



Project Management: An Introduction

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IT Works! 99
Saint John, New Brunswick

June 23, 1999

Biography

- ◆ Jim Pellerin, President, Ivory Owl Learning Company
- ◆ Specializing in Learning Strategies, Instructional Design, Project Management and Methodologies
- ◆ Specifically consulting, workshops, tools
- ◆ Located in Saint John, New Brunswick
- ◆ www.ivoryowl.com

Turnaround Consulting



What is a Project?

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

Project Management Institute

Characteristics of a project

- ◆ Definite beginning and end
- ◆ Creates a unique product or service
- ◆ Team created for the project
- ◆ Characteristics of product or service is progressively elaborated

Examples of Projects

- ◆ developing a new software product
- ◆ changing the structure of an organization
- ◆ designing a new car
- ◆ constructing a new building
- ◆ implementing a new computer system
- ◆ implementing a new business process

Project Management

“The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project”

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Another not so serious definition

“The art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when, in fact, it was dumb luck.”

Harold Kerzner, Ph.D

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Duties of a Project Manager

- ◆ Project Management is a juggling act between quality, schedule , scope and budget.
- ◆ Responsible for scope containment, risk management, quality management, etc.

Five Process Groups of Project Management

1. Initiating
2. Planning
3. Executing
4. Controlling
5. Closing

1. Initiating

- ◆ formally recognizing that a project or phase should begin
- ◆ commitment from Project Sponsor
- ◆ Project Charter created by sponsor
- ◆ Project Manager assigned

Project Charter

- ◆ Formally recognizes the existence of a project
- ◆ Includes business need and product description
- ◆ Usually issued by Project Sponsor
- ◆ Provides the appropriate authority to the Project Manager

2. Planning

- ◆ Determining approach to execute project
- ◆ Identify stakeholders and determine expectations
- ◆ Scope, resource, schedule, quality, risk, communications planning
- ◆ Development of Project Plan

Project Plan

- ◆ Formal document used to guide project execution and project control
- ◆ Created by Project Team, maintained by PM
- ◆ Includes all other subsidiary plans
 - ◆ scope, risk, change, communications, quality
- ◆ Includes schedule, resource and cost estimates
- ◆ Provides a baseline for performance measurement and project control

3. Executing

- ◆ Coordination of resources to carry out Project Plan
- ◆ Majority of budget expended
- ◆ Communication, communication, communication
- ◆ Work Results
 - ◆ quality assurance, costs, deliverable status
 - ◆ Product or Service created

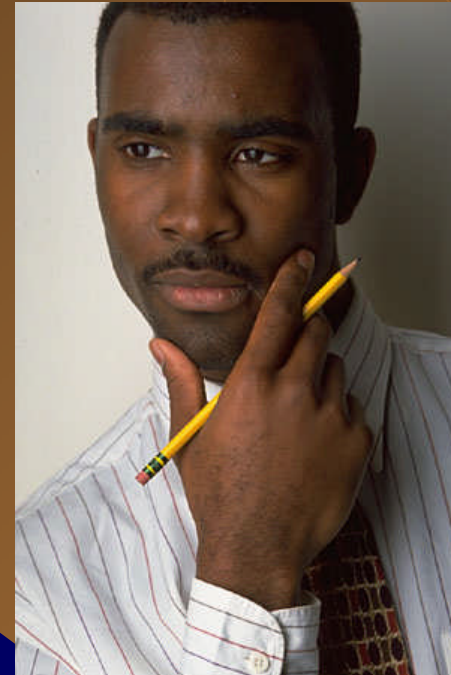
Communicate

- ◆ Project Manager should spend about 70% of his/her time communicating in some form or another
- ◆ Project Manager to Steering Committee
- ◆ Project Manager to Sponsor
- ◆ Team to Project Manager
- ◆ Project Manager to Team



Communicate - lack of

- ◆ Creates a situation that does not exist
- ◆ Creates a sense of a lack of trust between Project Manager and key stakeholders
- ◆ Creates uncertainty
- ◆ The sooner the better



4. Controlling

- ◆ Ensures project objectives are being met
- ◆ Monitoring and measuring progress
- ◆ Performance Reporting
- ◆ Change requests

Performance Reporting

- ◆ Collecting and distributing performance information
- ◆ Scope, cost, schedule, quality, risk
- ◆ Variance analysis - actual vs budget
- ◆ Trend analysis - time
- ◆ Earned Value analysis - BCWP

Change Control

- ◆ Change requests
- ◆ Change Control System
 - ◆ processes, tracking, CCB
- ◆ Configuration management for product
- ◆ Corrective action

5. Closing

- ◆ Verifying and documenting project results at phase end
- ◆ Formal acceptance of product or service
- ◆ Lessons learned
- ◆ Project archives



Why projects fail?

- ◆ Scope not properly defined or understood
- ◆ Changing requirements (scope containment)
- ◆ Resources not available
- ◆ Management not committed
- ◆ etc.

Project Success / Failure rate

- ◆ Failed - 31%
- ◆ Delivered Late - 53%
- ◆ Successful - 16%



Questions?

June 23, 1999