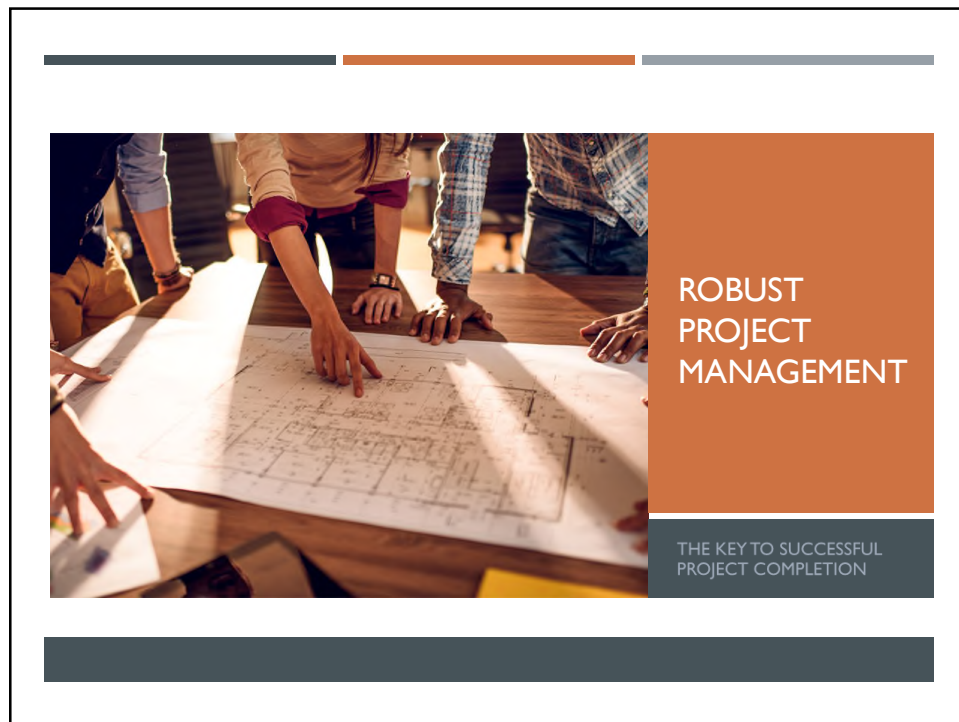




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AGENDA

- Define a project
- Why project management is necessary
- Goals & Teams
- Project...
 - Life Cycle
 - Scheduling Changes
 - Closure

ROBUST PROJECT MANAGEMENT 2

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What Is a Project?

An endeavor with specific objective to be met within predetermined time and dollar limitations and that has been assigned for definition and execution.

...APICS Dictionary, 16th Ed.

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A Project:

- One-time (rather than repeated), time-phased activities
- Producing a unique set of deliverables that meet specific customer requirements
- Planned, executed, and controlled through defined methods

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What Is Project Management?

The **application of:**

- 1. processes**
- 2. methods**
- 3. skills**
- 4. knowledge**
- 5. Experience**

...to achieve specific project objectives according to the acceptance criteria of the project.

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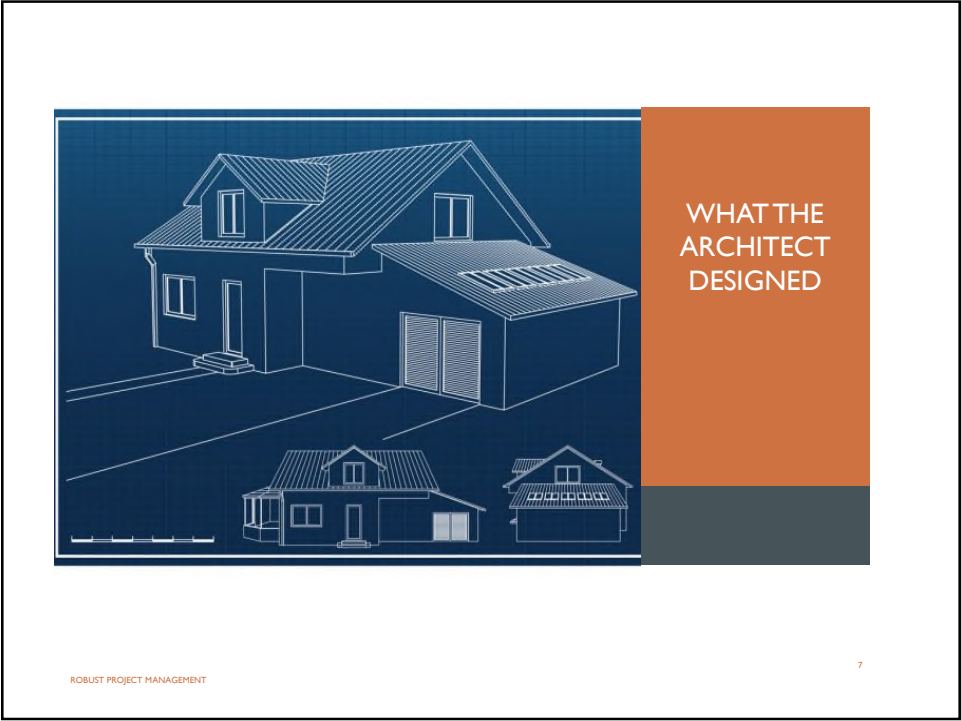
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A Graphic Example

