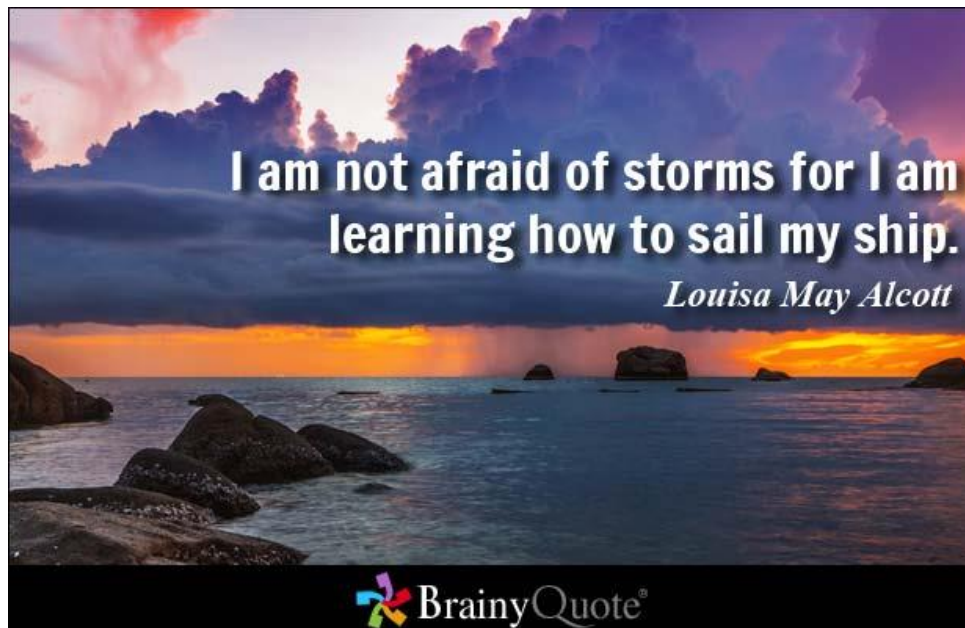


An Introduction to Project Management

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Workshop Outline

1. Introduction
2. Project Management overview
3. The Roles of the Project Manager and Project Team
4. The Project **Initiating** process
5. The Project **Planning** process
6. The Project **Execution** process
7. The Project **Controlling** process
8. The Project **Closing** process
9. Conclusion

1. Introduction

- This workshop will provide you with an overview of project management and help develop your:
 - **Knowledge** of project management,
 - **Skills** in using project management tools and techniques,
 - **Attitude** to proactively apply the knowledge and skills to projects that you are familiar with.

Expected Outcomes

- **After this workshop, you should be able to:**
- Understand the basics of **project management**.
 - Understand the **principles, methods, and techniques** that people use to effectively **plan, implement, and control** project work
 - Help complete projects on **time**, within **budget**, and on **target**.



Why am I taking this course?

Your Facilitator:

Mr Brian O'Reilly

MBA PMP

➤ Experience with Project Management:

- Worked for over 15 years in **Civil Engineering** on projects involving the design and construction of roads.
- Worked in **organisational change management**, and **organisational restructuring** projects.
- Worked in **IT, marketing, product launching**, and **other corporate projects**.
- Over 16 years experience in developing and delivering **project management higher education & training programs**.

2. Project Management overview

- Many people become project managers by **accident**.
- **Learning** project management skills can help you complete projects on:
 - time,
 - budget, and
 - target.
- Project management is **not just for project managers**.

All of mankind's greatest accomplishments --- from building the great pyramids to discovering a cure for polio to putting a man on the moon --- began as a project.



What is Project Management

- **Project Management** is a set of **principals, methods, and techniques** that people use to effectively **plan** and **control** project work.
- The **objective** of project management is to optimise project **cost, time, and quality**.

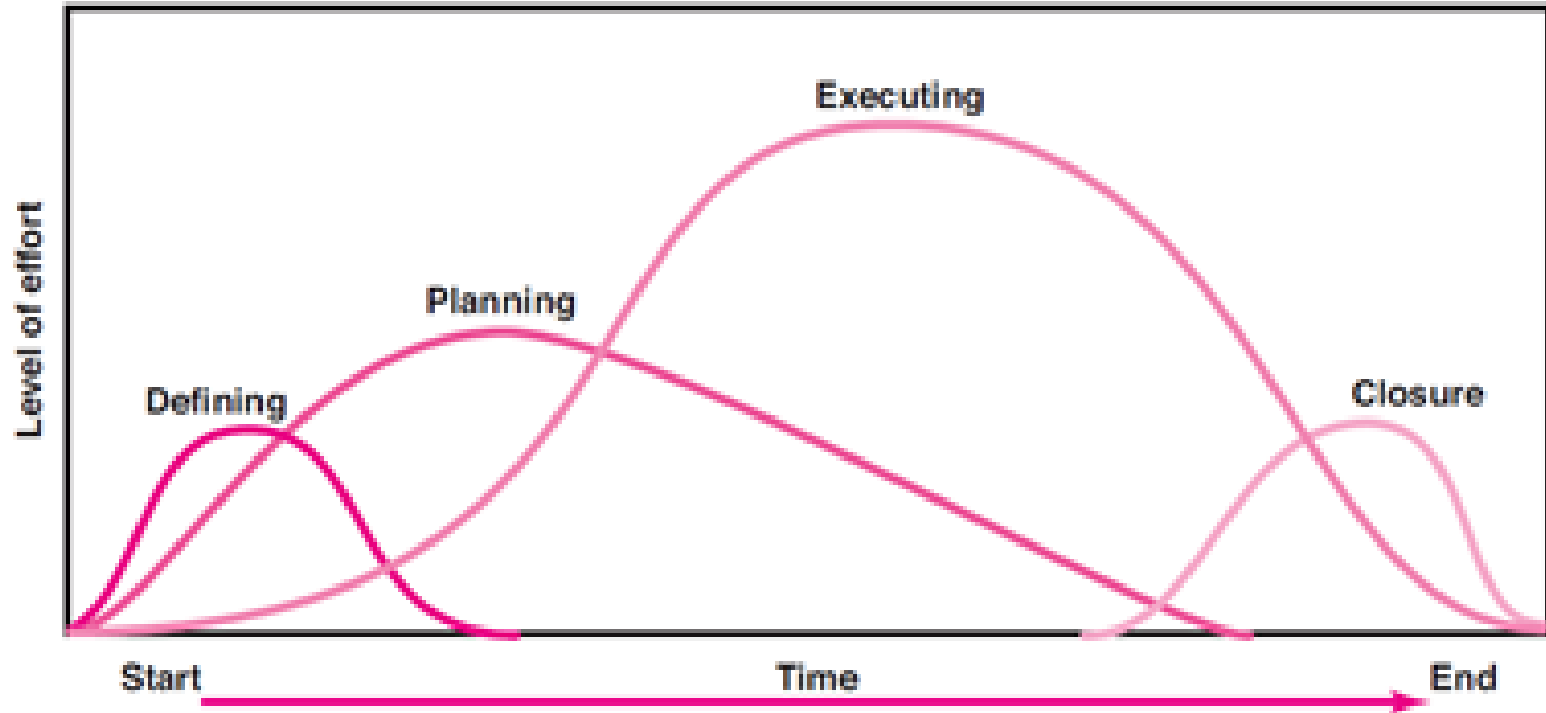


Project Characteristics

- Have a **specific objective** (which may be unique or one-of-a-kind) to be completed within certain specifications
- Have defined **start** and **end** dates
- Have **funding limits** (if applicable)
- Consume **human** and **nonhuman resources** (i.e. money, people, equipment)
- Be **multifunctional** (cut across several functional lines)



