

# INTRODUCTION TO PROJECT MANAGEMENT FRAMEWORK

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## Definition Of A Project

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- A Project is a temporary endeavor undertaken to produce a unique product or service.
  - Temporary:
    - the project has a defined start date & end date.
    - Temporary team
    - Temporary opportunity or necessity
    - Usually the end result whether product or service is durable & not temporary
    - The project ceases at some point usually when the objectives are met or terminated when it cannot be met .

## Definition Of A Project (Cont'd)

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- Unique:
  - Every project is different although there are some common features
  - The characteristic of the product or service is *progressively elaborated*
    - *Progressively: proceeding in steps; continuing steadily by increments.*
    - *Elaborated: worked out with care & detail; developed thoroughly.*

## Projects vs Operations

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- Similarities between Projects and Operations
  - Both performed by people (even 1 person).
  - Both are constrained by resources.
  - Both are planned, executed and controlled.
  - Both are done for a purpose and have interrelated activities
- Differences between Projects and Operations
  - Operations are on going and repetitive.
  - Projects are temporary endeavor undertaken to create unique
  - products or services that are progressively elaborated.

## What is Project Management?

- *The application of knowledge, skills, tools, and techniques to project activities in order to meet stakeholder needs and expectations.*
- Managing a project includes:
  - Identifying requirements
  - Establishing clear and achievable objectives
  - Balancing the competing demands for quality, Scope, Time and Cost
  - Adapting the specifications, plans and approach to the different concerns of the stakeholders.

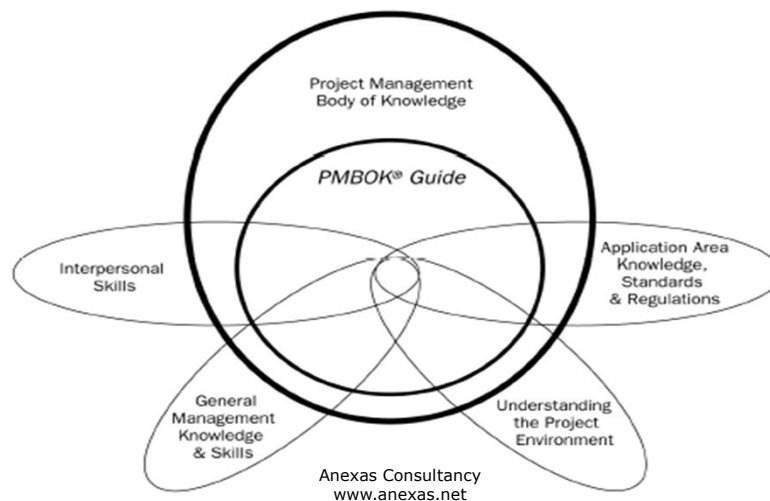
## Understanding Project Management

- "The art of effectively directing and coordinating human and non-human resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality, resources, risk and customer satisfaction."
  - Do it
  - Do it right
  - Do it right now
  - ❖ *Managing by projects: treats many ongoing operations as projects to apply project management methodology*

## Projects and Strategic Planning

- Projects are often utilized as a means of achieving an organization's strategic plan.
- Projects are typically authorized as a result of one or more of the following strategic considerations:
  - A market demand
  - An organizational need
  - A customer request
  - A technological advance
  - A legal requirement

## Areas of Expertise



## Application Area Knowledge

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- Standards and Regulations:
  - A STANDARD is a " document approved by a recognized body, that provides, for common and repeated use, rules, guidelines, or characteristics for products, processes or services with which compliance is not mandatory." There are numerous standards in use covering everything from thermal stability of hydraulic fluids to the size of computer diskettes".
  - A REGULATION is a " government-imposed requirement, which specify product, process or service characteristics, including the applicable administrative provisions, with which compliance is mandatory." Building codes are an example of regulations.

