

# A Whirlwind Tour of Modern Project Management



## A Whirlwind Tour of Modern Project Management

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V2007-2

## Project Management Training

- Canada's leader in PM training and consulting
- Emphasis on A/E/C
- Registered Education Provider with PMI
- A full portfolio of courses, beginner to advanced
- "PMP" preparation
- Public courses available through University of Toronto



## Project Management Consulting

- Develop PM processes
- Project planning support
- Project Management Offices (PMO)
- Microsoft Project including Enterprise PM
- One-on-one coaching
- Portfolio Management processes
- ISO 9001 registered

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## Outline

- Project management as a concept
- “Project Management Body of Knowledge”
- Project Management Institute
- Trends in project management
- PM maturity
- Introducing PM into an organization
- But first...

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## Has This Happened to Your Project?

- Scope / requirements of the project not clearly defined
- Customer didn't know what they really wanted
- "Scope creep" without approving impact on schedule & budget
- Conflicts over insufficient resources

## Has This Happened to Your Project?

- Insufficient project planning
- Committing to arbitrary, unrealistic dates
- Schedule out-of-control
- Cost overruns
- Project manager also acting as chief technical person?

## “Modern” Project Management

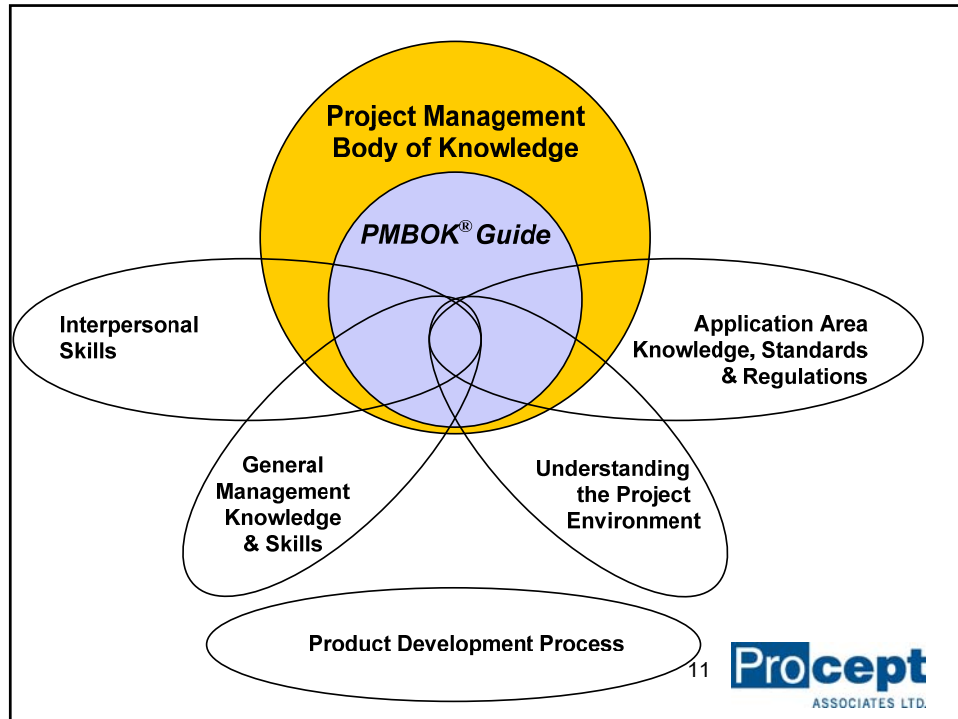
- Project:
- “A temporary endeavor undertaken to create a unique product or service”
- There is a broadly accepted “PM Body of Knowledge”

## Why Use Project Management?

- Focus on objectives: scope, cost, & time: consistent achievement
- Focus on customer requirements
- Business focus: earn a profit
- Coordinate across disciplines
- Respond to rapid change
- Use resources productively



