



WAYNE STATE UNIVERSITY

C&IT PROJECT OVERSIGHT COMMITTEE

PROJECT MANAGEMENT BASICS

APRIL 3, 2020



LEARNING OUTCOMES

Recognize the lifecycle of a project (5 Phases)

Analyze project constraints (Iron Triangle)

Identify the significance and parts of the project charter

Understand the importance of project leadership and team selection



WHAT IS A PROJECT?

- A temporary endeavor undertaken to create a unique product, service or result.
- Defined beginning and end
- Defined scope

Project



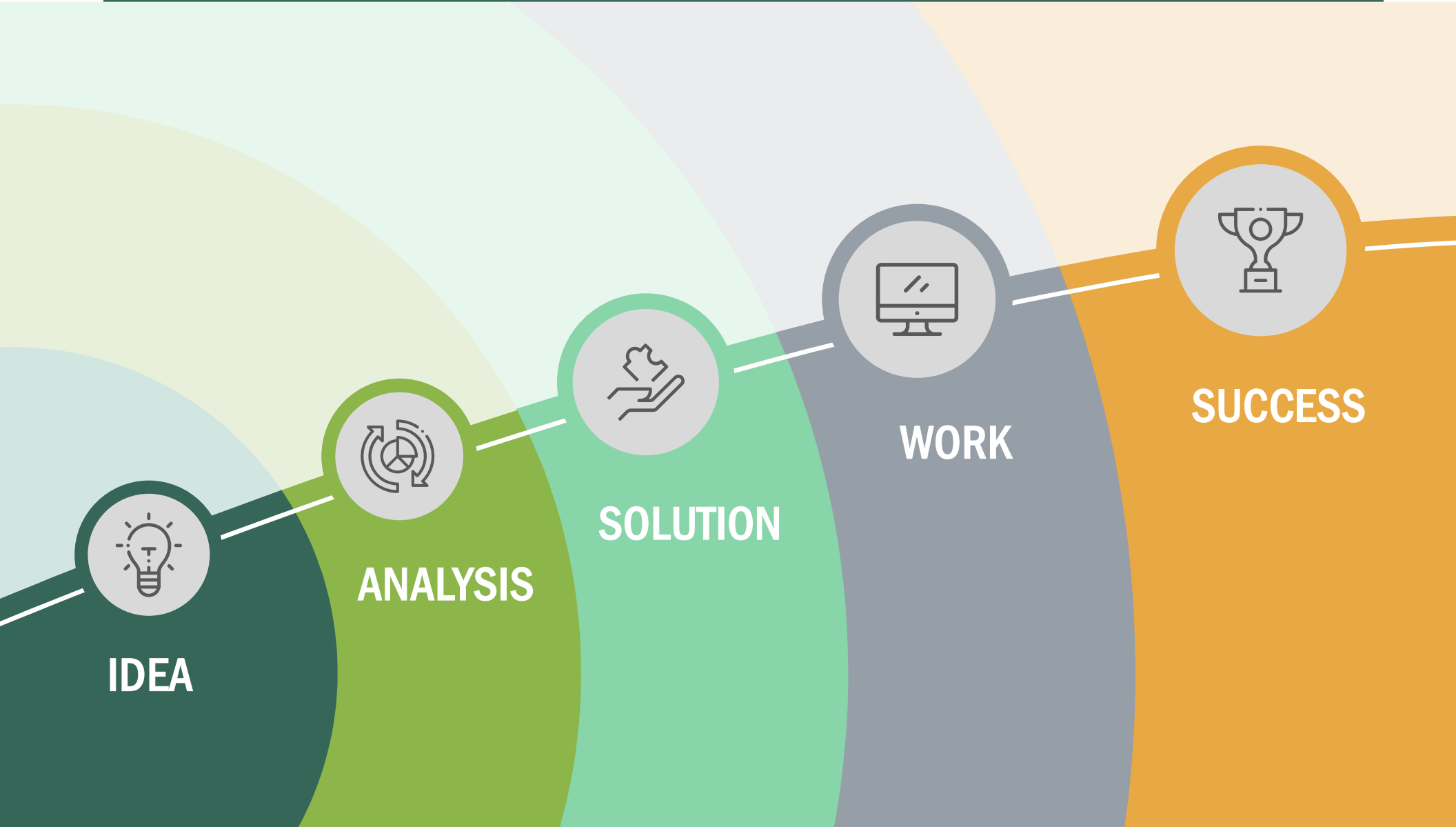
- Routine tasks (daily, monthly, annually)
- Operational processes
- Ongoing
- Permanent