Project Life Cycle



Defining

1. Goals
2. Specifications
3. Tasks
4. Responsibilities

Planning

1. Schedules
2. Budgets
3. Resources
4. Risks
5. Staffing

Executing

1. Status reports
2. Changes
3. Quality
4. Forecasts

Closure

1. Train customer
2. Transfer documents
3. Release resources
4. Evaluation
5. Lessons learned

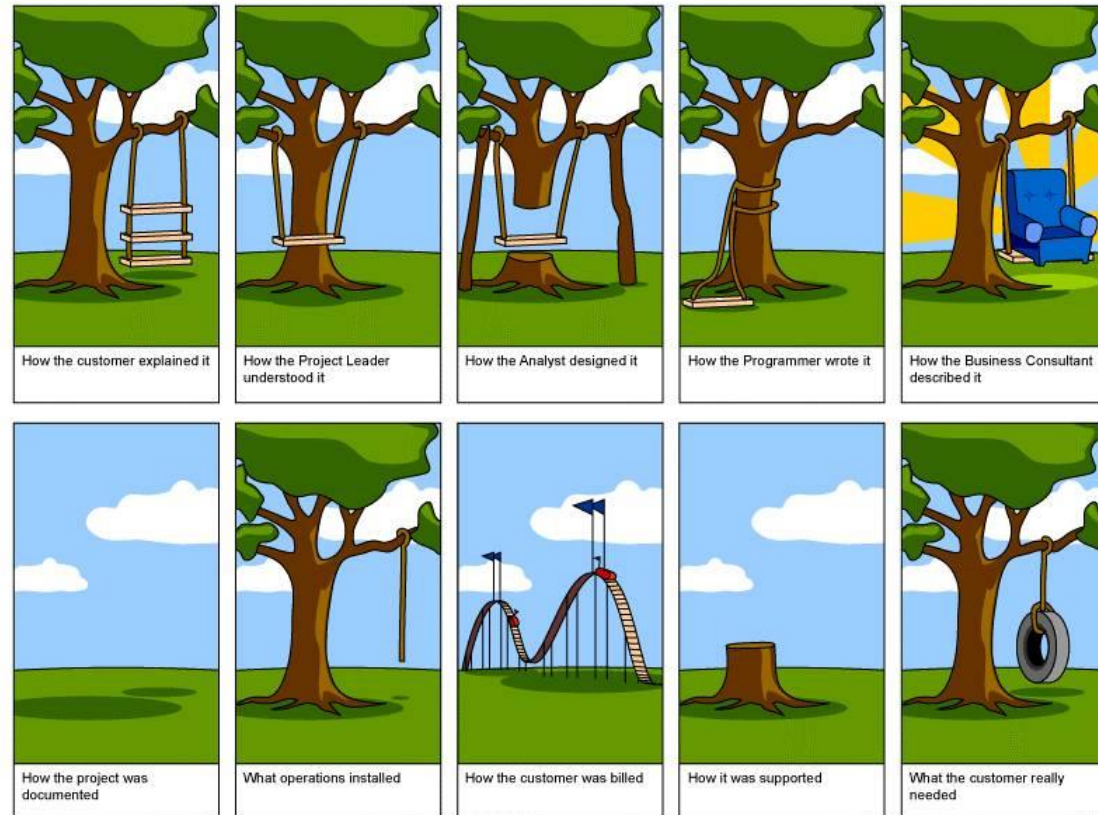
The Importance of Project Management

- Compression of the Product Life Cycle
- Knowledge Explosion
- Triple Bottom Line (planet, people, profit)

- Corporate Downsizing

- Increased Customer Focus

- Small Projects Represent Big Problems



Project vs Operations Management

<u>Management:</u>		
<u>Basis of:</u>	<u>Project Management</u>	<u>Operations Management</u>
<i>Time</i>	<i>Projects have a definitive start and a definitive finish.</i>	<i>Operations are continuous.</i>
<i>Task Type</i>	<i>Projects tasks are specific for that for that project and have never been done before.</i>	<i>Operational tasks are repetitive and cyclical.</i>
<i>Success/ Improvement Criteria</i>	<i>Project work success is based on project objectives identified specifically and uniquely for that project.</i>	<i>Operational work success is based on previous indicators (i.e. system availability).</i>

3. The Roles of the Project Manager and Project Team

- The role of the **project manager** can be a tricky one.
- This is especially the case where the project manager has **no formal authority** over the people they must work with to get the job done.
- This section defines the **roles** of the **project manager** and the **project team members**.

The Role of a Project Manager

- Planning
- Organizing
- Integrating
- Controlling
- Leading
- Decision-making
- Communicating, and
- Building a supportive climate for the project



People Skills

- It is necessary for the project manager to use both **direct authority** and **persuasion** and to know when to use each.
- They need to be **a master of communication** and to have the skills to manage conflict and change.



Project Skills

- Can you estimate costs and prepare workable schedules and adequate budget plans?



Integration Skills

- One of the primary duties of a project manager is **coordination** of the many project elements.



Technical Skills

- **A project manager**
 - must understand what needs to be done **technically**,
 - but will not have the same depth of understanding as the subject matter experts working on the project.
- However, they must know if potential **pitfalls** exist.



Knowledge of the Organisation

- Without understanding of the organization's:
- culture,
 - policies,
 - personalities, and politics,

the project will most likely **fail**.



The Make Up of a Project Manager

- Flexibility and adaptability.
- Preference for significant initiative and leadership.
- Assertiveness, confidence, persuasiveness, verbal fluency.
- Ambition, activity, forcefulness.
- Effectiveness as a communicator and integrator.
- Broad scope of personal interests.
- Poise, enthusiasm, imagination, spontaneity.

The Make Up of a Project Manager

- Able to balance technical solutions with **time**, **cost**, and **human factors**.
- Well organized and **disciplined**.
- A **generalist** rather than a **specialist**.
- Able and willing to devote most of his time to **planning and controlling**.
- Able to **identify problems**.
- Willing to **make decisions**.
- Able to maintain proper **balance** in the use of **time**.

