

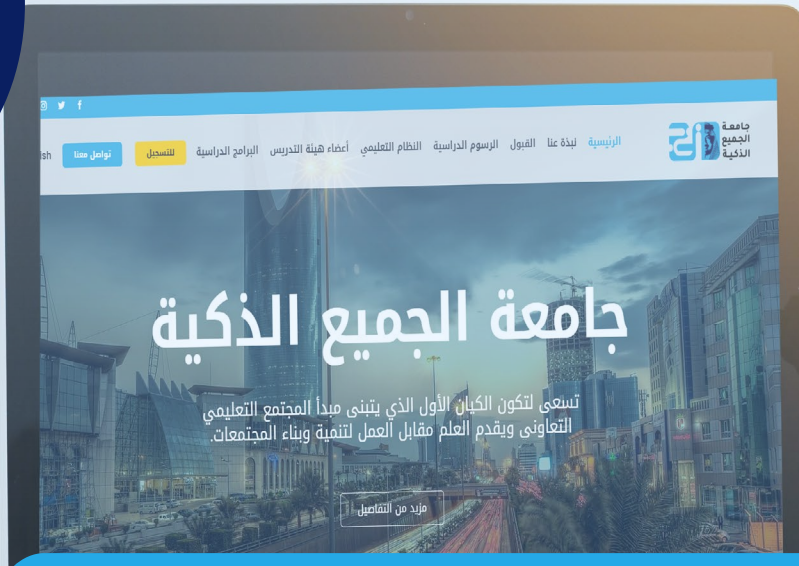
PART I :

Initiate & Plan a Project

**Project Stakeholders, Scope
Milestones, Requirements
& Resources**



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY



Lecture 6

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In the previous lessons...

- **The Project Charter** is where we document:
 - why a Project is being undertaken.
 - What will it deliver?
 - What are the benefits it will bring?
 - The intended audience is everyone involved with the Project.

In the previous lessons...

Why Create A Project Charter?

- Any Project regardless of its size takes time and work. It also requires careful planning at every step of the process. The **Project Charter** outlines the **steps needed to bring your vision to life**.
- This document recognizes the existence of your Project, states its **objectives** and defines its **start date**. At the same time, it allows you to **allocate Resources** more effectively and helps prevent disagreements among Stakeholders.
- This tool supports the decision-making process and ensures that your Project aligns with the Company's Goals. Furthermore, **it authorizes the Project Manager to procure resources and spend money**.

In the previous lessons...

- By drafting a **Project Charter**, you'll be able to **identify any potential risks** and drawbacks ahead of time. This can help you plan things out and avoid costly mistakes down the road.
- The **Project Charter** can also serve as a **reference for the Project Team** later on. You may use this document during meetings to remind Stakeholders of the project's benefits and goals.
- This document also makes it easier to **create a Budget** and come up with a rough estimate of how much the Project will cost.
- It can help you **mitigate risks** and provide a solid foundation for making informed decisions.

In the previous lessons...

So what do we include in a Project Charter?

- We should include a **description** and **reason for the Project**. Something brief that gets across what the project is and why we need to it. If someone joins the Project they should be able to get a good understanding of the Project by reading the charter.
- Confusingly we include **the Project Scope** as part of the Charter. Essentially, the Charter contains an **overview of the Project Scope** and the Project Scope statement breaks it down into more detail. The Scope should be clear and concise. There should be no ambiguity around what the outcome of the Project will be.

In the previous lessons...

Project Charter elements may include some or all of the following:

• Project purpose • Description • Short- and long-term goals • General scope • Milestones	• Deliverables • Stakeholder list • Roles and responsibilities • Potential risks • Assumptions and constraints	• Key performance indicators • Budget outline • Standards and methodologies • Project approval requirements
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Syllabus

I- Project Stakeholders

II- Project Scope

III- High-level Milestones

IV- Project Requirements

V- Project Resources

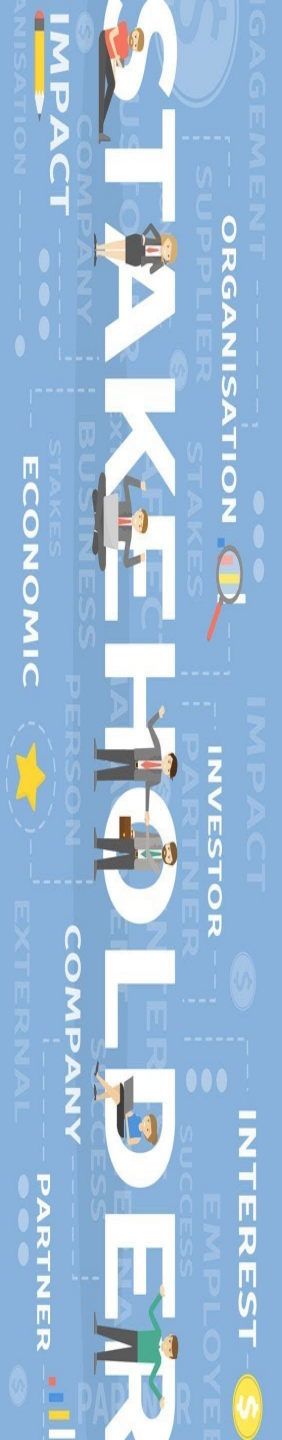
I- The Project Stakeholders

- A **Project** is a collaborative effort.

Even though you're in charge of managing it, in order for the Project to be successful you still need to rely on, work with, and report back to other people.

- Throughout this course, we've been talking a lot about the various people involved in taking a project from idea to execution: your **team**, **other departments within the organization**, **leadership**, **clients**, and more.

These people are your **Project's Stakeholders**.



I- The Project Stakeholders

1- Definition

- According to the **Project Management Institute (PMI)**, **Project Stakeholders** are defined as:

“Individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.”

➡ In other words, your **Project's Stakeholders** are the people or groups who have something **to gain** (or **lose**) from your **Project's outcome**.



I- The Project Stakeholders

- **Project Stakeholders** are any group of people that can have an influence or can be influenced by the project.

In other words, they have a stake in the Project.

- After completion, whether the project failed or succeeded depends on how much the stakeholders are satisfied.
- Now that you know the answer to the question “***what are project stakeholders?***”, the natural next question is “***who are the stakeholders in a project?***”.
- As we’ve already seen in the **Project Stakeholder** definition above, a stakeholder is anyone with an interest or investment in your project



I- The Project Stakeholders

I-2- Why Project Stakeholders are important?

- As mentioned earlier, any Project's success depends on the satisfaction of the stakeholders.
- Understanding the needs and expectations of stakeholders is very important for successful Project execution.
- The role of Stakeholders in **Project Management** is important because of the following reasons:



I- The Project Stakeholders

- They bring **experience** to the table

Stakeholders often provide invaluable expertise about the project. They have a sound understanding of the relevant process and how things work in the industry. Based on their experience, they can provide clear deliverables and identify **Project Constraints** that the project managers might not be aware of.