Not a Project





STAGES OF GROWTH





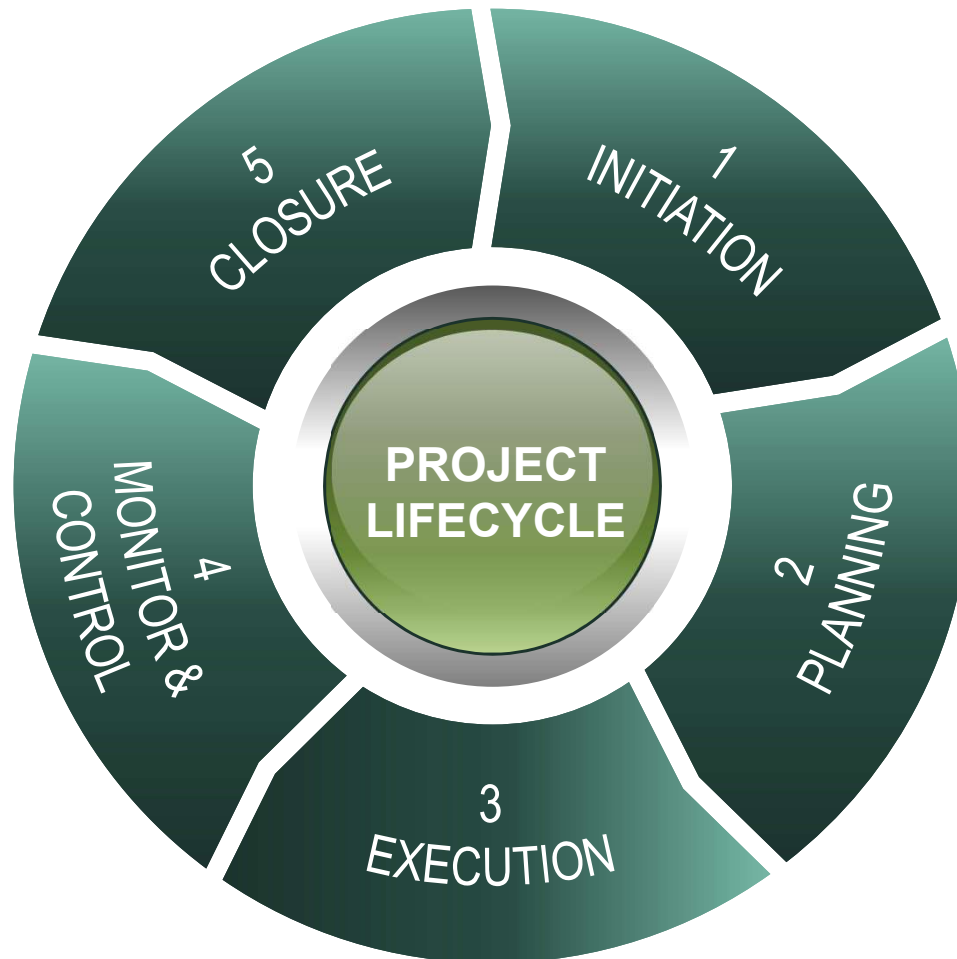
PROJECT LIFECYCLE

CLOSURE

- Confirm All Issues Resolved
- Operations Hand-off
- Lessons Learned
- Customer Sign-off

MONITOR & CONTROL

- Verify Objectives Met
- Ensure Quality Deliverables
- Budget Tracking
- Performance Tracking
- Issue Resolution



INITIATION

- Concept
- Project Charter

PLANNING

- Budget
- Resources
- Project Plan
- Work Breakdown Structure
- Communication Plan
- Risk Assessment

EXECUTION

- Design, Develop, Test, Deploy
- Task Tracking
- Status Updates



PHASE VS. STATUS

Phase:

A distinguishable part of the project lifecycle

Status:

Indicator; answers the question of whether or not an item is on track towards completion





THE PROJECT CHARTER

- Central document that guides the work of the project; structure
- Can keep the project focused throughout the multiple phases





SCOPE

Sets the boundaries for what is and is not part of the project
Amount of content or deliverables.

