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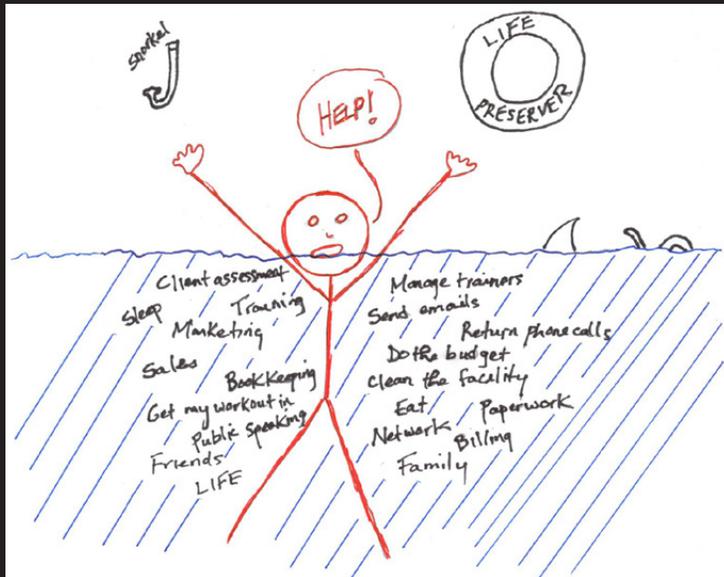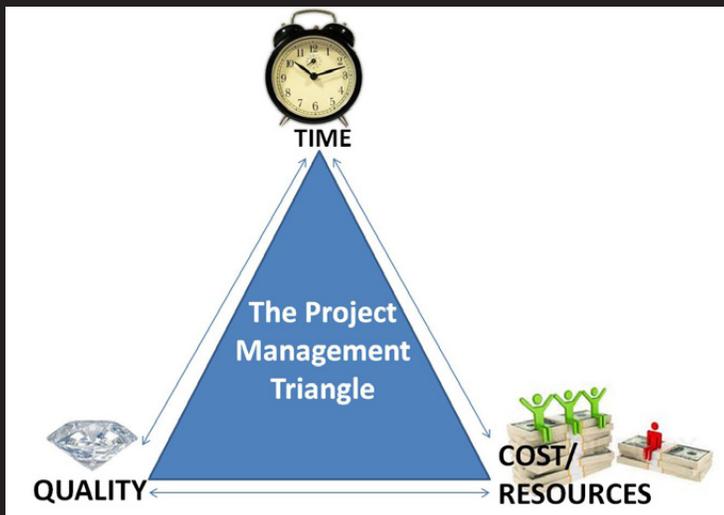
my name is

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What is project management?

Managing a project typically includes:

- Identifying requirements

- Addressing the various needs, concerns, and expectations of stakeholders

- Setting up, maintaining and carrying out communications among stakeholders

- Balancing the competing project constraints which could include:

    - Scope

    - Quality

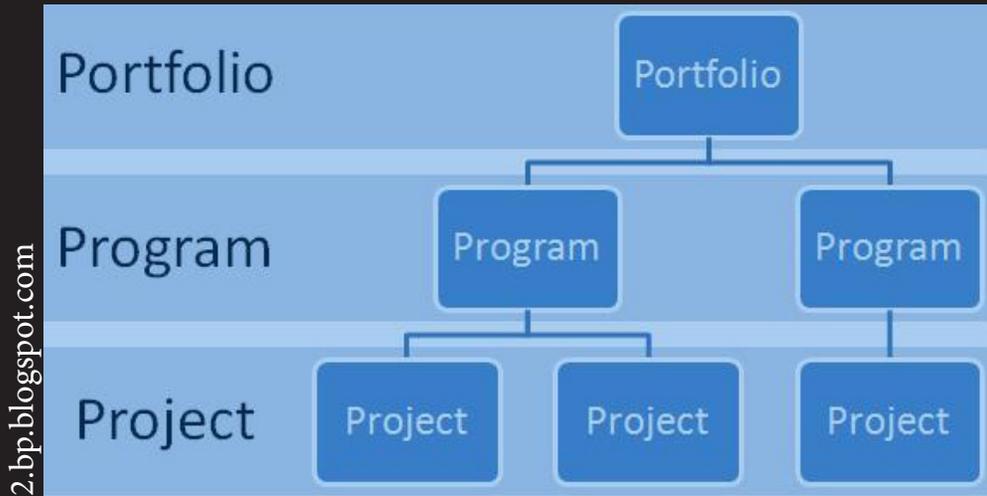   - Schedule

    - Budget

    - Resources

    - Risk

What is project management?

Key Document to guide your project:

Project Management Plan: ... describes how the project will be executed monitored, and controlled. p.554

- an **iterative** document & process
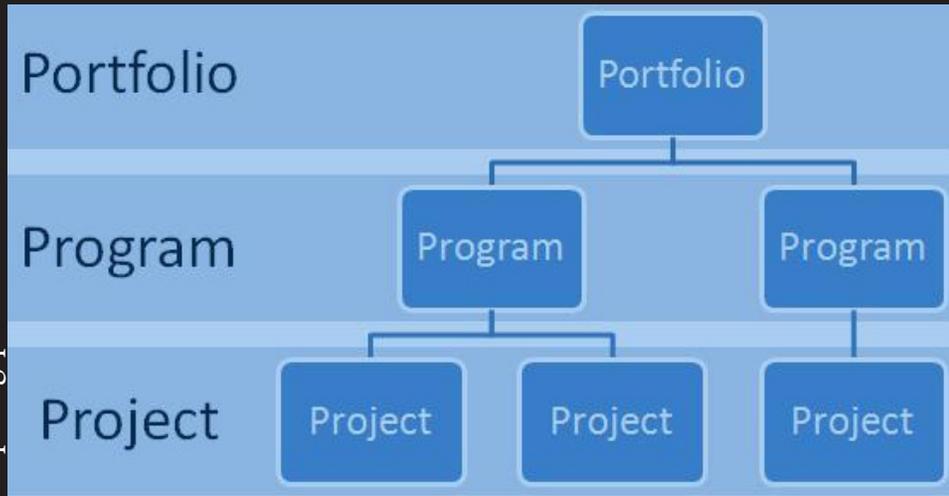
Portfolio, Program and Project Management

Portfolio Management:

- a group of related projects, programs, subportfolios and operations managed as a group

- may not be interdependent or directly related (think of an investment portfolio)

Portfolio, Program and Project Management

Jamnagar

Program Management:

- a group of related projects, subprograms, and program activities

- may be related through a common outcome or collective capability such as a shared client, seller, technology, or resource

- efficiencies are gained by identifying project interdependencies and determining the optimal approach for managing them

Projects and Strategic Planning
-or-
Why are we doing this project?

Market demand (e.g., a more fuel-efficient car)

Strategic opportunity/business need (e.g., a training company authorizing a project to create a new course to increase its revenues);

Social need (e.g., developing a potable water system)

Environmental consideration (e.g., new environmental regulations)

Customer request (e.g., a new industrial park)

Technological advance (e.g., a faster, cheaper, and smaller laptop)

Know the context of your project

Project Management Office

"a management structure that standardizes ... processes and facilitates the sharing of resources, methodologies, tools, and techniques p.10

These can provide varying degrees of control:

Supportive: provides a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. The degree of control provided by the PMO is low.

Controlling: provides support and required compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms and tools, or conformance to governance. The degree of control provided by the PMO is moderate.

Directive: take control of the projects by directly managing the projects. The degree of control provided by the PMO is high.

Project Management Office

Project managers and PMOs may pursue different objectives and are driven by different requirements:

The project manager focuses on specific project objectives
The PMO manages major program scope changes

The project manager controls the assigned project resources
The PMO optimizes the use of shared organizational resources across all projects.