- They help identify **Risks**

The only way to mitigate risks is to first identify them. This is where Stakeholders can offer valuable insights. They might raise concerns at the beginning of the project and might want to discuss potential risks. Identifying **Project Risks** at the beginning can allow you to prepare accordingly and prepare contingency plans.



I- The Project Stakeholders

- They help increase the **chances of success**:

Engaging with Stakeholders helps to have a clear view of the Project expectations right from the start.

It also helps keep them on the same page regarding their expectations of the project, especially as the Project progresses.

Taking continuous input from stakeholders might increase their interests and stakes in the project.

This can increase the chances of the project's success dramatically.

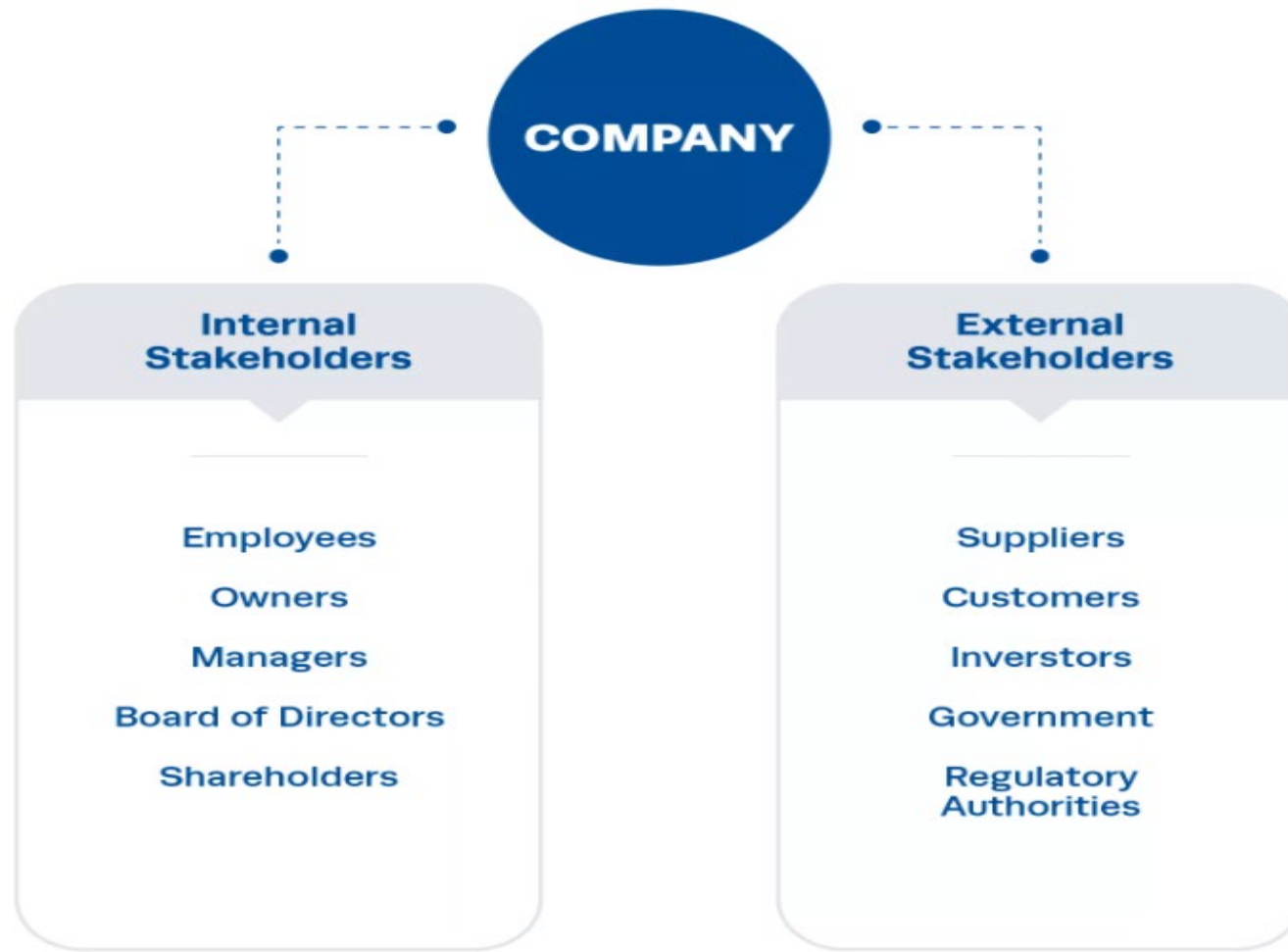


I- The Project Stakeholders

Types of Stakeholders

I-3- The two types of Project Stakeholders

Project stakeholders can be broadly categorized into two ways:



I- The Project Stakeholders

I-4-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.

I- The Project Stakeholders

3. Interviewing the influencers

Interviewing the Project Management Experts and key influencers is also instrumental 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 this 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?

I- The Project Stakeholders

I-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.



I- The Project Stakeholders

1. 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.

Bear 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 in advance, you can start to get their buy-in, build the relationship from the outset, and help them to feel involved from the beginning



I- The Project Stakeholders

2. 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 this **Stakeholder Prioritization**, but one simple 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:



I- 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?

