

COURSEWARE

IPMA-D BASED ON ICB 4

Courseware

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Courseware

Colophon

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Agenda:

Day part:	Topics Day 1 – Starting the Project	Topics Day 2 – Planning and Delivery	Topics Day 3 – People Skills	Topics Day 4 – People and Context
1	What is Project Management? Project Management Success The Idea Involve Stakeholders Requirements and Goals	Estimation Methods Critical Path Method Resource Scheduling Cost Budgeting Project Organisation and Roles	Core quadrants Johari Window 4 Layers of a message Questions Uses of Argument	Organisational Culture Dimensions of National Culture Types of Conflict Conflict Handling Harvard Method
<i>Lunch</i>				
2	Scope Introduction to Product Decomposition Quality Project Life Cycle Agile and Scrum Project Management Plan	Concepts of Risk Risk Management Processes Control and Reports Project Control – Slip Charts Project Closure	Active Listening Types of Ethics Self Determination Theory Hersey and Blanchard Teamwork - Tuckman	Creativity – Techniques Seven Habits Project, Programme and Portfolio SWOT Analyses

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About the course


Study book

Courseware

Trainer slides

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Day 1

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Content Day 1

- What is project management?
- Project management succes
- The idea: What is project management
- Involve stakeholders
- Requirements and goals
- Scope & Deliverables
- Work breakdown structure
- Quality
- The project lifecycle
- The Agile approach
- The project management plan

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Day 1

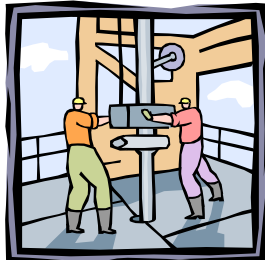
What is project management?

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Ways to organise activities

- Routine
 - For standard work
- Improvise
 - For short jobs
- Project/Planned
 - When the duration is longer
- Project Management
 - The management of project work



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Project Management is ...

A way of achieving something new/deviating/outside the routine.



Think before you do.

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Who is going to manage the project?

Do you do it yourself, or appoint a project manager?

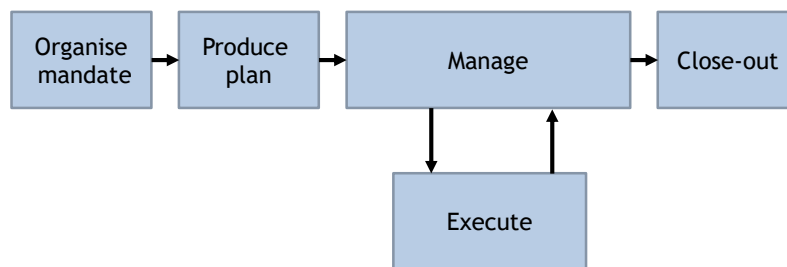


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Project Management in general

Organise a mandate for the person who is responsible
Reflect on it, think about it and produce a good plan
Manage the execution of that plan
Formally close-out a project



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Project management success

When is ...



A project successful?

A project manager successful?

Two definitions of success

Teun van Aken

- **Project success** is the extent to which the (delivered) project result satisfies the actors involved.

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- **Project management success** is the recognition of the project management results by the relevant interested parties.



Success factors according to the Standish Group

1999

- User Involvement
- Senior Management Involvement
- Clear Business Objective
- Experienced Project Manager
- Smaller Project Milestones
- Set Programme of Requirements
- Competent Team
- Proper Planning
- Ownership
- Other

2001

- Senior Management Involvement
- User Involvement
- Experienced Project Manager
- Clear Business Objective
- Limited Scope
- Standard Software Infrastructure
- Program of Requirements
- Formal Methodology
- Reliable Estimates
- Other

2015

- Executive Support
- Emotional maturity
- User Involvement
- Optimization
- Skilled staff
- Standard Architectural Management Environment
- Agile
- Modest execution
- Project management expertise
- Clear Business Objectives
- Other

Start at the beginning

Who is my customer/sponsor?

Who are my users?

Who are my suppliers?


What do they want from this project?

- Goal (effect) : What is expected of the project
- Result : What should the project deliver

What is expected of me?

- Approach or project strategy





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The idea: What is project management

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The beginning



Organisational issue

An idea

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The idea can be ...

