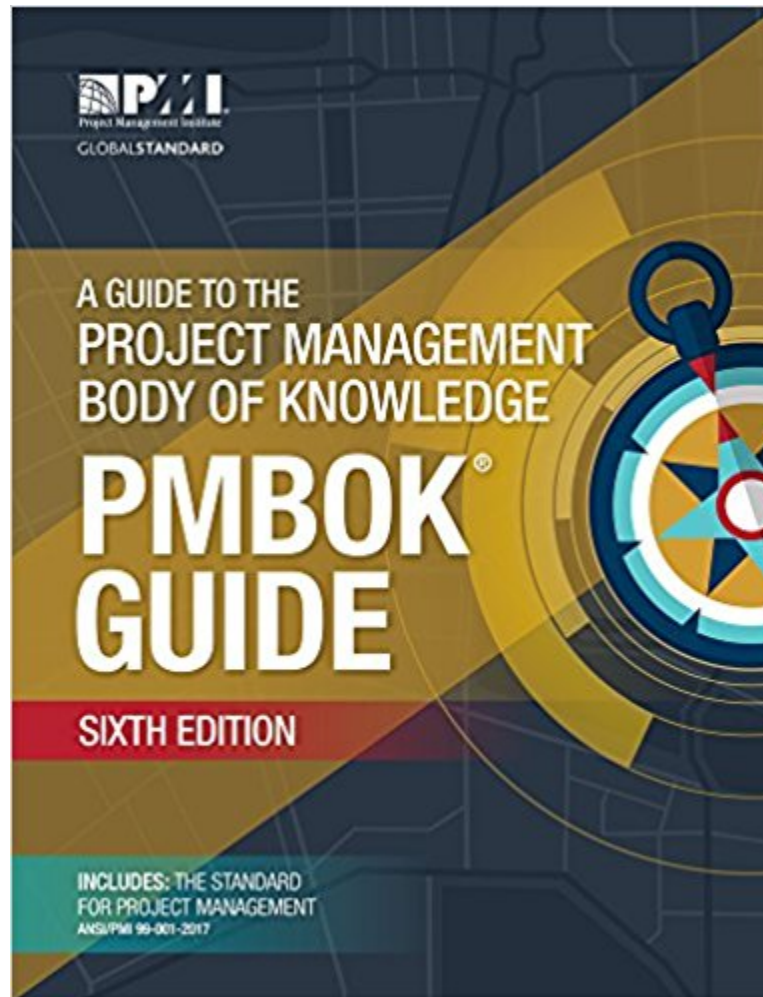# Primer on Project Management

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Project Management Institute (PMI)
A Guide to the Project Management Body of Knowledge (PMBOK Guide)

What is project management?
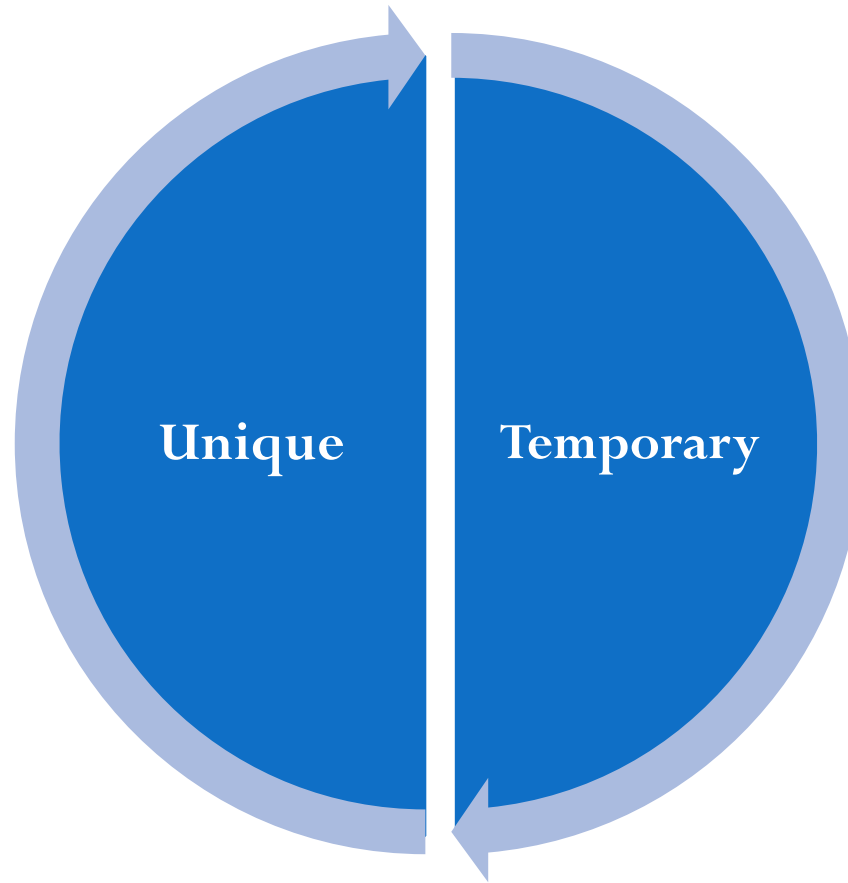
Project Management

