

Project Management using PMI Approach

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Learning Model

Adult Learning Model

3 Conscious Competent	2 Conscious Incompetent
4 Unconscious Competent	1 Unconscious Incompetent

Objectives

- What Project Management is all about ?
- PMI and Project Management.
- Process driven project management approach.
- Important outputs in project management.
- References for further development.

Project Management - Context

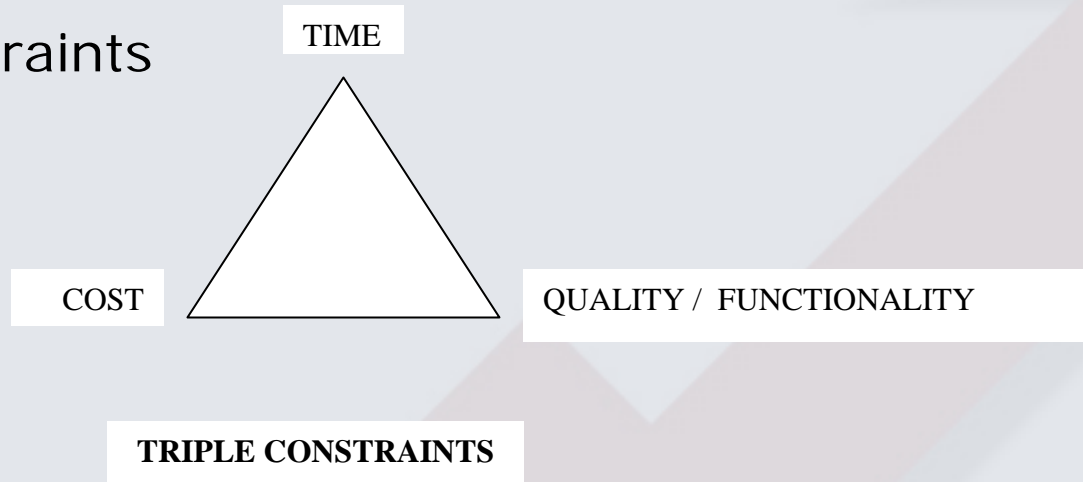
- What is a Project?
 - Unique, Temporary, Progressive Elaboration.
- Project vs. Operation.
 - Means to realize business strategy vs. Sustain Business
- Needs/demands that create project
 - Marketing, Regulation, Social, Technology....
- Project Stakeholders
 - Person/organization who will gain or loose as result of the project.
 - Sponsors, Customers, Project Manager, Project team...
 - Expectations, Motivational factors.

Project Management – Context ...

- Goals/Objectives
 - Defines the purpose of the project, should be SMART.
 - Answers 5Ws: Who, What, When, Where, Why
- Deliverables
 - Defines all the items to be delivered by the project
 - Focus is on physical items
- Requirements
 - Characteristics of the deliverables
- Risks – event affecting the project for better/worse
- Assumptions

