

Project Management

Lecture 2 - What is Project Management?

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Resources available at:

My Resources:

<http://samuellearning.org>

ARU Resources:

<https://canvas.anglia.ac.uk/courses/34177>



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Session Learning Outcome

Recap

PMI's PMBoK

Standard and Framework

Axelos PRINCE 2

Methodology

Link to Assignment

- For the [GreenReach Case](#)
- Which Framework is best suited?
- Consider current methodologies used at locations
- Why?

Recap

The Value of Project Management

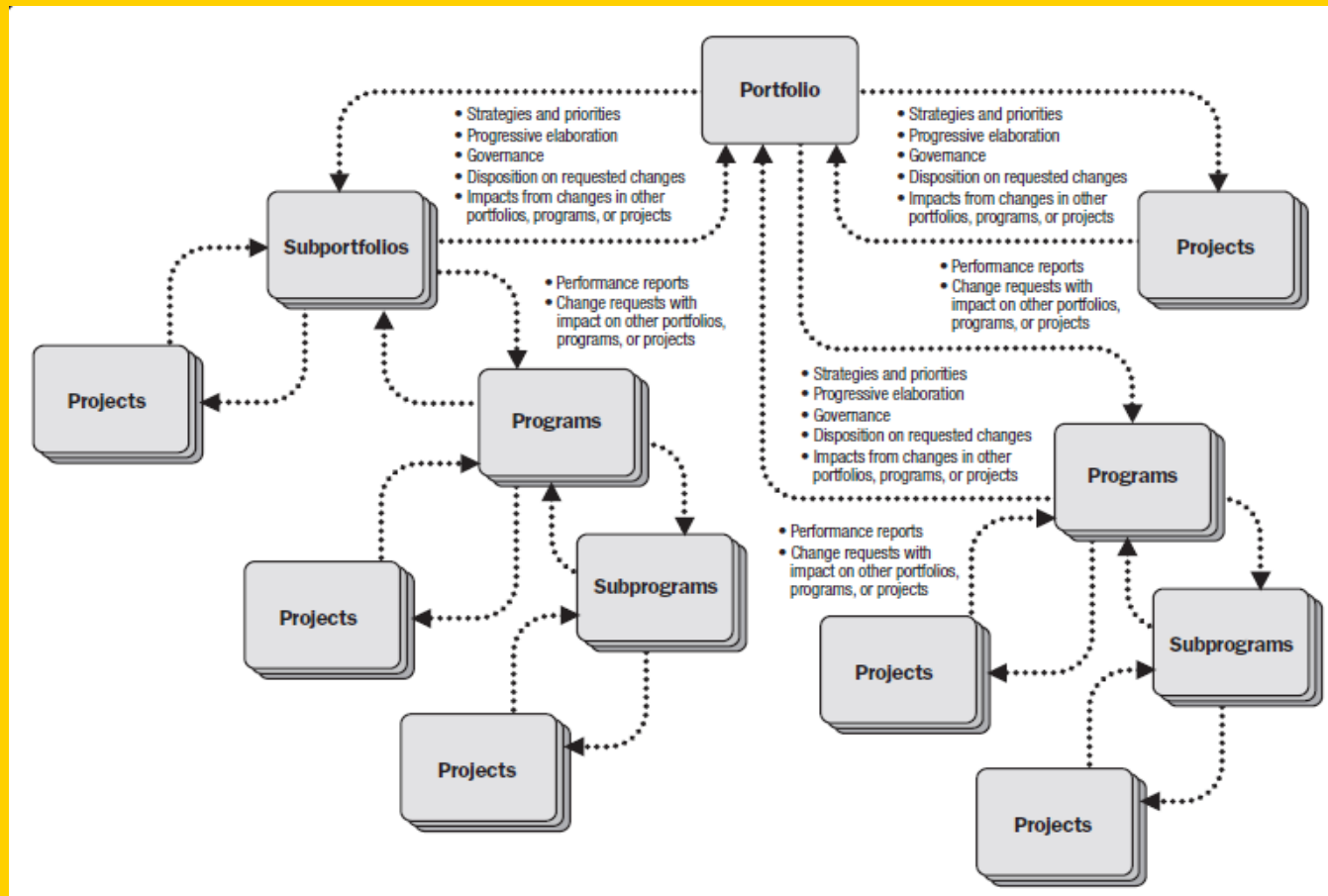
80 percent of global executives believed having project management as a core competency helped them remain competitive during the recession

A survey by consulting giant McKinsey & Co. found that nearly 60 percent of senior executives said building a strong project management discipline is a top-three priority for their companies as they look to the future

Executives discovered that adhering to project management methods and strategies reduced risks, cut costs and improved success rates

Good project management discipline stopped us from spending money on projects that fail