## Application Area Knowledge

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- Functional departments and supporting disciplines:
  - Legal
  - marketing
  - Logistics
  - HR & personnel
- Technical elements:
  - software development or engineering
  - Pre-sales, Post-sales
- Management specializations:
  - government contracting
  - community development
  - new product development
- Industry groups:
  - Automotive,
  - Telecommunication
  - Banking & financial services.

## Understanding the Project Environment

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- **Cultural and Social Environment**  
Every project must operate within a context of one or more cultural norms. This includes political, economic, demographic, educational, ethical, religious, and other areas of practice, belief, and attitudes that affect the way people and organizations interact.
- **International and Political Environment**  
The project management team need to be familiar with applicable international and local laws as well as political climate. They must also consider the effect of time zone difference, national and regional holidays, travel requirements for face-to-face meetings, the logistics of teleconferencing, and often volatile political differences.
- **Physical Environment**  
Some Team members should be knowledgeable about physical geography

## Why Project Management is Needed?

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- Ensures that policies, procedures and controls are reviewed and improved
- Ensures project stakeholders awareness for its scope of work
- Ensures involved parties' commitment
- Optimizes personnel effectiveness
- Identification of functional responsibilities to ensure that all activities are accounted for
- Minimize continuous reporting
- Measure accomplishment against plans
- Improve estimating capabilities for future planning
- Enhances the product or service quality.
- Minimize the cost of the project implementation.
- Reduces unplanned hours for project completion.
- Minimizes disruption of business operations.
- Early identification of problems so that corrective action may follow
- Knowing when objectives cannot be met or will be exceeded.

## Project Managers Skills

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- General Management Skills:
  - Finance and accounting, sales and marketing, research and development, manufacturing and distribution.
  - Strategic planning, tactical planning, and operational planning.
  - Organizational structures, organizational behavior, personnel administration, compensation, benefits, and career paths.
  - Managing work relationships through motivation, delegation, supervision, team building, conflict management, and other techniques.
  - Managing oneself through personal time management, stress management, and other techniques.
- There are management skills relevant to one industry but not the other.

## Interpersonal Skills

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- **Leading:** Developing a vision and strategy, and motivating people to achieve it, leading involves:
  - Establishing direction—developing both a vision of the future and strategies for producing the changes needed to achieve that vision.
  - Aligning people—communicating the vision by words and deeds to all those whose cooperation may be needed to achieve the vision.
  - Motivating and inspiring—helping people energize themselves to overcome political, bureaucratic, and resource barriers to change.
- **Effective communication:** The exchange of information

## Interpersonal Skills (cont'd)

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- **Negotiation & Conflict Management:**

*Negotiating* involves conferring with others in order to come to terms or reach an agreement. Agreements may be negotiated directly or with assistance; mediation and arbitration are two types of assisted negotiation.

project staff are likely to negotiate for any or all of the following:

- Scope, cost, and schedule objectives.
- Changes to scope, cost, or schedule.
- Contract terms and conditions.
- Assignments.
- Resources.

## Interpersonal Skills (cont'd)

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- **Problem solving:** involves a combination of problem definition and decision making. It is concerned with problems that have already occurred (as opposed to risk management that addresses potential problems).

- Problem Solving:* Problem definition requires distinguishing between causes and symptoms.

- Decision making:* includes analyzing the problem to identify viable solutions, and then making a choice from among them. Decisions also have a time element to them—the “right” decision may not be the “best” decision if it is made too early or too late.



