

WELCOME!!


# Project Management

Presented to

Rotary Club of Barbados South  
Club Leadership Development  
Training



# Workshop Objectives



- ⌘ To provide members of Rotary Club of Barbados South with a methodological approach to planning and guiding project processes from start to finish.

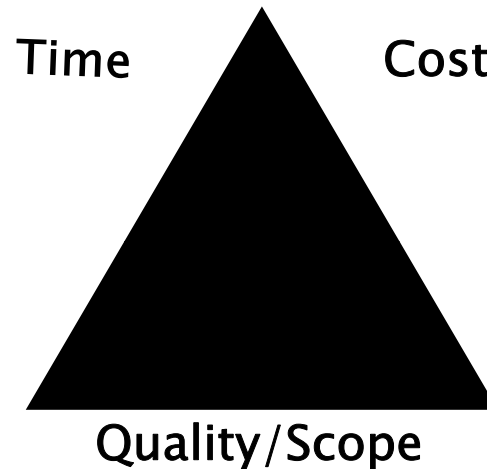
# What Is a Project?

“A temporary endeavor undertaken to create a unique product or service.”\*

Term	Means That a Project
temporary	Has a beginning and end
endeavor	Involves effort, work
to create	Has an intention to produce something (project "deliverables")
unique	One of a kind, rather than a collection of identical items
product	Tangible objects, but could include things like computer software, film or stage works
service	Might include the establishment of a day-care center, for instance, but NOT its daily operations+B1.

*\*2000 PMBOK Guide (p. 4).*

# Triple Constraint Trade-Offs



<b>Constraint Change</b>	<b>Required Adjustment Alternatives (One or Combination of Both)</b>	
Shorter Time	Higher Cost	Reduced Quality or Narrowed Scope
Reduced Cost	More Time	Reduced Quality or Narrowed Scope
Higher Quality or Increased Scope	More Time	Higher Cost

# Why Embark on Projects?



⌘ The reasons why we embark on project are as follows:

- 1.
- 2.
- 3.
- 4.
- 5.

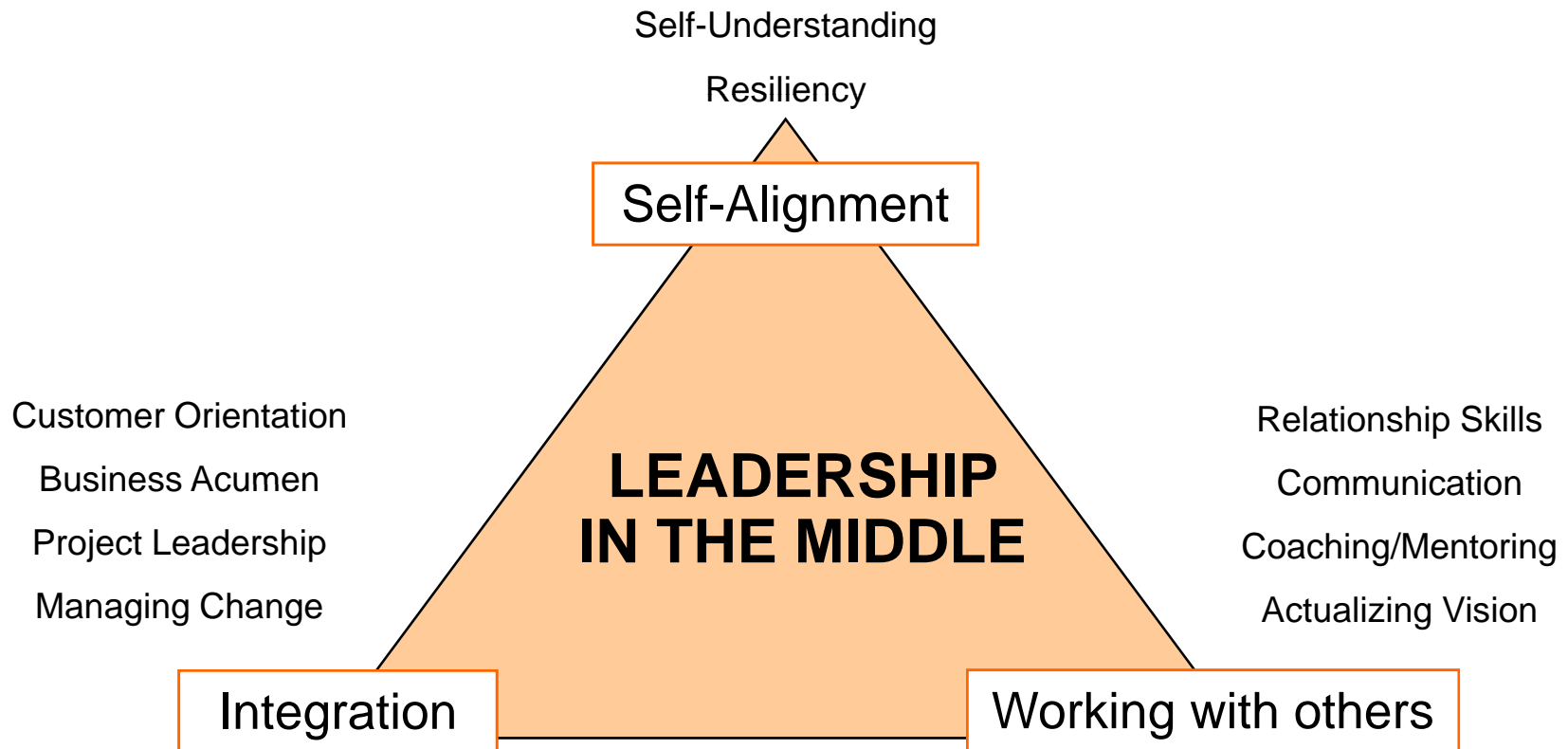
# Why Embark on Projects?