- Another way of working
- Moving to a different office
- Developing a new product
- A marketing campaign
- A training programme
- A renovation
- The purchase of a piece of software
- A structural solution to wastage

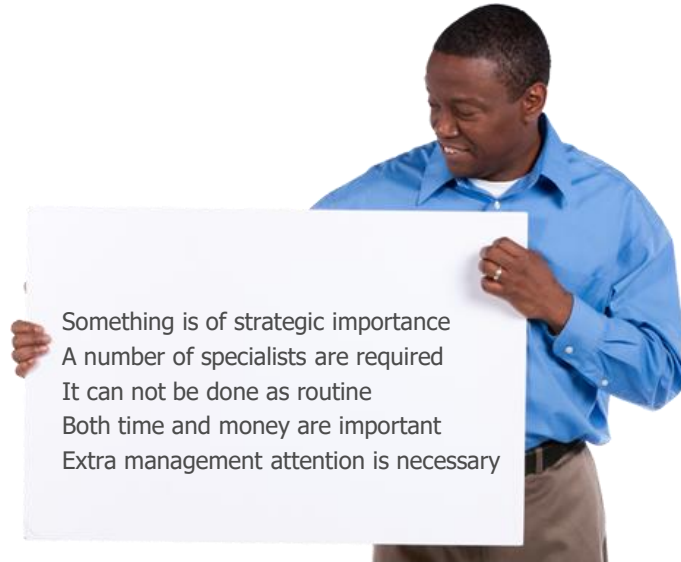


Two important questions

- Is it a project or a small job?
- Shall I do it, or shall I delegate it?



Something is a project when ...



Are you going to do it yourself

Self	Delegate
------	----------

If you find it very important You are wearing many hats And you will become extremely busy	With a sufficient mandate Someone takes the work out of your hands Can give it his full attention
--	---



If it is not too complex then this can really work.

Project management is a role, just as project sponsor is.

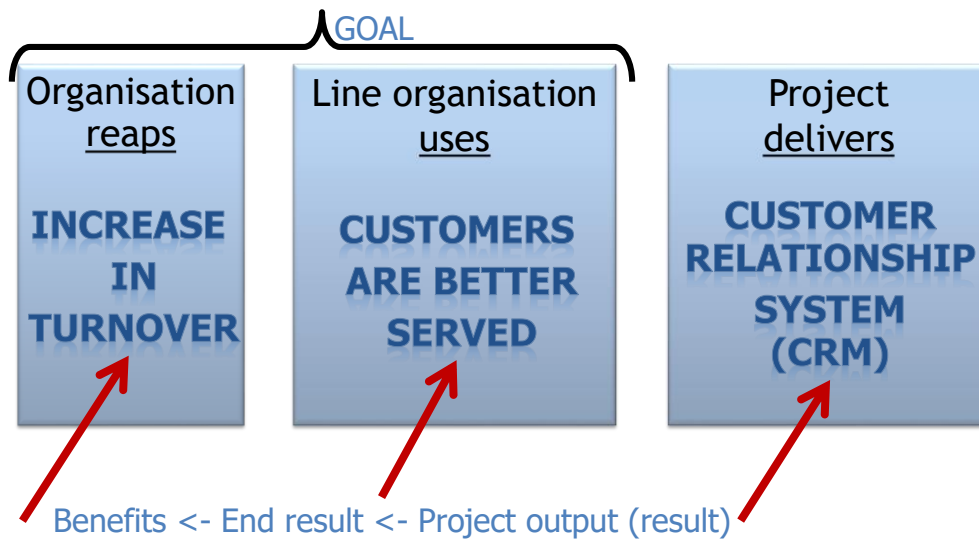
When you delegate, ensure there is a mandate



- Organise and record:
- Goal of the project
 - Required result
 - Responsibilities
 - Constraints
 - Phasing



The goal and the result of a project



Responsibilities

Responsibilities require authority
 What do you delegate
 Where do you let people assist you

What	Project sponsor	Project manager	Team members
Negotiation with suppliers	Delegate	Execute	Advise
Signing of contract	Execute	Advise	Inform



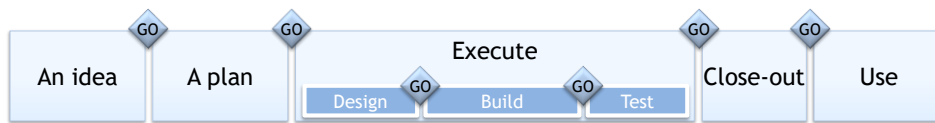
Constraints: Criteria for the plan

When must it be ready?
 What is the budget?
 What must it be able to do?
 What do you have to take account of?