Delivering Strategic Plans through Project Portfolio

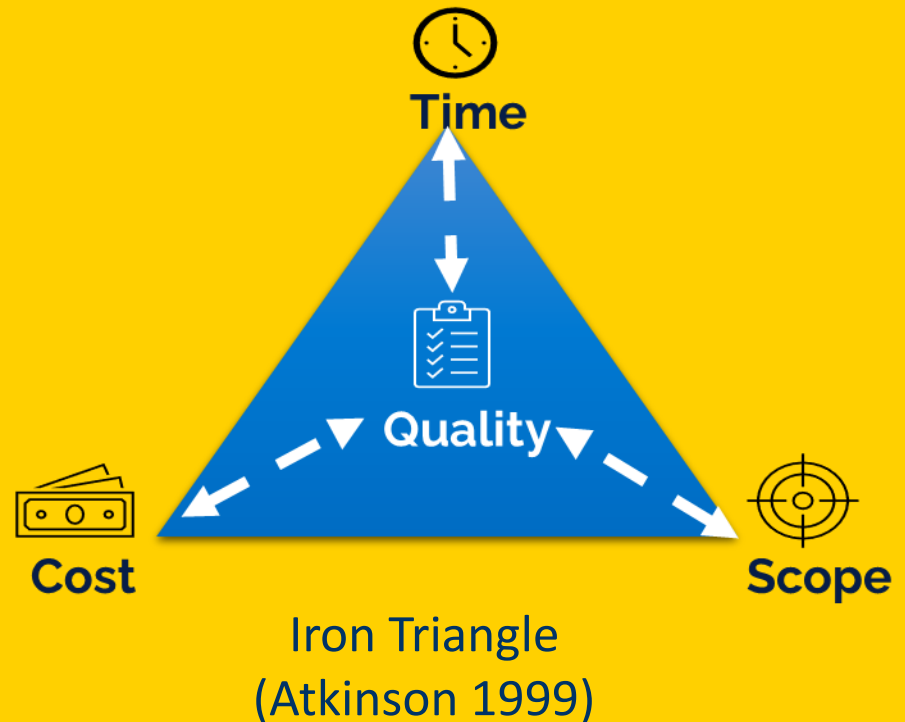


Portfolio, Program, and Project Management Interactions (PMI 2013)

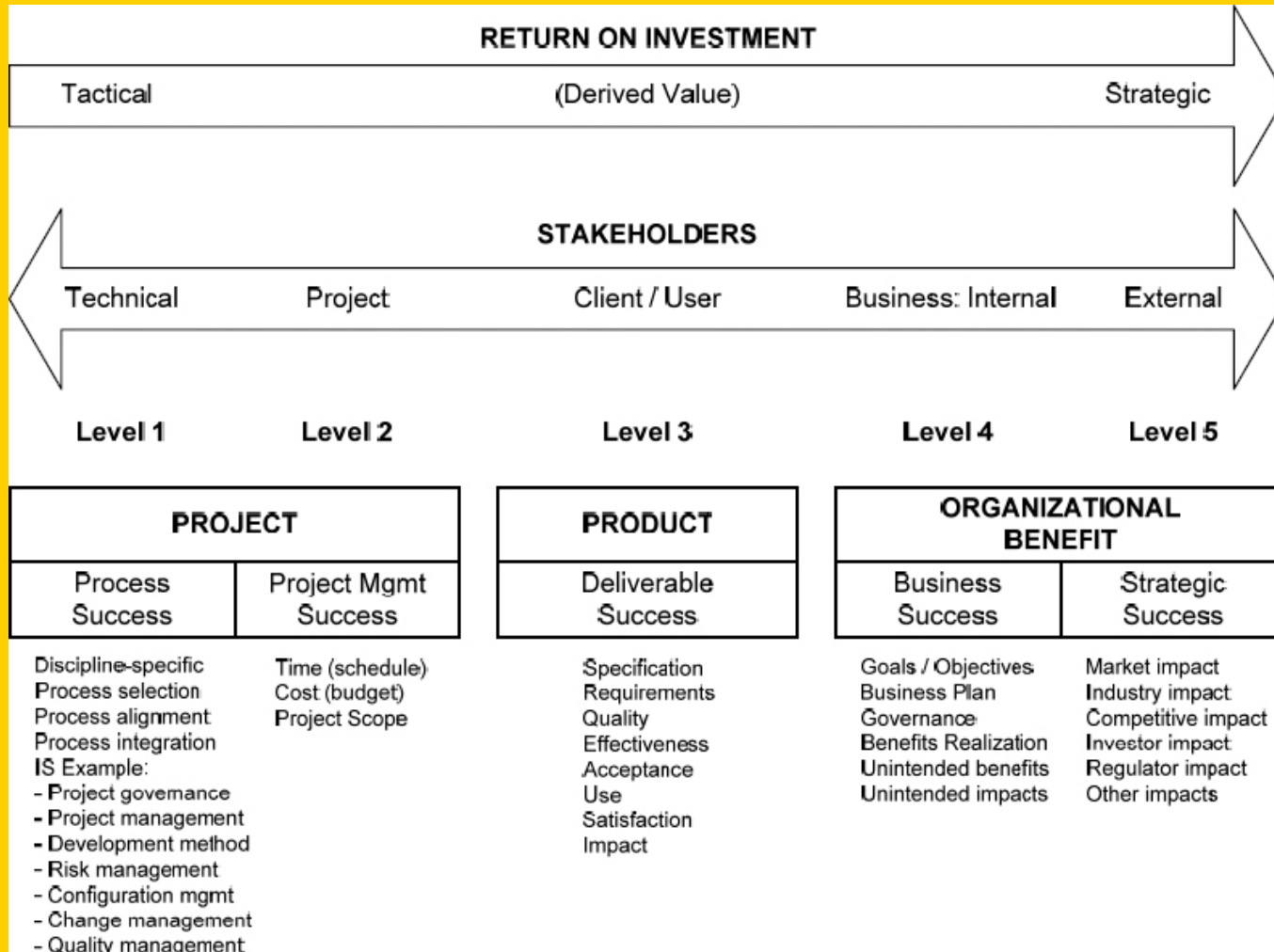
Project Success Criteria

- Project Manager's Responsibility:

1. to achieve the project objectives
2. within the project constraints



Five Levels of Project Success



What is a Project?