- ⌘ Reduce costs and eliminate waste
- ⌘ Decrease complaints/risks/liabilities
- ⌘ Restructure organisations/departments
- ⌘ Increase customer service levels
- ⌘ Implement new systems/databases
- ⌘ Increase staff performance levels

# What is Leadership?

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# What is Project Management?



The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder expectations.

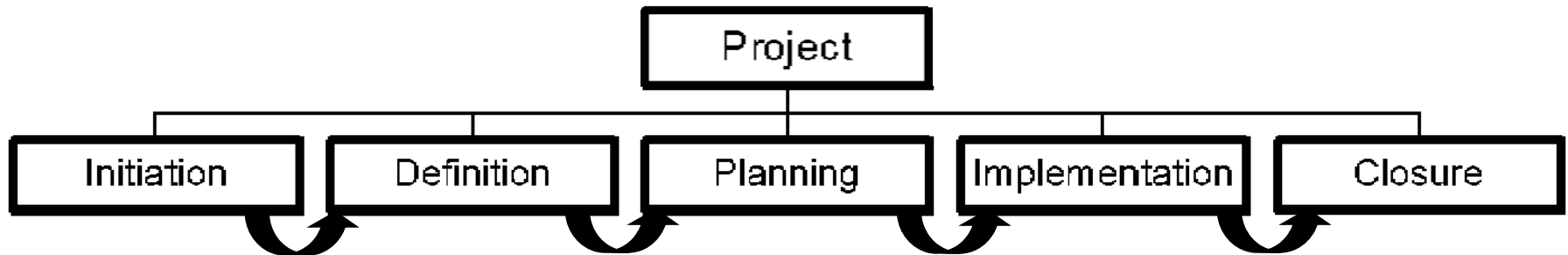


# Service-Oriented Project Management?

An approach to PM that begins with a set of symptoms or ideas from which the project leadership works with the stakeholders to derive requirements. The emphasis is beyond T,C,Q,S and execution dimensions to include stakeholder satisfaction and that the project delivered value at the operational level.

# "Our" Project Life Cycle

**Project Life Cycle Used in this Workshop**



Phase	Purpose
Initiation	Introduce project to attain approval and create project charter.
Definition	Document project scope, deliverables, and methods for containing scope.
Planning	Create plan documenting the activities required to complete the project, along with sequence of activities, resources assigned to the activities, and resulting schedule and budgets.
Implementation	Execute and manage the plan, using artifacts created in the planning phase.
Closure	Formally review the project, including lessons learned and turnover of project documentation.