Project Activities

- Skills
- Tools
- Techniques

Stakeholders

- Needs
- Expectations

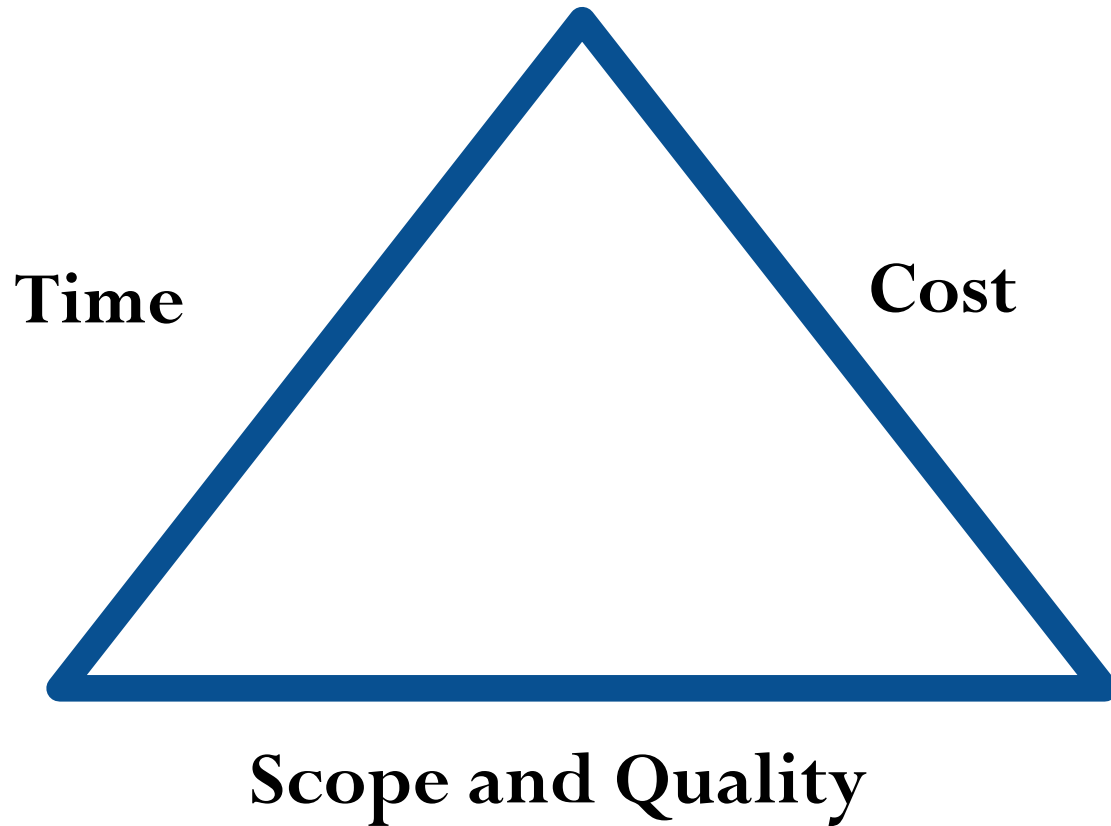# What is a project?

