



PROJECT MANAGEMENT OVERVIEW AND NOTES

What is a Project?

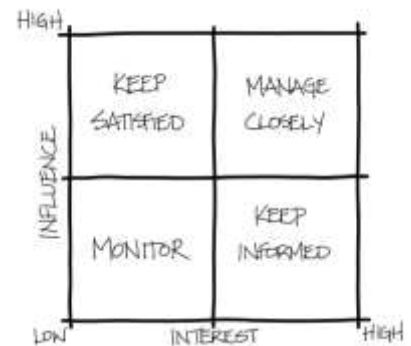


- **Name of project I'm working on now:** _____
- Temporary endeavor that creates a unique product, service, or result
- Contrast with **work** that is ongoing, routine
- **Example:**
 - Work is *vacuuming the carpet, monitoring training programs,* _____
 - Project is *remodeling the living room, creating a new certification,* _____
- Challenges with projects
 - Not enough time, too few resources, no funding (budget)
 - Unclear goals, changing requirements, lack of communication
 - **My Project Challenges:** _____

Stakeholder Influence



- **Stakeholders:** Anyone (internal or external to organization) with interest in project
 - Inform project decisions
 - Manage communications
 - Enlist supporters
- **Exercise:**
 - **Identify** the top five (5) stakeholders for your project (by role or name)
 - **Plot** their influence and interest
 - What is your **communication plan** for these key stakeholders?
- **Organizational Structures**
 - Functional: Little coordination across department lines, ok for depth of knowledge
 - Matrix: Most of us work in matrix organizations, split time between function & project
 - Project-Oriented: High focus on project goals, difficult to share new learnings externally
 - **I work in a _____ organizational structure**



The WBS



Project Framework

Initiation → Planning → Executing → Monitoring & Controlling → Closing

- *Schedule* is the leading indicator of project success (develop in *Planning* stage)



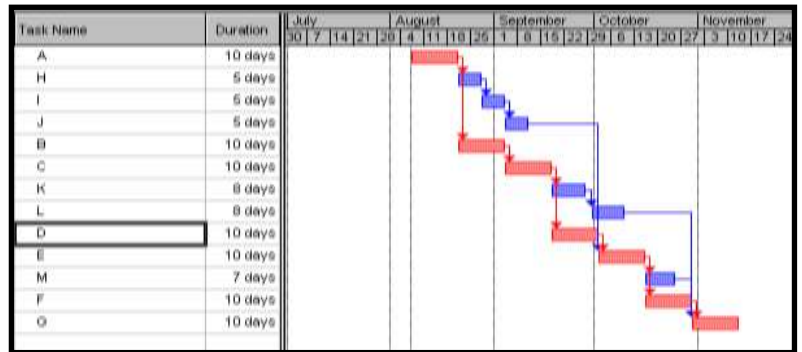
Work Breakdown Structure (continued)

- A **hierarchical decomposition** of all tasks and activities to complete the project
- **Triple Constraint:** Balances *Scope, Schedule, Budget* to achieve *Quality* outcomes



Project Scheduling

- Perhaps most important planning element of a project
- **Backward Pass Scheduling:** Start with the deliverable date, build schedule *backwards*. Can you finish the project in time?
- **Forward Pass Scheduling:** Begin with the project *start date*, create schedule by adding known tasks with specific durations. Is the *end date* acceptable?
- Determine *dependencies* (mandatory, discretionary, external)
- **Output = Gantt Chart**
 - Float
 - Critical Path



Resource Management

Identify the Project Team

- Organizational Chart
- **Responsibility Chart (RACI):** Responsible, Accountable, Consult, Inform
- Role or Job Description
- First assign the role, then assign the names

Scheduling Tools

- **Resource Histogram:** Plan equipment and project budgets for *all resources*
- **Resource Leveling:** Check for double-booking of resources & adjust schedule as needed
- **Exercise:** Check your project(s) for resource alignment!



Contact and Connect with Me!

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