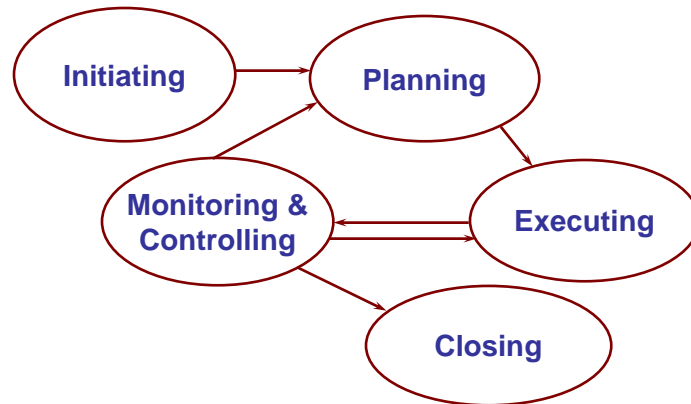
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## PM has Nine Knowledge Areas...

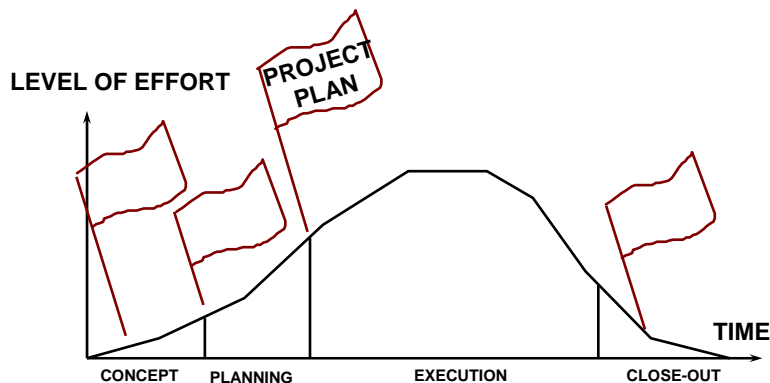
- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Procurement Management
- Risk Management
- Human Resources Management
- Communications Management

## ... and five “Process Groups”



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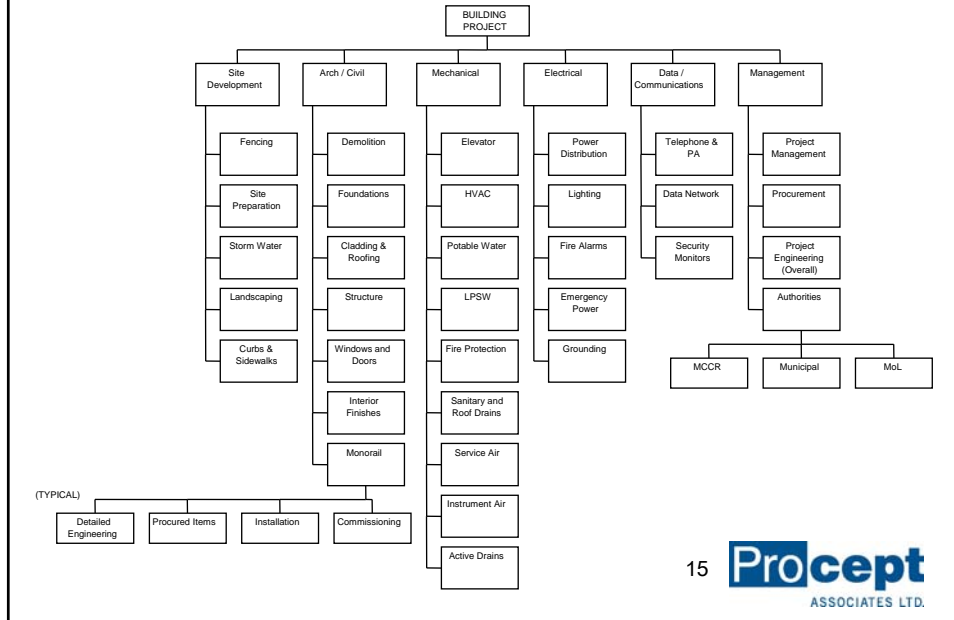
## Integration Management: Project Life Cycle



