

- a project has

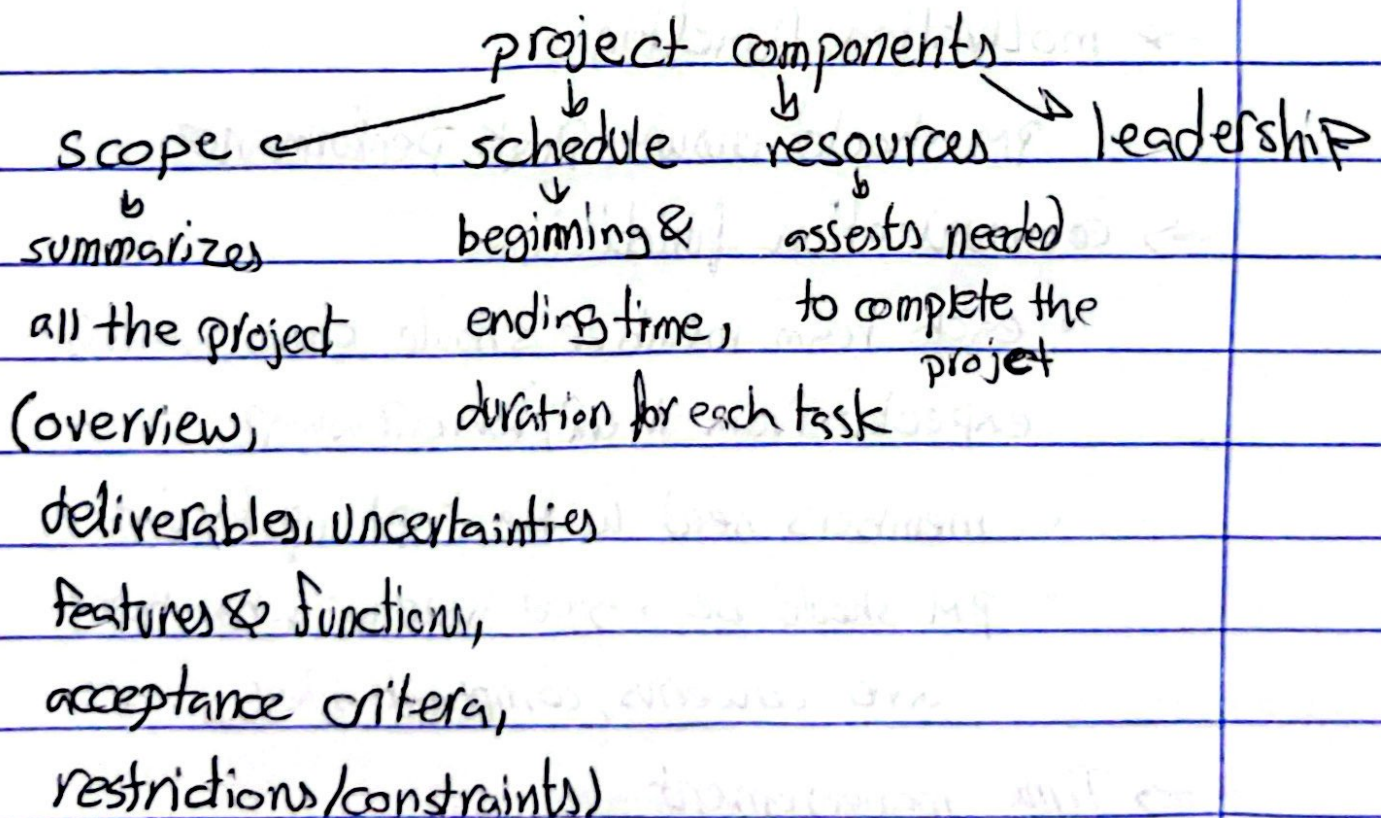
- starting & ending dates
- success criteria
- fully coordinated interdependent tasks.
- people, processes, resources

- process groups that are the responsibility of each manager

- (1) initiation (2) planning (3) execution
- (4) monitoring (5) closing

- Knowledge areas:

- (1) Integration (2) scope (3) procurement (4) ~~HR~~ communication
- (5) Risk (6) schedule (7) cost (8) Resource (9) Quality (10) stakeholder



- skills each manager must have:

- (1) teambuilding (2) leadership
- (3) motivation (4) communication
- (5) Time management (6) change management (7) dealing with diversity
- (8) leading times in time of adversity



# Project components

## ① Project charter/scope/plan

its all the work to be done for the project to complete

→ external projects: scope is spelled out in the contract

→ internal projects: scope is in charter documents

given <sup>to</sup> project Manager.

↳ are initialized by an engineering & tech

firms to enhance its competitiveness.

↳ the decision for improvement is done by higher managements where they develop a charter that is given to the PM.

• scope outline:

① Project overview ② Deliverables

③ Features & Functions criteria ④ acceptance criteria

⑤ Restrictions/~~uncert~~ constraints ⑥ uncertainties

## ② Project schedule

• beginning & ending dates • PM should put targets for each

• all activities to be task each duration,

completed in sequence • show the plan



### ③ project resources

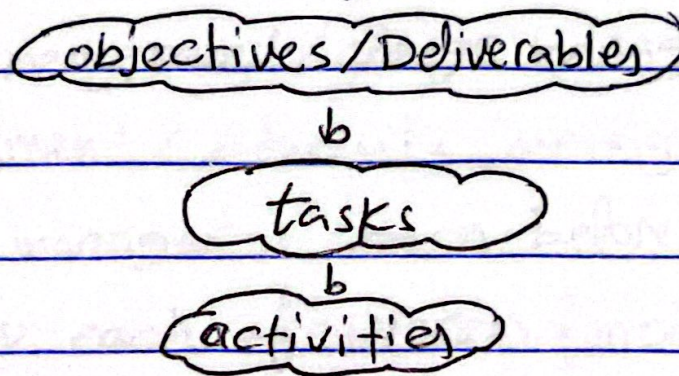
any asset necessary to complete a project on time, in budget, & to specifications.