Responsibility, Authority and Accountability



The Role of Team Members

- They must **know what they are supposed to do**, preferably in terms of an end product.
- They must have a **clear understanding** of their authority and its limits.
- They must know what their **relationship** with other people is.
- They should know where and when they are **falling short**.

4. The Project Initiating process

- A clear **project definition** and **detailed objectives** are critical to the success of the project.
- Whatever time you and energy you need to **define the project properly** in the planning stage is much less than what it will **cost to fix problems** after the project is completed.

Defining the Project



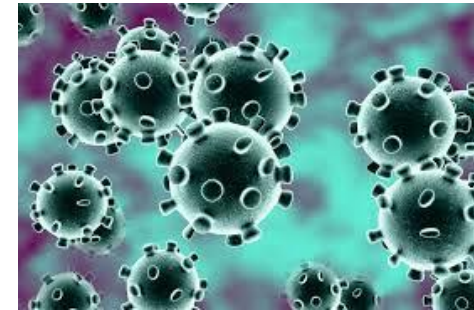
Defining the Problem or Opportunity

Define the **problem** or **opportunity** that makes the project necessary or desirable by:

- Getting **a clear definition** of the problem to be solved or the opportunity to take advantage of.
- Determining **the client's needs** and **wants**. Distinguish between the two.
- Gathering **sufficient background information** about the current situation.
- Learning and thoroughly understanding **the business reasons for the project**.

Types of Projects

- **Market driven** ~ designed to fill a need for your customers
- **Crisis driven** ~ a fast solution to a specific problem
- **Change driven** ~ the need to change current operations to become more effective



CHANGE

- "There is nothing so difficult as initiating change" Michavelli



Establishing Project Objectives

- “You can have it **cheap, quick, or done right.**
Pick any two”



Time, Cost, Scope

- **Time** - Easy to measure. Client wants the project **NOW!**
- **Cost** - More difficult to measure. Influenced by **specifications, compliance, and technical requirements.**
- **Scope** - Project Manager must write a clearly defined scope statement that clearly defines **the desired end product, service or process** including **quality standards** to be met.



SMART Goals

S = Specific

M = Measurable

A = Achievable

R = Relevant

T = Time-Bound

Project Charter

- The **Project Charter** is a **document** that **formally recognises a project** and states the **project approvals** by the client, or senior management, and the **authority** granted to senior management.

Project Charter

A Project Charter is a living document outlining the issues, targets and framework of a process improvement effort.



Problem Statement

The problem captured in the form of a measurement.



Business Case

The business reasons for doing the project.



Goal Statement

The target of the process measurement.



Timeline

When each project phase will be completed.



Scope

What's in and what's out of the project.



Team Members

The people who will participate in the project.

Getting Approvals and Commitments for Project Management Plan

- Getting written approvals from the **customer, client** and **senior management**.
- Remember, unless it is **on paper** it has not been said.
- Determine what the **commitments mean**.
- Make sure that **everyone understands** what is expected of them.
- Obtain **funding** for budgets, personnel equipment, accommodation and other resources.

Stakeholders

- For every project it is important to clearly identify:
 - the **client** who requested the project,
 - the **other stakeholders** who have an interested in the project, and
 - the **customer** who will use the product, service, process, or plan the project produces.
- Some projects get into serious trouble because they have **several clients** who each want something different from the project.

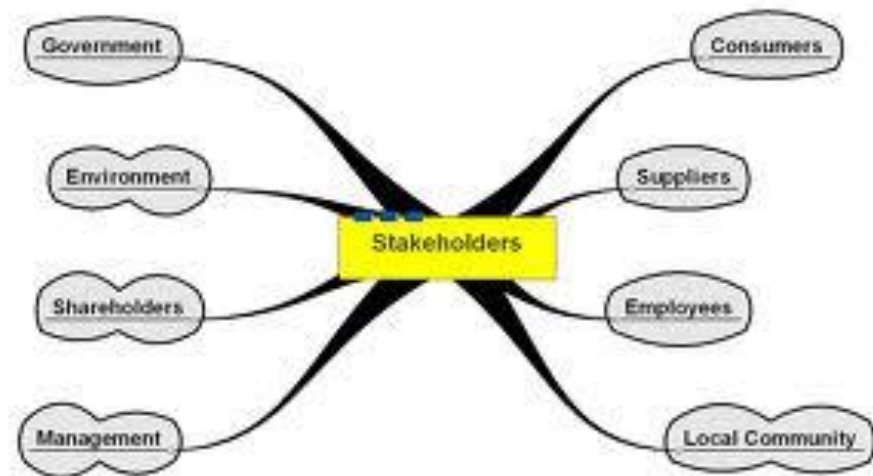
Who is the Client?

- The client is **the person who requests the project**.
- Be sure to get commitment of support from the client.
- Ask the following questions to the client:
 - Who is authorised to **make decisions** for the project?
 - What **access** does the project manager have **to the client**?
 - What **approvals** does the client require at which stages of the project?
 - How will these approvals be **obtained** and how long will they take?
 - Who has the **authority** to formally sign off on the project when it is completed?



Other Stakeholders

- A **stakeholder** is **someone else who has an interest in the project.**
- They may be people in **other departments, suppliers, vendors, other government agencies, management** or **stockholders.**
- **Information** should be disseminated to stakeholders throughout the life of the project.