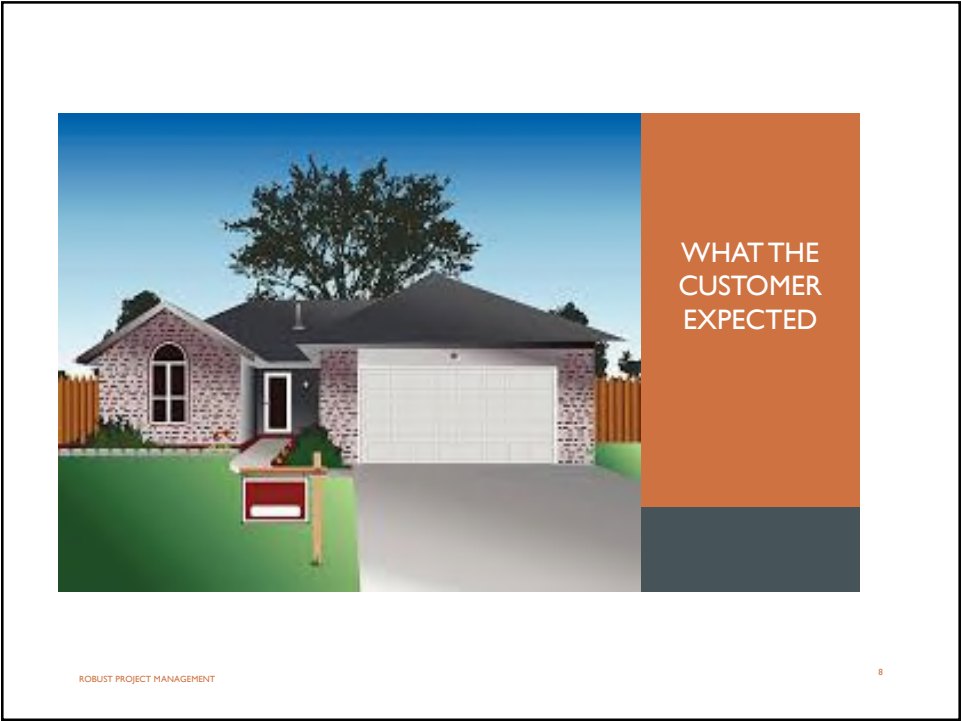
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Without robust project management, what do you think the customer will get?

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AS
DELIVERED

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GOALS & TEAMS



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Goals

1. Prioritize what to work on next
2. Provide benchmarks to gauge progress
3. Establish other actions needed to complete the project

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What are some types of goals?

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Types of goals

1. SMART
2. OKR Approach
3. ABC Goals
4. FRAME Goals

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Team composition:

- ❖ Users
- ❖ Team members
 - Actively work one of more phases of a project
 - In-house staff from each operation impacted by the project
 - External consultants
 - Full or part-time

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Team member duties:

- ❖ Contribute to overall project
- ❖ Complete individual objectives
- ❖ Provide expertise
- ❖ Work with users
- ❖ Document, document, document

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The executive sponsor:

- ❖ High-ranking member of management
- ❖ Visible project champion
- ❖ Interface with management
- ❖ Final approval on:
 - Phases
 - Deliverables
 - Scope changes

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The business analyst:

- ❖ Defines needs and recommends solutions
- ❖ Ensure project objectives:
 - solve existing problems
 - enhance performance
 - add value

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Business analyst duties:

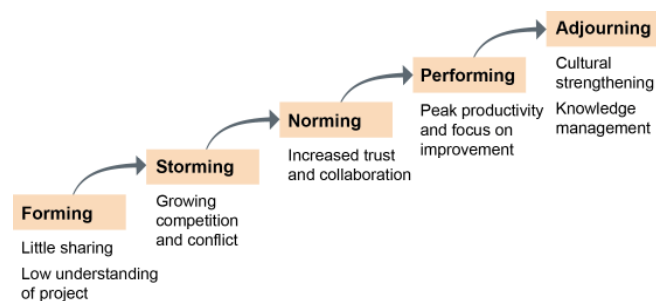
- ❖ Assist in project definition
- ❖ Gather requirements from business users/units
- ❖ Document technical and business requirements
- ❖ Verify deliverables meet the project requirements
- ❖ Test solutions to validate objectives

