Standard Value
• Loyalty	• Loyalty
• Integrity	• Integrity
• Honesty	• Honesty
• Compassion	• Compassion
• Modesty	• Modesty
• Kindness	• Kindness
• Forgiveness	• Forgiveness

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Lecture 5
D- Defining Project Goals

- A **Project Goal** provides the link between the project and its direct effects (project objectives), and the overarching goals both within and outside the project.
- **Project Goals** facilitate the planning and setting of milestones. They serve as a benchmark for success in project acceptance.
- And last but not least, **Project Goals** have a motivating effect on the project team, helping to clearly distribute tasks and structure processes without any uncertainties.

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Lecture 5
D- Defining Project Goals

- A well-formulated **Project Goal**:
- Provides a concrete description of the project's effects at the impact level.
- Provides the link between the project (the Project Objectives) to the overarching goals.
- Starts organizations on goals but few create a detailed plan for how they'll meet them.

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Lecture 5
D- Defining Project Goals

- **D-2 Why you should define a Project Goal**
- Personal and Professional goals are very important because:
 - Goals motivate us to keep going (even if things get hard).
 - Goals give us a clear direction.
 - Some projects are huge in terms of budget, duration and team size. And if we are able to formulate a concise 5/2 sentence project goal, this can really help bind the project team together.
- In this lesson, we will compare two popular goal-setting methodologies—**SMART** goals and **CLEAR** goals.

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Lecture 5
D- Defining Project Goals

- **D-3 SMART Goals**
- SMART is an acronym to help you create defined and achievable goals.
- SMART stands for:
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-bound

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Lecture 5
D- Defining Project Goals

- **Specific**
Keep in mind that you're setting your SMART goal to attain a specific objective—not a broad one.
- **Measurable**
Your goals should have some sort of objective way to measure them—whether that's a deadline, a number, a percent change, or some other measurable element.
- **Achievable**
Achievable says that your goals shouldn't be totally outside the realm of possibility. Ask yourself this question: Is the goal within your Project Scope? If not, it's not Achievable.

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Lecture 5
D- Defining Project Goals

- **Realistic**
The "R" and "A" of SMART are closely related. In addition to setting Achievable goals, you also want to set realistic ones. For example, maybe a goal is achievable, but getting there would require every team member to work overtime for six weeks straight. Even though it might be an achievable goal, it's not a realistic one.
- **Time-bound**
Your SMART goal should have an end date. Without a time limit, your project could drag on, have unclear success metrics, and suffer from scope creep. If you haven't already, make sure you outline a clear **project timeline**.

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Lecture 5
D- Defining Project Goals

- **D-2-2 What are the benefits of SMART Goals?**
- Clear communication and alignment
When your project team knows exactly what they're working towards, they're more motivated and aligned as a team.
- Clarify towards project success
Have you ever gotten to the end of a project and not really known if you hit your project goals or not? **SMART** Goals help you set clear goals, so you can avoid vague or confusing goal language.

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Lecture 5
D- Defining Project Goals

- **Clear roadmap & finish line**
With SMART goals, you know exactly what you want to achieve and which time frame you expect to achieve them by. You've verified that these goals are realistic and achievable. And you know you'll be able to measure them to see if you hit them or not.
- **Trackable metrics**
When you finish your project, SMART goals help you evaluate its success.

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Lecture 5
D- Defining Project Goals

- **D-3-4 SMART Goals setting template**
- When you're ready to set your own SMART Goals, start by writing your project goal as a sentence or two.
- Then, apply each of the five SMART Goals attributes to your goal and make sure you cover all of your bases.
- When you're ready to get started, use this two-part:

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Lecture 5
D- Defining Project Goals

Initial goal: Write down **Make it Specific:** Does your **Make it Measurable:** Have you established how you'll **Make it Achievable:** Don't worry about it not being completely SMART—specific to your particular project **Make it Realistic:** Measure your goal once your project is complete? If not, we'll get to that later in the template **Make it Time-bound:** How will you ensure success or failure at the end of your project?

Tip: I want to improve our business **Tip, continued:** Improve our company brand on social media **Tip, continued:** Develop company-specific hashtags to generate 1,000 new Instagram followers

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Lecture 5
D- Defining Project Goals

Make it Achievable: Is your goal something you can project down reasonably to achieve, given your project goal? **Make it Realistic:** Can your goal make sure you clearly understand what you're aiming for? **Make it Time-bound:** By when will you achieve your goal? **Make it Specific:** Make sure you clearly understand what you're aiming for.