You solve uncertainty by phasing

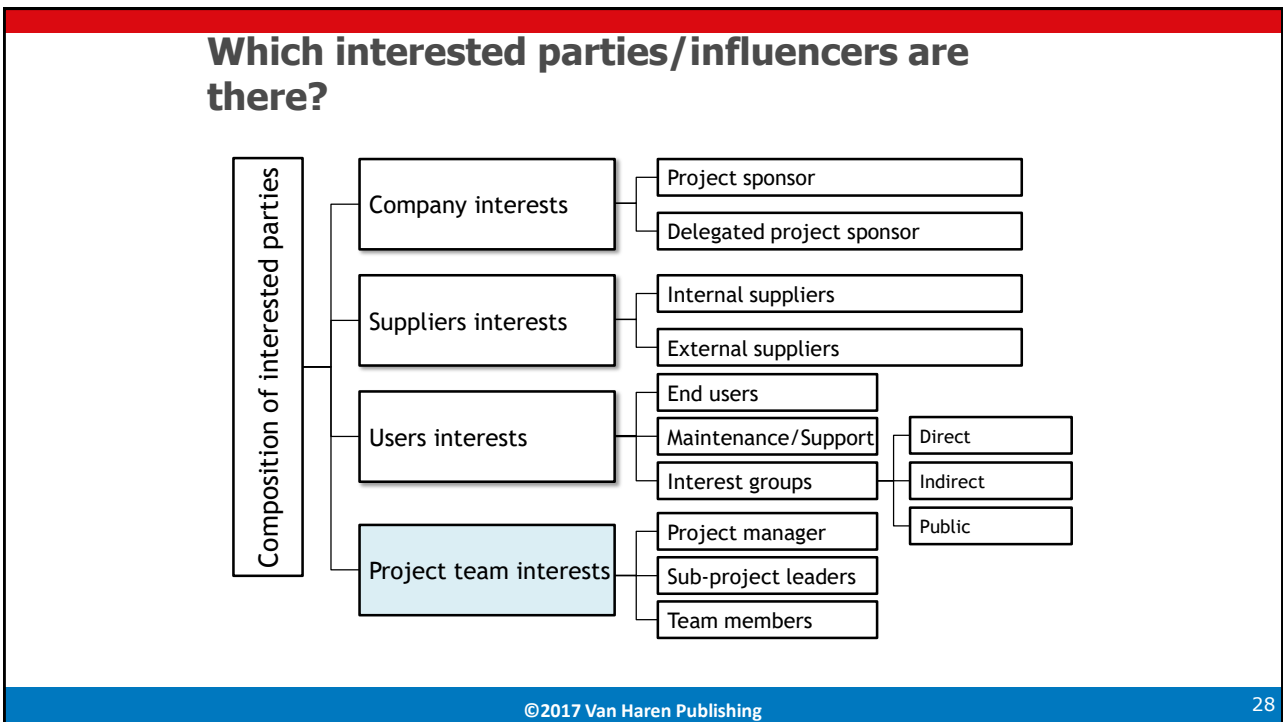
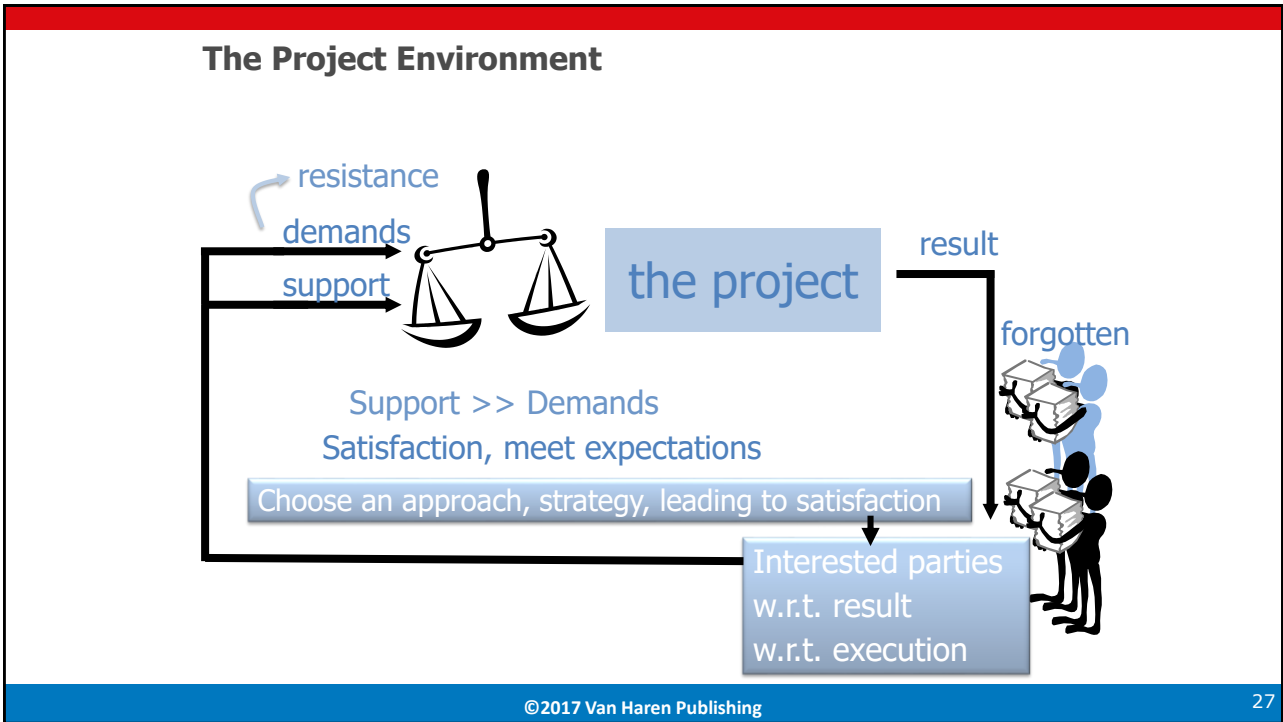
The more uncertain a project is, the more phases
At the end of each phase, you decide if you carry on further