Stakeholder Analysis

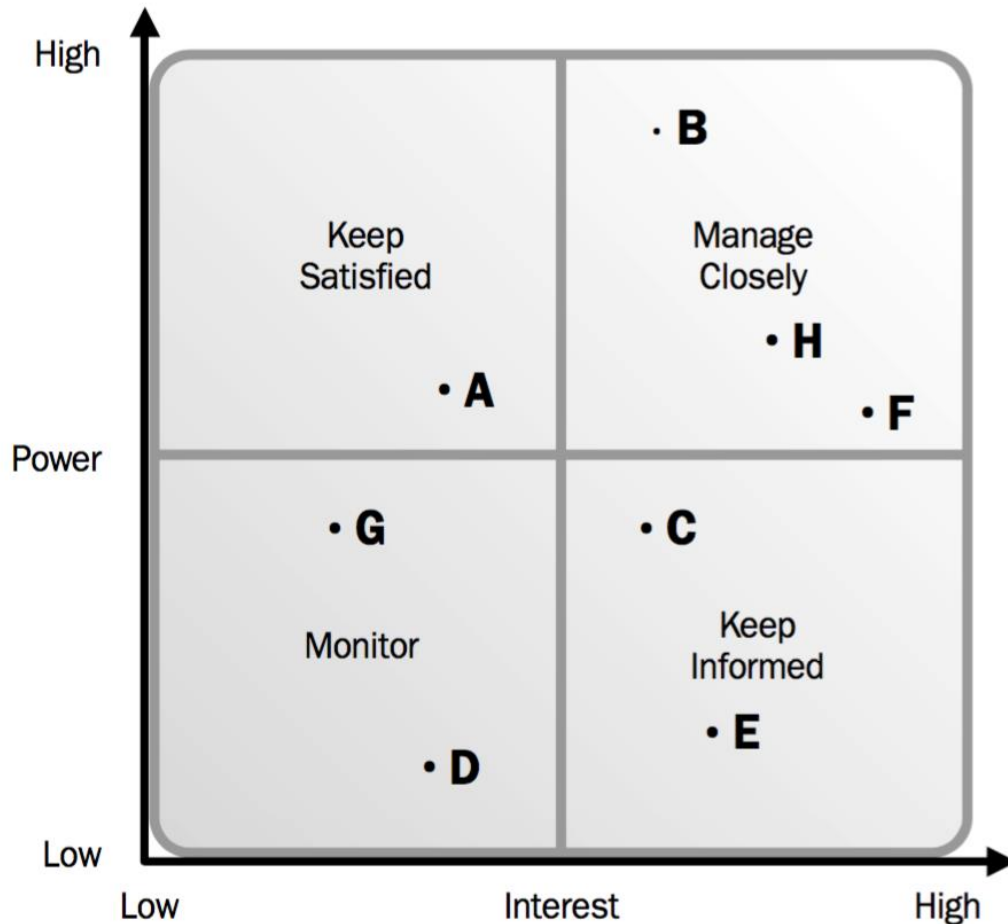


Figure 13-4. Example Power/Interest Grid with Stakeholders

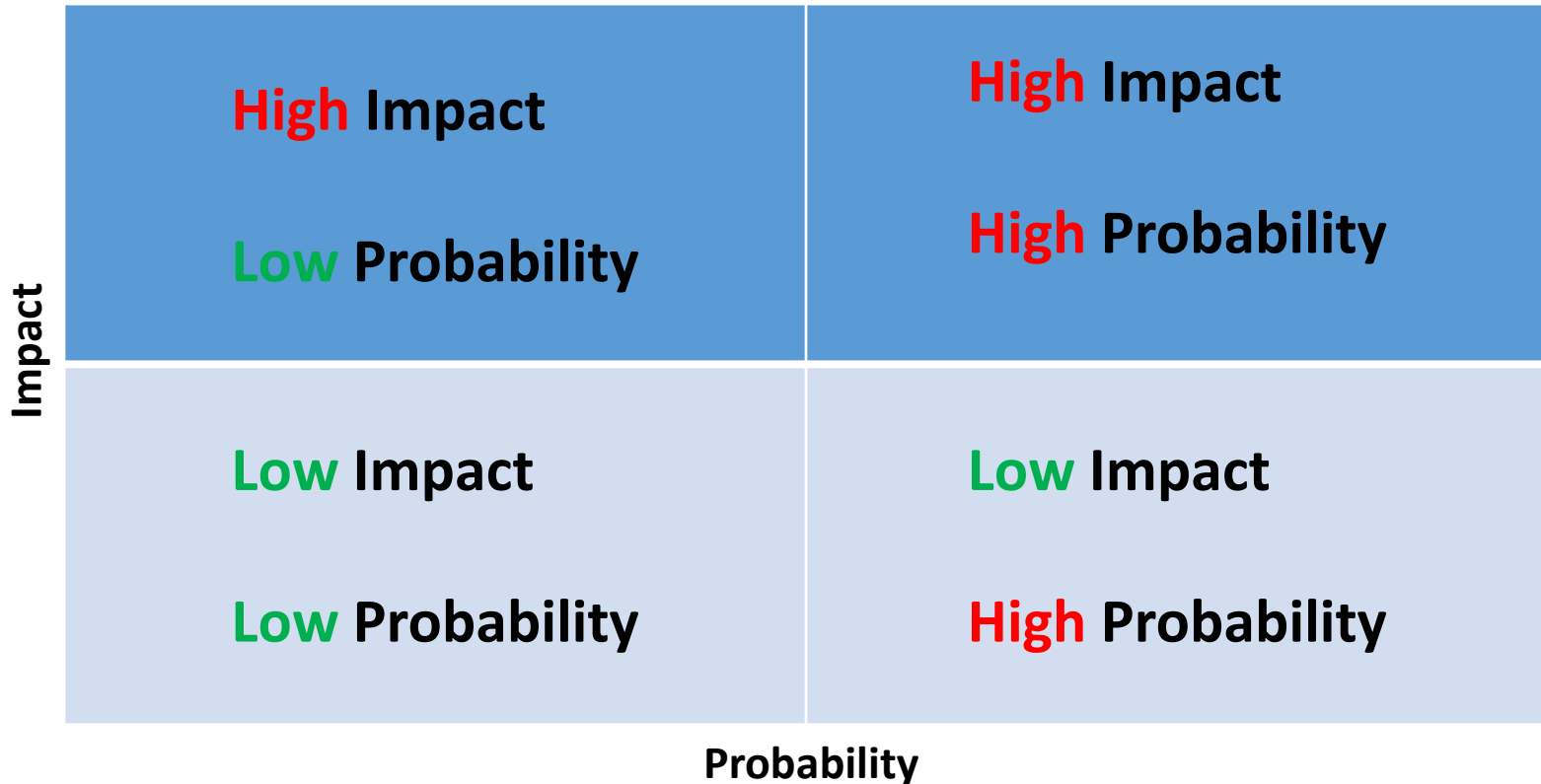
Risk Management

➤ Possible sources:

- Technical
- Administrative
- Environmental
- Financial
- Resource availability
- Human
- Logistical
- Governmental
- Market



Assessing Risk



Responding to Risk

- **Response Plan:** This should be developed before the risk event occurs. If the event occurs then execute the plan.