Example, continued: Social and our company-specific hashtag, to generate 1,000 new Instagram followers **Example, continued:** Real estate agents in our industry to generate 1,000 new Instagram followers **Example, continued:** Real estate agents in our industry to generate 1,000 new Instagram followers

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Lecture 5
D- Defining Project Goals

- **D-4 CLEAR Goals**
- The 2nd popular goal-setting methodology is **CLEAR** Goals
- The problems with SMART Goals is that they just haven't kept up with the faster, more agile environment that most businesses find themselves in today.
- These new business environments require a new way of setting goals, that CLEAR goals.

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Lecture 5
D- Defining Project Goals

CLEAR stands for:

- **Collaborative** (Goals should encourage employees to work together collaboratively and in teams)
- **Envisioned** (Goals should be based in both scope and duration)
- **Envisioned** (Goals should make an emotional connection to employees, tapping into their energy and passion)
- **Aggregable** (Large goals should be broken down into smaller goals so they can be accomplished more quickly and easily for long-term goals)
- **Measurable** (Set goals with a headstrong and steadfast objective, but at new situations or information arise, give yourself permission to adjust and modify your goals)

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Lecture 5
E- Project Objectives

- **E-2 Project Objectives vs. Business Objectives**
- **Project Objectives** are just that—objectives and performance indicators for individual projects. Your project objectives should apply to the project. They're about the project, they should be specific enough to guide your team in meeting project success.
- **Business Objectives** are bigger than a single project. Unlike project objectives, your business objectives will span your business trajectory and velocity. Your business objectives should be long-term guidelines for your business company or department. They will guide your company goals for a quarter or year, and they should be written in whatever goal-setting methodology your team uses, like Objectives and Key Results (OKRs).

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Lecture 5
E- Project Objectives

- **E-3 Project objectives vs. project plan**
- | Project Plan | Project objectives |
|--|--|
| Your project plan is a blueprint of the key elements your team needs to accomplish in order to successfully achieve your project goals and objectives. | How to create your project objectives before working on your project plan, since your objectives will likely drive other elements of your project plan, like deliverables and success metrics. |
| However, your project plan should include several additional key elements, like your project stakeholders, deliverables, timeline, and more. | But once your project objectives are written, you'll likely share them with stakeholders by way of the project plan. |

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Lecture 5
E- Project Objectives

- **E-4 Project Objectives vs. Project Deliverables**
- | Project Deliverables | Project Objectives |
|--|--|
| Project Deliverables are the assets you want to have at the end of your project—a marketing campaign, for example, a deliverable could be a new ad or a web page. | In general, Project Objectives will define what your deliverables are—but your objectives should also be broader than your deliverables. In addition to capturing deliverables, your Project Objectives will also define the benefits and outcomes to come from those deliverables, especially as they relate to the broader achieve of your project goals and business objectives. |

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Lecture 5
E- Project Objectives

- **E-5 Project Objectives**
- Without a **Project Objectives**, you don't have an easy way to know if your project succeeded or failed—or can you plan improvements for the next project you work on.

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Lecture 5
E- Project Objectives

- **E-6 Project Objectives**
- | A = Audience | B = Behavior | C = Condition | D = Data |
|--|--|--|---|
| Who will be affected (page/page) | The observable change in knowledge, attitude, behavior (action) that will occur in the target group because of your project. | How the behavior will be observed or measured, including the instruments to be used. | Levels of attainment that matter most in order for your project to be considered a success (your definition). |
| E = Era
Identify when the effects of your program will be measured. | | | |
- **Measurable objectives** are as simple to write as A-B-C-D-E

LECTURE 7

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Lecture 7

I- The Project Schedule

I-1 The 3 main types of Project Schedule

- There are many ways that the Project Schedule can be displayed to meet the needs of the target audience using it.
- Three commonly used schedule formats are the:

1. Gantt Chart

It's a summary level visualization of the task and their dependencies.

This would be a:

High-level overview for Project Management or Stakeholders who don't need the detail.

2. Network Diagram

It's a task and dependency visualization.