Projects vs. Operations

Projects
- Temporary
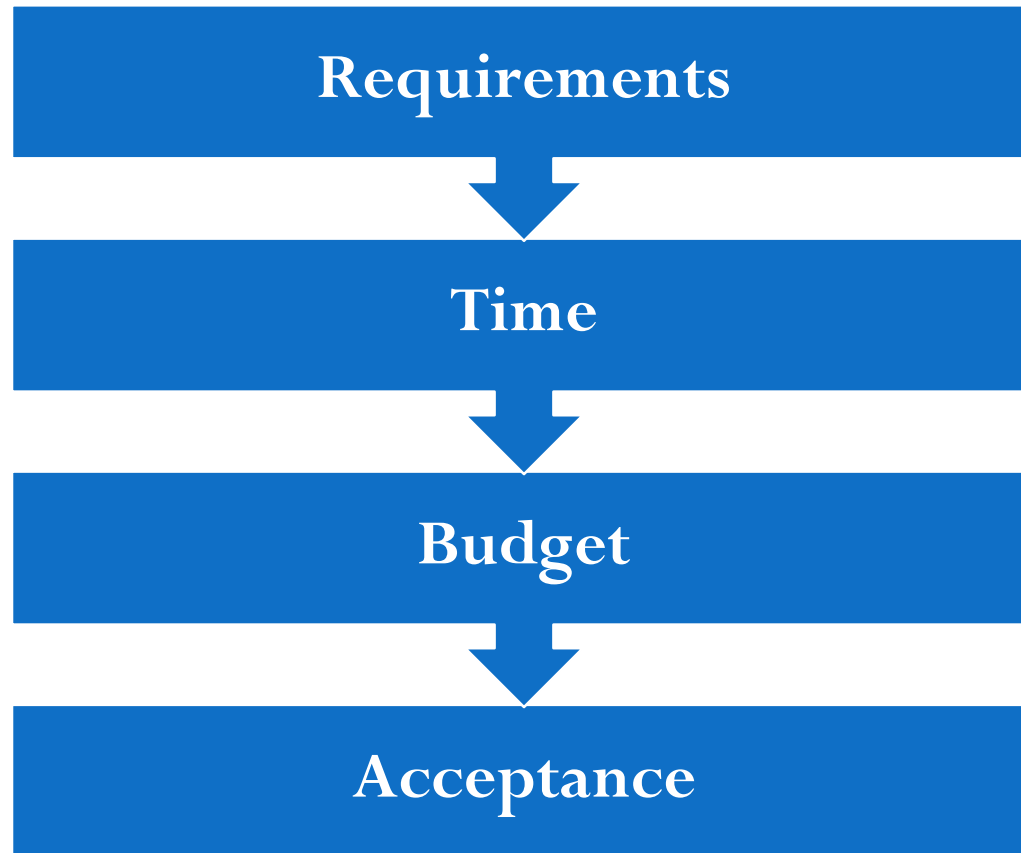- Unique

Operations
- Ongoing
- Repetitive

Project Constraints

What is a successful project?

What is a project manager?

|	
Defines the Project	**Reduces It To a Set of Tasks**
Obtains Resources	**Builds a Team**
Informs Stakeholders of Progress	**Assesses and Monitors Project Risk**

What is a stakeholder?

- Persons and organizations such as clients, sponsors, performing organization and the public, that are actively involved in the project

- Key stakeholders will be involved in defining the scope of effort and will need to be kept informed of progress throughout the project

- It is important to identify these individuals early in the project to ensure their expectations (requirements) are met

Who are the team members?