- **Possible Responses:**
 - Avoiding
 - Transferring
 - Mitigating
 - Accepting

5. The Project Planning process

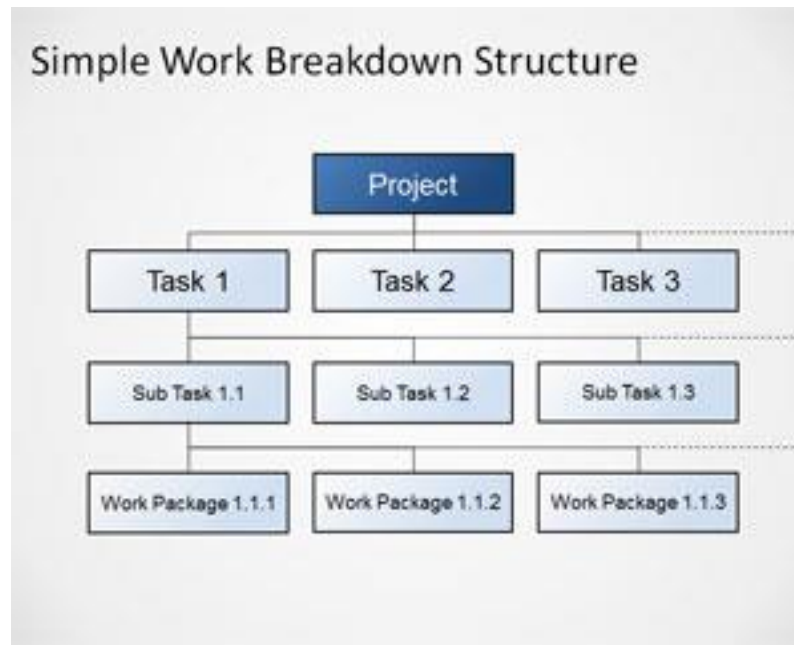


The Need for a Planning and Control System

- **Planning** and **controlling** are closely related
- With **proper planning** a project manager can exercise **effective control** over the project.
- It is recommended to spend **at least 25% of the project effort** in planning.
- **Projects**, regardless of the amount and quality of planning, **will always need adjusting**.
- Any good planning and controlling system **must be:**
 - **flexible** enough to incorporate required changes,
 - but **rigorous** enough to provide control.

Creating a Work Breakdown Structure (WBS)

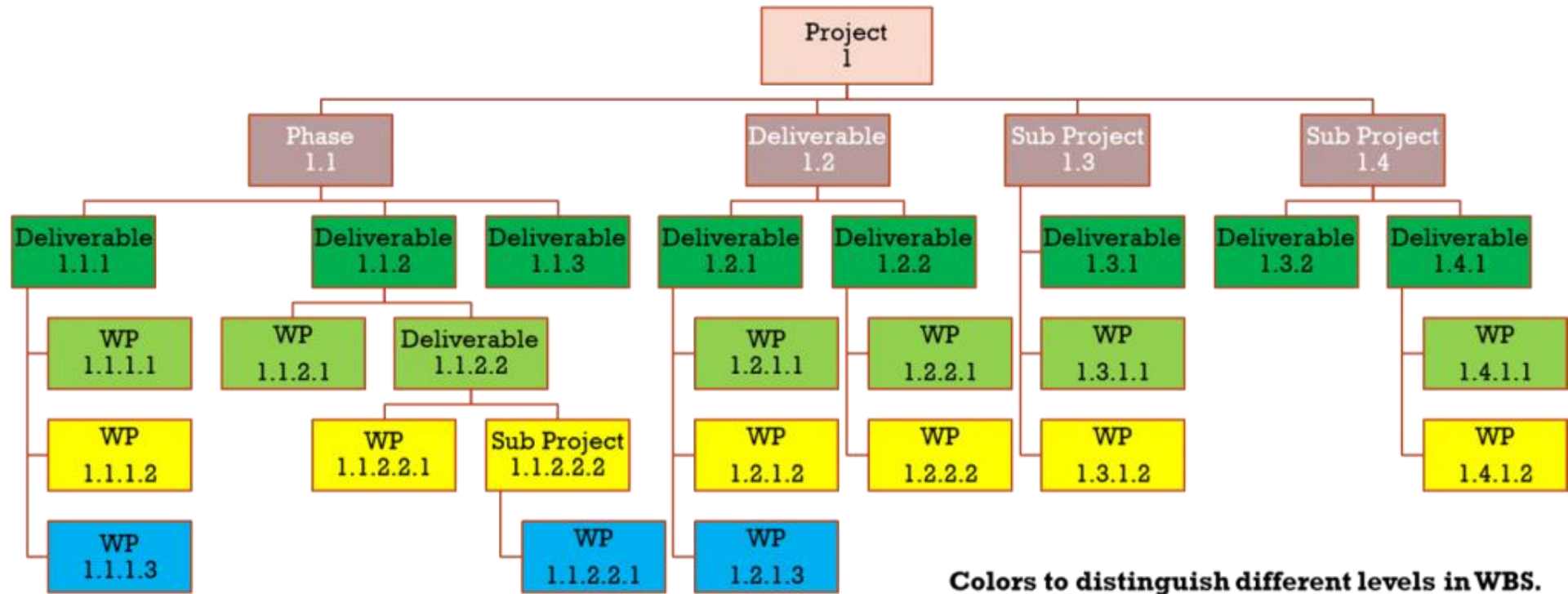
- A **Work Breakdown Structure (WBS)** defines the work to be completed in a project.
- The **WBS** is the basis for **time estimating**, **resource allocation**, and **cost estimating and collection**.



Rules to Create a WBS

- Include **100%** of the work necessary to complete the goal.
- Don't account for any amount of work **twice**.
- Focus on **outcomes**, not actions.
- A **work package** should take no less than 8 hours and no more than 80 hours of effort.
- Include about **three levels** of detail.
- Assign each work package to a **specific team** or **individual**.

WBS Sample



Sample Work Break Structure with Branches Decomposed at WP levels.