# Project Initiation Charter



⌘ Project History

⌘ Organisational Goals

⌘ Project Objectives

⌘ Project Scope

⌘ High Level project deliverables

⌘ High level Budget

⌘ Anticipated Benefits  
(Tangible and Intangible)

⌘ Critical Success Factors

⌘ High level Constraints

⌘ Assumptions

# Project Initiation Charter



- ⌘ High level Project Risks
- ⌘ High Level Resources & Responsibilities
- ⌘ Project Organisation
- ⌘ Project Schedule
- ⌘ Project Sponsor
- ⌘ Start & End Dates
- ⌘ Project Manager

# Keys to Successful Initiation



⌘ Leadership  
Commitment/Executive  
Support

⌘ Identify Risks

⌘ Communication with  
Stakeholders

⌘ Communicate the Project  
Benefits

⌘ Anticipate & manage  
Change

# How Projects Come to Be



- ⌘ Project selection can be a difficult process, especially when there are a large number of potential projects competing for scarce dollars.
- ⌘ Some selection methods are highly intuitive; others try to add rigor through more scientific selection processes.

# Project Feasibility



- ⌘ A full assessment of whether a programme, proposal or idea is viable or practically worth pursuing.
- ⌘ It is important to understand the process by which proposals are evaluated and assessed.
- ⌘ Usually done utilizing a team approach