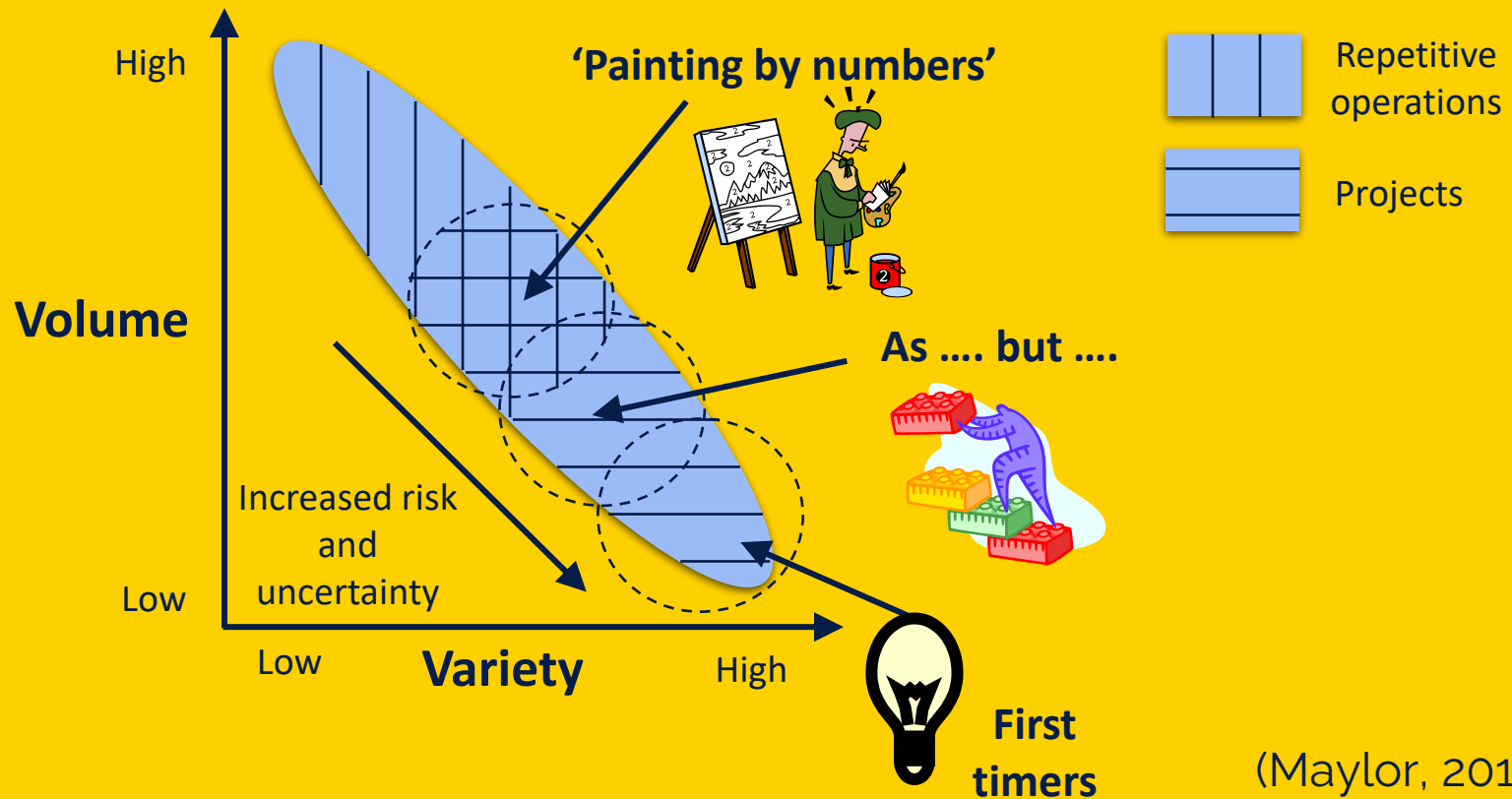
Characteristics

Temporary

Unique

Progressive
Elaboration

Different types of projects can be more uncertain and risky...



Activity- Match the projects to a category



P1- Acquisition of
Competitor Firm

'Painting by numbers'



P2- Developing
Corporate Budget

As ... but ...