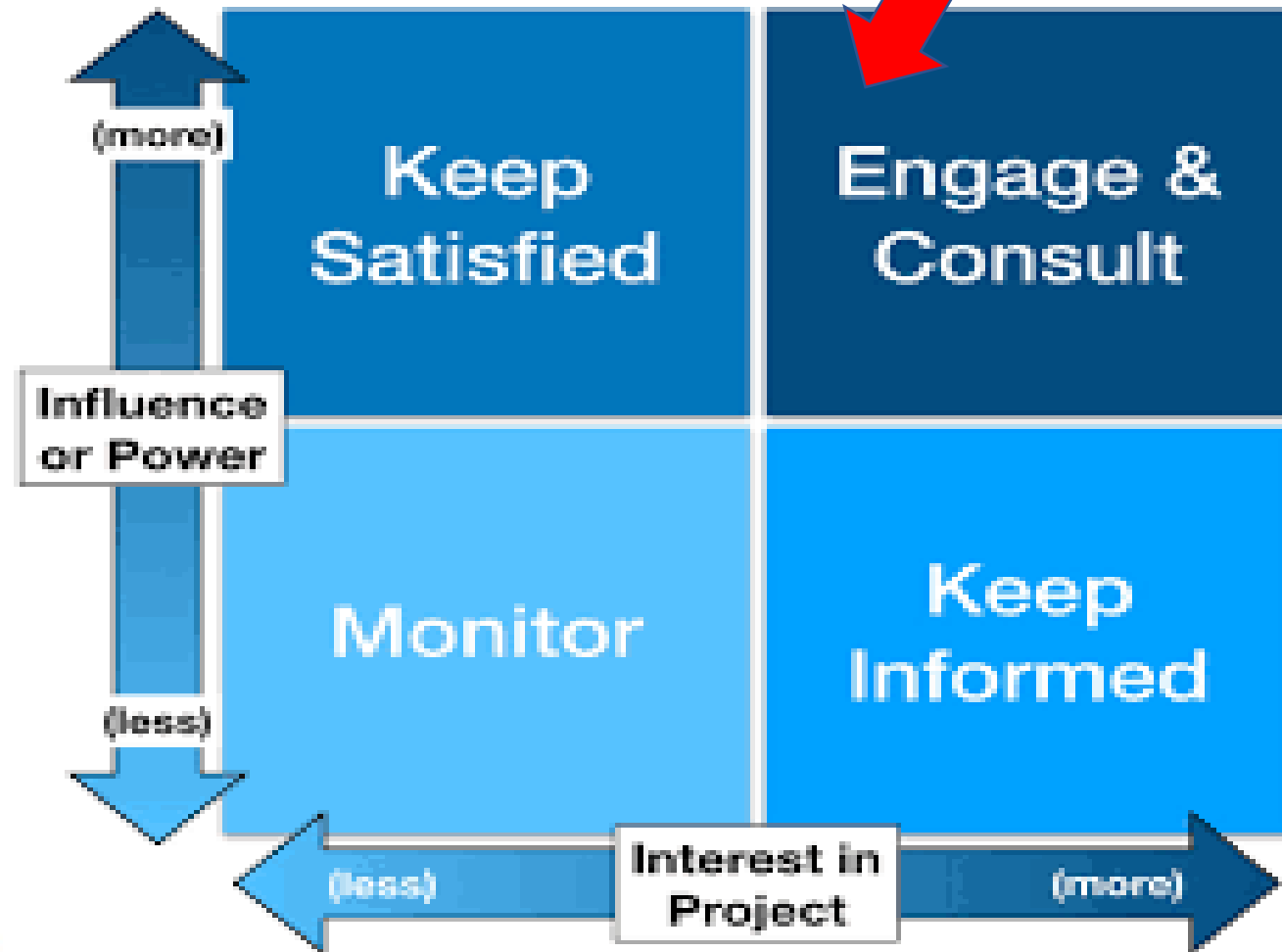
(a stakeholder's influence can be positive or negative!)

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?

I- The Project Stakeholders

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.



I- The Project Stakeholders



I- 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.

Where possible, try to develop a full understanding of what matters most to your Stakeholders, as this has important implications for the mission your social Project pursues, the people you serve, and the impact that you will need to achieve and measure.

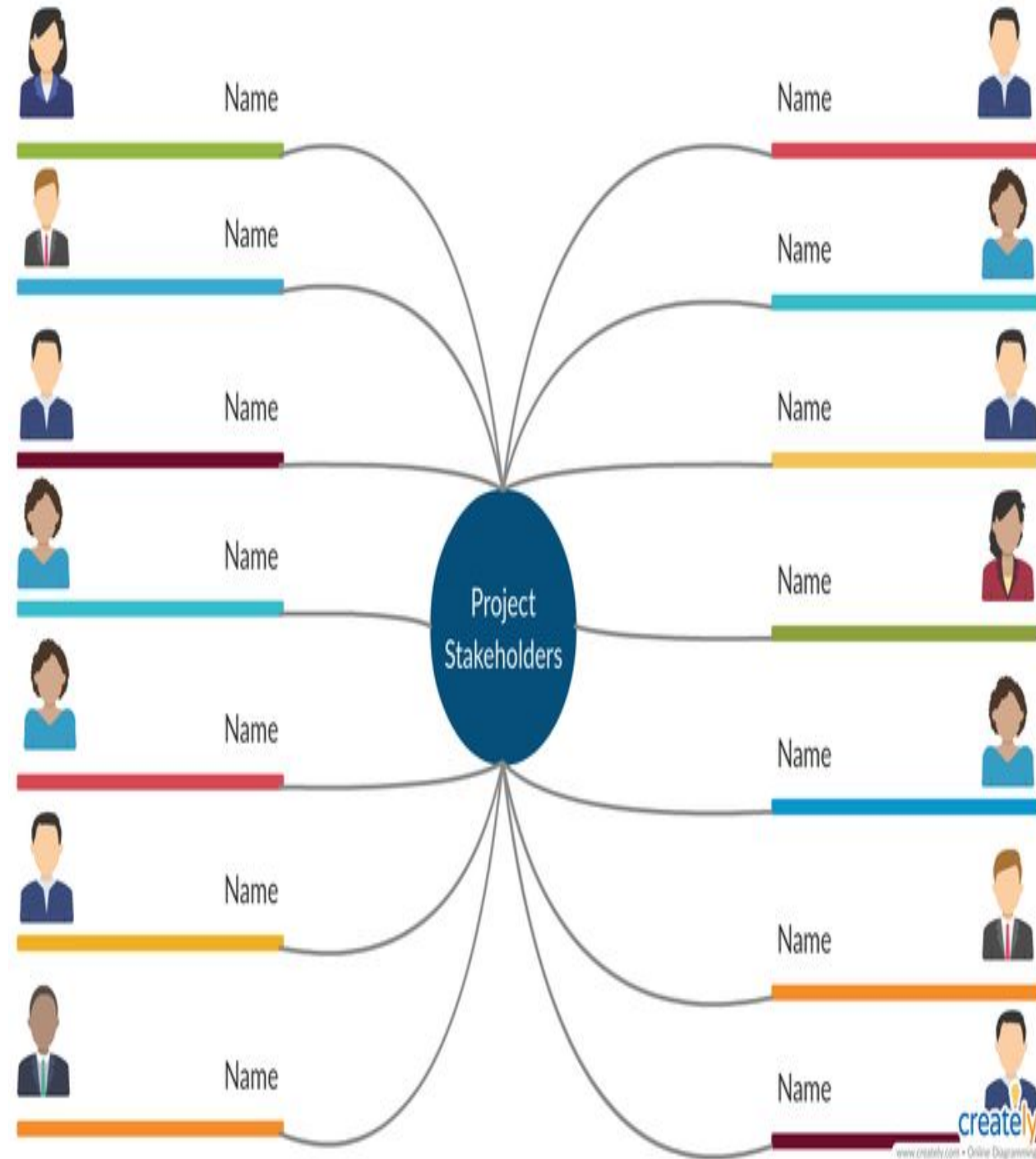
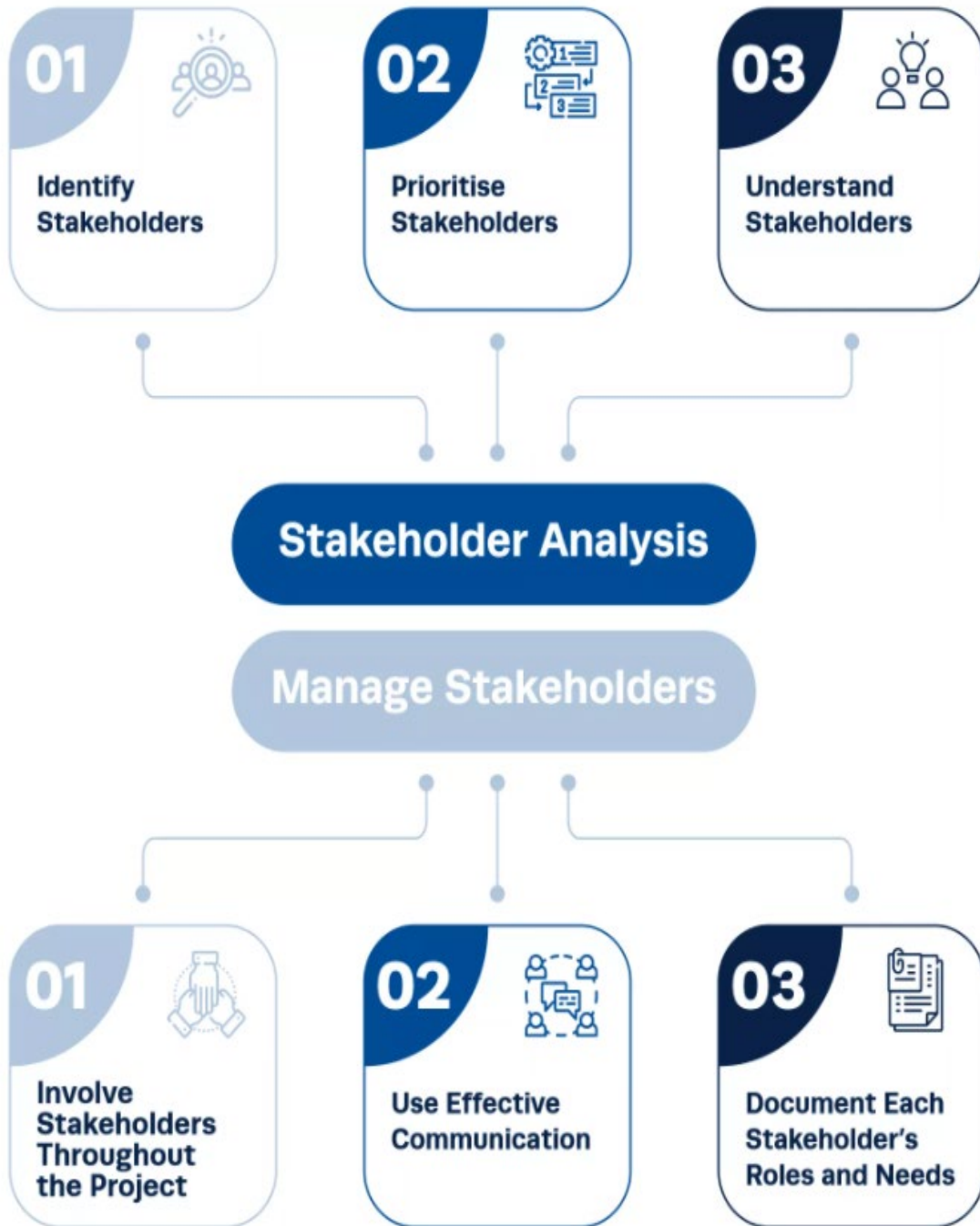