The more content, the more effort and time will be required.

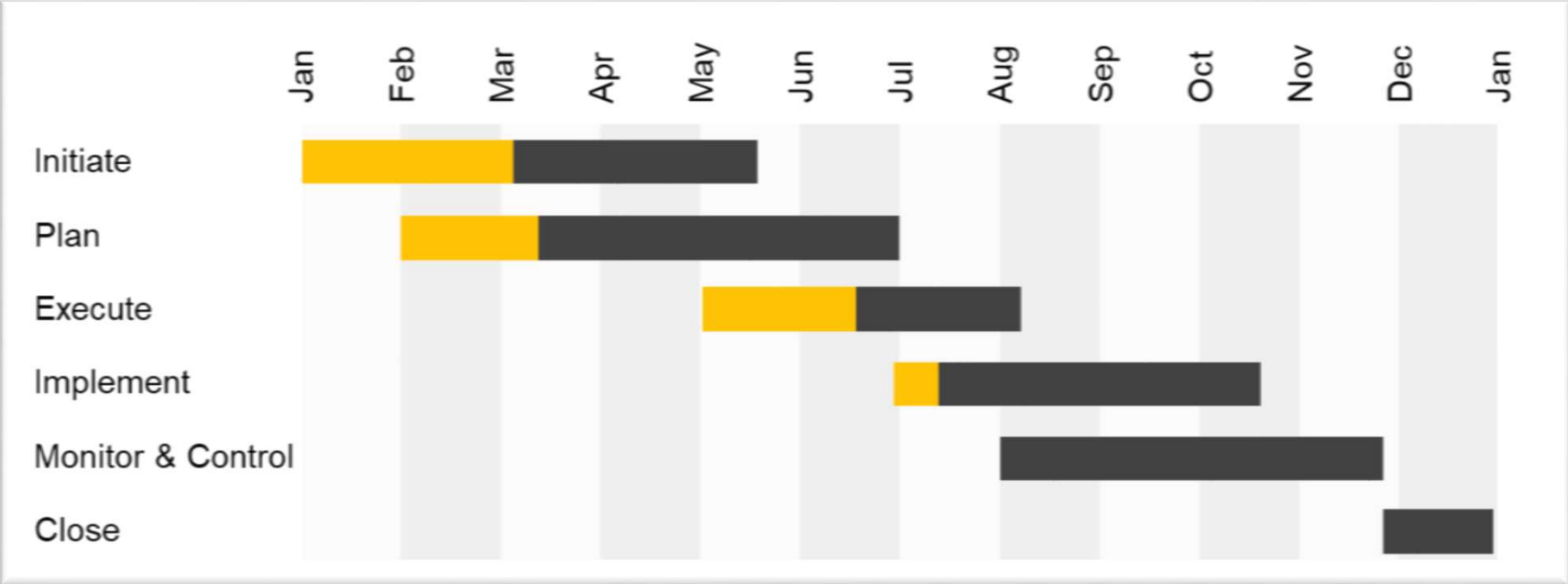
- 💡 Features
- 💡 Functionality
- 💡 Processes to be reviewed
- 💡 Data to be migrated





TIME

How long will it take to complete the task / phase / project?