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Involve stakeholders



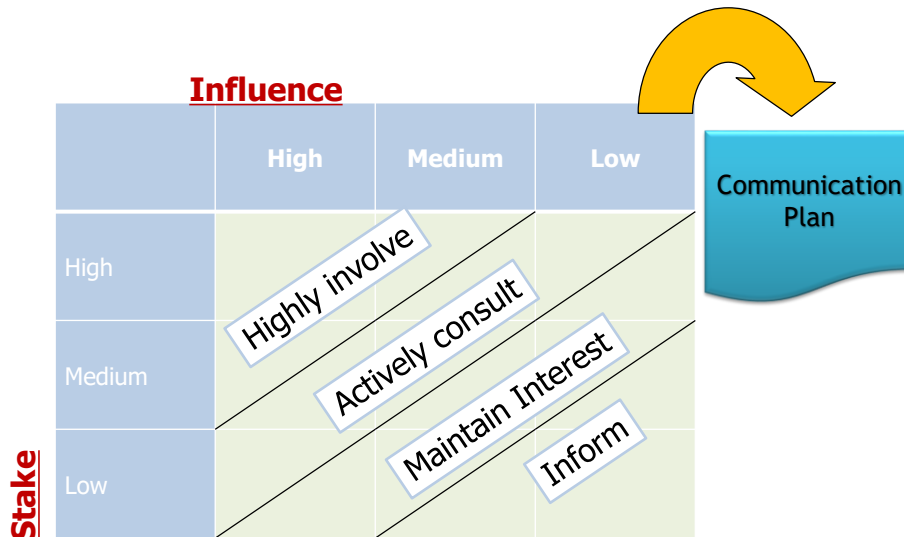
Analyse the influence of interested parties


1. Horizontal Analysis
2. Vertical Analysis
3. Analyze their influence
4. Analyze conflicting interests

	Project Sponsor : S. Johnson	Delegated Ps: R. Jaberwaki	Legal: John Udge	Engineer: Jan Vanderwif	Internal suppliers: Xipion Ltd.	External suppliers: ACME Ltd.	Jack Bernelmans	Ahmed Zubala	End users:	Maintenance & support	Other interested parties
The workers	H	H									
Office for your team		H									
Machinery (expensive)	H			H	H						
Etc.											

Annotations: A vertical arrow labeled 'Influential' points to the 'Machinery' row. A horizontal arrow labeled 'Power clash?' points to the 'Machinery' row.