It's great for reporting status and helping teams see their progress at a glance.

3. Detailed Project Schedule

This is a more operational level schedule that tracks every Project activity.

It's designed for the Project Team and Managers to keep track of every element of the Project.

Remember Task, Time, and Cost!

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Lecture 7

II- Project Budget

- Under each of these categories, the costs can usually be separated into two broad categories:

- Fixed costs:** these are set for the project and will not change. For example, if you need a certain quantity of a particular item to deliver your project and you have a firm quote from a supplier, this is a fixed cost.
- Variable costs:** these change based on activity. For example, if you have a subcontractor working by the hour on your project and they give you time, the cost goes up. Variable costs need the most monitoring.

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Lecture 7

II- Project Budget

II-1 What is the purpose of a project budget?

- The **Project Budget** is designed to:

- Act as the decision-making process. This could be deciding whether the project goes ahead or choosing how much to invest in different activities within the project.
- Communicate to stakeholders how much money is needed and where it's needed.
- Give the project manager a baseline to help them work out if the project is spending along its desired path.

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Lecture 7

II- Project Budget

II-2 The benefits of effective project budgeting

We can all agree a budget is essential for any project, but the benefits extend far beyond just knowing what the project is going to cost. Effective project budgeting has the following benefits:

- By knowing how much money is available for each project activity, you can easily pinpoint areas that need attention.
- One of the trickiest parts of project management is having the right human resources available. The project budget helps determine exactly what skills you need for what length of time, which is especially useful when people are working across multiple projects.
- The budget is an effective management tool to use if you're on track to meet goals.

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Lecture 7

II- Project Budget

- It helps provide activities that can be completed within the resources available.

Sometimes this means being in your sandbox but at least you'll be delivering to expectations.

- Helps promote future thinking and planning.

- Project Managers who can deliver great outcomes while effectively controlling budgets have great career prospects.

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Lecture 7

II- Project Budget

II-3 How to estimate budget for a Project

Budgeting is a critical skill for a project manager and one that takes time to master. To help you build your budgeting competency, we've created a step-by-step guide for you to use as a checklist to ensure you cover all bases:

- 1. Refer to your Project Scope:** The Project Scope contains the goals, deliverables, tasks, and deadlines for the project.
- 2. Define the Resources you need:** list all the people and items that you need to complete the project within deadlines.
- 3. Understand the Resource Rate:** people who will be working on the project will work at a specific rate, with more experienced people costing more, but often able to complete tasks faster and to a higher standard. Materials for the project get charged at a rate too.

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Lecture 7

II- Project Budget

II-4 How to estimate budget for a Project

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Lecture 7

II- Project Budget

- 4. Assign budget estimates:** now that you have a list of resources, begin assigning a number to each. Each project will be different, but here are some interesting techniques to get you started:
 1. Use historical data
 2. Use ratios
 3. Consult Subject Matter Experts (SMEs)
 4. Consult suppliers
- 5. Establish a contingency fund:** Having an emergency fund means there's a cushion for when costs increase.
- 6. Build the Budget:** compile the estimates into your project management software or budget template.
- 7. Obtain approval:** When you're presenting your budget to management or stakeholders, you need it to be right. You'll also need to be able to confidently justify the thinking behind the numbers.

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Lecture 7

II- Project Budget

II-5 5 expert tips for better project budgeting

- 1. Watch Project Scope like a hawk:** there's no safer way to blow budget than the dreaded Scope Creep.
- 2. Divide your Budget into useful timeframes:** For example, you might want to analyze weekly staff costs so that you can quickly address concerns rather than knowing it won't be the end of the month for the end of the project when any issues have compounded.
- 3. Try not to let your contractors know what your contingency is:** let the expectation that they can't exceed the budget unless you know about it well in advance and can manage it accordingly.
- 4. Involve others:** Consult experts inside and outside of your organization to learn from theirs. So, can escalate wisely, and others.