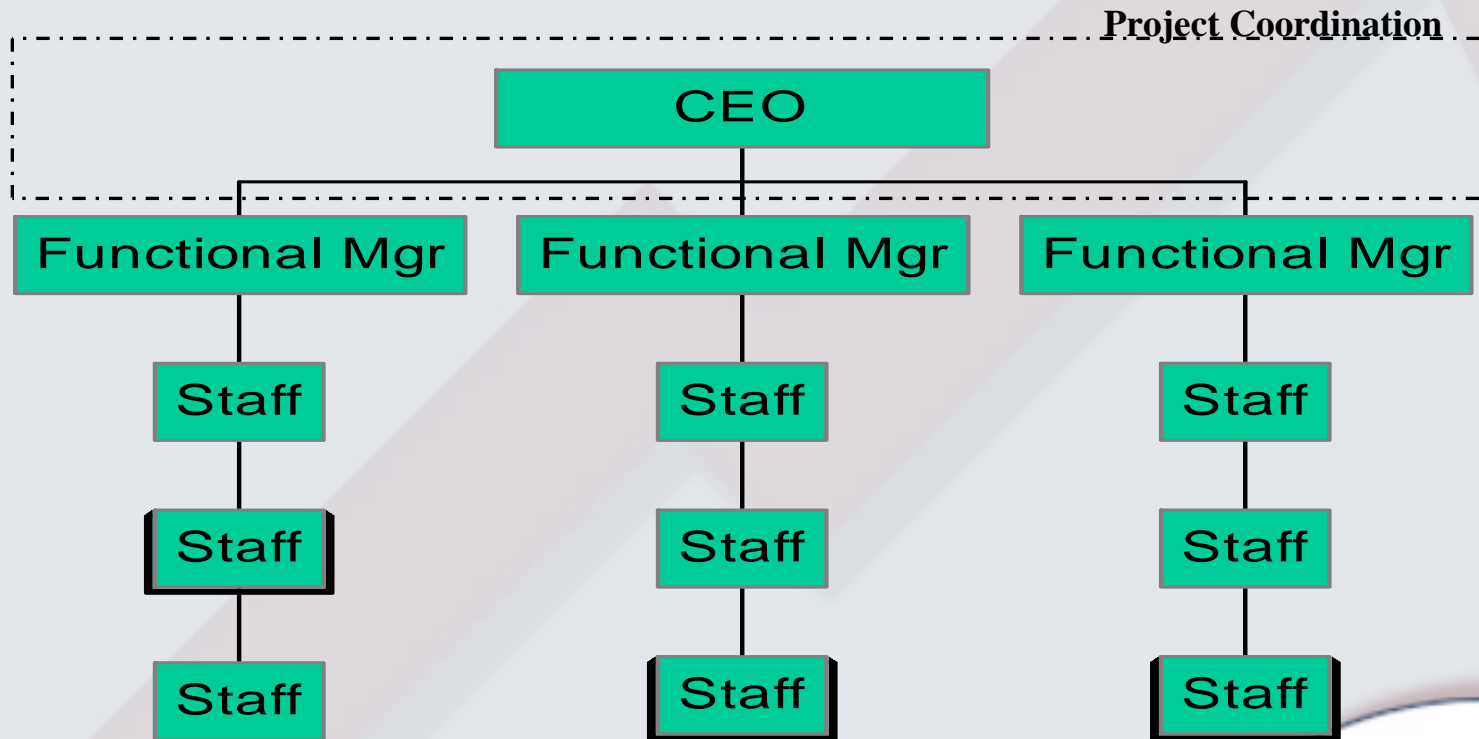
Project Management – Context ...

- Constraints



Project Management – Context...

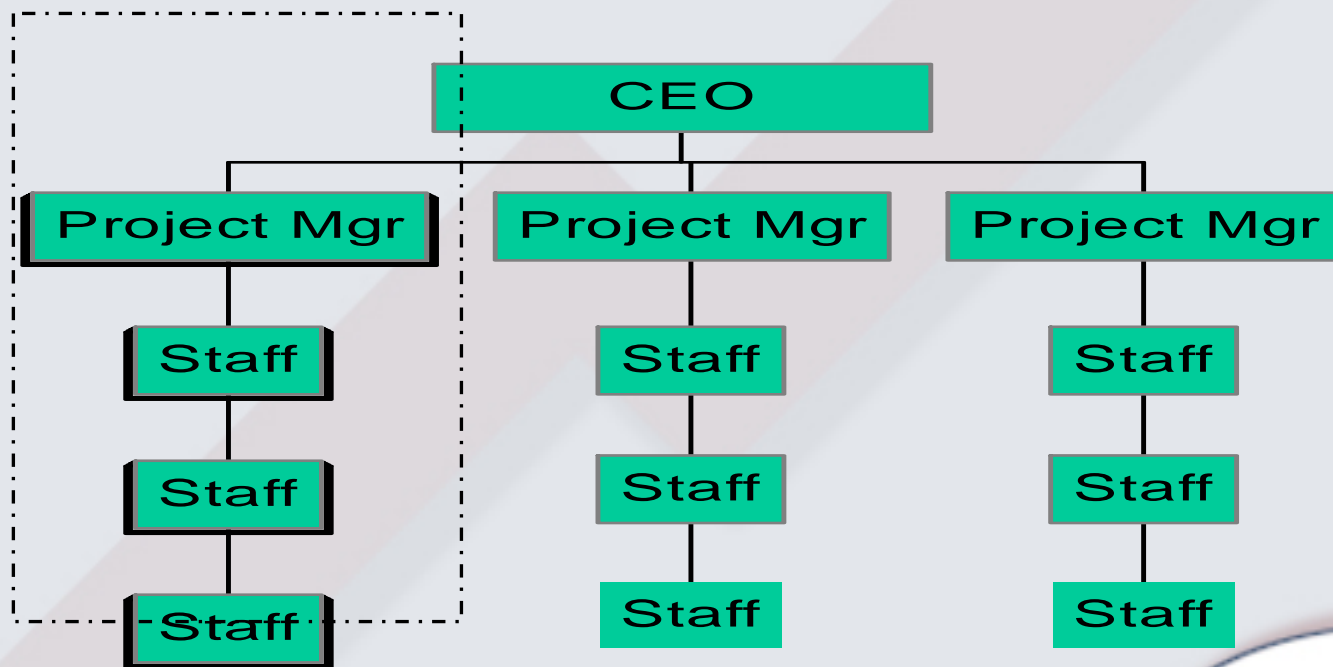
- Organizational Influence
 - Functional