The project manager manages the constraints (scope, schedule, cost, quality, etc.)
The PMO manages the methodologies, standards, overall risks/opportunities, metrics, and interdependencies among projects

Project & Operations Management

Projects can intersect with operations at various points during the product life cycle, such as:

- at each closeout phase

- when developing a new or upgrading an existing product

- while improving operations or the product development process

Deliverables and knowledge may be transferred between the project and operations for implementation of the delivered work

Project & Operations Management

Operational Stakeholders:

Plant operators

Manufacturing line supervisors

Help desk staff

Production system support analysts

Customer service representative

Salespersons

Maintenance workers

Telephone sales personnel

Call center personnel

Retail workers

Line managers

Training officers

Project & Operations Management

Projects must align with the strategic direction and performance parameters of an organization. The strategic direction provides the purpose, expectations, goals, and actions necessary to guide the business and projects.

Project success may be judged on the basis of how well they support organizational governance therefore be knowledgeable about the related corporate organizational governance policies and procedures

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PMI's 'ITTO'
Inputs - Tools & Techniques - Outputs

Inputs
.1 Project statement of work
.2 Business case
.3 Agreements
.4 Enterprise environmental factors
.5 Organizational process assets

← ← Common to (almost) all of the Knowledge Areas

Responsibilities & Competencies of the Project Manager

Project managers are responsibly for satisfying needs: task, team and individual needs

... and require the following competencies:

Knowledge: what you know about project management

Performance: what you are able to do or accomplish

Personality: how you behave when performing the project

(attitudes, personality characteristics, and leadership ability)

Responsibilities & Competencies of the Project Manager

Interpersonal Skills:

- project managers work with a team and other stakeholders

- effective project managers require a balance of ethical, interpersonal, and conceptual skills that help to analyze situations and interact appropriately

Some important interpersonal skills include:

Leadership	Political and cultural awareness
Team building	
Motivation	Negotiation
Communication	Trust building
Influencing	Conflict management
Decision making	Coaching

Responsibilities & Competencies
of the Project Manager

A summary of some interpersonal skills (PMBOK Appendix X3 P.513)

Leadership

- the ability to get things done through others

- respect and trust, rather than fear and submission, are key elements of effective leadership

- requires:
  - establishing and maintaining the vision, strategy and communications
  - fostering trust and team building
  - influencing, mentoring, and monitoring
  - evaluating the performance of the team and the project

Responsibilities & Competencies
of the Project Manager

Team building
- the process of helping a group of individuals, bound by a common purpose, to work with each other, the leader, external stakeholders, and the organization
- the result of good leadership and good team building is teamwork
- required throughout the project

Motivation
- project success depends upon the project team's commitment which is directly related to their level of motivation
- involves creating an environment to meet project objectives while providing maximum satisfaction related to what people value
    (job satisfaction, challenging work, a sense of accomplishment, personal achievement and growth, financial compensation and recognition)

Responsibilities & Competencies
of the Project Manager

Communication
- identified as one of the single biggest reasons for success or failure
- be aware of the communication styles of other parties, cultural nuances/norms, relationships, personalities, and the context of the situation
- listening is an important part of communication. This will give you insight into problem areas, negotiation and conflict management, decision making and problem resolution strategies

Influencing
- the strategy of sharing power and relying on interpersonal skills to get others to cooperate towards common goals
- lead by example and follow through with commitments
- clarify how a decision will be made
- use a flexible interpersonal style (adjust to the audience)
- think about long-term collaboration

Responsibilities & Competencies
of the Project Manager

Decision making

- 4 basic decision styles: command, consultation, consensus, and coin flip
- 4 major factors that affect the decision style: time constraints, trust, quality and acceptance

Try the six-phase model:

1. Problem Definition. Fully explore, clarify, and define the problem.

2. Problem Solution Generation. Brainstorm multiple solutions and discourage premature decisions.

3. Ideas to Action. Define evaluation criteria, rate pros and cons of alternatives, select best solution.

4. Solution Action Planning. Involve key participants to gain acceptance and commitment to making the solution work.

5. Solution Evaluation Planning. Perform post-implementation analysis, evaluation, and lessons learned.

6. Evaluation of the Outcome & Process. Evaluate how well the problem was solved or project goals were achieved (this is an extension of #5)

Responsibilities & Competencies
of the Project Manager

Political and cultural awareness
- by understanding and capitalizing on cultural differences you are more likely to create an environment of mutual trust
- can be both individual and corporate in nature
- may involve both internal and external stakeholders

Responsibilities & Competencies
of the Project Manager

Negotiation

- is an integral part of project management

- the following skills and behaviors are useful in negotiating successfully:

  - Analyze the situation
  - Differentiate between wants and needs
  - Focus on interests and issues rather than on positions
  - Ask high and offer low, but be realistic
  - When you make a concession act as if you are yielding something of value, don't just give in
  - Both parties should feel as if they have won (win-win). If possible don't let the other party leave feeling as though he or she has been taken advantage of.
  - Listen attentively and communicate articulately

Responsibilities & Competencies
of the Project Manager

Trust building

- without trust it is difficult to establish the positive relationships necessary between the various stakeholders engaged in the project

- when trust is compromised, relationships deteriorate, people disengage, and collaboration becomes more difficult

To help build trust:

- engage in open and direct communications to resolve problems
- keep all stakeholders informed
- be direct and explicit about what you need or expect
- do not withhold information out of a fear of being wrong
- be receptive to innovation & address issues or concerns honestly
- look beyond your own interests
- demonstrate a true concern for others

Responsibilities & Competencies
of the Project Manager

Conflict management
- is inevitable in a project
- draws upon all of the other interpersonal skills
- managing conflict involves building the trust for all involved parties to be open and honest and to engage in seeking a positive solutions
- if actively managed conflict can help the team arrive at a better solution

Coaching
- help people recognize their potential through empowerment and development through enhancing skills or to building new ones
- used to address poor performance and to help team members overcome deficiencies in their skill sets
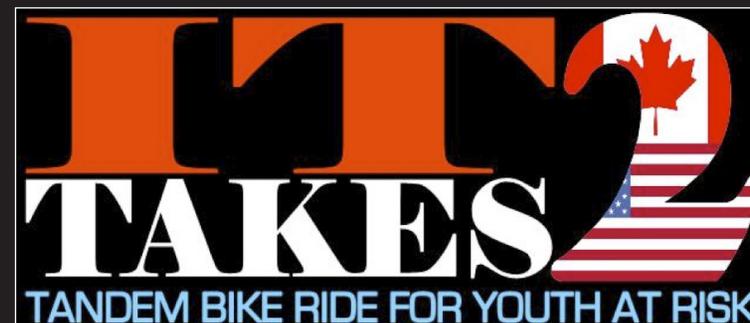
Assignment 01

$600,000

Our Challenge:

$$\frac{\$600{,}000 \div 12 = \$50{,}000}{}$$

How would you raise $50,000?

Assignment 01

To create a Project Plan for a fund raiser.

1. Select a city:
Vancouver, Kelowna, Regina, Winnipeg, Thunder Bay, Sault Ste. Marie, Kingston, Quebec, Saint John, Charlottetown, Halifax, St John's

2. Research the city and create a brief report on its history and vital statistics. Determine the location of where the event (for 200 people) should take place.

3. Decide on a fund raising event

4. Come to class on Monday to present your idea.

The Ice Bucket Challenge

ALS (amyotrophic lateral sclerosis) / Lou Gehrig's disease Fund-raiser
2013 donations: $19.4 million
2014 donations to August 29: +$100 million

Assignment 02

You have just found out that the company you work for (or founded) is close to winning a contract for a project that you are very excited about.

Create a 5 minute presentation describing:

1) What is the name of the company you work for and what is its core business?

2) What is the project you are excited about?

This assignment is due October 15th but can be presented anytime between now and then.