- The individuals who report directly or indirectly to the project manager, and who are responsible for performing project work as a regular part of their assigned duties

- Individuals who have diverse skills and talents to complete tasks and will provide expertise to make project decisions

- Usually, a team member is assigned to a task but more complex tasks may require additional resources

The Five Process Groups
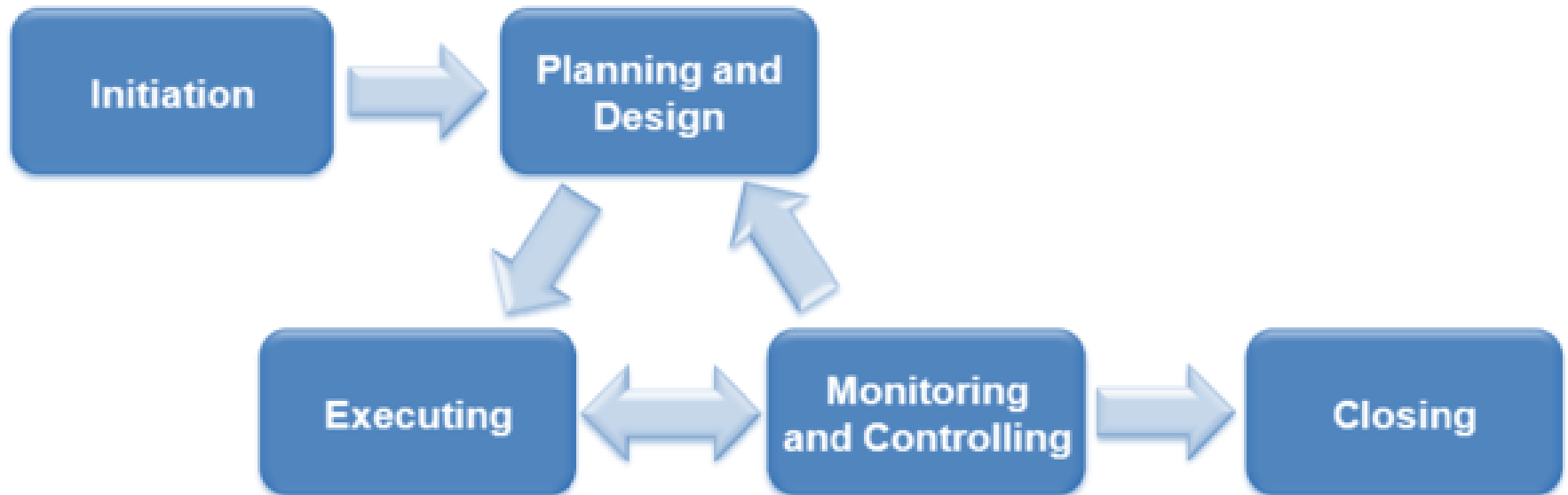
Level of Activity and Overlap of Process Groups Over Time
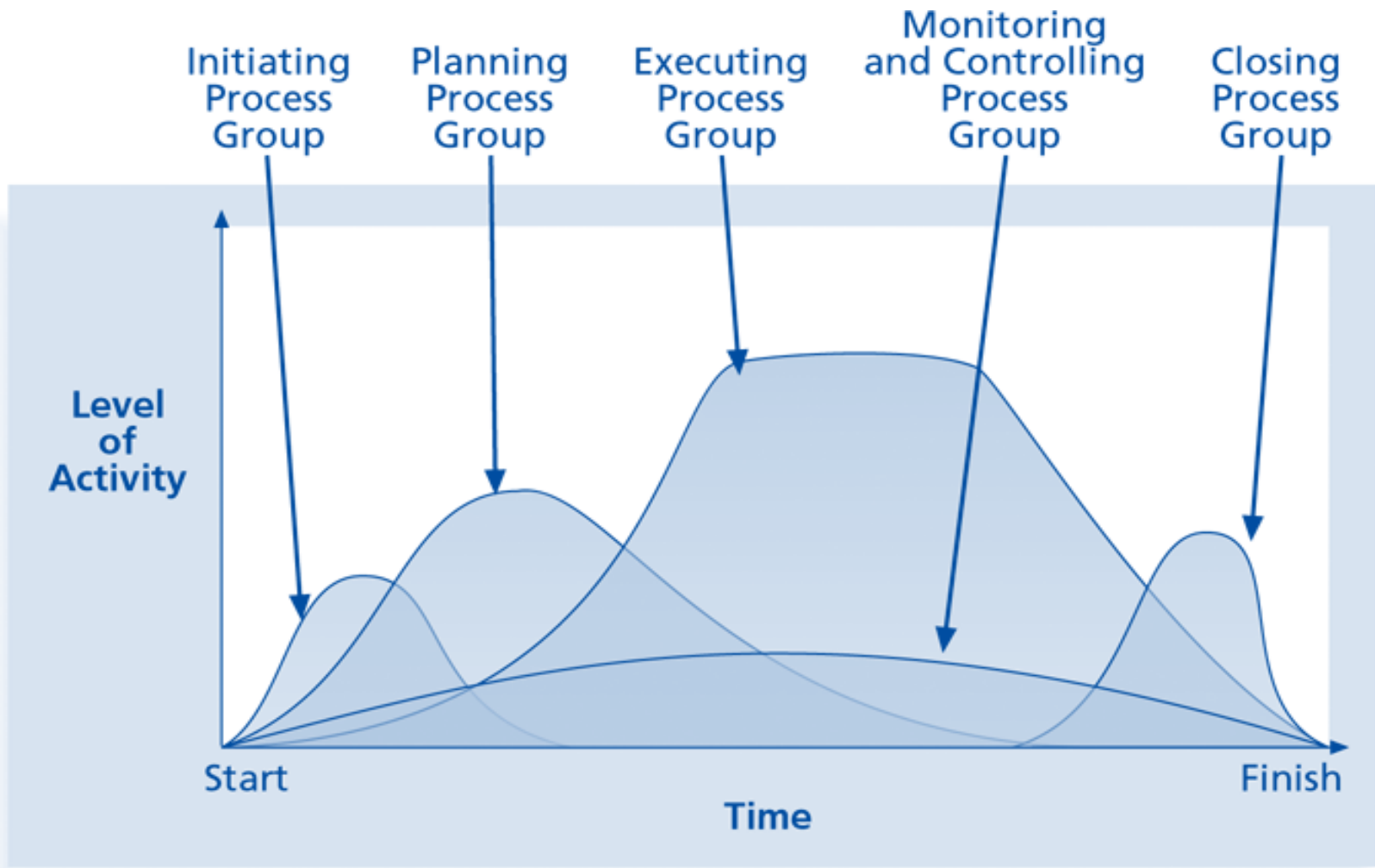
Influence Curve
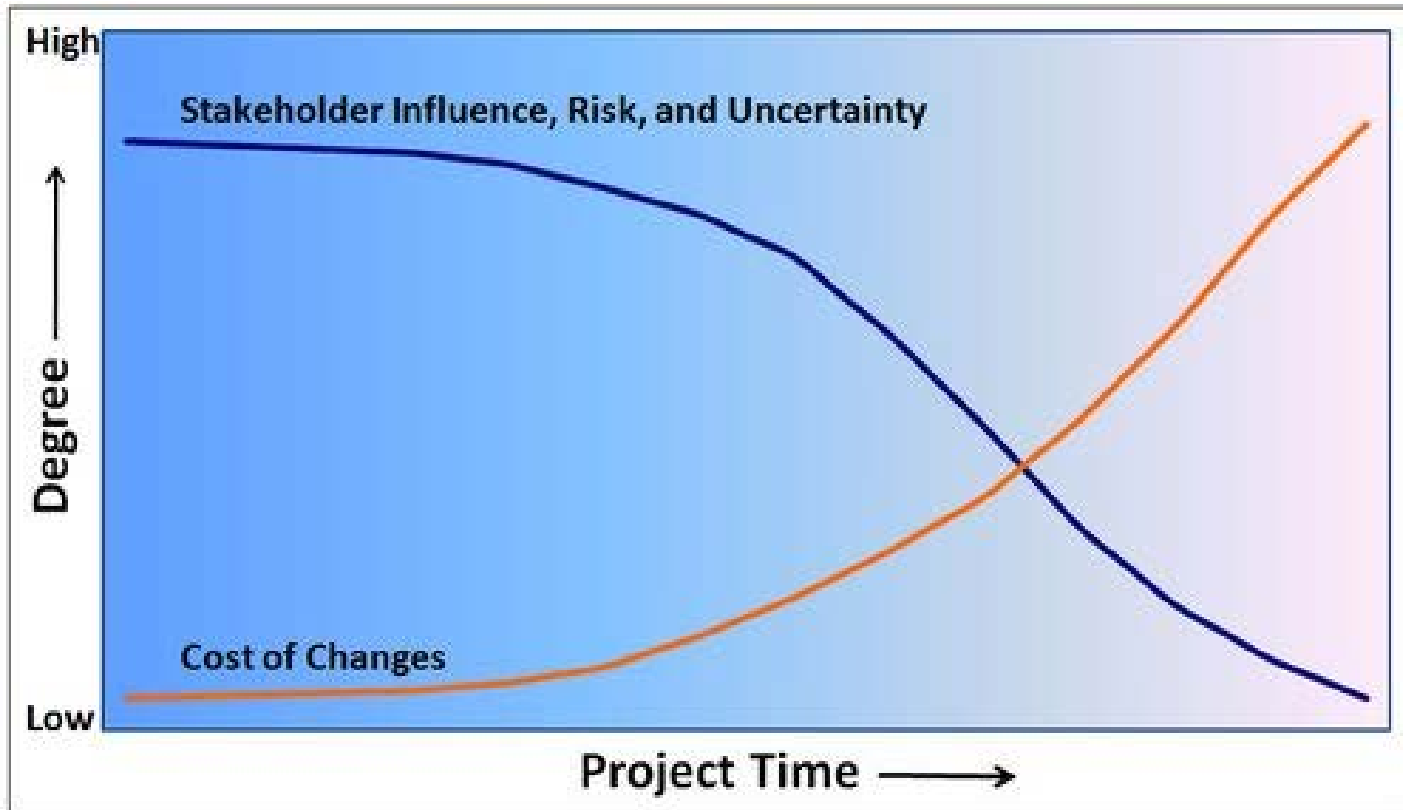
Initiating Process