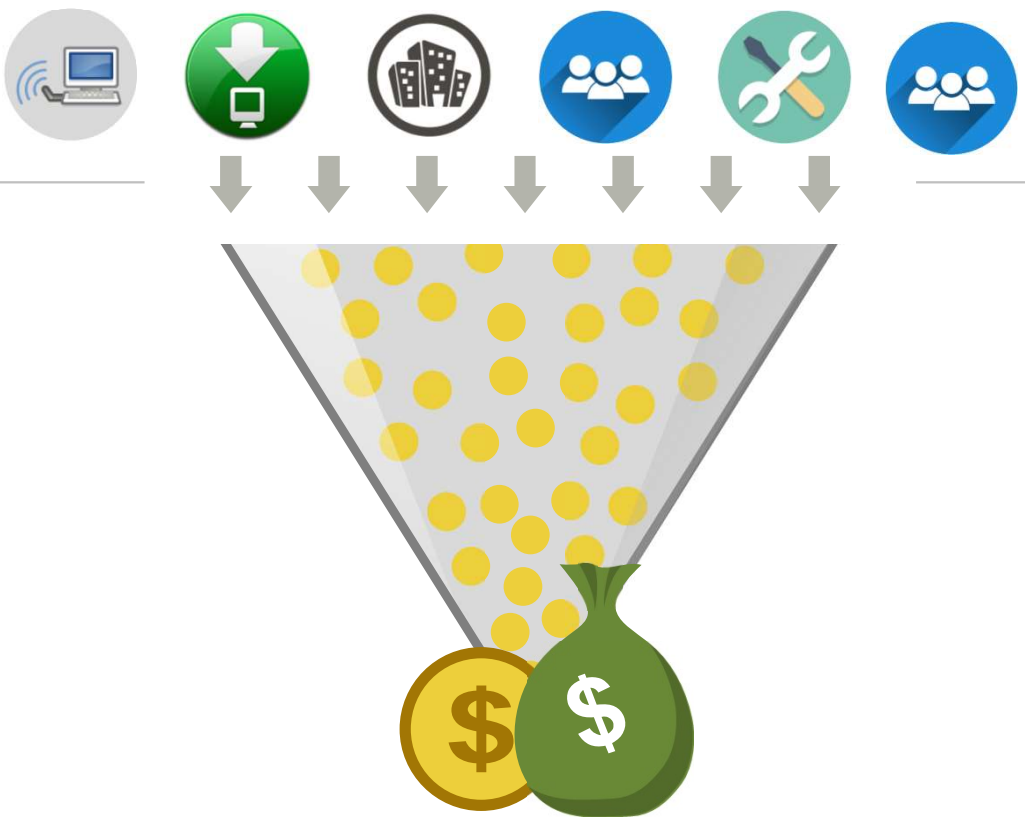




COST

Hardware, Software, Facilities, People, Supplies, etc.

And/or... the cost of not doing the project





QUALITY

Meeting customer's expectations

- Features (Basic, advanced)
- Effectiveness of Functionality
- Cycle Time



All Issues Resolved



BALANCING PROJECT CONSTRAINTS “THE IRON TRIANGLE”

- If one changes, then one or more of the others must change

- Goal is to make the optimal compromise of these to accomplish the project





WHAT DO YOU DO WHEN...

THERE IS LIMITED TIME, THE CUSTOMER WANTS
HIGH QUALITY DELIVERED, BUT THERE IS NO
ADDITIONAL MONEY FOR THE PROJECT BUDGET?



WHAT ARE SOME EXAMPLES OF WHEN YOU HAVE HAD TO BALANCE PROJECT CONSTRAINTS?





WHAT DO YOU DO WHEN...

YOU HAVE TEAM MEMBERS THAT HAVE TO WORK TOGETHER AND SEEM TO BE AT ODDS WITH WHAT THEIR PRIORITIES ARE?





WHAT DO YOU DO WHEN...

THE PROJECT TEAM HAS PEOPLE THAT DON'T
WANT TO WORK... HOW TO GET THEM TO
ENGAGE?



