



***What is Project Management?***

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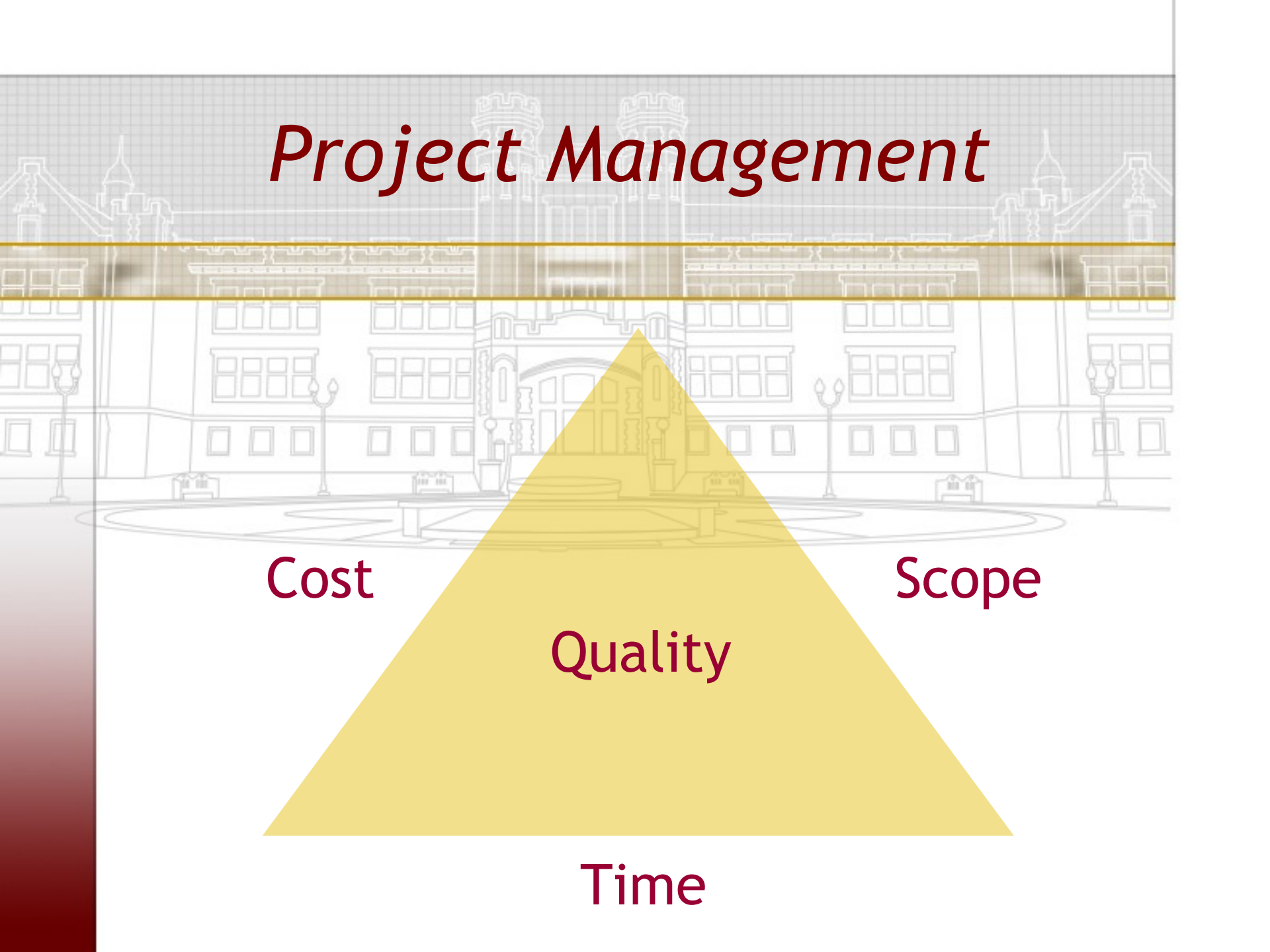
# *Project Management*

Cost

Scope

Quality

Time



# ***What Is a Project?***

The background features a faint, light-colored line drawing of a large, multi-story building with a central entrance and several windows. A grid pattern is overlaid on the entire background. A horizontal yellow bar runs across the middle of the image, partially obscuring the building's facade.