Estimating, Sequencing, and Planning Activities

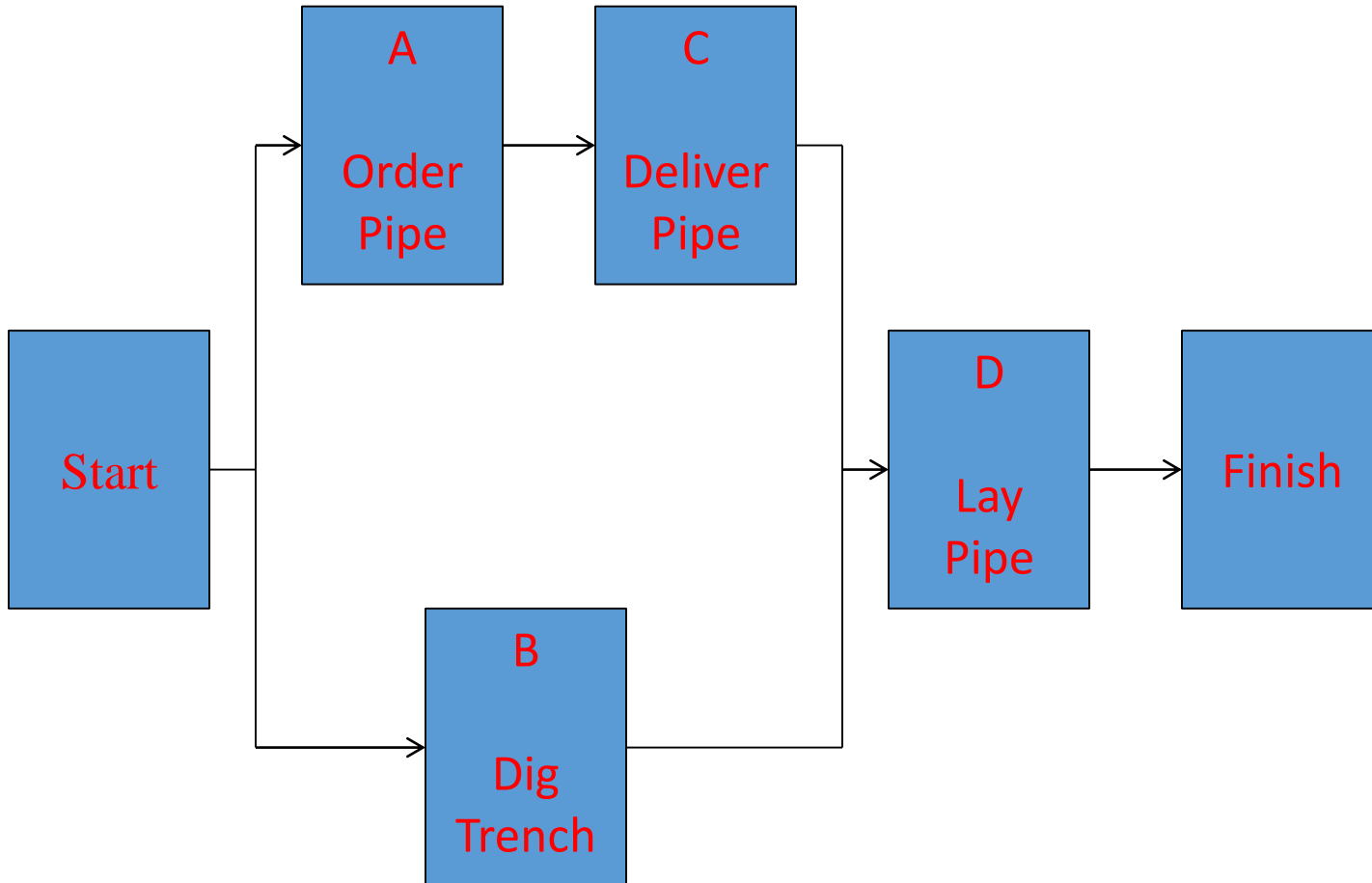
Estimating:

- Good estimation is critical for successful completion of a project – **on time**, **on budget** and **on the mark**.
- Use the **WBS** as the basis for creating **activity estimations**.
- Estimating is **not an exact science**.
- Projects often involve a greater degree of **uncertainty**.

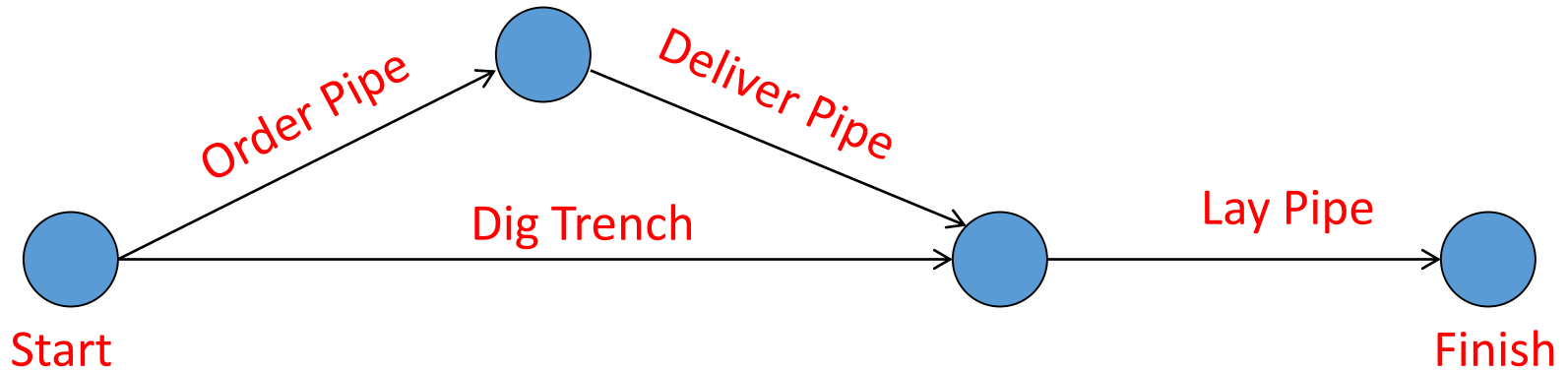
Sequencing

- An important part of project planning is determining **the logical workflow** of the various activities you identified in the WBS.
- **Network diagrams** are used that represent a graphical flow plan of activities that must be accomplished to complete the project.
- The diagram illustrates which **activities must be performed in sequence**.
- It also shows **the planned sequence of steps**, with all dependencies.
- **Project management software** will automatically prepare network diagrams and bar charts.