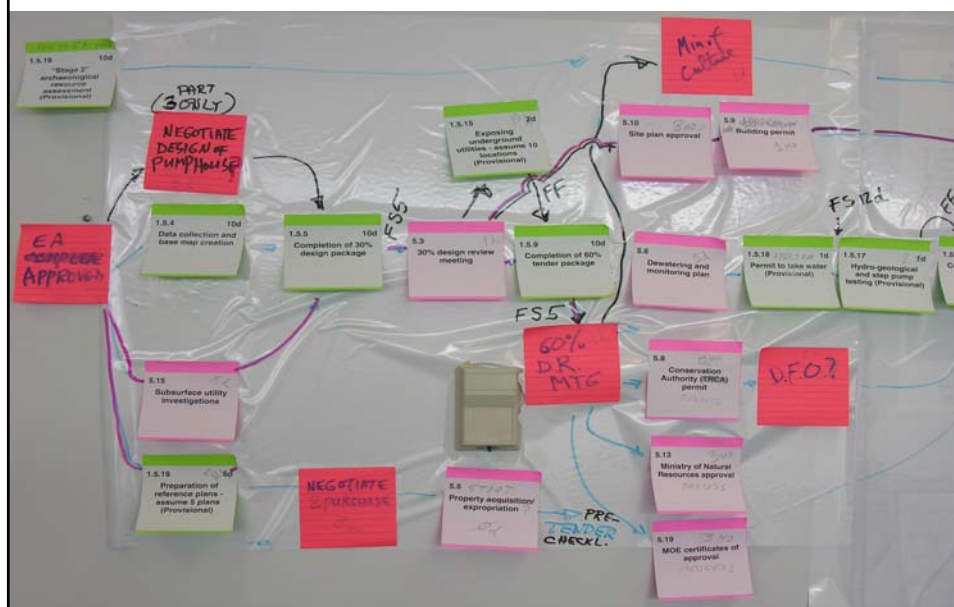
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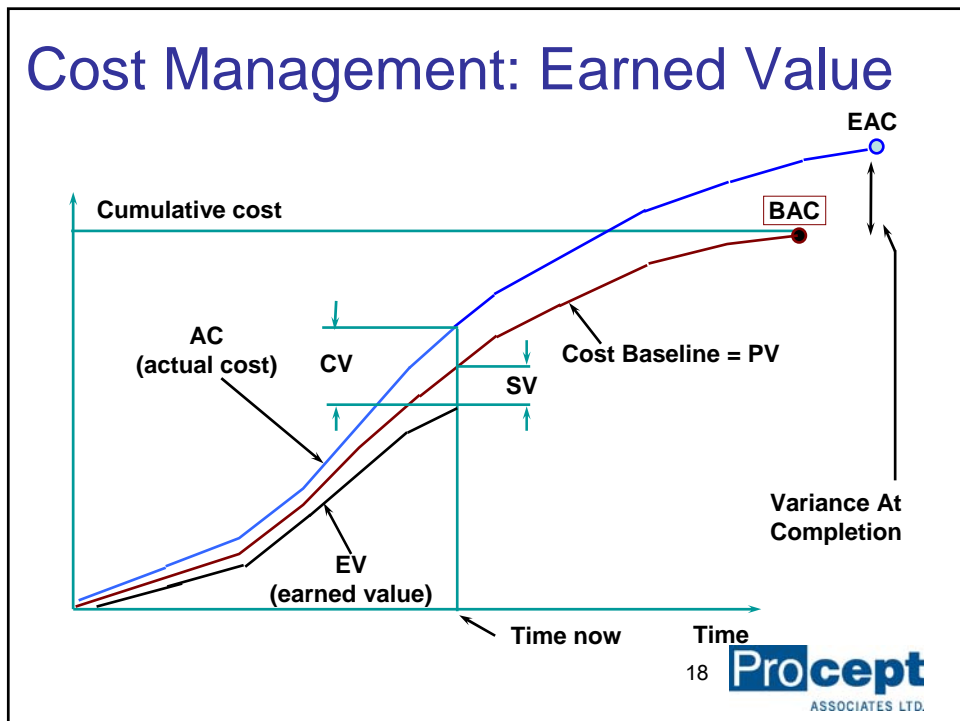
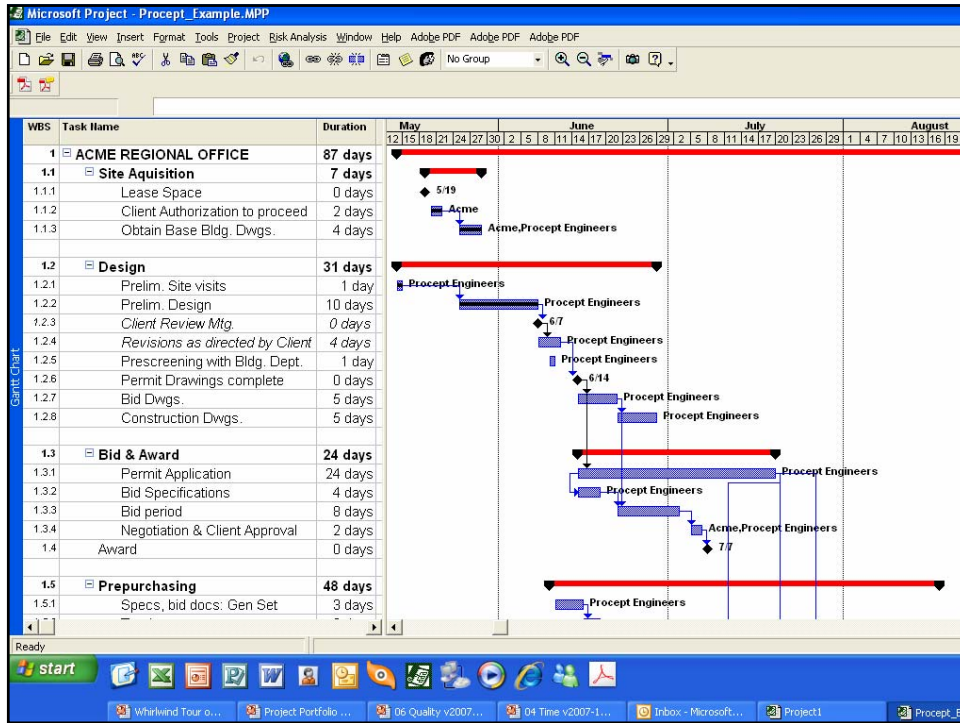
## Scope Management: WBS