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Lecture 7

II- Project Budget

- 5. Understand your budget:** whether you are using spreadsheets, budget simulations, or even budgeted software, keep track of your assumptions and calculations so that you remember how you arrived at your budget estimate.
- 6. Don't fall for the discount shopping trap:** Don't buy cheap because of a 50% discount. You know immediately if you've missed a date, but it's not as easy to replace a delayed task or a delayed task or a delayed task.
- 7. Consider the impact of a delay:** you know immediately if you've missed a date, but it's not as easy to replace a delayed task or a delayed task or a delayed task.
- 8. Update the Budget in real time:** if there are changes, you need to update your budget regularly to you and your team are tracking against the right numbers.
- 9. Measure the success you have along the way:** This will help you and others in future projects.

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Lecture 7

V- Project Plan

V-1 What is Project Plan

- A good **Project Plan** is one of the most essential elements of success in Project Management.
- From generating Scope Creep, **overruns budgets**, and missed deadlines to increasing stress and frustration.
- So, how do you create a good **Project Plan** and what are the essential elements of a Project Plan?

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Lecture 7

V- Project Plan

V-2 Who creates Project Plan?

- The obvious answer to this is Project Manager. But everyone who has to manage Projects in their role can benefit from creating **Project Plans**, before starting a new project, especially in cases of similar or recurring projects.
- A **Project Plan** saves you the time it takes to recreate the same project over again.
- Team Members and Stakeholders involved in the Project and its results may provide **input, expertise, costs**, and other relevant information to be added in and approved before the Project Manager puts finishing touches on the **Project Plan**.

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Lecture 7

V- Project Plan

V-3 Why are Project Plans Important?

- Project Plans** are important because they provide a shared vision for what the project aims to accomplish.
- Project Plans** give clarity on the responsibilities of each **Team Member** and **Stakeholder** in the Project. They also assign the Project's work from start to finish and prevent redundant work from crowding out critical tasks.
- Project Plans** can become a powerful communication tool within the team throughout the Project. They leave an important written reference for the **Project Manager**, **Team Members**, and **Stakeholders**. These plans also help to mitigate **Risk** and ensure **Quality** at all stages of the project — from planning to completion.

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Lecture 7

V- Project Plan

V-4 Elements of a Project Plan you shouldn't overlook

- There are essential elements you must include to create a good Project Plan.
- Keep in mind that creating and working with a flawed project plan is just as bad as working without one.
- Timeline, costs, and deliverables** should be detailed clearly to show the **Scope** of your project.
- In the two sections below, you'll find the essential elements of a **Project Plan** you shouldn't overlook.

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INGREDIENTS for a PERFECT PROJECT PLAN

OVERVIEW OF BUSINESS JUSTIFICATION & STRATEGIC NEEDS	RISK ASSESSMENT & MANAGEMENT PLAN
LIST OF REQUIREMENTS & PROJECT OBJECTIVES	DEFINED ROLES & RESPONSIBILITIES
PROJECT SCOPE STATEMENT	RESOURCE ALLOCATION
LIST OF DELIVERABLES & ESTIMATED DUE DATES	QA PLAN
DETAILED PROJECT SCHEDULE	COMMUNICATION PLAN

LECTURE 8

PROJECT EXECUTION CHECKLIST TEMPLATE

#	Task	Assign	Status
A	1. Review Project Plan	Assign	Not Started
	2. Review Project Budget	Assign	Not Started
	3. Review Project Schedule	Assign	Not Started
	4. Review Project Resources	Assign	Not Started
	5. Review Project Risks	Assign	Not Started
B	6. Review Project Communication Plan	Assign	Not Started
	7. Review Project Stakeholder Register	Assign	Not Started
	8. Review Project Charter	Assign	Not Started
	9. Review Project Scope Statement	Assign	Not Started
	10. Review Project Work Breakdown Structure (WBS)	Assign	Not Started
	11. Review Project Resource Management Plan	Assign	Not Started
	12. Review Project Risk Management Plan	Assign	Not Started
	13. Review Project Communication Management Plan	Assign	Not Started
	14. Review Project Stakeholder Management Plan	Assign	Not Started
	15. Review Project Procurement Management Plan	Assign	Not Started

- **Project Execution Risks** occur when the real-time execution of a Project fails to meet the strategy or tasks developed during planning.
- They are generally caused by a communication breakdown or a mismanagement of the Project activities.
- There are several potential causes of a Project execution risk, ranging from developing unrealistic goals to lacking buy-in from key stakeholders.
- One of the most pervasive causes stems from competing resources, which includes people, physical materials, and time.

