



Everyone's Smart
University

Advanced Project Management

LECTURE 1



PMG 605

Introduction to APM and Initial
Project Strategy

Overview of Course

- 1. Initial project strategy
- 2. Quality, procurement, communication and team management
- 3. Project progress and performance
- 4. Change control
- 5. Project tracking and monitoring
- 6. Configuration management
- 7. Closure and transfer
- 8. Identifying risks and sources of risk
- 9. Creating a risk-management plan
- 10. The roles and responsibilities in risk management

Learning Outcomes



At the end of this lecture students will be able to:

- **Explore the various definitions and characteristics of a project.**
- **Identify the Objectives of Project Management.**
- **explain Skills every good project managers needs.**
- **Identify the project strategic planning.**

Lecture Overview



Lecture overview

(1) Introduction

(2) Initial Project
Strategy

- What is advanced Project
- What is Project Management
- Skills every good project managers needs

(1) Introduction



Definitions

Management : is the process of Planning, Organizing, directing, Controlling and Measuring.

- **Project** : A group of milestones or phases, activities or tasks that support an effort to accomplish something.

Advanced Project



Is a temporary in nature; have definite start and end dates; produce a unique product, service, or result; and are completed when their goals and objectives have been met and signed off by the stakeholders or when the project is terminated.

Advanced Project Management



Advanced project management, is a collection of processes that includes initiating a new project, planning, putting the project management plan into action, and measuring progress and performance.

Advanced Project Management



Advanced project management, the process of scoping, planning, staffing, organizing, directing, and controlling the development of an acceptable system at a minimum cost within a specified time frame.

Project Managers and Process management



Project manager - the person responsible for supervising a systems project from initiation to conclusion.

Process management – the activity of documenting, managing, and continually improving the process of systems development.

project characteristics



You've just learned that a project has several characteristics:

- 1. Projects are unique.**
- 2. Projects are temporary in nature and have a definite beginning and ending date.**

project characteristics



- 3. Projects are completed when the project goals are achieved or it's determined the project is no longer viable.**
- 4. A successful project is one that meets the expectations of your stakeholders.**

Objectives of Project Management



1. To ensure that the project is correctly designed to meet its objectives.
2. To ensure that the project is completed on schedule, within resources and budget.
3. To provide a mechanism for monitoring the project.

1. To ensure that the project is correctly designed to meet its objectives



- ensure that the project objectives and outcomes are fully agreed by all involved.**
- ensure that the objectives are achievable.**
- ensure that the objectives satisfy customer needs.**

2. To ensure that the project is completed on schedule, within resources and budget



- ensures that the resources and budget are agreed and are consistent with the needs of the project.**
- ensures that the life of the project is clearly defined.**

3. To provide a mechanism for monitoring the project.

- ensures project does not depart from agreed path.**
- provides mechanism for examining project progress (quarterly progress reports, agreed regular communication...**
- provides mechanism for correcting or stopping failing projects (project restructuring).**

Advanced Project Management Functions

Scoping : setting the boundaries of the project.

Planning : identifying the tasks required to complete the project.

Estimating : identifying the resources required to complete the project.

Scheduling : developing the plan to complete the project.

Project Management Functions



Organizing : making sure members understand their roles and responsibilities.

Directing : coordinating the project.

Controlling: monitoring progress.

Closing : assessing success and failure.

Project Manager Competencies



- **Business awareness.**
- **Business partner orientation.**
- **Commitment to quality.**
- **Initiative.**
- **Information gathering.**

Project Manager Competencies



- **Analytical thinking**
- **Conceptual thinking**
- **Interpersonal awareness**
- **Organizational awareness**

Project Manager Competencies



- **Anticipation of impact**
- **Resourceful use of influence**
- **Motivating others**
- **Communication skills**
- **Developing others**

Project Manager Competencies



- **Monitoring and controlling**
- **Self-confidence**
- **Stress management**
- **Concern for credibility**
- **Flexibility**

Skills every good project managers needs



- 1. Communication Skills**
- 2. Organizational and Planning Skills**
- 3. Conflict Management Skills**
- 4. Negotiation and Influencing Skills**
- 5. Leadership Skills**
- 6. Team-Building and Motivating Skills**

1. Communication Skills



One of the single most important characteristics of a first-rate project manager is excellent communication skills. Written and oral communications are the backbone of all successful projects.