Project Management – Context...

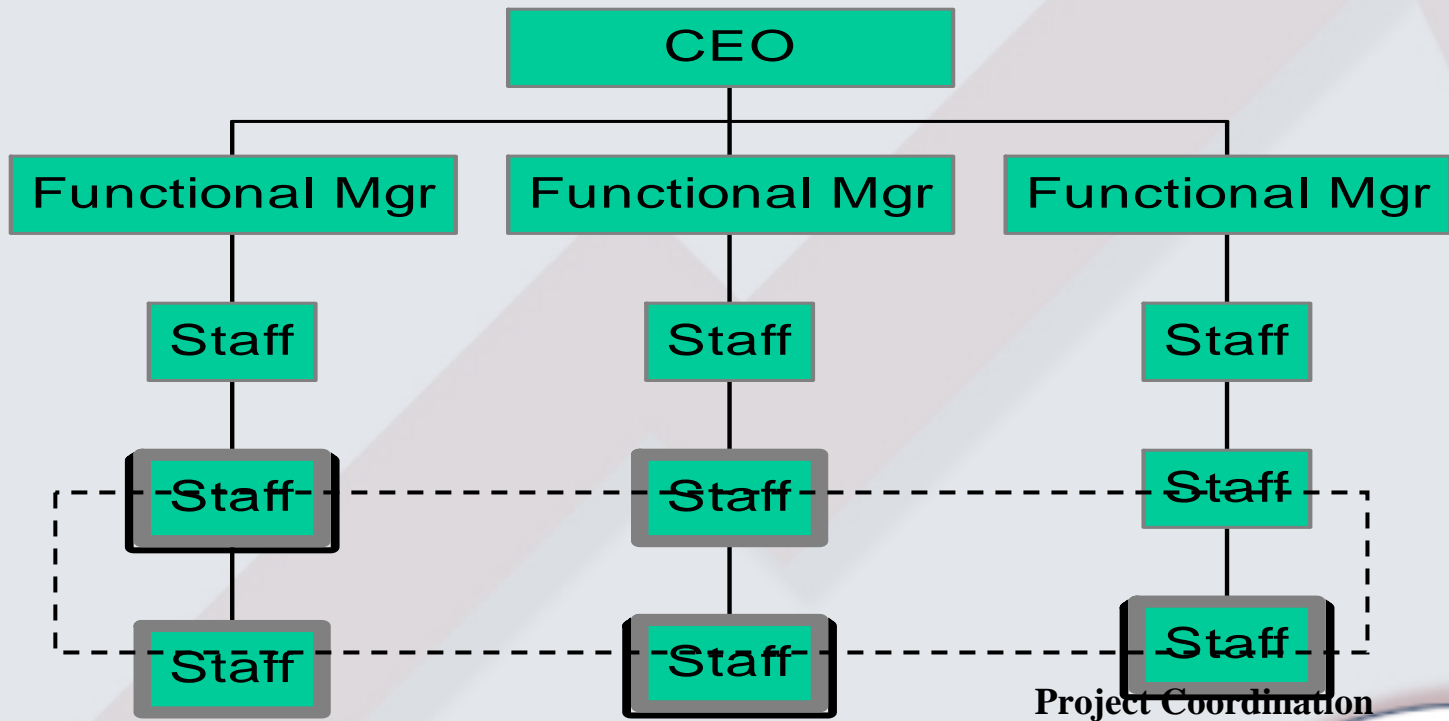
- Organizational Influence
 - Projectized