- Project Managers have the best interests at heart in developing the project plan, but in reality the **Project Managers** are listening often negotiation and dialogue required by these historical role in the organization.
- A Project Manager can avoid and prevent lawsuits gaps by identifying where they appear, the **most common of the issues**, the risks they pose, and the **measures** the team can take to practically prevent the gaps before they occur.

Below, we've provided an analysis of the causes and risks of a common lawsuit gaps to help your team expedite your business strategy, and avoid gaps using preventive solutions.

The screenshot shows the 'Project Explorer' sidebar on the left of the Visual Studio Code interface. It displays a file tree for a project named 'Project Explorer: Cpp and CMake'. The tree structure is as follows:

- Project Explorer: Cpp and CMake
 - src
 - main.cpp
 - build
 - CMakeLists.txt
 - CMakeCache.txt

The 'src' folder is expanded, showing 'main.cpp'. The 'build' folder is also expanded, showing 'CMakeLists.txt' and 'CMakeCache.txt'. The main editor area on the right is currently empty.

Project Executive: Corps and Civilians	
1. Project Overview: Provide a brief summary of the project's purpose, goals, and scope. 2. Stakeholders: Identify the key stakeholders involved in the project, including internal and external parties. 3. Timeline: Outline the project schedule, including key milestones and deadlines. 4. Budget: Provide a high-level overview of the project budget, including major cost categories and funding sources. 5. Risks: Identify the major risks associated with the project and outline mitigation strategies. 6. Communication: Describe the communication plan, including reporting mechanisms and frequency.	1. Project Overview: Provide a brief summary of the project's purpose, goals, and scope. 2. Stakeholders: Identify the key stakeholders involved in the project, including internal and external parties. 3. Timeline: Outline the project schedule, including key milestones and deadlines. 4. Budget: Provide a high-level overview of the project budget, including major cost categories and funding sources. 5. Risks: Identify the major risks associated with the project and outline mitigation strategies. 6. Communication: Describe the communication plan, including reporting mechanisms and frequency.

35	Business Strategy – defining the business and its competitive advantage, and the business model – how the business will generate revenue and profit	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them	Business Model – a plan for how the business will generate revenue and profit	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them
	Business Model – a plan for how the business will generate revenue and profit	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them	Business Model – a plan for how the business will generate revenue and profit	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them	Business Plan – a written document that describes the business and its financial goals, and provides a roadmap for achieving them

The diagram illustrates the relationship between Monitoring and Controlling, Project Performance, and Project Risks. It is structured as follows:

- Monitoring and Controlling** (Top Left):
 - Tracking task performance
 - Identifying risks and other factors to influence the status of the project and taking actions to control the project if the monitoring indicates it is reaching unfavorable outcomes
- Project Performance** (Top Center):
 - Assessing the project and its progress as it moves along the project's changing
- Project Risks** (Top Right):
 - Identifying a "tooth" that "measures" quality and other metrics to make the team's work more efficient and to the top of each meeting regularly
 - Regularly check in with team members to determine what progress is being made and to control the project
 - Using the goals, progress, and measured with the tracking. Under the work plan as the backbone of the team's work

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Lecture 6

V- Project Execution Gaps and Causes

- During the project, create a **Gap Analysis** to identify each gap's cause and create a framework for developing a solution.
- Changing **organizational culture**, managing up, and educating the Project initiators eliminates gaps beyond the immediate Project.
- It is also beneficial to reflect on the Project execution gaps during Project Closing. This analysis and insight you gain at the conclusion of the Project will indicate execution gaps before they occur for any future Projects the team takes on.

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Lecture 8

IV- Project Execution Best Practices

V1- Project Execution Challenges

- There are many challenges to successful project execution, such as moving deadlines and budget overrun, that can cause problems, affect business outcomes, and sometimes even lead to project failure. Problems may appear at any time during the project and need to be addressed right away.
- Challenges commonly occur in communication, personnel, strategy, stakeholder engagement, and scope creep. It helps to understand the causes of failure in each of these areas to know what to look for when challenges surface.