P3- Promotion
campaign for a
product

First timers

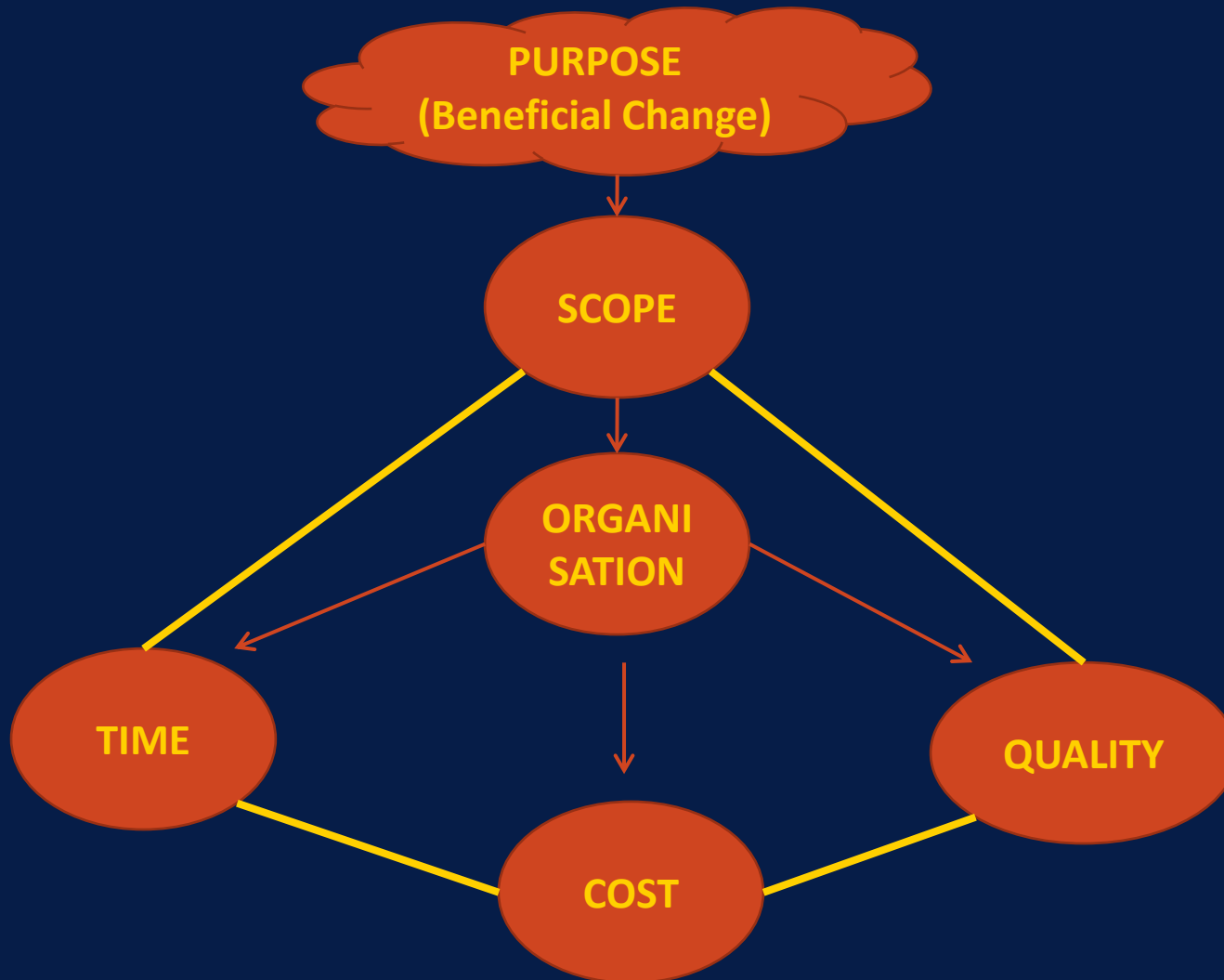


P4- Annual Audit
Report

What is Project Management?

- “Project Management is the application of:
 - knowledge, skills,
 - tools and techniques
 - to project activities
 - to meet project requirements. “ PMI (2000, pg. 6)

Turner (1999, pg. 8) Five Functions of Project-Based Management



Turner (1999, pg. 24) Tools and Techniques

Method	Techniques	Tools
Managing stakeholders	Stakeholder analysis	Stakeholder register Communication
Managing scope	Product breakdown Work breakdown Configuration management	Milestone plans Activity schedules
Managing organization	Organization breakdown	Responsibility charts
Managing quality	Quality assurance Quality control Configuration management	Quality plans Reviews and audits Procedures manuals
Managing cost	Cost control cube Earned value	Estimating techniques
Managing time	PERT/CPA	Networks/bar charts
Managing risk	Risk management	
Feasibility	Startup workshop	Definition report
Design	Definition workshop	Project manual
Execution	Baselining	Work-to-lists
Control	Forward-looking control	Turnaround documents S-curves
Close-out		Checklists