I- The Project Stakeholders

I-6- How to manage your Project Stakeholders?

- For a successful Project, your key Stakeholders' Requirements, Project Objectives_, and happiness 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 objectives** so you can keep your stakeholders happy — while also delivering the Project you set out to deliver.





I- The Project Stakeholders

- Part of being a successful Project Manager means understanding exactly what is needed to achieve the objectives in a project and mapping out how to get there.
- For every Project, no matter the size or complexity, it is the responsibility of the Project Manager to ensure it stays on track the entire time.
- The simplest way to do so is to define the Scope of the Project.



II- Project Scope

II-1-What is Project Scope?

- **Project Scope** is the part of Project Planning that involves determining and documenting a list of specific **project goals, deliverables, tasks, costs and deadlines**.
- The documentation of a project's scope is called a **Scope Statement** or **Terms of Reference**.

It explains the **Boundaries of the Project**, establishes responsibilities for each team member and sets up procedures for how completed work will be verified and approved.



II- Project Scope

- During **the Project**, this documentation helps the Project team remain focused and on task.
- Note that a **Project's Scope Statement** should not be confused with its Charter; a **Project Charter** simply documents that the Project exists.
- The **Scope Statement** also provides the team with guidelines for making decisions about change requests during the Project.
- That ensures everyone on the team understands the extent of the project and agrees upon exactly how the project's goals will be met.



II- Project Scope

II-2- How to define the Scope of a Project

- Defining Project Scope requires input from the Project Stakeholders. They work with project managers to establish the key elements of **budget, objectives, quality** and **timeline**.
- To determine Scope, Project Managers must collect Requirements for what the Stakeholders need from the Project. This includes the following elements:
 - * the Project's Objectives and Deliverables;
 - * when the Project must be completed; and
 - * how much the Stakeholders can pay for it.



II- Project Scope

II-3-Scope Statement

- Creating an accurate document that outlines the goals, deadlines and relationships that shape the project is called the scope statement.
- Including specific elements within this document will help build an effective scope statement that will minimize the risk of change orders and disruptions, while staying on budget.



II- Project Scope

A Project Scope Statement includes **the final deliverables**, as well as any **constraints, resources** and **key features** identified within the project. In short, it lays out **the boundaries of the entire Project**.

- A good statement is essential to reinforce the project scope for all involved parties. It will encourage successful buy-in from potential stakeholders, as well as ensure that all project participants are on the same page.
- It also helps to filter irrelevant tasks, which prevents wastage of time and resources..



II- Project Scope

- Project Scope statements can often determine the difference between a successful and unsuccessful Project.
- To ensure that you meet all the main aspects of the statement, the following points are important to include in your Project Scope Statement:
 - * Justification
 - * Exclusions
 - * Description of the Scope
 - * Deliverables
 - * Assumptions
 - * Main Objectives



II- Project Scope

The following are some must-haves in the Scope Statement:

Business Case: Why the project is required and what benefits are expected to be delivered.