39	Communication Mass communication can happen through any sort of a project, but the complex relationships, teams and understanding communication of them are unique to the project. Reporting, role assignment, or generally, the team is in shared understanding.	Resource High performing teams rely on personal management, making roles with the best skill set for the project. Having the right people when possible, sufficient teams can learn without care to develop cohesion among the team from day one or developing cohesion over time.		
	Strategy A Project team calls for members across functional and cross company roles. While a team member will cover for team strategy oriented roles, the majority of the team members focus on strategic operations.	Scope Creep A Project Manager must guard against scope creep that often occurs at the end of the Project. Project teams are usually in a project and usually become a Project offshoot.	Spencer Engagement A strong Spencer relationship is essential to Project success. Challenge with Spencer and while the sponsor is not involved in the Project or has understood well for the role.	

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Lecture 8

VI- Project Execution Best Practices

- Challenges in **Project Execution** impact **Time, Budget, and Resources**, and ultimately impact the **success of your Project**. Understanding these potential challenges is the **first step** to minimizing **Project complications**.
- Avoiding challenges is ongoing work and needs consistent, proactive attention, such as the following behaviors:
 - Increase the visibility of the execution Phase with regular check-ins and transparent communication.
 - Balance your **leadership style** between monitoring and encouraging.
 - Develop an **approachable leadership** presence encouraging open communication.

- A **Strategy** is long-range, directional, and action-oriented, and it uses multiple angles to accomplish the goal.
- The **Strategy** comes from the Project's Direction, and should align with the Manager's Intent.
- A **Project Execution Strategy** is a tactical approach used in project management. The Project Manager and team leaders create the Strategy during the Planning Stage.
- A **Project Execution Strategy** is different from a Project Execution Plan which is task-oriented, detailing the specific on how to allocate resources, time, and expenditures.

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Lecture 8

VI- Project Execution Best Practices

- Project Executive Strategy** must align with the overall company strategy, mapping the actions of the Project to the **company focus and Values**.
- Project Manager**, the Project Manager will often employ strategies that involve awarding strategic team.

For example, a company's strategic goal of operational excellence (the goal of lowering operational risk and operating costs, and empowering employees) could serve as opportunity for the project execution strategy to focus on empowering employees in the areas of communication, engagement, and alignment. To do so, the Project Manager can ask the team a series of questions to help answer the strategic management in action.

What are the strategic goals and how can the project help achieve them?

Which strategies for achieving them will the project use?

What actions will the project take to support the goals?

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Lecture 8

VI- Project Execution Best Practices

Project Execution Best Practices

Here are some strategies for a project execution plan that will help you know that you:

Project Execution Steps

- 1. Develop a project plan and timeline
- 2. Develop a communication plan
- 3. Develop a risk management plan
- 4. Develop a budget
- 5. Develop a resource plan
- 6. Develop a stakeholder management plan
- 7. Develop a quality management plan

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Lecture 8

VI- Project Execution Best Practices

VI-3- Project Execution Best Practices

- Project execution best practices aim to create a team with the needed qualities of a **high-performing team**. The leading current Project execution best practices focus on **soft skills** and **knowledge**, **productivity** and support the execution success throughout the Project.
- The following best practices focus primarily on **soft skills** and **leadership development** because they improve the health and resilience of the team, which indirectly leads to meeting and exceeding **Project goals**.

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Lecture 8

VI- Project Execution Best Practices

Project Management	Project Communication	Project Resource Management
Project Management Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management includes the following activities: - Project Initiation - Project Planning - Project Execution - Project Monitoring and Control - Project Closure	Project Communication Project Communication is the exchange of information among project team members and stakeholders. Project Communication includes the following activities: - Project Communication Planning - Project Communication Implementation - Project Communication Monitoring and Control	Project Resource Management Project Resource Management is the process of identifying, acquiring, and managing the resources needed for the project. Project Resource Management includes the following activities: - Project Resource Planning - Project Resource Acquisition - Project Resource Development - Project Resource Monitoring and Control

Good practice areas for Project Execution

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Lecture 9

II- Importance of the Key Performance Indicators

II-3- Key Performance Indicator Characteristics

- Many **KPI** characteristics are identified in the literature.
- A KPI does not need to satisfy all of these characteristics to be useful to the organisation and characteristics may overlap.
- A KPI should be:
 - relevant** and consistent with the specific organisation's vision, strategy and objectives
 - focused on organisation wide strategic value** rather than non-critical local business outcomes. Selection of the wrong KPI can result in counterproductive behaviour and sub-optimised outcomes.
 - representative**: appropriate to the organisation together with its operational performance.