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Stages of Team Formation



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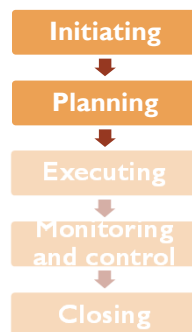
THE PROJECT LIFE CYCLE

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The Project Life Cycle



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1ST STEP: PROJECT INITIATION

The project statement of work

First project planning document. Describes purpose, history, deliverables, and success indicators.

- Should be a persuasive document since it will be used to secure management support for the project
- Subject to progressive elaboration, with more detail being added as planning progresses

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Initiating: Project Manager Role

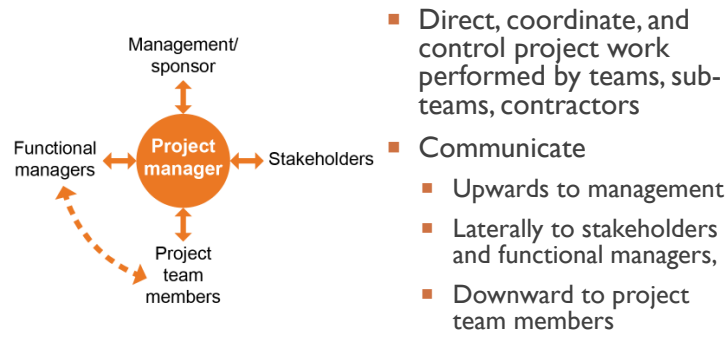


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Initiating: Project Manager Role



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2ND STEP: DEVELOPING THE PROJECT PLAN

The Project Plan

- “In project management, a document that has been approved by upper management for use in executing and controlling a project.
- It documents assumptions, facilitates communication, and communicates the approved budget and schedule.
- May exist at a summary or detail level.”

...APICS Dictionary, 16th Ed.

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The Project Plan Contains...

- Scope baseline which includes:
 - the project scope statement (which describes objectives and clarifies what deliverables include and exclude)
 - work breakdown structure or WBS, a detailed description of the work to be performed (The WBS is the basis for planning project material, resources, cost, and timing, and for identifying project risks).
- Project schedule, perhaps subdivide into stages
- Project budget includes direct and indirect costs and reserve funds to be used for cost overruns and unforeseen risks (The budget may be allocated to stages reflective of the resources used in each stage).

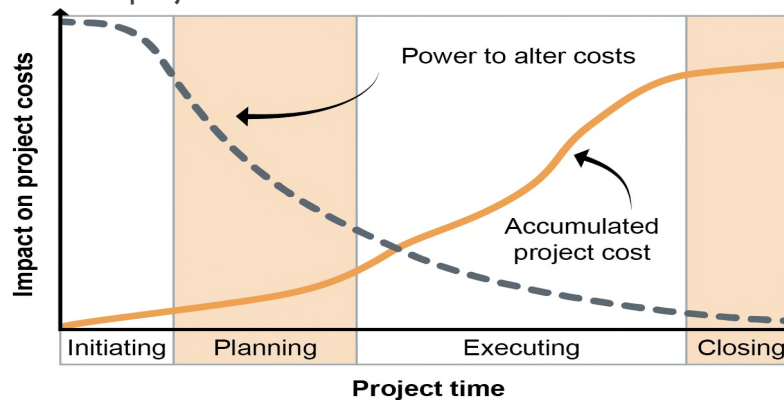
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The Project Plan...

The project plan documents how different aspects of the project will be executed and controlled.



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WORK BREAKDOWN STRUCTURE

A hierarchical description of a project in which each lower level is more detailed

- Decomposed into the lowest level of tasks practical for tracking
- Each task assigned a unique code

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WORK BREAKDOWN STRUCTURE

- The WBS focuses on deliverables as a starting point, breaking the work down into smaller and smaller packages in a process called decomposition
- Decomposition proceeds until the detail of a work package (the lowest component of a WBS) is sufficient to support reliable estimations and the work is of a size that can be easily monitored.
- Decomposing work past this point can create unnecessary management work.

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WORK BREAKDOWN STRUCTURE

- Level I in the WBS is the project itself. The work associated with project management itself is at level I.

Level I

Title

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WORK BREAKDOWN STRUCTURE

Level II is some “chunk” of the project—a particular deliverable, a phase.