2. Organizational and Planning Skills



Organizational and planning skills are closely related and probably the most important skills, after communication skills, a project manager can possess. Organization takes on many forms.

3. Conflict Management Skills



Show me a project, and I'll show you problems. All projects have some problems, as does, in fact, much of everyday life.

4. Negotiation and Influencing Skills



Effective problem solving requires negotiation and influencing skills. We all utilize negotiation skills in one form or another every day.

5. Leadership Skills



Leaders and managers are not synonymous terms. Leaders impart vision, gain consensus for strategic goals, establish direction, and inspire and motivate others. Managers focus on results and are concerned with getting the job done according to the requirements.

6.Team-Building and Motivating Skills



Project managers will rely heavily on team-building and motivational skills. Teams are often formed with people from different parts of the organization. These people might or might not have worked together before, so some component of team-building groundwork might involve the project manager.

Measures of Project Success



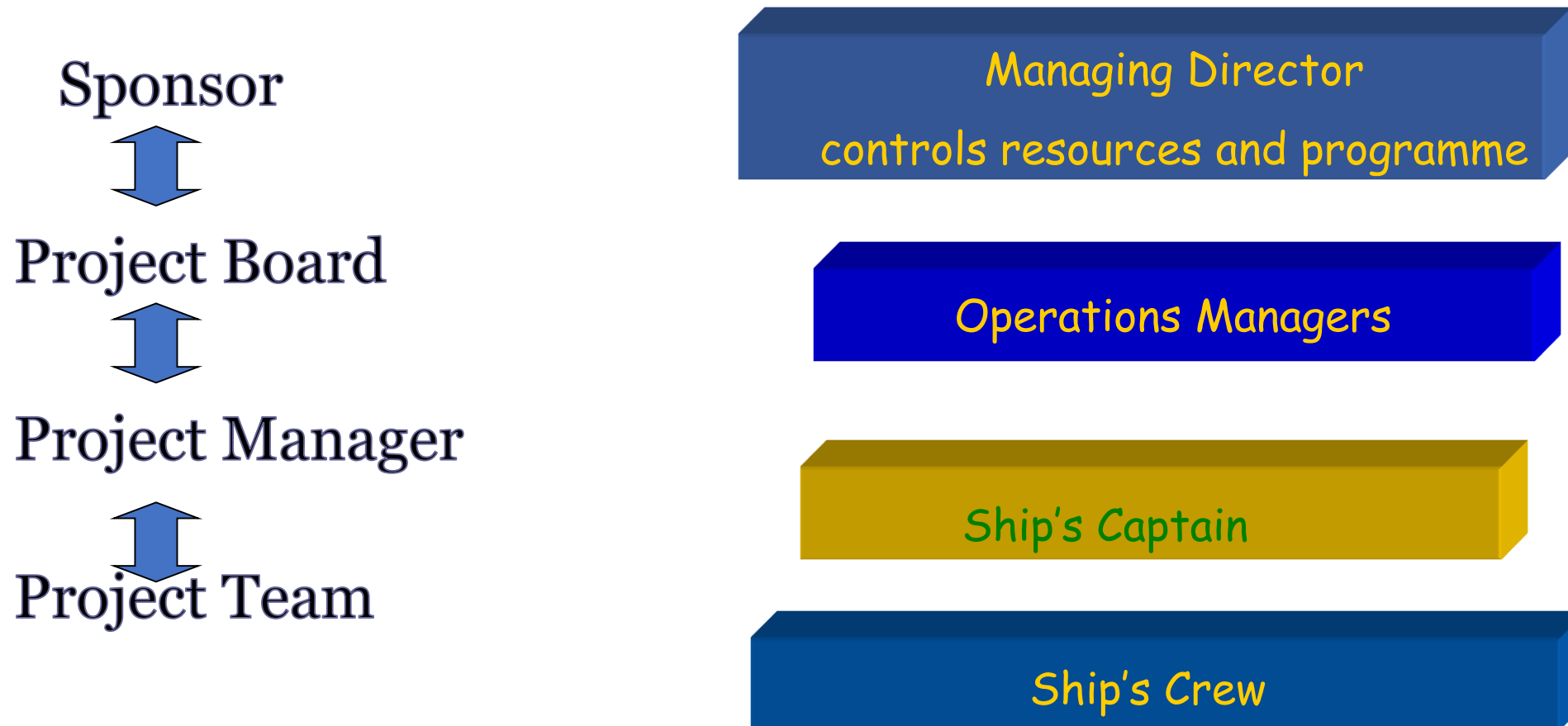
- 1. The resulting information system is acceptable to the customer.**
- 2. The system was delivered “on time.”**
- 3. The system was delivered “within budget.”**
- 4. The system development process had a minimal impact on ongoing business operations.**