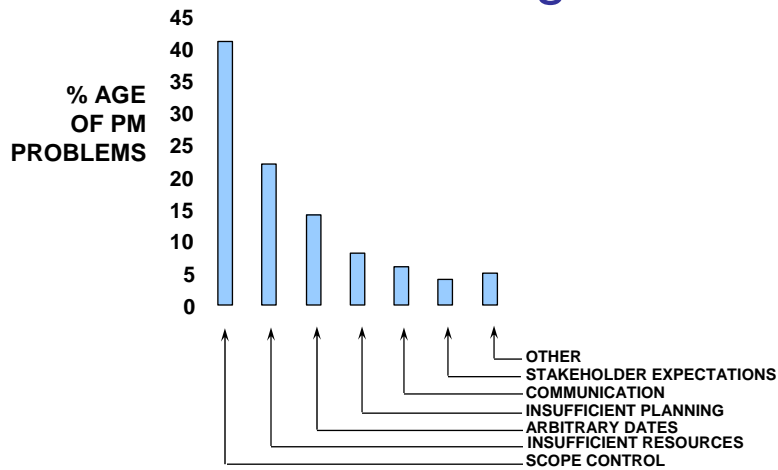
## Time Management: Scheduling



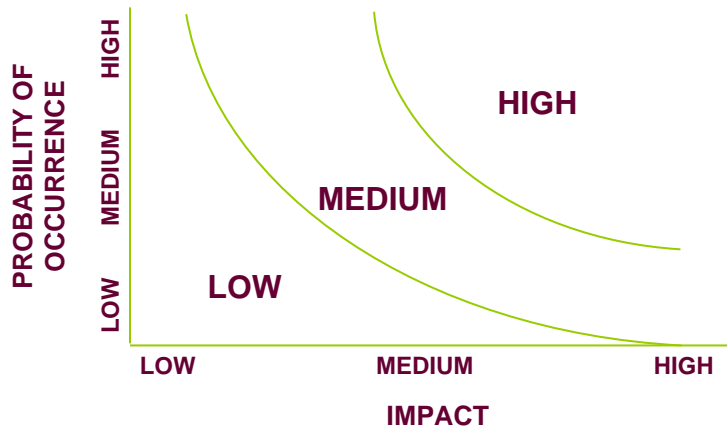
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## Quality Management: Pareto Diagram