# DEFINING PROJECT SCOPE

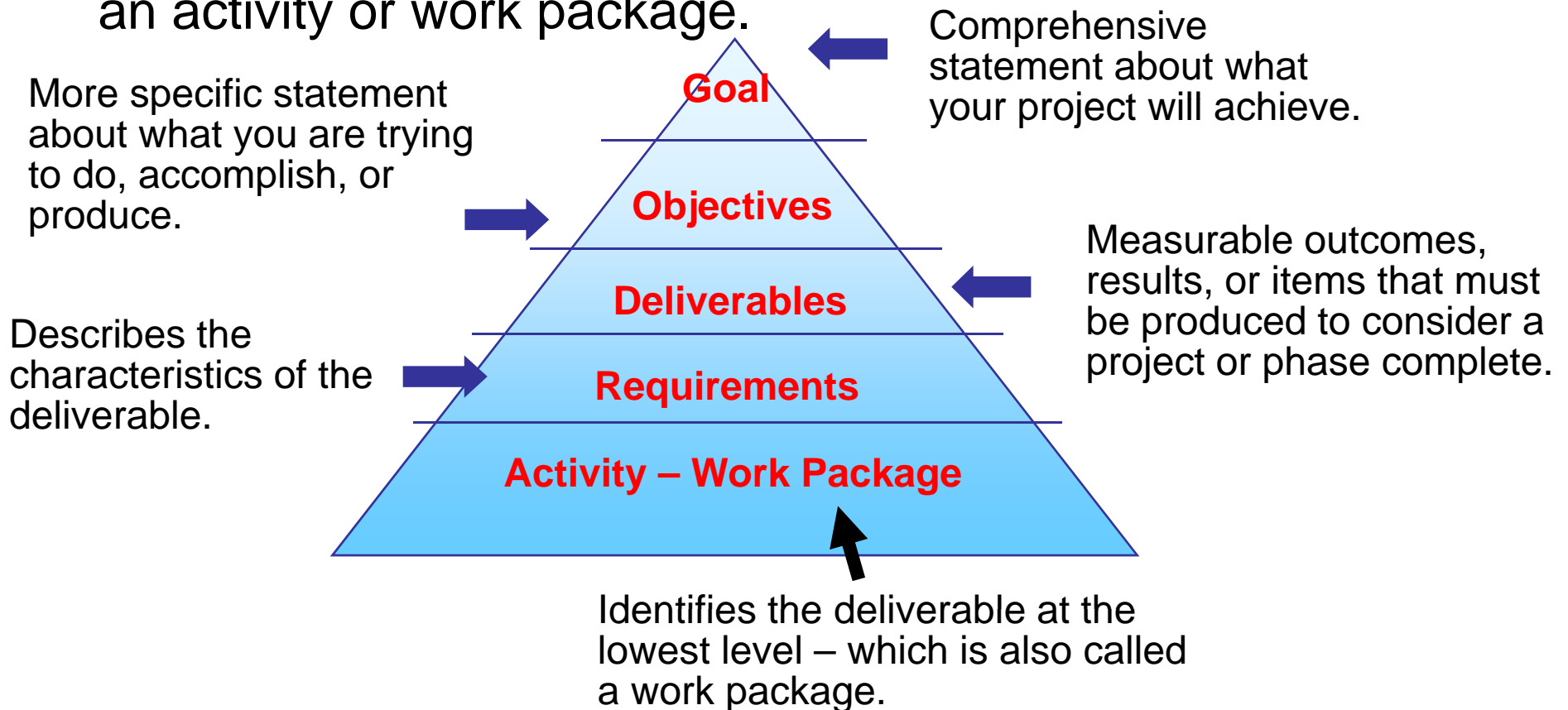


⌘ The bounded set of verifiable end products, deliverables, or outputs that the project team undertakes to provide to the client and owner or sponsor of the project



# Defining the Scope – Getting Started

- In order to be successful, you must understand that the scope will need to be defined in various levels of detail – starting with the overall goal of the project – right down to the lowest most detailed level deliverable, which is called an activity or work package.



# Components of Scope/Planning Document



- ⌘ Business objectives
- ⌘ Product description (objectives, deliverables, end conditions)
- ⌘ Project objectives
- ⌘ Constraints
- ⌘ Exclusions
- ⌘ Assumptions
- ⌘ Resources
- ⌘ Stakeholders
- ⌘ Boundaries

# Writing SMART Objectives

<b>S</b>	<b>pecific</b>	<b>Objectives should be stated in terms that include some quantitative target for the end product.</b>
<b>M</b>	<b>easurable</b>	<b>There should be some way of actually testing whether that stated target has been met.</b>
<b>A</b>	<b>ttainable</b>	<b>The desired objective must be one that it is actually possible to achieve within the time and cost parameters provided.</b>
<b>R</b>	<b>levant</b>	<b>The desired objective should relate directly to the organization's business needs and stated mission.</b>
<b>T</b>	<b>ime-Bound</b>	<b>The boundaries for completion date of the desired objective should be either a specific date or time or an "offset" from the beginning of the project. (For example, must be completed within five months of project launch.)</b>

# Make Sure The Scope is Clearly Defined

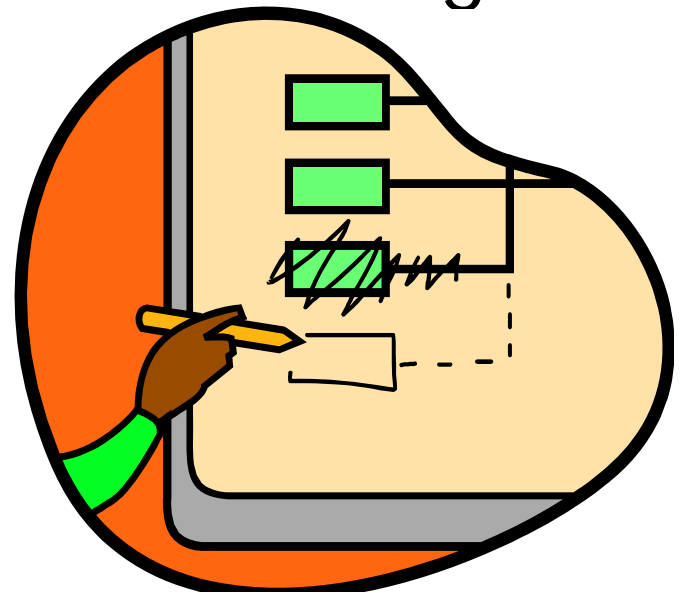


It is critical that you clearly define the scope. Failing to clearly define the scope can result in many issues for you, as a Project Manager. Here are some common problems faced by Project Managers – the scope is:

- ☒ Incomplete. Failure to completely define the scope will result in cost overruns, and schedule slips due to rework.
- ☒ Ambiguous. This will result in misunderstandings causing unnecessary or missed work.
- ☒ Not Well Communicated. This will cause misinterpretations in requirements, design, verification, and upgrades.
- ☒ Unstable. This can lead to “scope creep” which is a prime cause of cost overruns and late deliveries, and can result in the “never-ending” project.