Project Management Frameworks and Best Practice

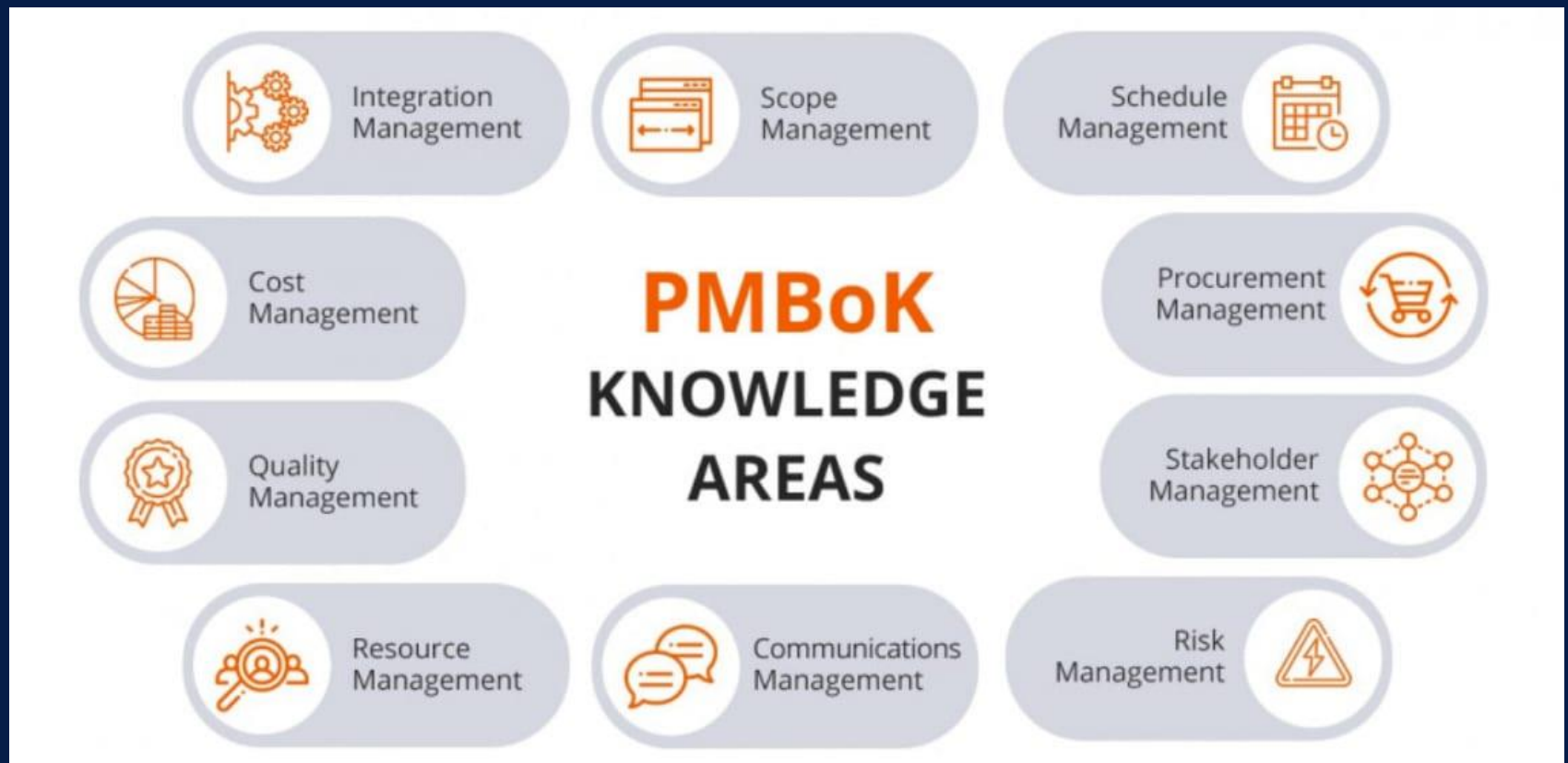
- These provide a framework for managing projects:
 1. PMI- PMBoK
 2. Axelos- PRINCE 2