Project Coordination



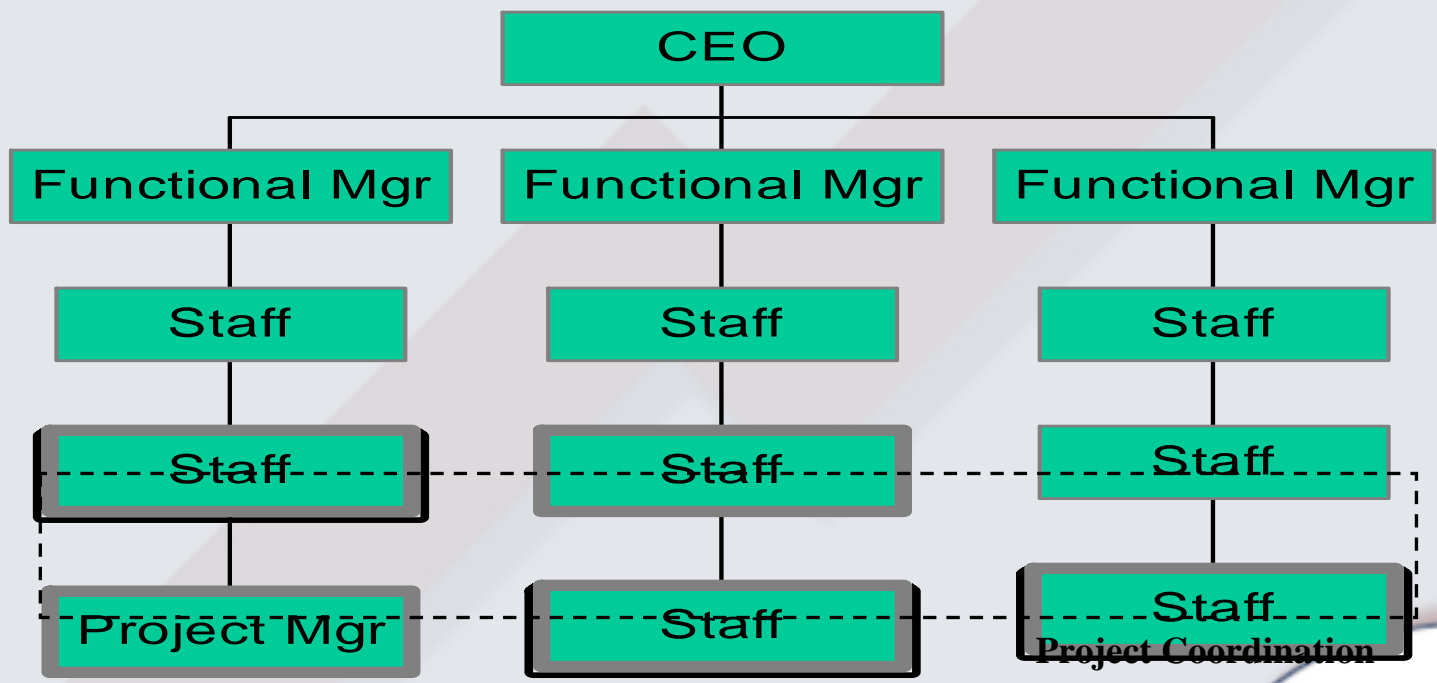
Project Management – Context...