PROJECT ORGANIZATION CHART

EXECUTIVE LEADERSHIP

* Executive Sponsor(s)

PROJECT LEADERSHIP

Project Manager

PROJECT TEAMS

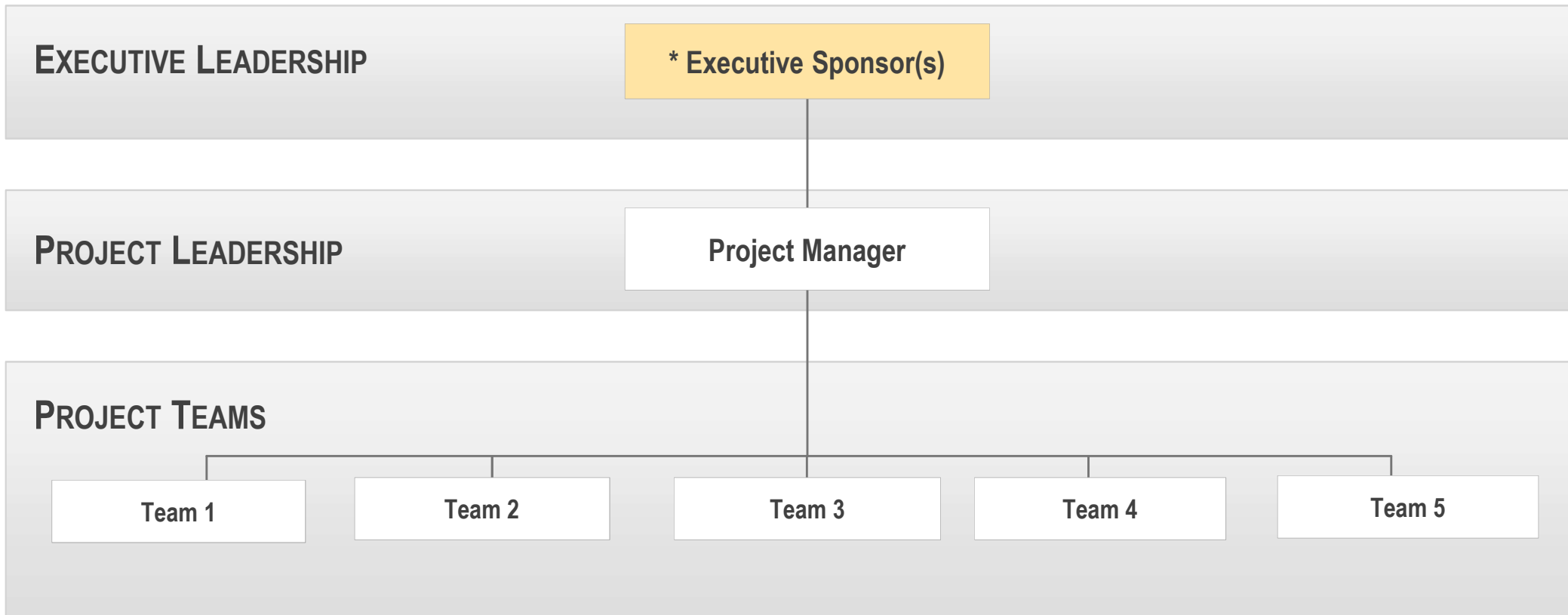
Team 1

Team 2

Team 3

Team 4

Team 5





PROJECT LEADERSHIP

- Support:

The outcome of a project is heavily influenced by the project sponsor's continuous involvement, support and campaigning.

- Remove Barriers:

Sponsors need to use their executive status and political clout to help the project manager remove barriers to progress.

- Pressure when needed:

Executive leadership may be able to positively apply pressure when needed, for some team members.

- Opportunity:

Provides an incentive for people to want to do well and visibly show their value to executive leadership





ESTABLISHING PROJECT TEAMS

- Strong team leads: True believers and task managers, not just knowledge experts
- Balance roles with personalities
- Make sure the right skills and knowledge are represented
- DON'T be afraid to add / modify the team
- Reach out to unrepresented areas, to discuss potential risks and impacts





KEY THOUGHTS



Keep talking about the goals and work to be done



Don't be afraid to add team members or stakeholders if needed



Be transparent. Keep leaders and teams informed.



Change in plans are inevitable; be flexible but manage the triangle (scope, time, cost)





QUESTIONS & OPEN FORUM