Why is Project Management Important?



- 1. Enables us to map out a course of action or work plan**
- 2. Helps us to think systematically and thoroughly**
- 3. Unique Task**
- 4. Specific Objective**
- 5. Variety of Resources**
- 6. Time bound**

formal structure of projects



Sponsor



The Sponsor is a (are) Senior Manager(s) who hold(s) responsibility for resources, and, in particular, funds.

It is the Sponsor's role to ensure that the project is an appropriate activity that satisfies programmes requirements and justifies funding.

Project Board



Often consists of three members (could be more, perhaps just one).

Overall responsibility for ensuring monitoring and successful outcome of project - report to Sponsor.

Regular meetings with Project Manager to monitor project progress.

Project Manager



Responsible for day-to-day management of the project and its resources.

Provides regular reports to the Project Board.

Normally responsible for basic project design and restructuring, if necessary.

Project Team



This is where the real work is done - but the buck stops at the Project Manager.

Controlled by, and report to the Project Manager.

(2) Initial Project Strategy



What is the Project Strategic Planning?

Definition debated for years among academics and business leaders.

- Typically a one- to five-year.**

How Project Management Complements Strategic Planning?



- 1. Strategic Planning provides ideas**
- 2. Project Management achieves results**
- 3. Projects drive strategic changes**
- 4. Feedback loop for continuous change**

1. Strategic Planning – Ideas



- **Projects are based on ideas and objectives Strategic planning creates them.**
 - **SWOT (Strengths, Weaknesses, Opportunities, Threats)**
 - **Competitive Analysis and other studies**
 - **Market share goals**
 - **Vision statements**