Precedence Diagram Method

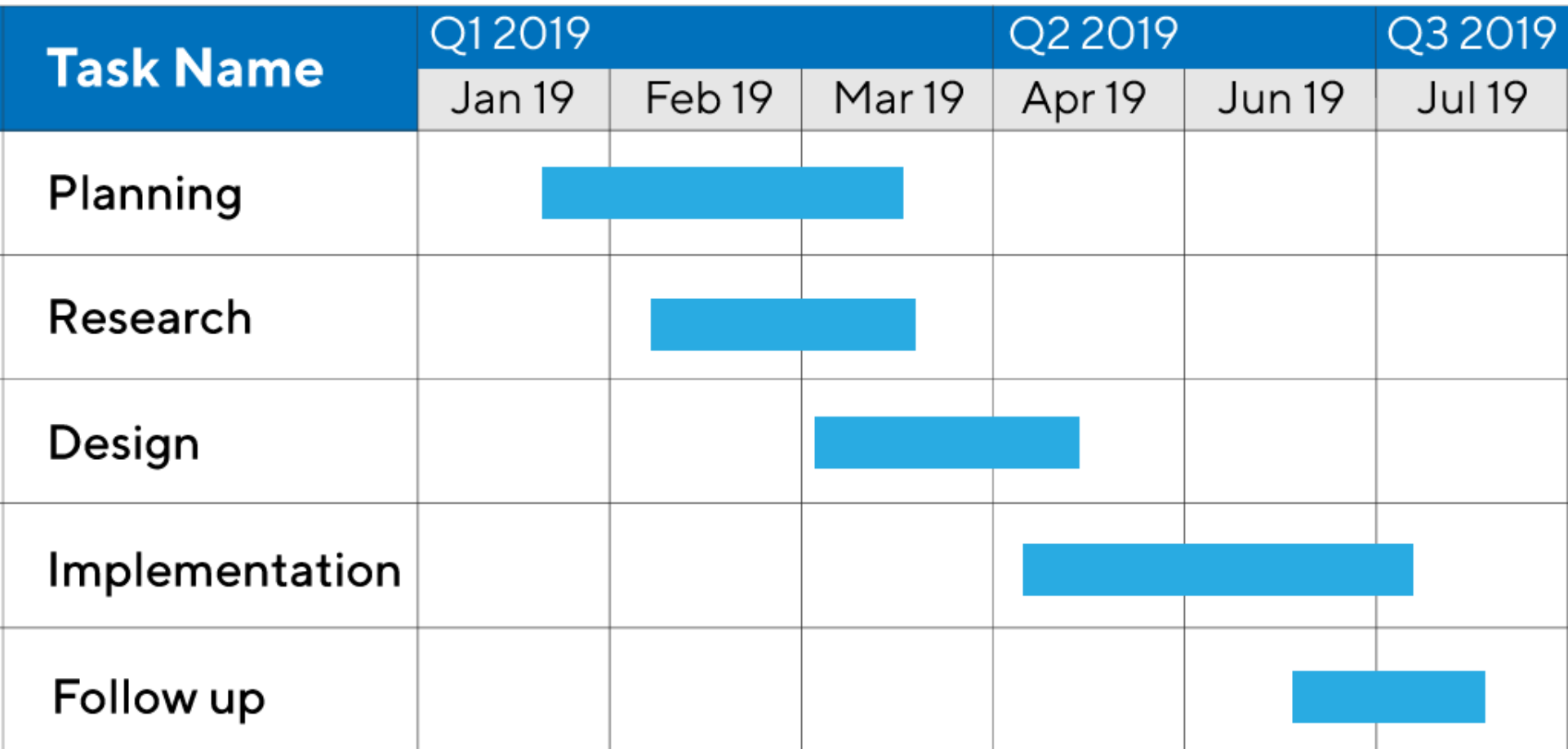


Arrow Diagram Method



Finish to Start	Activity A must finish before activity B can begin
Start to start	Activity A must begin before activity B can begin
Start to finish	Activity A must begin before activity B can finish
Finish to finish	Activity A must finish before activity B can finish

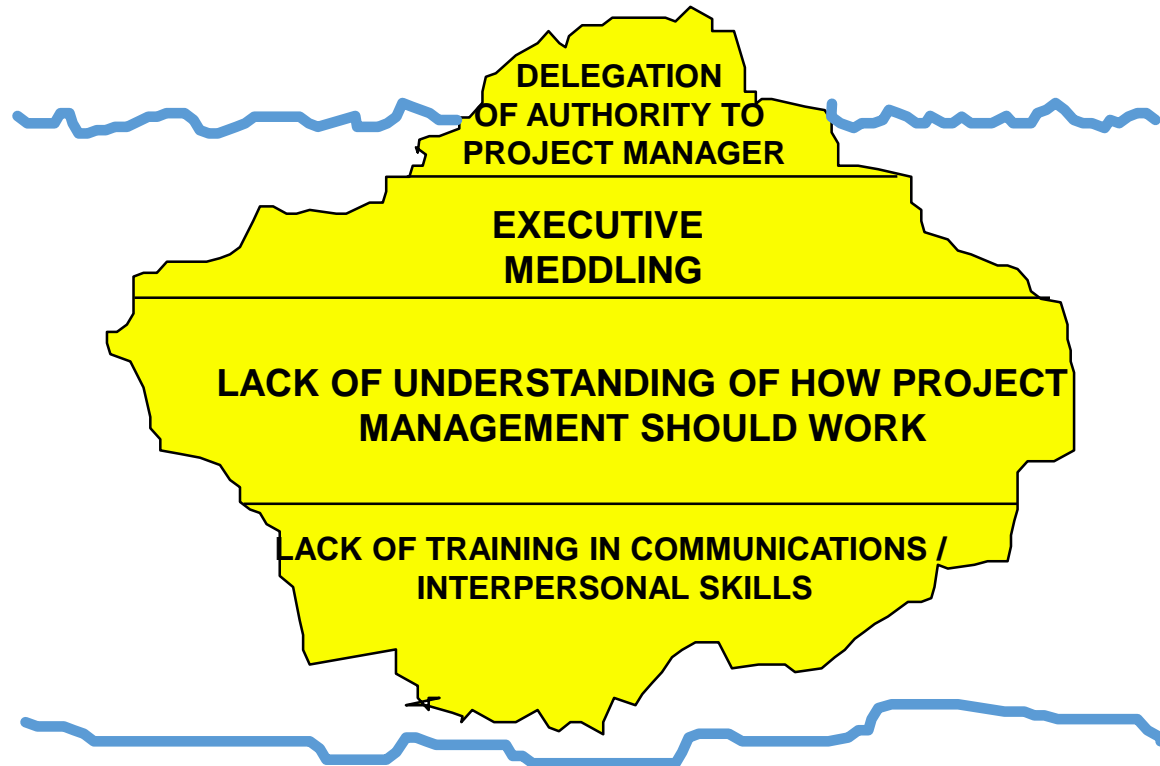
Gantt Chart



6. The Project Execution process

- Establish your leadership
- Organise the team for optimum performance
- Institute operating guidelines
- Figure out what types of reports and other paperwork that you will need
- Keep them headed in the right direction.
- **Effective Communication is so important**

Project Management Problem Iceberg



MANY OF THE PROBLEMS ASSOCIATED WITH PROJECT MANAGEMENT WILL SURFACE MUCH LATER IN THE PROJECT AND RESULT IN MUCH HIGHER COSTS

Initial Meeting

- A formal meeting should be called with the client, customers, project team members and other relevant stakeholders.
- This meeting provides a great opportunity to define the roles and responsibilities of everyone present and communicate the project plans clearly and concisely.



Project Communications Plan

- Project information should be **communicated to all** stakeholders, the project team, functional managers, senior management customers and clients.
- Communication should be at an **appropriate level** for all groups.



Project Management Knowledge Areas



Integration	<ul style="list-style-type: none">• Coordinate activities across all project management areas and process groups
Scope	<ul style="list-style-type: none">• Ensure the project work includes all elements required to complete the work
Schedule	<ul style="list-style-type: none">• Ensure the project work is completed in a timely way
Cost	<ul style="list-style-type: none">• Plan, estimate, manage and control project finances
Quality	<ul style="list-style-type: none">• Ensure the project delivers a quality output that is fit for purpose
Resource	<ul style="list-style-type: none">• Secure, manage and monitor use of resources throughout the project
Communications	<ul style="list-style-type: none">• Ensure communications on the project are planned and carried out appropriately
Risk	<ul style="list-style-type: none">• Identify, assess and manage risk
Procurement	<ul style="list-style-type: none">• Carry out purchasing and contracting as required
Stakeholder	<ul style="list-style-type: none">• Identify and engage stakeholders throughout the project

7. The Project Controlling process

- Monitoring and control is the process of **comparing actual performance to the plan** to determine the variances, evaluate possible alternatives, and take appropriate action.
- The ability to **control a project** is directly tied to the effectiveness of the project plan.
- Problems will **always occur** but they should be kept to a **minimum**.