Level I

Title

Level II

Deliverable or Phase or “Chunk” of work Project management

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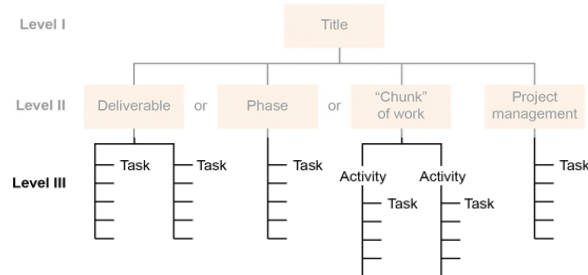
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WORK BREAKDOWN STRUCTURE

Subsequent levels are decomposed until we reach “tasks” that cannot be divided further.

The task is identified with a number, which will be used in planning, managing, and controlling that task.



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COMMENTS ABOUT THE WORK BREAKDOWN STRUCTURE

- **A work breakdown structure (WBS):**
 - Is a tool used to define and group a project's discrete work elements
 - element may be a product, data, a service, or any combination.
 - provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
 - is a dynamic tool and can be revised and updated as needed by the project manager.

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COMMENTS ABOUT THE WORK BREAKDOWN STRUCTURE

- **The 100% Rule**...states that the WBS includes 100% of the work defined by the project scope and captures all deliverables – internal, external, interim – in terms of the work to be completed, including project management.
 - One of the most important guiding the WBS
 - Σ of the times of the deliverables must be 100% of the parent
 - Activities in the work package must be 100% of the work required.

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COMMENTS ABOUT THE WORK BREAKDOWN STRUCTURE

- **Mutually exclusive elements**

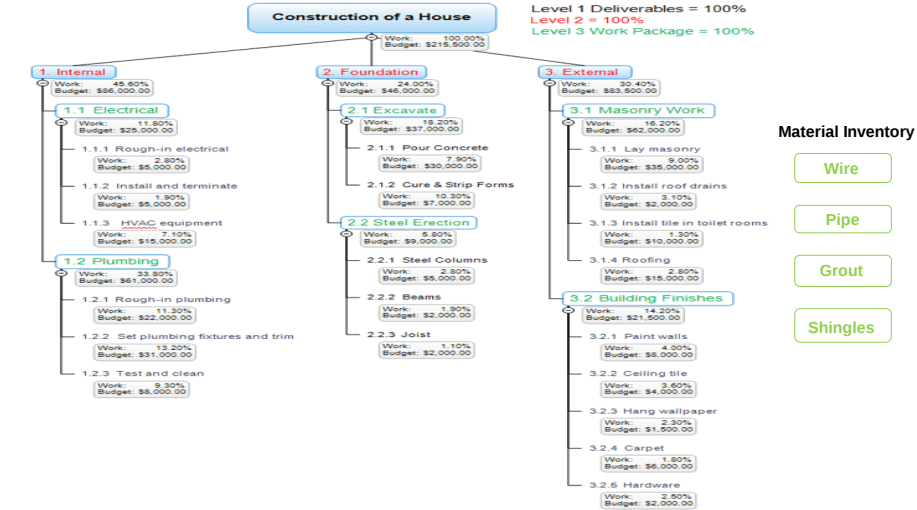
In addition to the 100% Rule, it is important that there is no overlap in scope definition between two elements of a Work Breakdown Structure.

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EXAMPLE WBS FOR BUILDING A HOUSE



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PROJECT PLAN SUMMARY

The Project Plan should include:

- I. Scope Baseline
 - a) Project Scope Statement
 - b) WBS
2. Project Schedule
3. Project Budget

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PROCESS SUMMARY – PROJECT PLANNING

1. At this point, you should have a series of increasingly detailed document specifying what will and will not be done as part of the project.
2. The Scope document should be signed by (at least) the sponsor, the requestor, and the Project Manager.
3. The understanding **MUST BE** that no additional work will be considered under the project without a formal change document and management approval.

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SUMMARY – PROJECT PLANNING PROCESS

4. **DO NOT** allow anyone to hurry you through the project definition or cause you to miss steps.
5. **YES**, doing all this work up front may cost you as much as 1/3 the total project cost.
6. **BUT** not doing so will leave you in the same position as Columbus:
 - a. When he left, he didn't know where he was going
 - b. When he got there, he didn't know where he was
 - c. When he got back, he didn't know where he'd been.

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CONCLUSION

- Define a project
- Why project management is necessary
- Goals & Teams
- Project...
 - Life Cycle
 - Scheduling
 - Changes
 - Closure

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CONCLUSIONS

- Having robust project management won't guarantee project success

BUT

- Not having it will guarantee project failure

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QUESTIONS?

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