2. Project Management Achieves Results



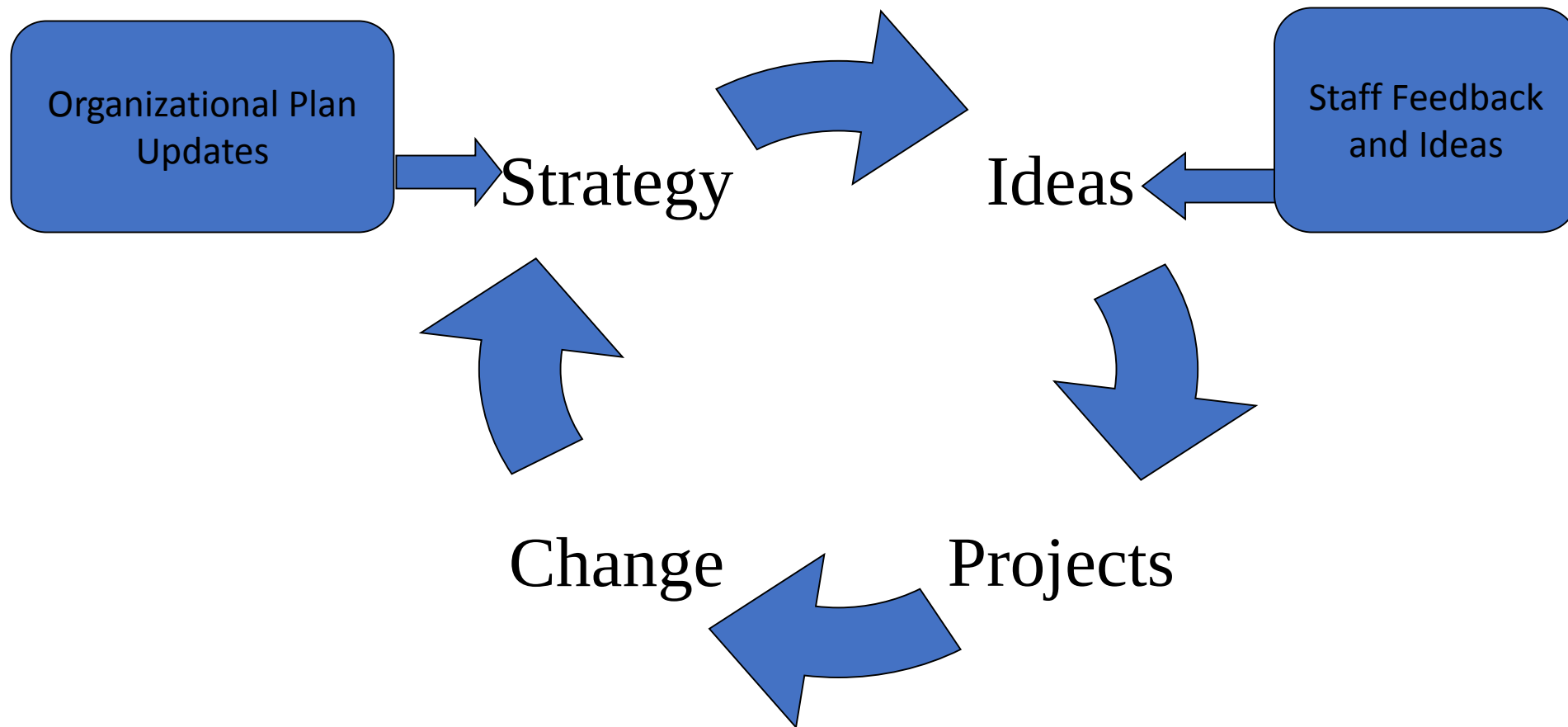
- **How to execute strategy?**
- **Project management provides a robust way to execute change.**
- **Assign project manager, defining accountability and responsibility.**
- **Avoid creating strategy that is never realized or even attempted.**

3. Project Results Drive Change



- **Each project advances one or more strategic goal.**
- **Some projects investigate an issue, creating new strategic goals at the end.**
- **Some projects fail, but all are relevant.**
- **Failure often uncovers key information.**

4. Feedback loop for continuous change



Events that Join Strategy and Projects



- 1. Project start-up.**
- 2. Project closure.**
- 3. Budget and resource authorization.**
- 4. Resource conflicts and priorities.**
- 5. Organizational crisis and strategic change.**

1. Project Start-Up



- **Most strategic moment of a project is right when it is authorized.**
- **Strategy helps answer, “Why should we do this?” or “What is the goal?”**
- **PM helps you climb the ladder, strategy helps make sure it is on the right wall.**

2. Project Closure



- **A time to gather new ideas.**
- **Teams see unsolved problems and issues.**
- **these ideas become new project proposals.**
- **Ensure that good ideas are not lost.**
- **A gift to the strategic planner.**

3. Budget and Resource Authorization



- **Projects constantly fight for resources and funding.**
- **Tying projects to strategy allows PMs to explain their need in strategic terms.**
- **Examining all project resource requests in terms of strategy helps eliminate “pet projects”.**

4. Project Prioritization



- **Often project conflicts arise, requiring a decision.**
- **Organizational strategy can provide a more relevant way to score and rank projects.**
- **Strategic planners are accustomed to scoring systems to set priorities, and can help design an appropriate system.**

5. Crisis and Strategic Change



- **Any crisis or critical event causes project uncertainty.**
- **Strategic planners face uncertainty as well.**
- **These times call for coordination.**
 - **Practical, tactical ideas from project managers.**
 - **Industry trends and top-down perspectives from strategists.**

Involving Senior Management



- 1. Tie project management to something they must do.**
- 2. Decision making.**
- 3. Project Management Training.**
- 4. Constant reinforcement.**

• Thank You For your Attention!

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