Project Description: An overview of the project's final deliverable.

Success Criteria: The key components that will constitute a successful project as pre-agreed upon with the clients and stakeholders.

Limitations: Any resources or technology related issue that may limit the project.

Assumptions: Any assumptions that have been made and will affect the final outcome.
Once a project manager has defined these factors within the framework of a project, the scope will be much easier to manage. Staying on top of project scope is critical to success and losing track is one of the biggest mistakes a project manager can make on a job.



II- Project Scope



II-4- The importance of defining a Project's Scope

- Writing a Project Scope Statement that includes information on the project deliverables is a first step in Project Planning.
- The benefits a Project Scope statement provides to any organization undertaking a new initiative include the following:

***articulates what the project entails so that all stakeholders can understand what's involved;**

***provides a roadmap that managers can use to assign tasks, schedule work and budget appropriately;**

***helps focus team members on common objectives; and**

***prevents projects, particularly complex ones, from expanding beyond the established vision.**

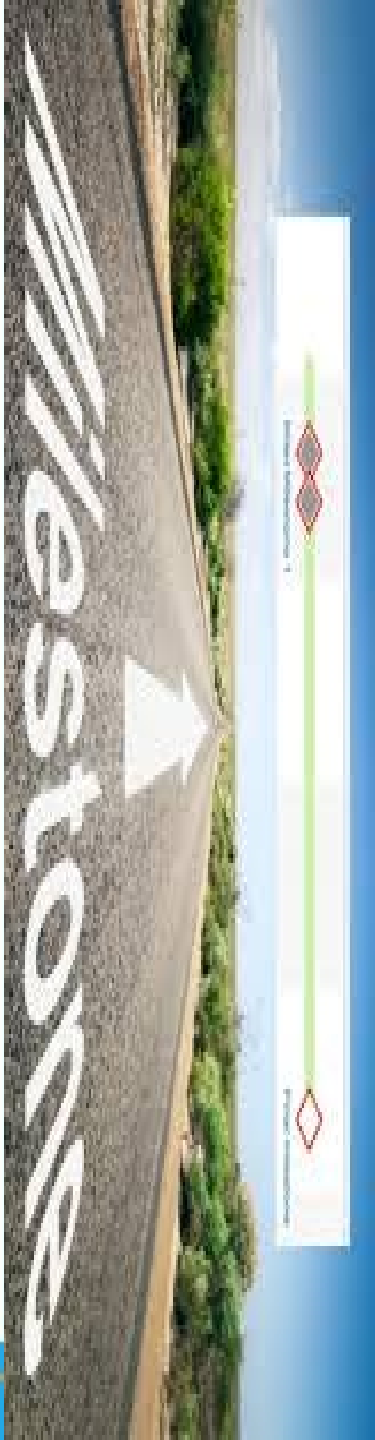
***Establishing project scope ensures that projects are focused and executed to expectations.**

The Scope provides a strong foundation for managing a project as it moves forward and helps ensure that resources aren't diverted or wasted on out-of-scope elements.

III-High-level Milestones

III-1- What is a Project Milestone?

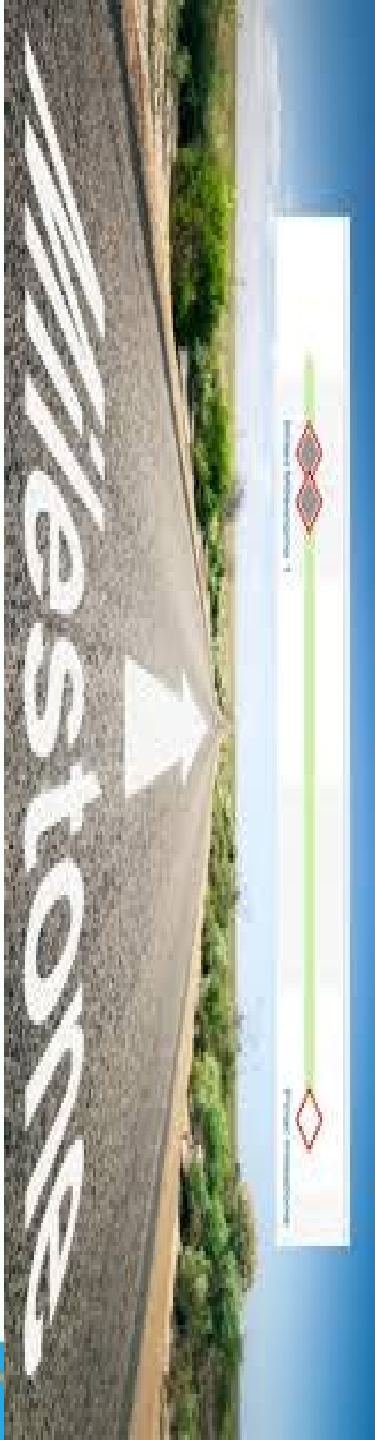
- Project Milestones mark specific points along a Project's timeline.
- They are checkpoints that identify when activities or groups of activities have been completed or when a new phase or activity is launched.
- You can differentiate Milestones from other elements of a timeline because they take no time to complete; think of them as signposts that keep things on track.



III-High-level Milestones

III-2- Why are Project Milestones important?

- Milestones are powerful because they demonstrate forward progress in your project plan.
- They help motivate and align your team by enabling everyone to view progress and judge priorities.
- And they help you monitor deadlines, identify important dates, and recognize potential bottlenecks within the Project.
- If you were to strip the tasks from your **Project Timeline** , the Milestones would still give an outline of the key steps or phases of the Project.



III-High-level Milestones

5 reasons why key milestones are important to Project Success

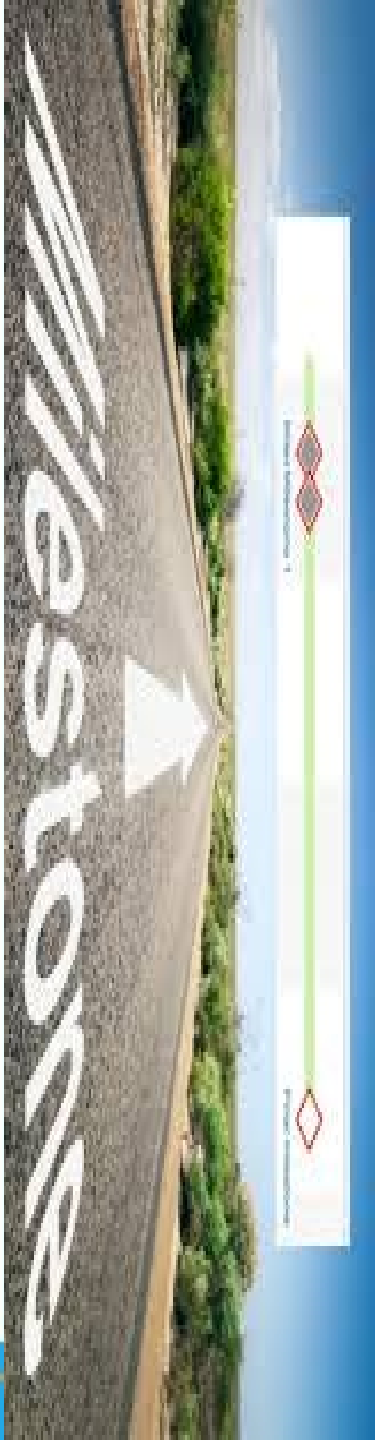
1. Milestones improve Project delivery.
Milestones break a large, complex Project into smaller phases.