- Determine and decide what product or service is being developed
- Collaborate and clarify the need
- Recruit the project manager
- Gather any information to help understand the requirements of the project by answering the what, when, who, why, where and how questions
- Development of the project definition with the key stakeholders

Information Technology Project Definition

1. Project Name version   date

2. Client Name

3. Decision Makers

4. Project Description and Goals

5. Business Case

6. Key Business Requirements

7. Project Objectives

8. Benefits

9. Target Audience

10. The Problem

11. The Solution and Alternatives

12. Project Scope
    12.1 In Scope
    12.2 Out of Scope

13. Pre-requisites

14. Assumptions

15. Project Risks

16. Time and Costs

17. Project Organization

Planning Process

- The planning process is to organize and identify the components of a project to develop the product or service

- The project manager and the project team work together to create a list of tasks, identify resources, estimate time to develop tasks, create a schedule with task dependencies and establish major deliverables

Project Communications

Who Needs What Information

When They Will Need It

How Will It Be Given To Them

Communication Plan

Executing Process

- The team begins working on their assigned tasks
- Status reporting is conducted on a regular basis
- Issues that arise are discussed with the team, client and key stakeholders
- Some tasks may be re-assigned if the person cannot complete the task on time or may require extra assistance
- Project manager and team ensure the quality and requirements are being met with customer approval

Monitoring and Controlling Process

- To monitor and manage changes against the project's objectives

- To review the scope statement at periodic times during the project

- If you make many changes to the scope, this is when you need to revisit the requirements

- Use the Change Request log in the project definition to record these changes

Issues for the Project Manager

Team

- Why are team members not completing tasks
- Why are team members turning their tasks in late
- Team members are unmotivated to complete tasks

Customer

- The requirements are not clear from the client
- The client delays making important decisions on critical issues
- Deliver the news to the client if is not favorable