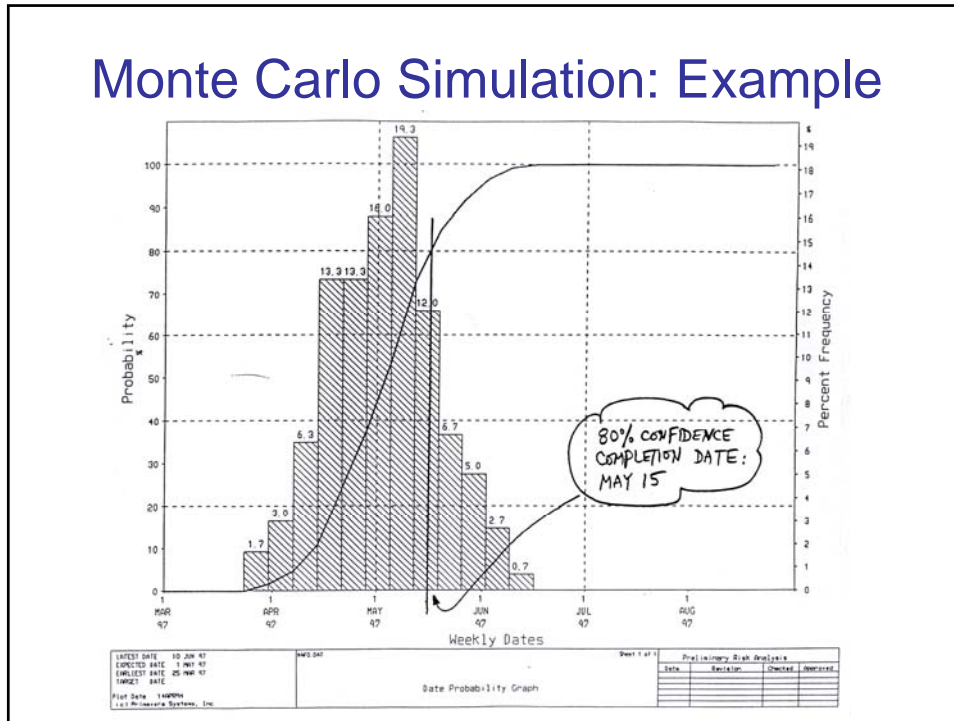


## Risk Management: Risk Analysis



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## Monte Carlo Simulation: Example



## Procurement Management

<b>PLAN PURCHASES &amp; ACQUISITIONS</b>	<b>PLAN CONTRACTING</b>	<b>REQUEST SELLERS RESPONSES</b>	<b>SELECT SELLERS</b>	<b>CONTRACT ADMIN.</b>	<b>CONTRACT CLOSURE</b>
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**PROC. PLAN**