PMI's PMBoK

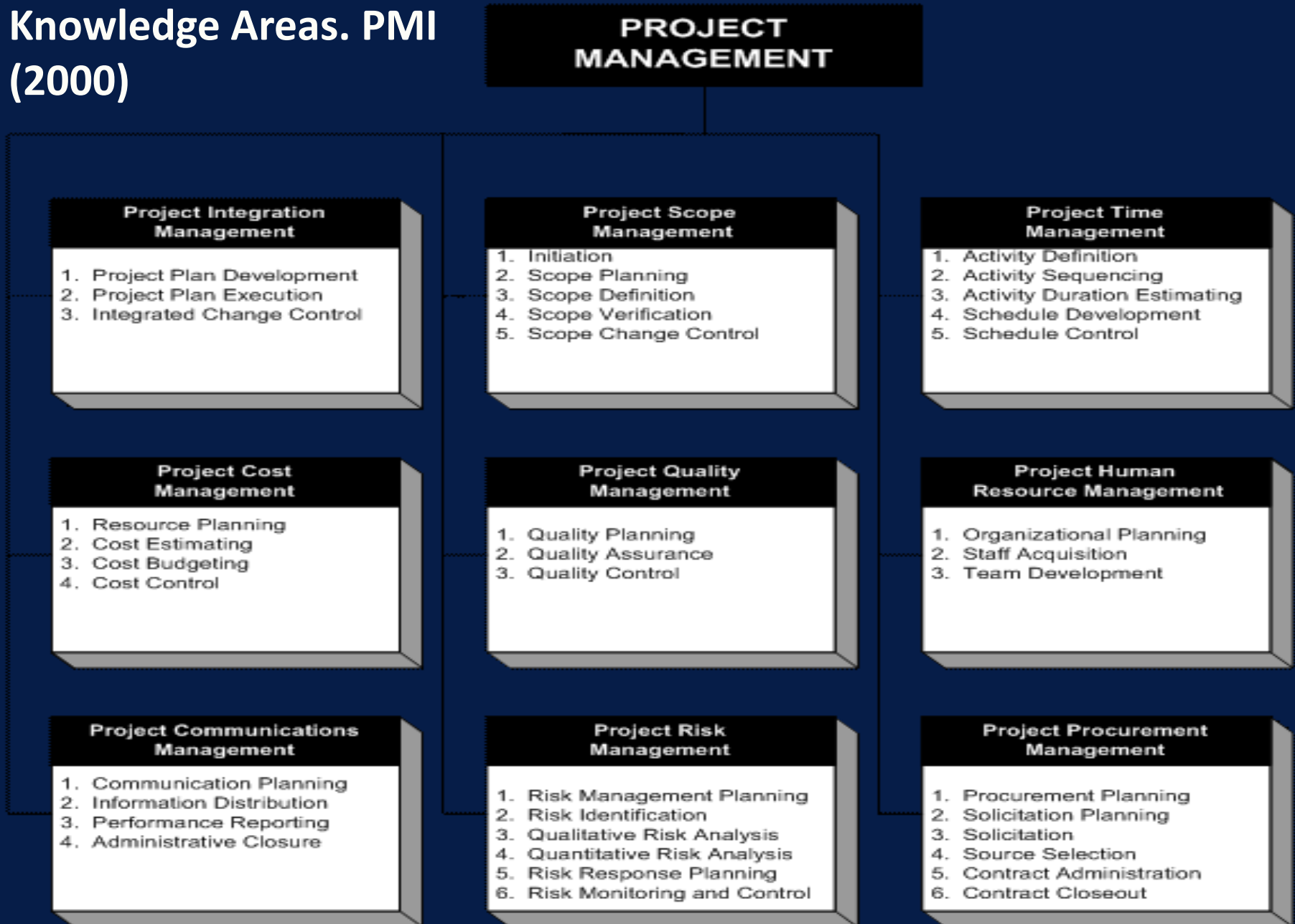
Standard and Framework

Ten Knowledge Areas

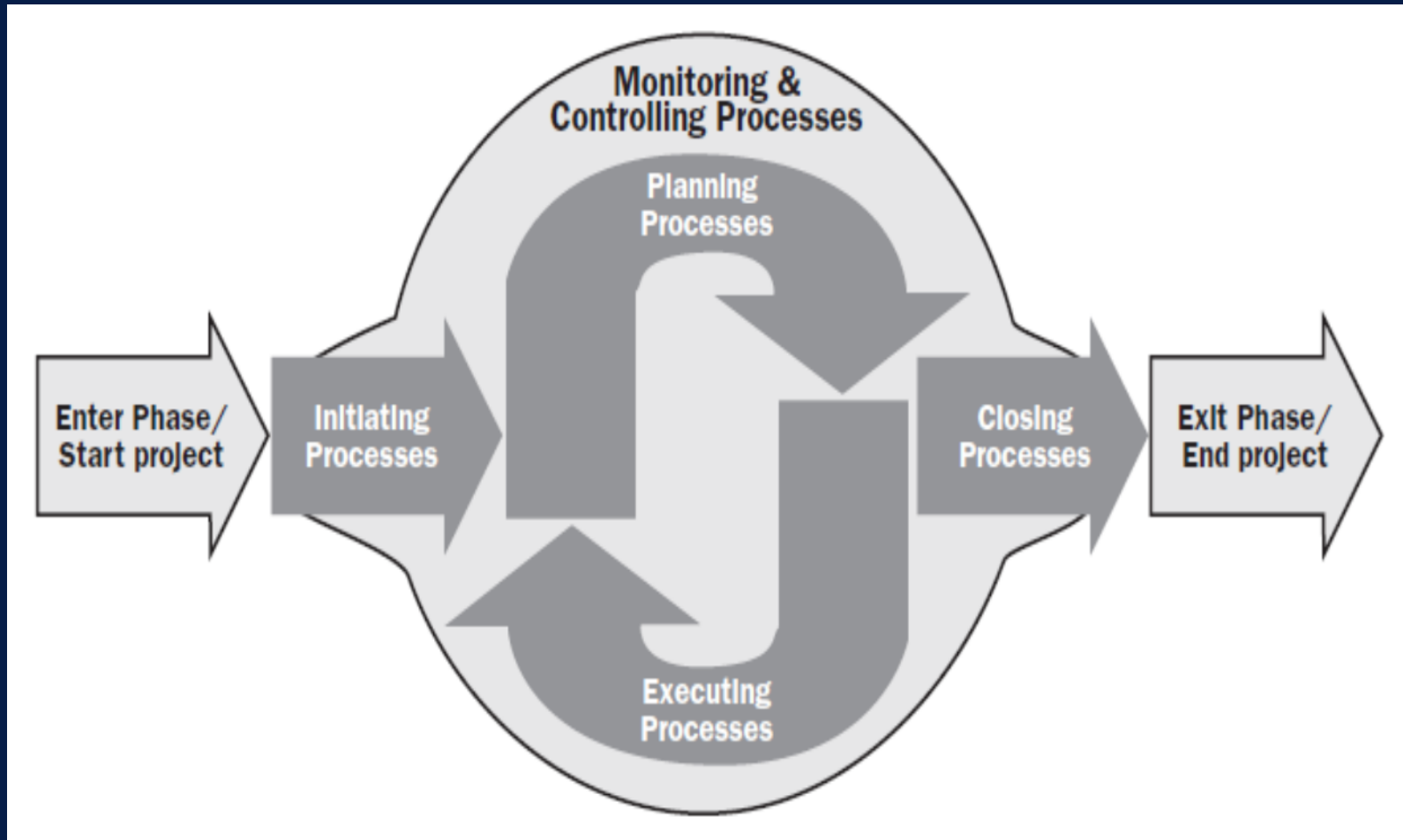
PMI (2013, pg. 7)



Knowledge Areas. PMI (2000)



PMI- 5 Process Groups



Not necessarily Linear

- The processes may be performed and recur within each phase of a project as well as for the project as a whole.

Initiation Process

- Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
- The **initial scope is defined**
- **Initial financial resources** are committed post Feasibility Study
- Internal and external **stakeholders** who will interact and influence the overall outcome of the project are identified.
- The **project manager will be selected.**

- The project manager is given the authority to apply organizational resources to the subsequent project activities.
- When the **Project Charter** is approved, the project becomes officially authorized
- The key purpose of this Process Group is to align the **stakeholders' expectations** with the project's purpose, give them visibility about the scope and objectives

Planning Process

- Planning Process Group consists of those processes performed to establish the total scope of the effort
- Define and refine the objectives,
- Develop the course of action required to attain those objectives
- Develop the **project management plan** and the project documents
- It will explore all aspects of the scope, time, cost, quality, communications, human resources, risks, procurements, and stakeholder engagement.