- **Temporary**
- **Time-limited**
- **Specific goals and objectives**

# ***PMBOK Definition...***

***“... a temporary endeavor undertaken to create a unique product, service or result. The temporary nature of projects indicates a definite beginning and end. The end is reached when the project’s objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists.”***

# *Project Management*



(Good) Project management helps reduce the likelihood of failure

Optimization under constraints

**Failing to plan is planning to fail!**

Project Management Institute

[www.pmi.org](http://www.pmi.org)

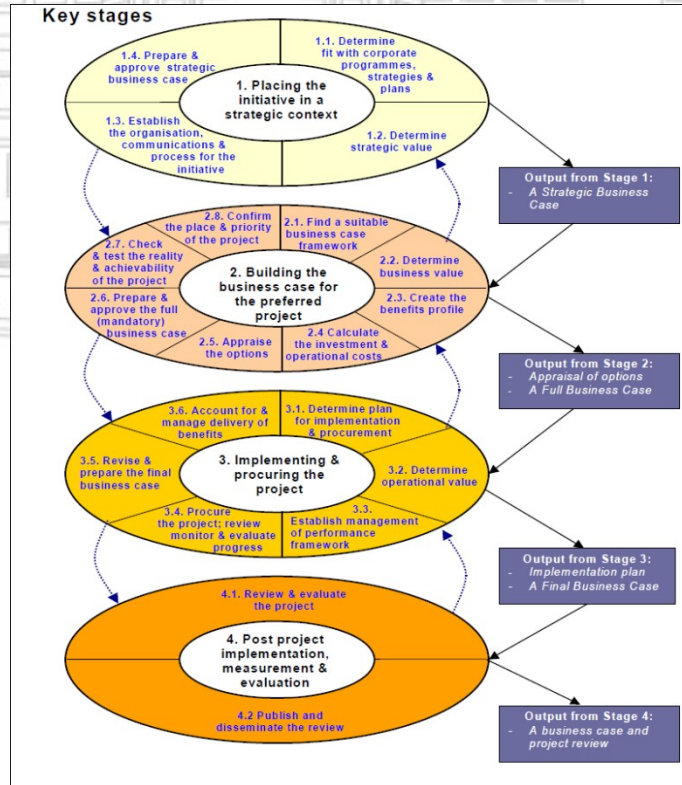
# Project Management Framework



**Risk and Issue Management**  
**Sponsor Management**  
**Communication Management**



# The Business Case...



# *Questions to Ask*

- **What situation led to the project?**
- **Whose idea was it?**
- **Who benefits? Are there any losers?**
- **What would happen if you did not do the project?**



# *Who needs to be involved?*



- **Drivers**
- **Sponsors**
- **Supporters**
- **Workers**

**Identify your stakeholders - especially the less-obvious ones!**

# ***What is expected?***

- **Define the problem clearly and specifically**
- **Define the expected outcome**
- **Make sure the outcome is reasonable and measurable**
- **Define constraints, limitations, assumptions**

# *Avoiding Pitfalls*

- **Not involving all interested parties**
- **Vague objectives**
- **Vague role/responsibility definitions**
- **Vague schedule or budget**
- **Not clearly identifying key assumptions**
- **Not getting it in writing**

# *Avoid Pitfalls*

- **Not monitoring and recording all activities**
- **Not holding people accountable**
- **Not anticipating and planning for risks and uncertainties**
- **Poor team communications**
- **Weak leadership**

# ***Avoid Pitfalls***

- **Inconsistent upper-management support**
- **Lack of commitment to success**
- **Not planning**



# *Elements of Success*

- **Get input from ALL stakeholders, especially those who oppose your project**
- **Question assumptions**
- **Get EVERYTHING in writing**
- **PLAN then be prepared with PLAN B**
- **Leadership - even if you are not the 'leader'**

# *Project Managers:*

- Enforce the use of standards, procedures, and documentation
- Analyze data from prior projects to determine effective methods
- Apply job performance standards
- Establish success criteria
- Manage time, money, personnel to achieve the desired outcome

# ***Project Managers:***

- Plan for and deal with contingencies (unknown unknowns!)
- Develop truthful, accurate cost and schedule estimates
- Make specific work assignments
- Record and document the project process and create workflows

# *Essential PM Skills*



- **Leadership**
- **Communications**
- **Problem Solving**
- **Negotiating**
- **Influencing the Organization**
- **Mentoring**
- **Process, technical and subject matter expertise**