# WHAT IS SCOPE CREEP?

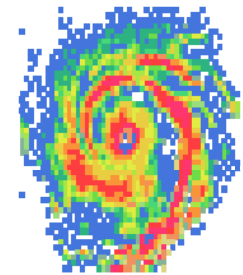
⌘ Scope Creep is any amendment to the scope of a project that has previously been authorized; it represents a change in project objectives.



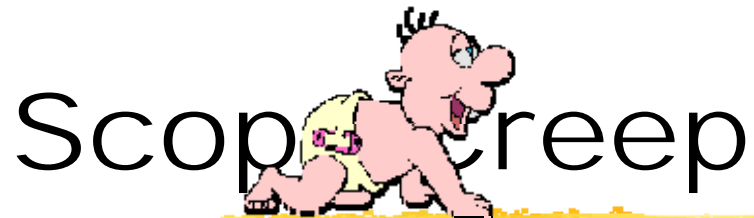
# CAUSES OF SCOPE CREEP

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- ⌘ Unclear Project Scope
- ⌘ Poor Communication
- ⌘ A Weak Project Manager
- ⌘ The Unknown
- ⌘ Placating Conflict
- ⌘ Intentional
- ⌘ Uncontrollable Factors
- ⌘ Lack of stakeholder involvement



# Scop creep



Results from:

- ⌘ Initial requirements poorly defined
- ⌘ Constant changes due to shifting business/legal requirements
- ⌘ User not involved in the early stages
- ⌘ No user involvement in project decisions
- ⌘ Not managing user expectations

# HOW CAN WE MANAGE SCOPE CREEP

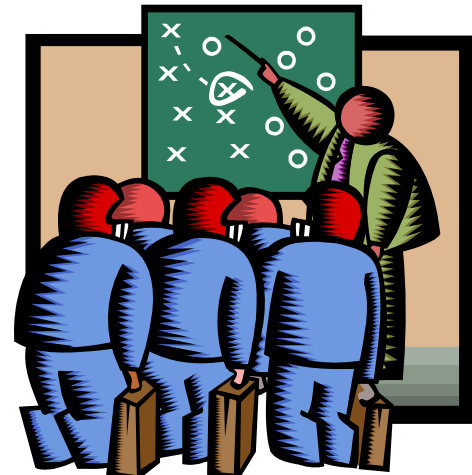


- ⌘ Clearly Defined Project Scope
- ⌘ Define and prioritize both the requirements and the deliverables
- ⌘ Set achievable goals
- ⌘ Involve stakeholders at the planning stage
- ⌘ Create a contract
- ⌘ Introduce a formal Change Management Process



# HOW CAN WE MANAGE SCOPE CREEP

- ⌘ Do an impact analysis and attach a cost and time for the change
- ⌘ Contingency allowance
- ⌘ Schedule regular meetings



# Major Components of Planning



- ⌘ What is the product/service to be delivered?
- ⌘ Why do we need to deliver it? (strategic planning, customer requirements, feasibility)
- ⌘ How will it be enabled and delivered?
  - ☑ Appoint and empower PM
  - ☑ Establish the processes
  - ☑ Establish the administration, reporting and control requirements