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Lecture 9

II- Importance of the Key Performance Indicators

II-3- Key Performance Indicator Characteristics

- realistic**: fits into the organisation's constraints and cost effective.
- specific**: clear and focused to avoid misinterpretation or ambiguity.
- attainable**: requires targets to be set that are observable, achievable, measurable and credible under expected conditions as well as independently validated.
- measurable**: can be quantified/measured and may be either **quantitative** or **qualitative**; used to identify trends - changes are infrequent, may be compared to other data over a reasonably long time and trends can be identified.

LECTURE 9

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Lecture 9

II- Importance of the Key Performance Indicators

II-3- Key Performance Indicator Characteristics

- timely**: achievable within the given timeframe.
- understood**: individuals and groups know how their behaviour and activities contribute to overall organisational goals.
- agreed**: all contributors agree and share responsibility within the organisation.
- reported**: regular reports are made available to all stakeholders and contributors.
- governed**: accountability and responsibility is defined and understood, and
- reviewed**: the program is cost effective and adequately reviewed throughout its lifetime.

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Lecture 9

II- Importance of the Key Performance Indicators

II-3- Why are KPIs important?

5 REASONS WHY YOU NEED KPIs

- To understand company's financial health
- To improve employee productivity
- To identify problems and opportunities
- To improve customer service
- To monitor progress of major goals

LECTURE 10

Lecture 10 II- The 3 Phases of the Project Closure Process

- The three phases of project closure are technical, learning, and people.
- During the technical phase, close up loose ends. For the learning phase, evaluate what did and didn't work, as well as how to improve. In the people phase, appreciate team members.
- Take these steps during each phase of closing a project.
- By following this quick and easy guide to project closure steps and related activities, you're building a stronger future for yourself, your team, and your organization.

Lecture 10 II- The 3 Phases of the Project Closure Process

II-1-Technical Phase

- The technical phase, while a bit on a bureaucratic side, creates a true sense of finality (and closure) among the team and for the organization. A great project lifecycle enables you to do the following:

To achieve this: Have an ending to a story (e.g., a sense of when an object gets its spirit or ends).	How to achieve it by using the process: This is how you'll ensure the story ends in a way that will be meaningful to the team. It's not about the end of the story, but about the end of the story that will be meaningful to the team.
How to achieve it by using the process: This is how you'll ensure the story ends in a way that will be meaningful to the team. It's not about the end of the story, but about the end of the story that will be meaningful to the team.	How to achieve it by using the process: This is how you'll ensure the story ends in a way that will be meaningful to the team. It's not about the end of the story, but about the end of the story that will be meaningful to the team.

Lecture 10 II- The 3 Phases of the Project Closure Process

II-2-Learning Phase

- We want all projects to be both challenging and manageable, but sometimes not everything goes as planned. Occasionally you encounter a glitch along the way.
- No matter what happens during a project's lifecycle, learning is always present.
- The learning phase of project closure is time dedicated to team reflection on what you've done.

how you've done it, and what you've learned so far that the project is complete.

- There are multiple ways to focus project closure on learning and growth, both for the organization as a whole and for individual team members. Doing so will likely lead to greater satisfaction and meaning associated with doing project work.

Dedicate Time for Team Reflection

Consider what you've done, how you've done it, and what you've learned now that the project is complete.

Document Lessons Learned

The learning phase brings lessons learned in the forefront and documents them for the benefit of your team today and for future reference when you or a colleague initiates a new project.

Respond to Questions about the Current Project

Now is the time to document organizational and project memory that's accessible to all relevant parties. One way to ensure you've addressed all issues is to respond to questions about the current project, then making that information accessible to all relevant parties.

Facilitate Discussion and Reflection in a Team Setting

The learning phase, just like the other phases, mostly involves holding team discussions about the project. Learning that takes place as a result of a team project helps to feed organizational success, just as important, the project can advance individual team members' professional development and sense of mission.

Lecture 10 II- The 3 Phases of the Project Closure Process

II-3- People Phase

- Take the time to commemorate what you've accomplished as a team. You've come to know the team well and have a good sense of the team's personality.
- Make the most of the camaraderie you've developed to celebrate in a way that's right for your team within your organization.
- Remember, the team made the project deliverables possible, and recognizing those efforts and the need for emotional closure will leave everyone feeling good and ready to move on, whatever comes next.