- Organizational Influence
 - Matrix - Weak



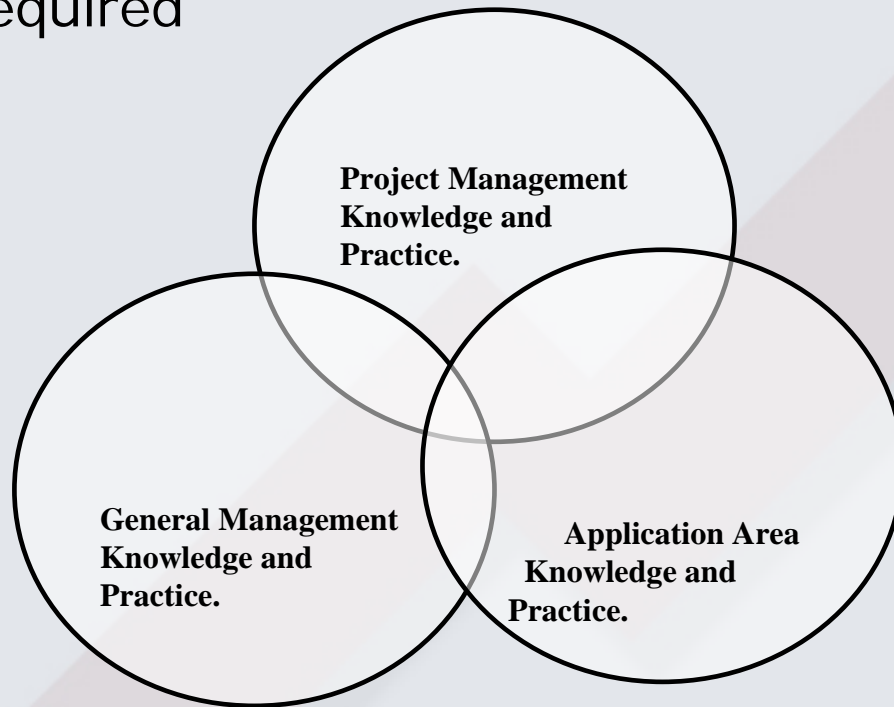
Project Management – Context...

- Organizational Influence
 - Matrix - Balanced



Project Management – Context...

- Skills Required



Skills, not talents, required for Project Management

Project Management – Process Groups

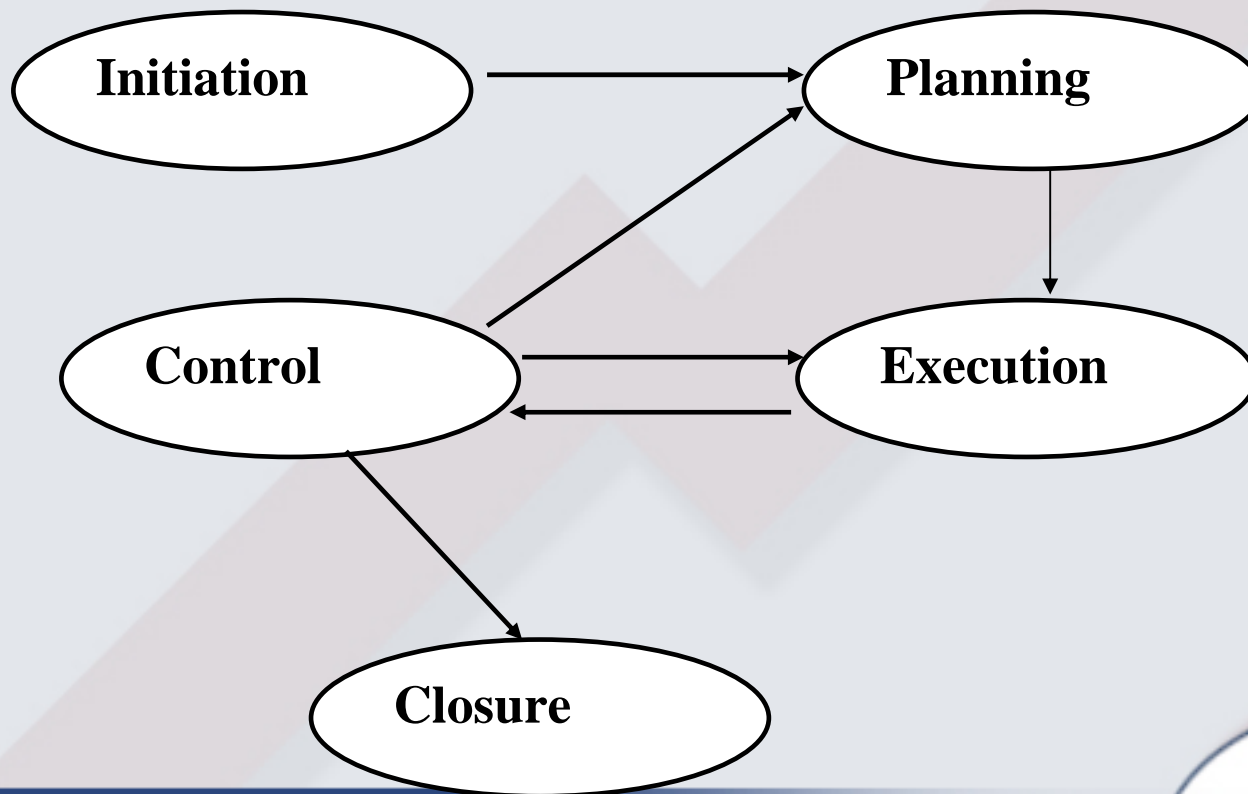
- Project Management
 - Application of knowledge, skills, tools and techniques to project activities to meet project requirements
 - Accomplished through processes Initiation, Planning, Execution, Control and closure.
 - Manages competing demands for scope, time, cost, risk and quality.
- Related Endeavors
 - Strategic plan, Program, Project, Sub-project