Analysis: Stake versus Influence





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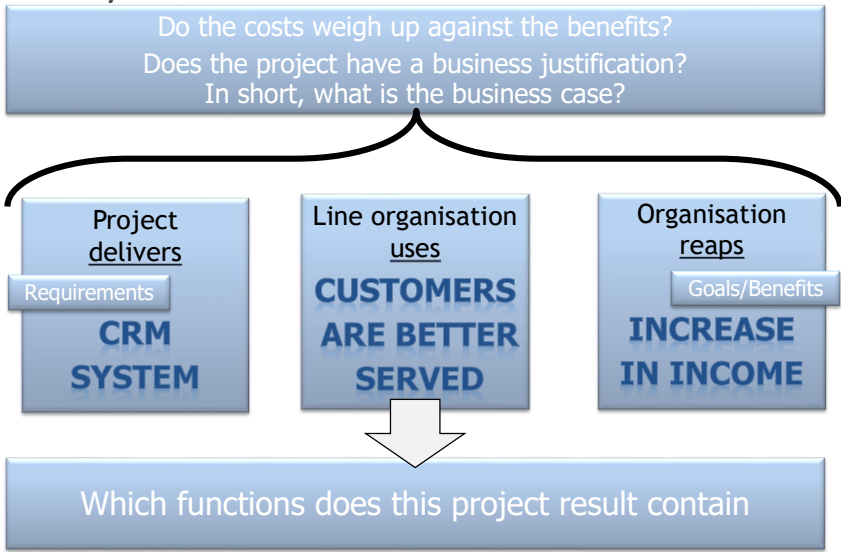
Requirements and goals

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Project result, functions and benefits

Do the costs weigh up against the benefits?
Does the project have a business justification?
In short, what is the business case?



Project delivers
Requirements
CRM SYSTEM

Line organisation uses
CUSTOMERS ARE BETTER SERVED

Organisation reaps
Goals/Benefits
INCREASE IN INCOME

Which functions does this project result contain

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Users ask: "What can it do?"

The project result has the following functions:



The Jetty:

- Docks ships
- Unloads freight
- Loads freight
- Transports freight in
- Transports freight out
- Provides electricity
- Provides fuel

•(and of course you can further split up every main function)

VALUE MANAGEMENT
YOU PAY THE MOST FOR
THE MOST VALUABLE FUNCTIONS



Which functions does this project result contain
<verb + noun>

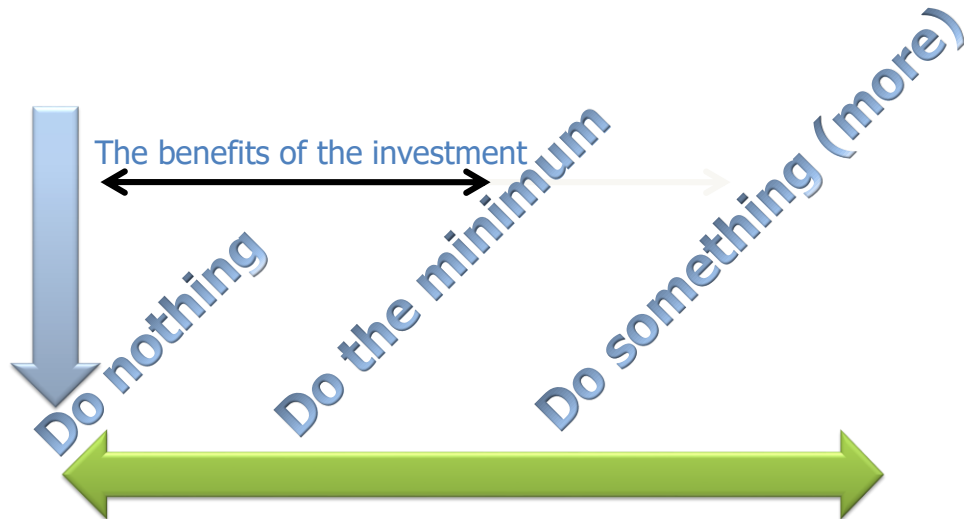
Business case Topics

- Management summary
- Reasons
- Options
- Expected benefits
- Expected negative benefits
- Duration
- Costs
- Investment assessment
- Most important risks

Do the benefits outweigh the costs?
Does the project have a business justification?
In short, what is the business case?



Consideration of benefits versus effort



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Please note: Project goal and objectives

GOAL is that which the project sponsor wants to achieve

RESULT is that which the project manager delivers

OBJECTIVES are the limits for:

- Quality, costs and time



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What about your project



What are the functions?
What is the project result?
What is the goal?
What are the objectives?

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Scope & Deliverables