(time, money, people, technology, facilities, materials, ...)

### ④ leadership

it is the act of inspiring people to be committed to the mission that brought them together.

### • Project work hierarchy





## ch2

- Project manager ensures the project is completed on time, within budget, & to specifications.
- Project managers perform → process functions  
↳ People Functions
- process Functions:  
initiating → planning → executing → monitoring → closing
- people Functions:  
leadership / teambuilding / motivation / communication  
/ time management / change management / diversity management / adversity management.
- project manager is chosen before project initiation.
- \* role in each of process function

### → initiation

- ① develop project charter
  - ② identify project stakeholders
- the document that authorizes the project & summarizes it. (purpose, objectives, requirements description, milestones, approval requirements, PM, ...)



## → planning

- ① defining the scope
- ② developing breakdown work structure.
- ③ = a schedule
- ④ = cost estimate & budget
- ⑤ quality, HR, communication, risk management, ...

### ① scope

overview + deliverables, features & functions, acceptance criteria, restrictions, uncertainties.

### ② work breakdown structure

decomposing the expected deliverables into smaller components that are called work packages which are the lowest level of activity in breakdown structure, & the estimated cost & duration are based on them

### ③ schedule

- can be done by PM or by professional scheduler
- can be done using scheduling softwares.
- PM must be able to develop Gantt charts & PERT charts, identify critical paths, ...



④ → cost & budget

- are estimated by the activities in the work breakdown structure.
- cost estimators should consider all factors even any miscellaneous factors that might affect the cost. ↳ = enterprise environmental factors.

⑤ → Quality plan

sets how the team will meet or exceed clients ~~ex~~pectations

Plan → do → check → adjust → analyze

→ HR plan

- PM identifies all positions need to complete the project
- plan documents with each position and its responsibility
- Qualifications for each position.
- reporting relationships of personals assigned.

→ communication plan

- keep stakeholders up to date through the process.
- PMs communicate within their teams, organization & stakeholders.



## → Risk management plan

Risks consist of factors that can limit team's ability to complete project on time, budget, specification (technical, external, internal factors)

## → Procurement plan

- to acquire the materials, services, resources needed.
- documents approved procedures for procurement processes
- = procedures for developing contracts with suppliers & provide
- includes

↳ how purchasing decisions will be made?

↳ = procurement process will be carried out?

↳ = relationships will be managed?

↳ = changes & errors = ?

↳ = will be closed out?

## execution group

in planning phase = communication & procurement plans were set up & this is the step where they're executed & put onto actions.



## Monitoring

- process of controlling project scope, schedule, costs, quality, risk, & procurements. ↓
- regularly monitoring the status of work on the project against schedule projections.

## closing

- closing the project itself and its procurements
  - completing all processes associated with it
  - Finalizing all contracts



## PM role in People functions

→ leadership function

inspire team members to be fully committed to achieving team's mission.

→ Teambuilding function

→ conflict management function

spirited debates can easily become heated & lead to conflicts if not handled properly.

→ motivation function

PM should ensure peak performance.

→ communication function

- each team member should know what is expected from them?, when? why?
- members need to be kept up to date.
- PM should be a good listener when there are concerns, complaints, ideas, ....

→ Time management.



→ change management function.

changes can't be exactly predicted, but they are always predicted.

→ diversity management function.

molding diverse members from different background to a well-coordinated team is important.

→ diversity management function

- members may have crises, firm may fall on hard times.

PMs have  
no  
authority

PMs may work in

functional  
organizations

(line organizations)

- comprising has 4 areas

① engineering ③ sales/marketing

② manufacturing ④ accounting/finance

- each area led by vice president who

reports to firm's chief executive officer.

- each area has a staff of personnel.

matrix  
structure

project  
oriented

↳ same but each department is considered a pool from which project members are drawn.



\* Project management certifications :-

- ① PMP
- ② CAPM
- ③ PgMP
- ④ PMI-SP
- ⑤ PMI-RM



## chapter 3

\* outcomes of project initiation

- 1 - project description
- 2 - Feasibility analysis report
- 3 - concept document
- 4 - project charter
- 5 - stakeholder register
- 6 - project kickoff meeting

### ① project description

description of the product, process or service to be developed.

- what the project involves?
- who the project is for?
- why is the project important?



## ② project feasibility report

2 questions → cost versus benefits  
→ approach

## ③ project concept document

when prepared properly, it provides executive level decision makes with enough info to decide whether to proceed with the project.

⇒ before developing the document E&T firm does:

- ① choose PM
- ② select team members
- ③ identify concept input partners.
- ④ = key stakeholders

⇒ document has:

- overview (can be project description)
- Goals & objectives - approach & strategies
- success factors - schedule info
- Risk info - financial info & resource requirements



#### ④ project charter

- 1<sup>st</sup> official document that authorizes project work to begin.

- it must have:

title  
/contacts

① General info ② overview

③ scope, milestones, deliverables

④ authority & responsibility ⑤ project organization

⑥ Disaster recovery methodology ⑦ resources &

⑧ signatures

Funding

#### ⑤ stakeholders register

directory of anyone who has a stake in the project.

#### ⑥ project kickoff meeting

welcome, intros, discussion of charter & stakeholders register, next steps, questions