Executing Process

- Executing Process Group consists of those processes performed to **complete the work defined in the project management plan** to satisfy the project specifications
- Involves coordinating people and resources, managing stakeholder expectations

Monitoring and Control Process

- Monitoring and Controlling Process Group consists of those processes required **to track, review, and orchestrate the progress and performance of the project**
- It will identify any areas in which changes to the plan are required; and initiate the corresponding changes
- Project performance is measured and analyzed at regular intervals

Closing Process

- Closing Process Group consists of those processes performed to conclude all activities
- Verifies that the defined processes are completed and formally establishes that the project is complete
- Further details can be found at:

<https://projectmanagementacademy.net/articles/five-traditional-process-groups/>

Project Management Processes

- This is in linear format – but projects can be iterative or agile. Presented in linear format for clarity.



Project Management Processes

- Set up new restaurant



- Concept: **Healthy but delicious!**
- Deliver a healthy and tasty menu for target customers
- **Team structure:**
 - Chef
 - Serving staff
 - Marketing
 - Etc.
- **Risks**
- **Stakeholders**
 - Potential customers
 - Food hygiene
 - Community
 - Funders
 - Planning
 - Etc.
- **WBS:**
 - Design the menu
 - Kitchen design and layout
 - Restaurant design and layout
 - Purchasing of equipment and furniture
 - Installation and decoration
 - Training staff
 - Launch, publicity etc.
 - **Gantt chart**
 - **Communication plan**
 - **Risk management**
- **Direct/manage:**
 - Ensure the kitchen is developed on time
 - Manage the construction and setting up of restaurant
 - Work on the communications and marketing
- **Quality management**
 - Recipe design and testing
 - Design of layout, furniture to meet customers' impression.
- **Team management**
- **Communications**
- **Stakeholders**
- **Status/tracking**
 - On time for launch
 - All processes working together
- **Project control**
 - Scope, Cost, Schedule, Quality and Resources Control
- **Risk monitoring**
- **Launch event** – celebrate the work of the project team
- **Lessons learnt**
- **Reporting**
 - To funders
 - To planning

PM Process by Knowledge Area

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	

Axelos PRINCE 2

Methodology

PRINCE 2

- **PR**ojects **IN** **C**ontrolled **E**nvironments
- UK Gov standard
- PRINCE – 1989 PRINCE 2 – 1996:
- **Focus on business justification**
- Defined **organization structure** for the project management team
- **Product-based planning** approach
- Emphasis on dividing the project into **manageable and controllable stages**
- **Flexibility** that can be applied at a level appropriate to the project.

PRINCE 2 Principles

- The principles provide a **framework of good practice** for those people involved in a project
- Ensuring that the method is not applied in an overly prescriptive way
- But applied in a way sufficient to contribute to the success of the project
- So what are these principles?



PRINCE 2 Principles

Principle	Definition
Continued business justification	A PRINCE2 project has continued business justification
Learn from experience	PRINCE2 project teams learn from previous experience (lessons are sought, recorded and acted upon throughout the life of the project)
Defined roles and responsibilities	A PRINCE2 project has defined and agreed roles and responsibilities with an organizational structure that engages the business, user and supplier stakeholder interests
Manage by stages	A PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis
Manage by exception	A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority
Focus on products	A PRINCE2 project focuses on the definition and delivery of products, in particular their quality requirements
Tailor to suit the project environment	PRINCE2 is tailored to suit the project's size, environment, complexity, importance, capability and risk

PRINCE 2 Themes

- The PRINCE2 themes are those aspects of project management that need to be addressed continually throughout the project lifecycle
- They provide guidance on how the process should be performed.



PRINCE 2 Themes

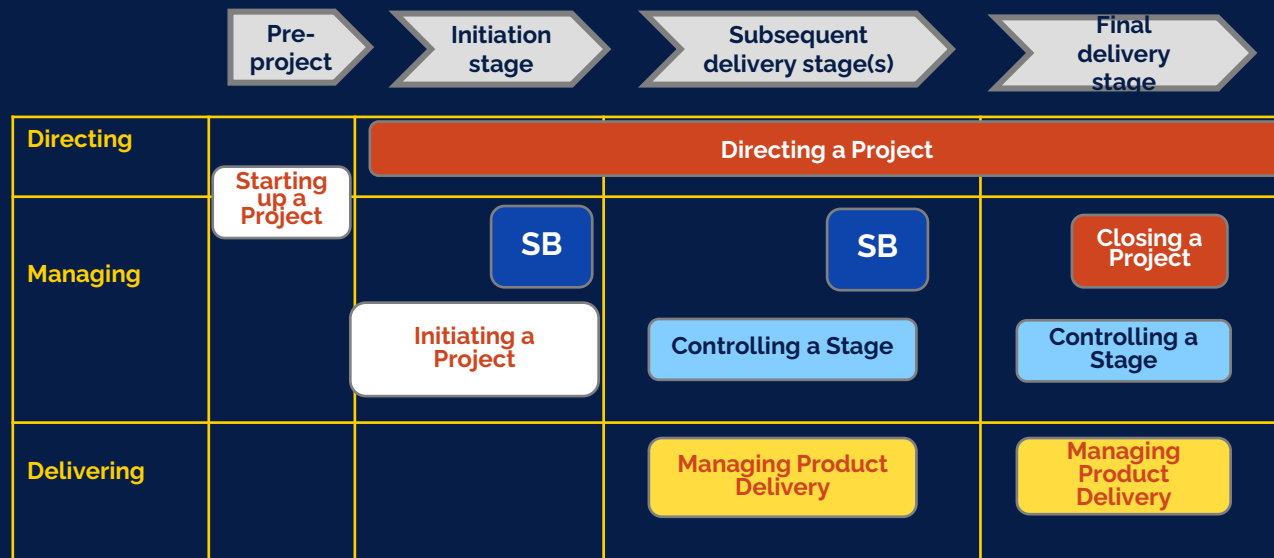
Theme	Questions answered by the theme
Business Case	Why?
Organization	Who?
Quality	What?
Plans	How? How much? When?
Risk	What if?
Change	What's the impact?
Progress	Where are we now? Where are we going? Should we carry on?