## Interpersonal Skills (Cont'd)

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- **Influencing the Organization:** it involves the ability to “get things done.” It requires an understanding of both the formal and informal structures of all the organizations involved—the performing organization, the customer, contractors, and numerous others as appropriate. Influencing the organization also requires an understanding of the mechanics of power and politics.
- **Motivation:** Energizing people to achieve high levels of performance and to overcome barriers to change

## Project Management Context

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- **Sub-projects:** Components of a project that are often contracted out
- **Program:** Consists of a group of projects supporting broad and general goals managed in a coordinated way
- **Portfolio:** is a collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives. The projects or programs in the portfolio may not necessarily be interdependent or directly related. Funding and support can be assigned on the basis of risk/reward categories, specific lines of business, or general types of projects, such as infrastructure and internal process improvement. PMBOK 2004

## What is the PMO

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- The Project Management Office (PMO) is an organizational structure that supports the Project Managers mainly in three ways:
  - **Back office for the project managers**
    - Administration & coordination of all resources across the projects
    - Central office for operation and management of project tools, such as project management SW
    - All Project Administrators are under the management of the PMO
    - All project documentation are administered & filed by the PMO
    - Central coordination of communication management across projects
    - Ensuring that all work performed is both authorized & funded by contractual documentation.

## What is the PMO (cont'd)

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- **Mentoring & Controlling platform for the Project Managers**
  - Identification & development of project management methodology, best practices, standards, policies, procedures, templates  
Centralized repository for both shared and unique risks for all projects
  - Identification & development of lesson learned database
  - Central monitoring of all project timelines, budgets & risks
  - Coordination of overall project quality standards between the project manager & any internal or external quality personnel
- **Act as Program Manager**
  - Manages major program scope changes
  - optimizes the use of shared organizational resources across all projects.
  - manages overall risk, overall opportunity, and the interdependencies among projects.
  - provides consolidated reporting and an enterprise view of projects

## Definitions of Project Management Maturity & Excellence

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- **Maturity in project Management** is the implementation of a standard methodology & accompanying processes such that there exists a high likelihood of repeated successes.
- **Organizations excellence** in project management are those that create the environment in which there exists a continuous stream of successfully managed projects & where success is measured by what is in the best interest of both the company & the project.

## Question 1

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- Four project managers are having lunch together and discussing their projects. Most of the time they are just complaining about how hard projects are to manage in their company. Others talk about how hard it is to get people to cooperate and perform. One project manager wants to focus on the advantages of the matrix type organization they all work in for their projects as compared to functional organization. Which of the following advantages would he mention?
  - A. Improved project manager control over resources
  - B. More than one boss for project teams
  - C. Communications are easier
  - D. Reporting is easier

## Answer A

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- Remember that if the question doesn't state what it is comparing to, it is comparing to a functional organization.

## Question 2

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- Two project managers have just realized that they are in a weak matrix organization and that their power as project managers is quite limited. One figures out that he is really a project expediter and the other realizes he is really a project coordinator. How is a project expediter different from a project coordinator?
  - A. The project expediter cannot make decisions.
  - B. The project expediter can make more decisions.
  - C. The project expediter reports to a higher-level manager.
  - D. The project expediter has some authority.

## Answer A

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- The project coordinator reports to a higher-level manager and has authority to make some decisions. The project expediter has no authority to make decisions

## Question 3

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- In a projectized organization the project team:
  - A. Reports to many bosses.
  - B. Has no loyalty to the project.
  - C. Reports to the functional manager.
  - D. Will not always have a "home."

## Answer D

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- The main drawback of the projectized organization is that at the end of the project, the team is dispersed but they do not have a functional department (home) to which to return.

## Question 4

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- A project manager is trying to complete a software development project, but cannot get enough attention for the project. Resources are focused on completing process-related work and the project manager has little authority to properly assign resources. What form of organization must the project manager be working in?
  - A. Functional
  - B. Matrix
  - C. Expediter
  - D. Coordinator

## Answer A

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- In a functional organization, the project manager has the least support for the project and has little authority to assign resources. Choices C and D are forms of weak matrix.

## Question 5

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- A project manager has very little project experience, but he has been assigned as the project manager of a new project. Because he will be working in a matrix organization to complete his project, he can expect communications to be:
  - A. Simple
  - B. Open
  - C. Complex
  - D. Hard to automate

## Answer C

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- Because a project done in a matrix organization involves people from across the organization, communications are more complex.