2. Milestones facilitate communication with stakeholders.
Milestones help you track project progress. It's a way to measure your progress, and how far are you from completing the Project?

3. Project landmarks act as checkpoints.

4. Milestones keep stakeholders and the team on track. Milestones serve as reminders to stakeholders about important Project events.

5. Milestones improve team engagement.
The project mentor doesn't have to be around dry assignments and review meetings.
It's also an opportunity to congratulate your team and celebrate. Depending on your budget, you can give your team a thank you note, take them to lunch, or even offer a reward.



IV- Project Requirements

IV-1- What Are Project Requirements?

- **Project Requirements** are **conditions** or **tasks** that must be completed to ensure the success or completion of the Project.
- They provide a clear picture of the work that needs to be done.
- They're meant to align the **Project's Resources** with the objectives of the organization.
- The benefits of effectively gathering **Project Requirements** include cost reduction, higher project success rates, more effective change



IV- Project Requirements

V-2- Project Requirements Categories

Business requirements

- They are the high-level needs of the business.
- They address what's required and why the project is happening.

Solution Requirements

They include both **functional** and **non-functional requirements**.

They are the **specific features** and **characteristics of the product or service** that meet all requirements, both Business and Stakeholder.

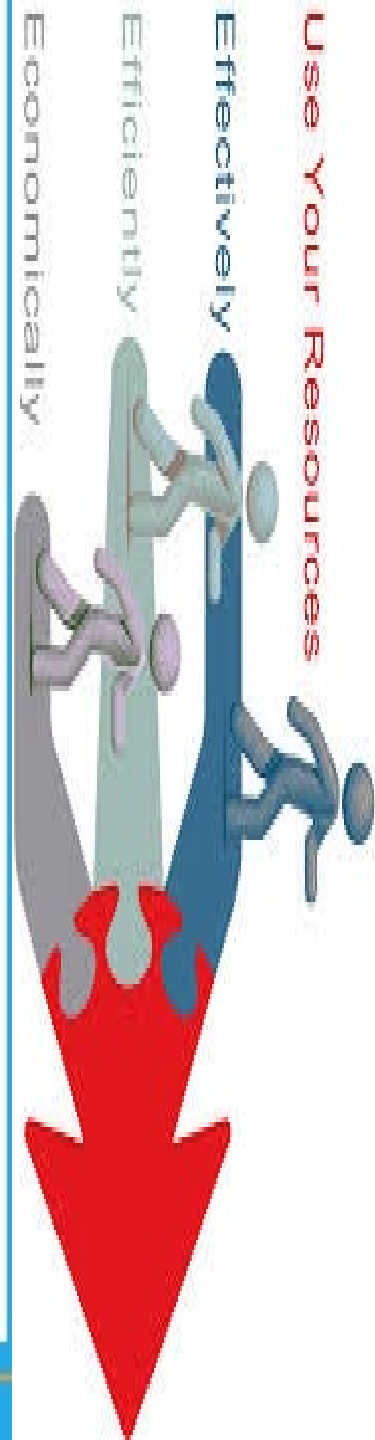
A Stakeholder

- Every individual Stakeholder has **specific needs** or **requirements** that they want to be fulfilled.
- Often times, stakeholders have **competing needs**, which can impact the schedule, budget, and scope of the project if not managed effectively.

V- Project Resources

V-1-What are the types of Resources used in Projects?

- **People, Processes, and Technology**, also referred to as the **Golden Triangle**, are essential for successful **Project Implementation**.
- So, to get the work done, you need labor, and they, in turn, need materials, equipment, and a place to carry out the Project activities.
- On an enterprise level, Project Resources can be human and non-human, which includes but not limited to:



Consumables & materials:

- These are the **consumables** needed to generate the final **product (good or service)**
- **The materials**
(for a road construction project are soil, rock aggregates, binders like lime, bituminous materials, cement, etc.)

Facilities

Resources need an **environment for Project execution**, such as land, conference room, office space, accommodation, and more.

Labor

Labor or **Human Resource** forms the backbone of any Project and comprises **employees** (part-time or full-time) and **contingent staff** with various skill sets required for delivery.

Equipment & Tools

- It covers all the tangible assets (machinery, plant, equipment, etc.) and intangible assets (software, process, methods, and even ideas).
- These assets might change depending upon the type and nature of the organization.

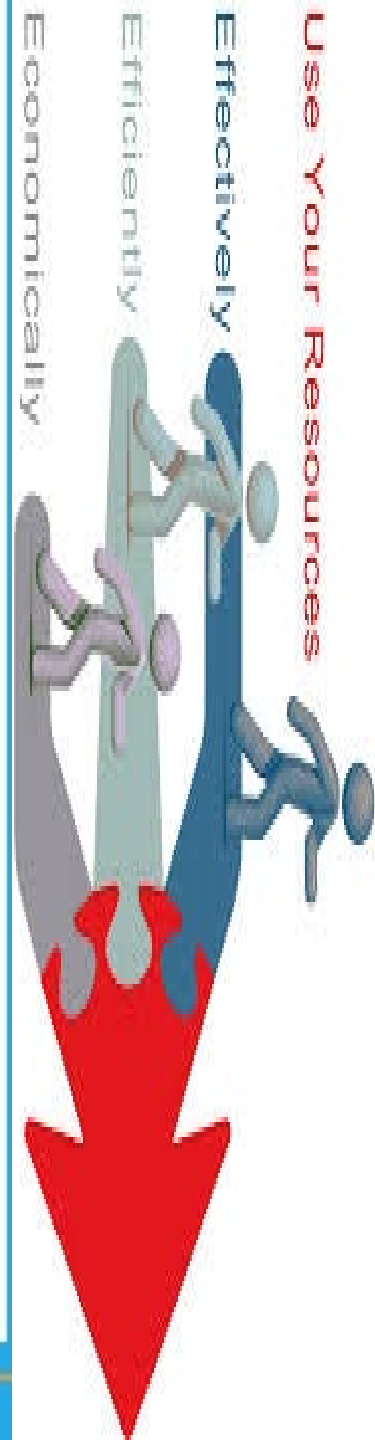
Finance

The most significant resource is **the money required** to procure the resources and carry out the necessary work.