Prince 2 - 7 Processes

- PRINCE2 provides a process model for managing a project.
- This consists of a set of activities that are required to:
 - Direct
 - manage and
 - deliver a project.
- An organised and controlled start, i.e. organise and plan before leaping in.
- An organised and controlled middle, i.e. keeping projects organised and controlled.
- An organised and controlled end, i.e. when you've got what you want and the project has finished, tidy up the loose ends

Prince 2 - 7 Processes

- Starting up a project
- Directing a project
- Initiating a project
- Controlling a stage
- Managing product delivery
- Managing a stage boundary
- Closing a project



- **Managing a Stage Boundary:** Describes the activities the Project Manager must undertake to provide the Project Board with sufficient information to enable it to review the success of the current stage, approve the next Stage Plan
- **Controlling a Stage:** Describes how the Project Manager manages the project execution/delivery activity during a stage, and reports progress and exceptions to the Project Board

- **Managing Product Delivery:** Addresses the Team Manager's role in supervising the detailed work of creating the project's products
- **Closing a Project:** Describes the closure activity towards the end of the final stage of the project

PRINCE 2- summary



Axelos- Prince 2 overview



<https://www.youtube.com/watch?v=61RnrsWQE7A>

Check out: Project Management Framework Quiz

- Match each of the Features below to its respective Framework

	PMBok	Prince 2
Has 10 Knowledge areas to project management	<input type="checkbox"/>	<input type="checkbox"/>
Has 7 themes to project management	<input type="checkbox"/>	<input type="checkbox"/>
Driven by a solid business case	<input type="checkbox"/>	<input type="checkbox"/>

- Go to:
<https://forms.gle/DXi2985TzCdpV8Reg>



Group Activity- Choose PMBok or Prince 2

- Read [Library Case Study](#) during the break
- In your groups, Discuss and Decide the best framework
- Think of reasons why?
- Post on Main Chat Choice and Why (one group member)

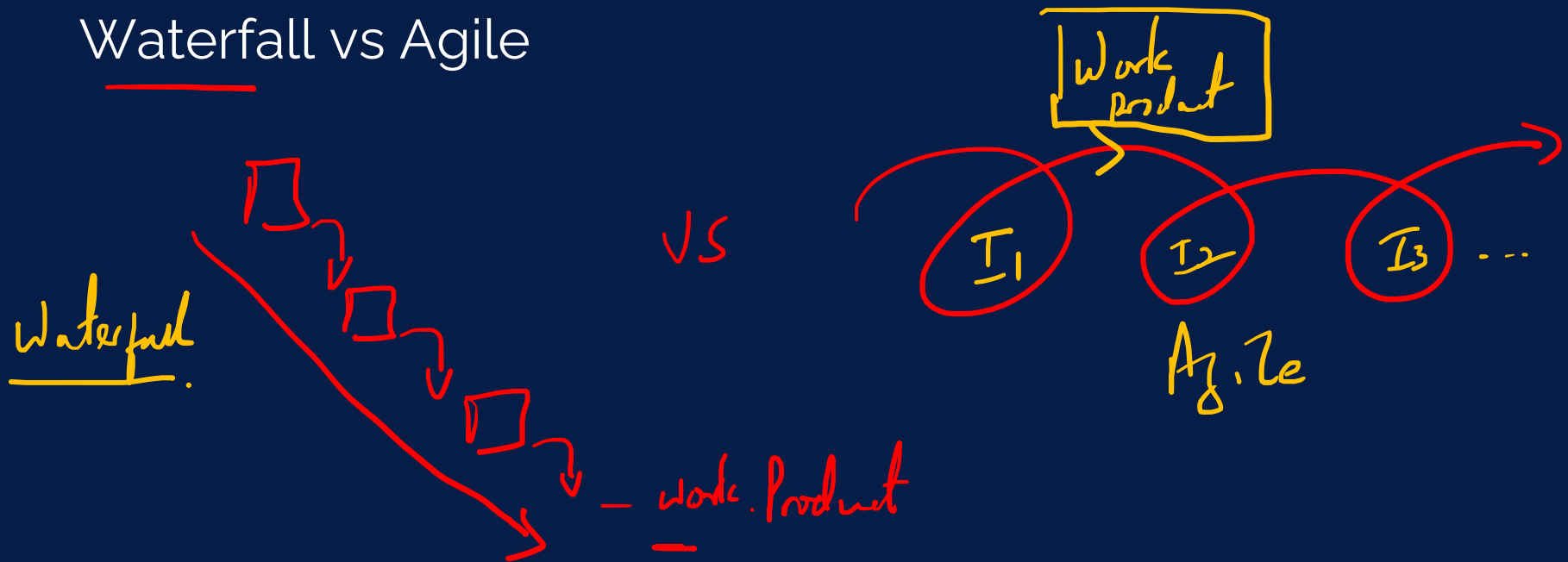
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Next Topic:

Project Methodology

Waterfall vs Agile



References

- PMI (2000), A Guide to the Project Management Body of Knowledge (PMBOK), 2000 edition, PMI Publications,
- Turner, J.R. (1999) The Handbook of Project-Based Management, 2nd edition, McGraw-Hill, London
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