# Major Components of Planning



⌘ When do we need to do things

☑ Order of work, outcome, deliverables, exclusions, constraints and assumptions

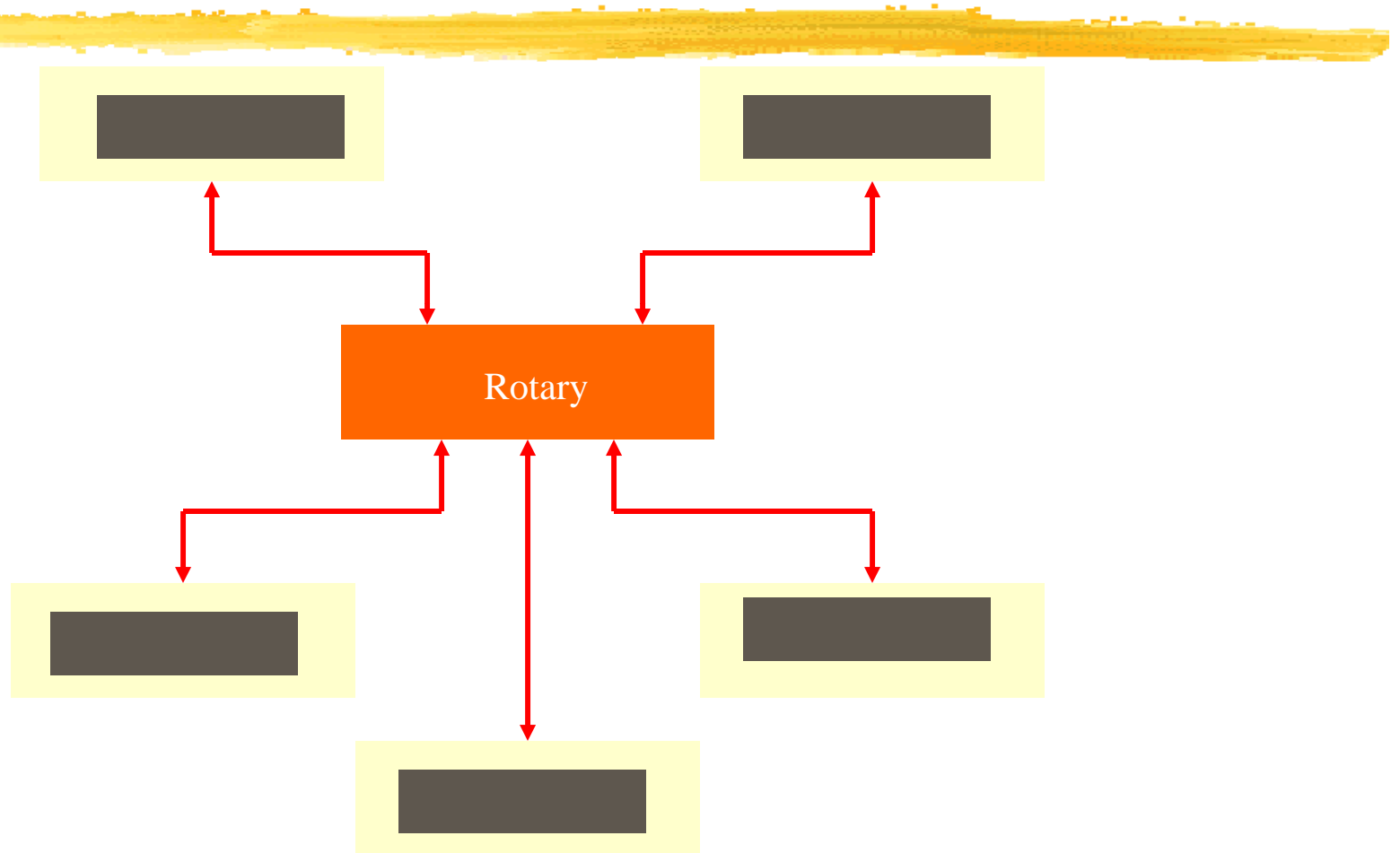
☑ Who will participate in the project and who will be impacted by the project?

- Identify the stakeholders
- Staff the team

# Who is a Stakeholder?

- ⌘ Anyone (individual/organisation) who may be positively or negatively affected as a result of the project
- ⌘ Stakeholders are persons, groups or institutions with interests in a policy, programme or project.
- ⌘ Anyone who is actively involved in the work of the project

# Rotary South's Stakeholders: Who Are They?



# Rule of Thumb



For ensuring that key stakeholders have been included in the process is to question whose support or lack of it might significantly influence the success of the project.