Principles of Monitoring and Control

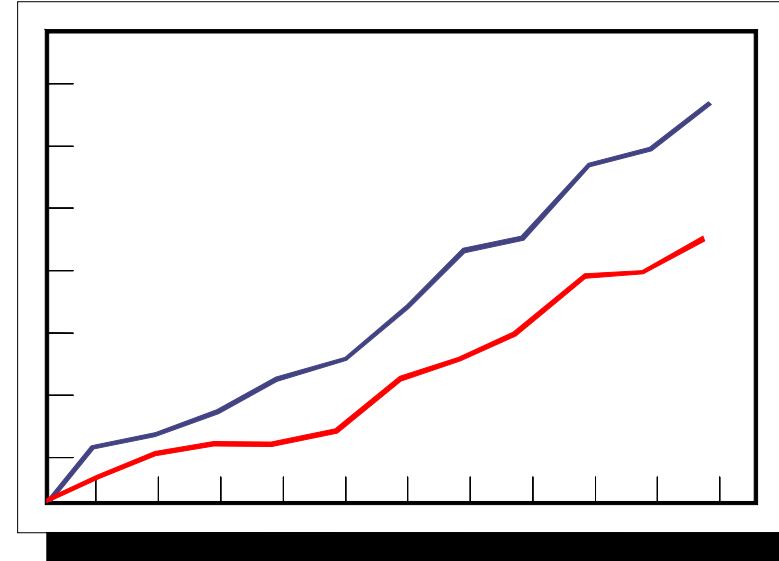
- Set up **a formal process** to control changes in the project.
- Don't **micro-manage**.
- Elevate problems to **the lowest level** of management that can make the decision and take action.
- Be consistent, calculating and reporting **schedule progress, cost expenditures, and scope performance** throughout the project life.
- If you have more than one project, be sure to handle **significant, highly-visible projects first** and more often, followed by average and then low priority projects.

Establishing a Plan to Monitor and Control the Project

- Determining **Information Needs**
- Determining **Data Collection Methods**
- Determining **Frequency of Data Collection**
- **Status Information**
- **Variances**
- **Reports**
- **Course of Action**

Variances

- The **cost** variance.
- The **time** variance.
- The **scope** and **quality** variance.
- **Impact** on the project.
- Whether impact is **a problem**.
- **Cause** of variance, including reasons and people involved.
- Whether the cause of the variance will **create variances elsewhere** in the project.



Reports

- What the plan says **should be happening**.
- What is **ACTUALLY** happening (status).
- **Variance** between plan and status.



Courses of Action

- **Implement** the decision.
- Follow up to ensure that the action solves the problem.
- Take **additional action** if necessary to solve the problem.
- **Document** the decisions that make significant changes in the approved plans.
- Take **preventative action** to ensure that similar problems don't happen again.

Common Causes Cost Control

- Poor budgeting practices, such as:
 - Basing estimates on **vague information**
 - Failure to **plan** a contingency budget
 - Failure to correctly **estimate** R&D activities
 - Failure to consider **inflation** on the cost of materials and/or labour.
- Receiving or analysing data too late to take corrective action.
- A climate that doesn't support open and honest disclosure of information.
- Indiscriminate use of the contingency budget by activities who overrun budgeted costs.
- Failure to re-budget.

Scope Changes

- **Frequent scope changes** may be an indication of **inadequate up-front planning**.
- They most often occur because of errors and **omissions** in the **planning stage**.
- Changes may be caused by either **internal** or **external** events.
- **Internal events** include inadequate planning as just mentioned and senior management decisions.
- **External events** may include changes top government regulations, new technology, new products or competitors.

Resource Control

- Be sure that all **team members** understand the basic objectives of the project and know how their tasks contribute to the project.
- Have team members prepare **individual plans** for accomplishing their work.
- Ensure that team members have the appropriate skills and **resources** to do their jobs.
- **Empower** team members to accomplish their tasks by giving appropriate authority and information. Provide supervision and **feedback**.

8. The Project Closing process

- **Project closure** involves taking **formal steps** at the conclusion of a project to get **acceptance of the final product**, **close project records** and **reallocate personnel and other resources**.
- **A good project management plan** will include steps to close the project.
- The purpose of project closure is to **verify that all work has been accomplished** as agreed and that the client accepts the final product.

Project Closure activities

- Ensure all **payments** are made
- Complete a **financial reconciliation**
- Completed **project documents** including **final reports**
- The remaining budget, materials and other resources are properly **dispersed**
- Project closure is also a time to **recognise individual efforts** and **celebrate project success**.
- Final evaluations and **reviews** should also be completed at this stage.
- The project manager should also ensure that the team members have **a smooth transition** to other projects or work assignments.
- It is recommended that a project **checklist** be created.

Project Closure Checklist:

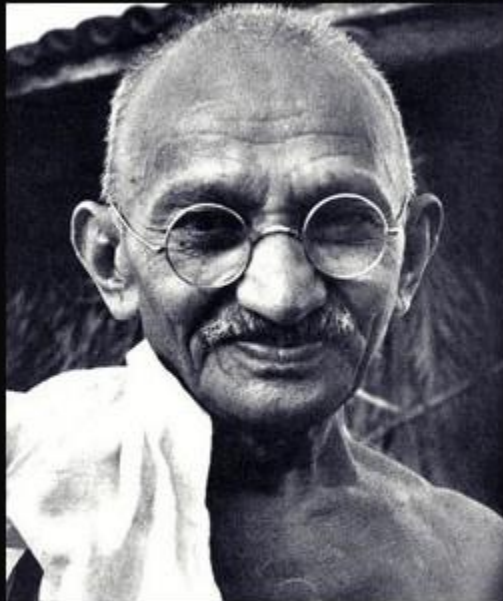
		Check here when completed
Project		
1	Have all activities of the project plan been completed?	
2	Have all work orders been completed?	
3	Have all contracts been completed?	
4	Have all outstanding commitments been resolved?	
5	Has the client or customer accepted the final products?	
6	Are all deliverables completed?	
7	Has agreement been reached with the client on the disposition of any remaining deliverables?	
8	Have external certificates and authorisations been signed and approved?	
9	Have all audits been completed and issues resolved?	
10	Have ongoing maintenance procedures been activated?	

8. Conclusion

- Project Management overview
- The Roles of the Project Manager and Project Team
- The Project **Initiating** process
- The Project **Planning** process
- The Project **Execution** process
- The Project **Controlling** process
- The Project **Closing** process

Final Activity

- Can you please write down **three actions** that you will undertake over the next **two weeks** to **improve your project management skills**.



You must be the change you want to see in the world.

(Mahatma Gandhi)

izquotes.com



Vietnamese - German University

Questions Please



Thank you very much

Regards

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