V- Project Resources

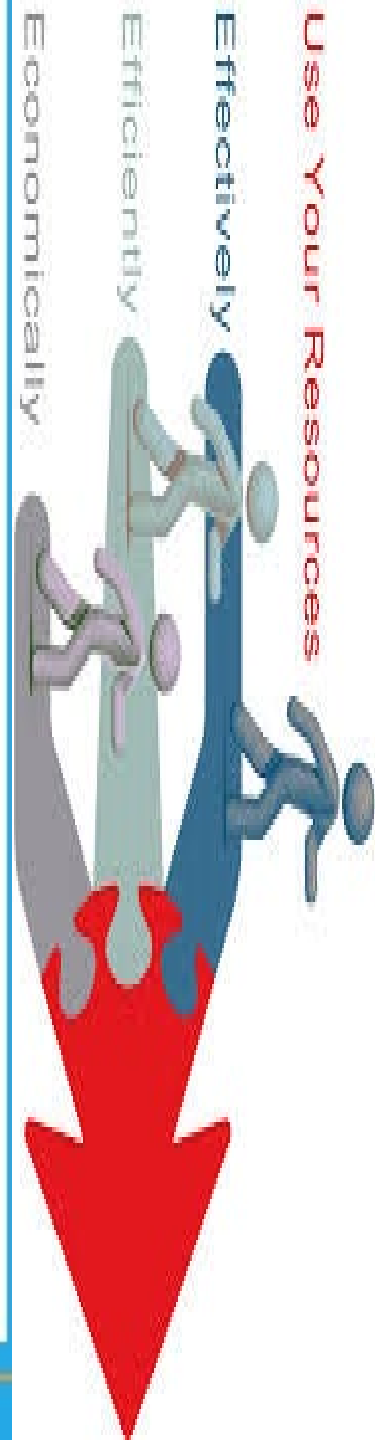
V- 2- Why is Project Resource Planning important?

- As a Project Manager, your primary concern is: ***How do I deliver a Project on time and within the stipulated budget?***
- Effective **Project Resource Planning Strategy** aims to meet the delivery commitments and **enhance client satisfaction**. It also improves the team's performance, engagement, and productivity.
- Once the Resources and the Skills in place, we need to master the art of **scheduling, forecasting, and planning** efficiently for the Project's success.
- **Efficient Project Resource Planning** also ensures **maximum billiard resource utilization profitability**.



V- Project Resources

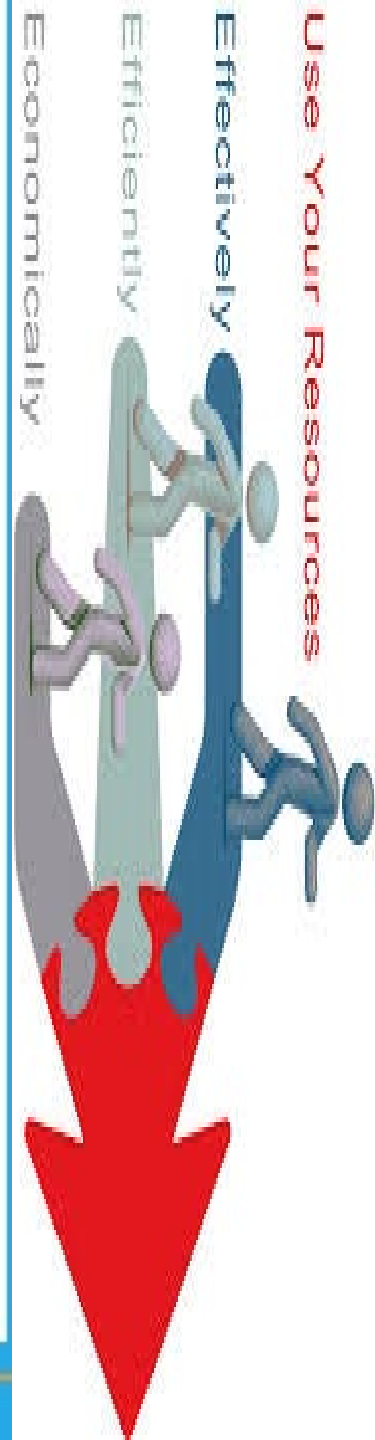
- Effective **Project Resource Planning** provides a clear picture of **who is doing what** and **how long they need to accomplish the same**.
- It helps you visualize underutilized Resources or those getting rolled off from tasks and re-allocate them to suitable project vacancies.
- Therefore, **Project Resource Management** is a continuous process, and by implementing the right solution, one can take preventive measures to meet the overall objectives.