Project Management – Process Groups...

- Initiation
 - Authorizes the project/phase
- Planning
 - Defines /refines objectives of the project
 - Selects best of the alternative courses of action to attain the project objectives.
- Execution
 - Coordinates the people and other resources to execute the plan
- Control
 - Regularly measures the progress to ensure that project objectives are met.
- Closure
 - Formalizes the acceptance of project and brings it an orderly end.

Project Management – Process Groups...

- Process groups interactions



Project Management – Knowledge Areas

- Knowledge Areas
 - Integration Management (3)
 - Scope Management (5)
 - Time Management (5)
 - Cost Management (4)
 - Quality Management (3)
 - Human Resource Management (3)
 - Communication Management (4)
 - Risk Management (6)
 - Procurement Management (6)

Project Management - Scope

- Includes the processes required to ensure that the project includes all the work required, and only the work required to complete the project successfully
- The important deliverables
 - Project Charter
 - Contain : Product Description, Business need.
 - Constraints and assumptions
 - Scope Statement
 - Contain: Project Justification, Project Product, Objectives, Deliverables
 - Scope Management Plan
 - WBS

Project Management – Scope: Exercises

- Project selection Methods (Payback period, NPV)
- Build a WBS

Project Management - Time

- Processes required to ensure timely completion of the project.
- Important deliverables:
 - Activity List
 - Project Network Diagrams (AON, AOA)
 - Activity Duration Estimates
 - Project Schedule (earliest/latest start and end dates)

Project Management – Time: Exercises

- Network Logic Diagrams
 - using PRECEDENCE DIAGRAMING METHOD (AON)
 - using ARROW DIAGRAMING METHOD (AOA)
- CPM – decide earliest and latest start and end dates, float

Project Management - Cost

- Processes required to ensure that project is completed within the approved budget.
- Major deliverables:
 - Resource Requirements (for each element at the lowest level in WBS.)
 - Cost Estimates - estimates the costs for each activity in WBS
 - Cost Management Plan – addresses how cost variances will be managed.
 - Cost Baseline - time phased budget that will be used to measure the performance.

Project Management - Quality

- Includes the processes required to ensure that project will satisfy the needs for which it was undertaken.
- Major Deliverables
 - Quality Management Plan
 - Quality improvement
 - Acceptance Decisions

Project Management - Human Resources

- Processes required to make most effective use of people involved in the project
- Major deliverables
 - Role and Responsibility assignments
 - Staffing management plan
 - Organization chart
 - Project team directory

Project Management - Communication

- Processes required to ensure timely and appropriate generation, collection, distribution, storage of project information.
- Important deliverables
 - Communications management plan
 - Performance reports

Project Management - Risk

- Processes required to identify, analyze and respond to project risks
- Major Deliverables
 - Risk management plan
 - Risks, triggers, prioritization
 - Risk response plan

Project Management - Integration

- Processes required to ensure that various elements of the project are properly coordinated.
- Major deliverables
 - Project Plan
 - Work results & change requests
 - Project plan updates, corrective action
 - Lessons learned