Lecture 10 II- The 3 Phases of the Project Closure Process

- Depending on the context, it may be appropriate to invite the **Upper-level Supervisor** who gave the green light for the Project to participate, too.
- Each **Project Closure** phase helps to create an **Organizational Culture of appreciation, gratitude, and accomplishment**.
- Take the time to do this right, in ways meaningful to your specific circumstances, and you've set the stage not just to move on but also to take a step forward.

Lecture 10 V-Project Closure Best Practices

Below is a guideline that Project Managers could use to close their Projects comprehensively:

1. **Inform** those agencies and any and all other departments/entities/parties who will use the product(s) of the project how the necessary training, tools, documentation, and capability to perform their role.
2. **Ensure** that the Project has satisfied the **strategic goal(s)** for which it was undertaken.
3. **Assure** that the whole **Scope of Work** has been completed, and make sure to receive formal documented acceptance from the **Client** and **Sponsor**.

Lecture 10 V-Project Closure Best Practices

- 1-Review all Contracts with the Project Team and Suppliers. Make sure that all parties have satisfied their contractual obligations—that the Suppliers have delivered all of the products or services required of them and that the Organization has made all pertinent payments. Retain records if necessary, and make sure the Suppliers provide all supplementary deliverables, which may include, but may not be limited to Product Documentation, Drawings, Warranties, Service Contracts, User Manuals, and so forth.
- 2-Review Project Management Practices.
- 3-Document Lessons Learned for future reference.
- 4-Disband the Project Team and officially return Resources to their functional locations.

Lecture 10 V-Project Closure Best Practices

- Successful Project Closure ties every aspect together:

what you've done	how you've done it	why it's important
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- Don't be shy about tapping into your best technical expertise and business-centered, celebratory left to this critical phase of every project.
- Here's a handy list of Project Closure best practices.

Team as a Community

Team members share the responsibility for their work, and sharing to ensure that everyone is on the same page. Team members share the responsibility for their work, and sharing to ensure that everyone is on the same page.

Be Open

Project Closure requires professionalization, but that doesn't mean rigidity or checking boxes. Make sure the team feels safe sharing and participating in each phase of Project Closure. Each Team Member brings their own skills, experience, and perspective to the project, so be sure to use the stage for an open conversation that encourages everyone to contribute in ways they feel comfortable. Especially during the **Learning Phase**, when you review what's worked well and what team members think could be better next time, it's important to invite the purpose of sharing ideas and reflections on the Project's Progress and final Outcomes.

Create Space for Best Team Member Performance

The best Project Closure takes place over a period of time. You may have a week to tie up everything or only a few days. Do your best to create emotional space between each project closure phase. This may help ensure each team member is fully present and able to contribute fresh ideas and reflections that are neither rushed nor muddled. If your team works fast in the morning, schedule project closure phases on staggered meetings over the course of a week.

Communicate in a Purposeful and Clearly Defined Manner

Set the stage for Project Closure and each of its phases through clear Communication.

During your last meeting before Project Closure begins, inform the Team what Project Closure is, why it's important, and how you'll accomplish Project Closure as a team over each phase.

Provide a review of Project Closure Goals and your Process for accomplishing them as a team.

At each step of the Project, you've brought the team together and created **Team Bonds** because you've communicated well and with impact. Project Closure requires the same careful attention to the team to ensure the **best possible outcomes** for them, you, and the Organization.

Assign Closing Tasks to Team Members

Write the project manager, but that doesn't mean you have to or should be doing all of the project closure work. Teams are collaborative by nature. Use the strong collaborative nature of the project going through each phase of project closure. Assign tasks, ask for volunteers to keep track of project closure outcomes, and be open yourself to giving other team members the chance to close down the project.

Build a Foundation for Organizational Success

Team Projects are good. Teams that get along well and communicate well are good. Teams that get along well and communicate well are good. Teams that get along well and communicate well are good.

No matter the situation, remind the Team why you're there, what you're learning, and how project closure helps to advance — and possibly avoid — Project Issues in the future.

No Project can truly improve organizational success and affect satisfaction both today and in the future.

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