V- Project Resources

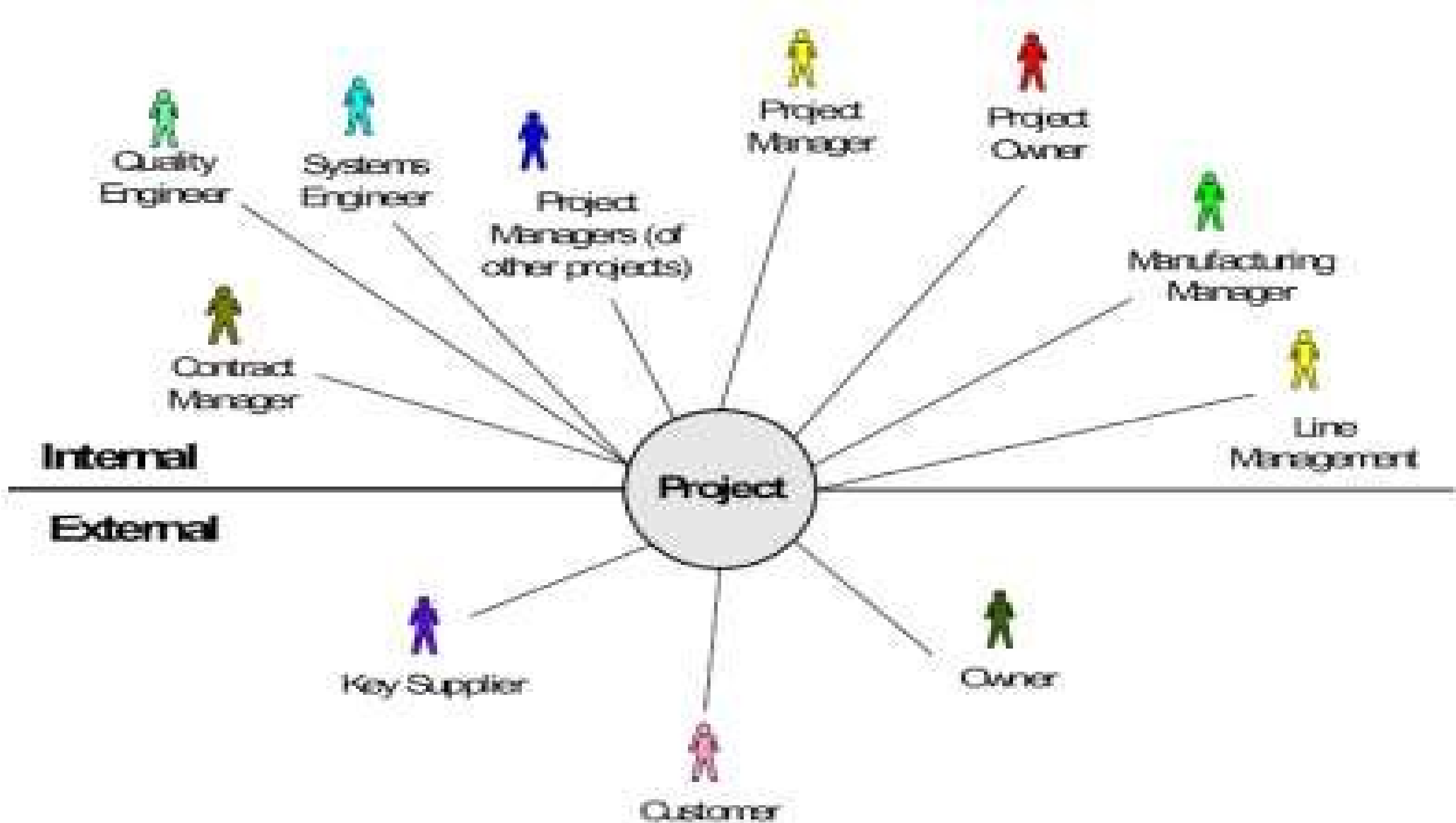
IV-3-How to create a Project Resource Plan?

- For every successful Project, the journey starts with creating an **efficient Project Resource Plan**.
- Using Resource Management Solutions, Project Managers can plan, organize, and manage the Project Resources effectively.

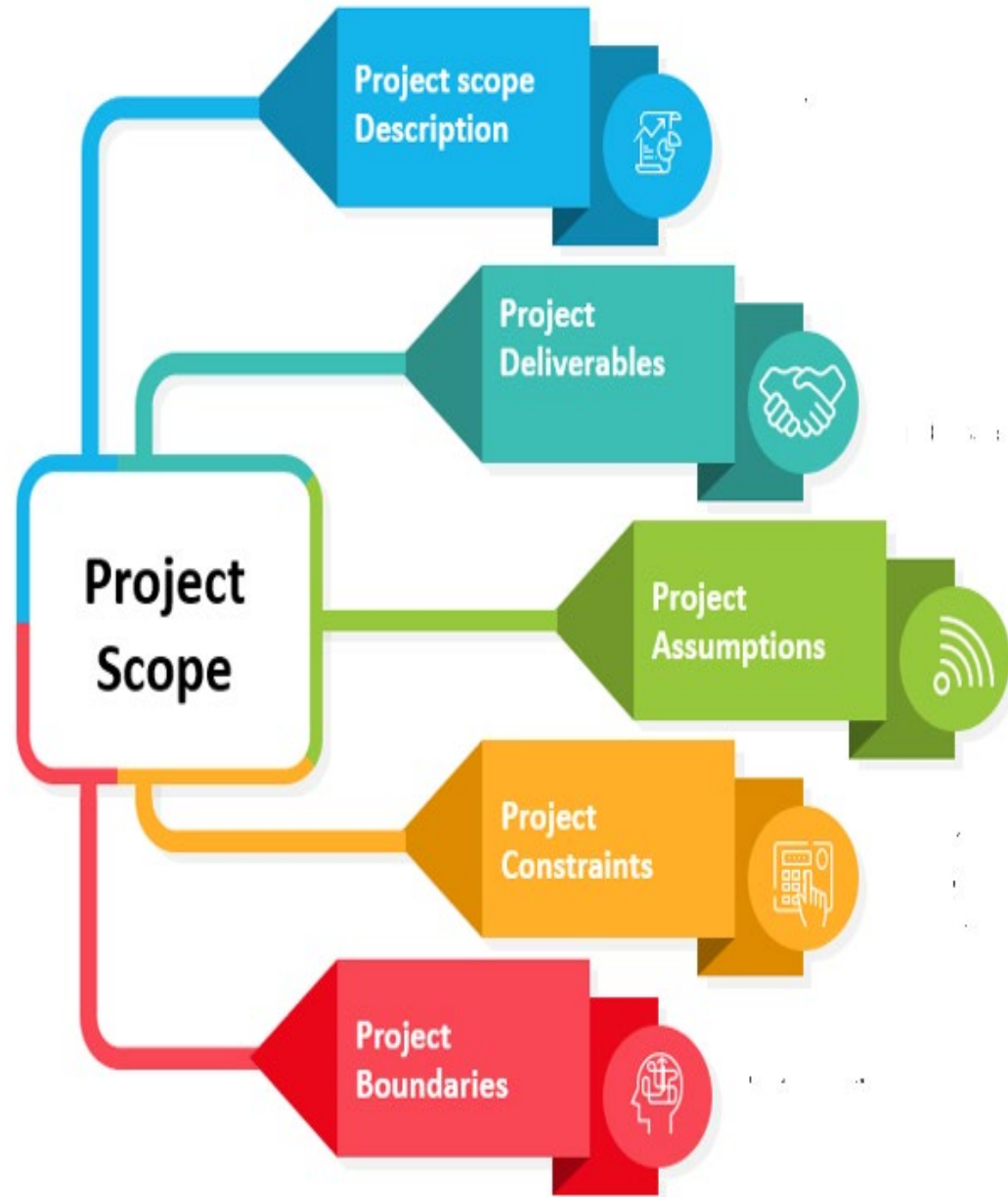


A spiral-bound notepad with a white cover and a spiral binding on the left side. The word "SUMMARY!" is written in a large, black, sans-serif font on the notepad's surface. The notepad is placed on a light-colored wooden surface with a visible grain. Numerous colorful clothespins in various colors (red, blue, green, yellow, orange, pink, purple, white) are scattered around the notepad, some attached to it and others on the wooden surface. The clothespins are of different sizes and are arranged in a somewhat circular pattern around the notepad.

SUMMARY!



PROJECT SCOPE



PROJECT MILESTONES



Service User
Product Must-Have
Don't Include
Functional Business
Requirements
Market Technical
Nice-to-Have
Customer Include
Project Process

Project Resources



SEE YOU

NEXT TIME