On-going Activities
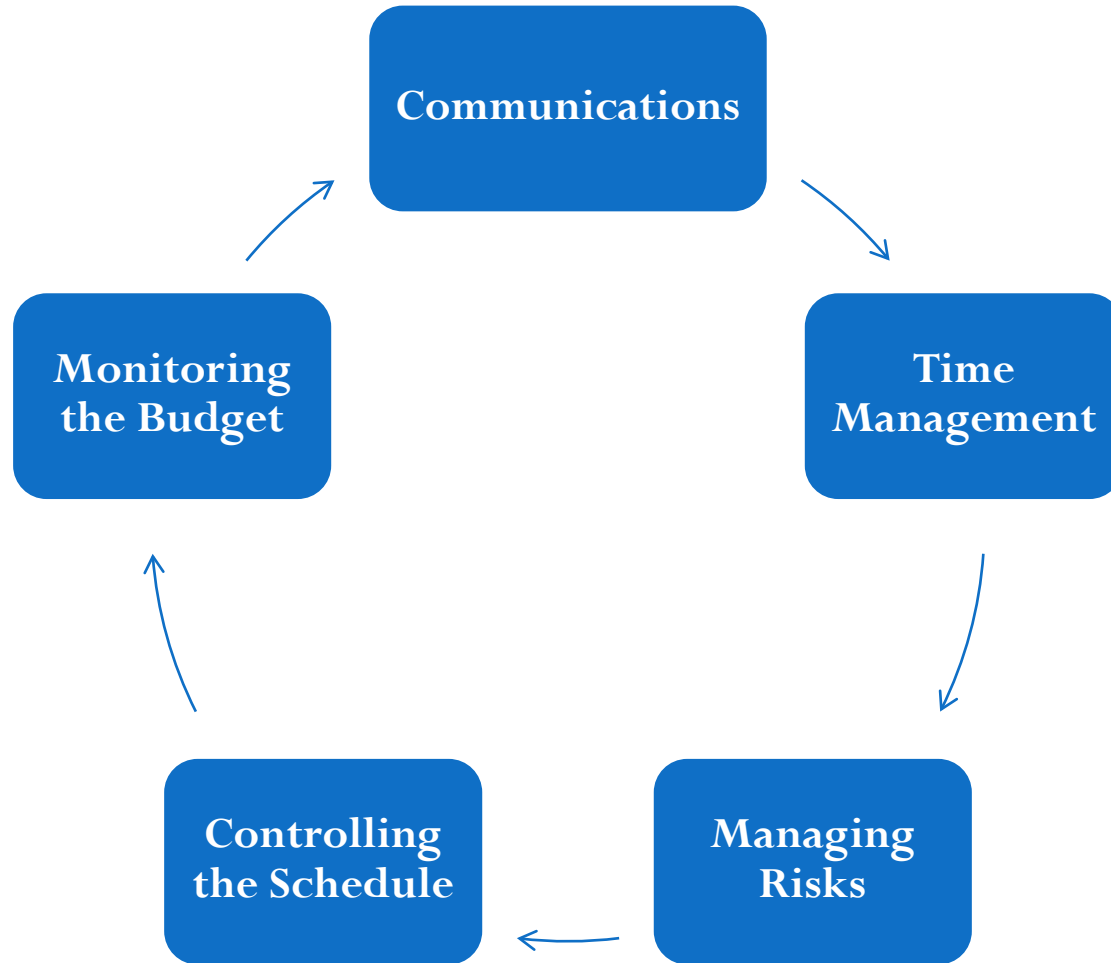
Closing Process

Lessons Learned

- What were the successes and failures of the project?
- What could be improved?

Final Work

- Complete all forms and informs the team of project closure
- Prepare to hand the product or service to the customer
- Document any records or files

Information Technology – Project Closure Report

1. Project Name   date

2. Client Name

3. Background and Description

4. Reason for Closing the Project

5. Deliverables

6. Project Schedule

7. Project Team

8. Outstanding Issues

9. Ongoing Support

10. Next Steps

11. Comments

Project Management pyramid showing levels from top to bottom: Accomplishments, Timeline, Process, Accountability, Relationships. The left side of the pyramid is labeled "Effective Communication."

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Thank you!

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