**BIDDERS LIST**

**REQUISITION INITIATED**

**RFP or RFQ**

**BID, PROPOSAL, or QUOTATION**

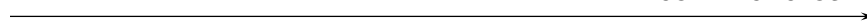
**BID ANALYSIS**

**NEGOTIATION**

**CONTRACT EXECUTION**

**CONTRACT ADMINISTRATION**

**CONTRACT CLOSE-OUT**

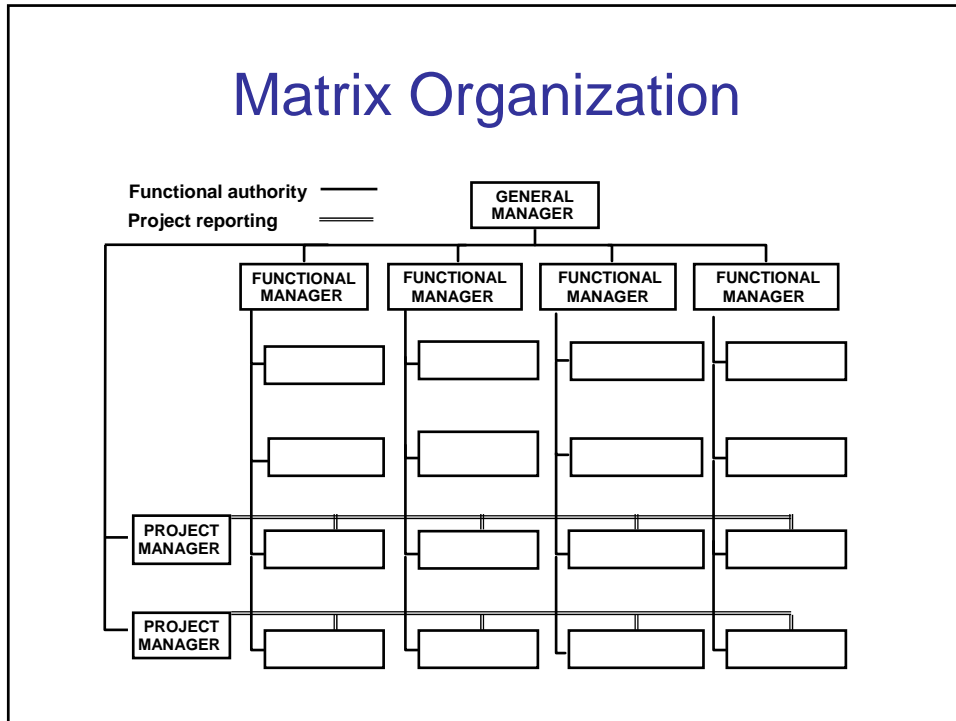


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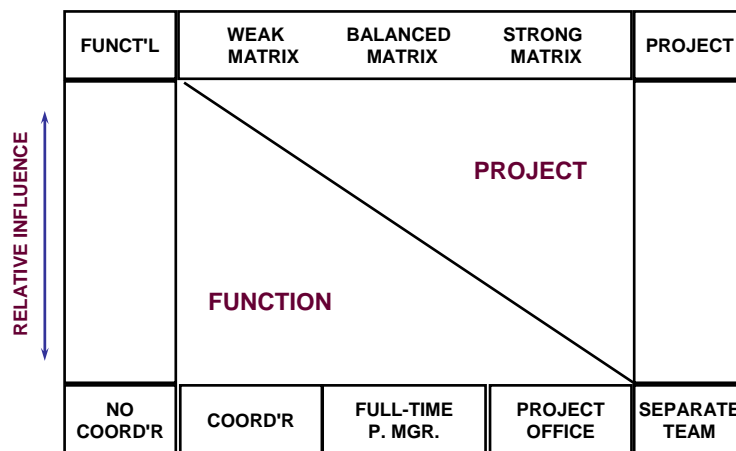


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## Matrix Organization



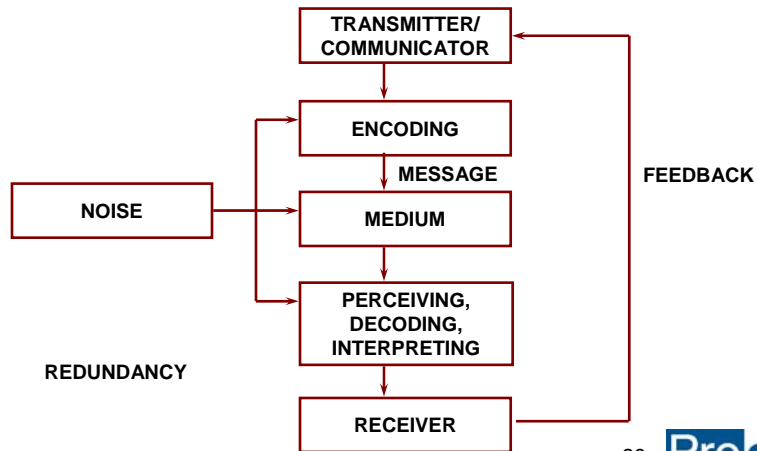
## Human Resources Mgt: Organizational Continuum



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## Communication Mgt: a Model



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## Communication Management

- Lessons Learned
- vs “Lessons Observed”?

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## Trends

- Project management being recognized as a discipline ...
  - A chosen profession, not accidental
- ... And being recognized as a core competence by organizations
  - Individual competencies
  - PM career paths

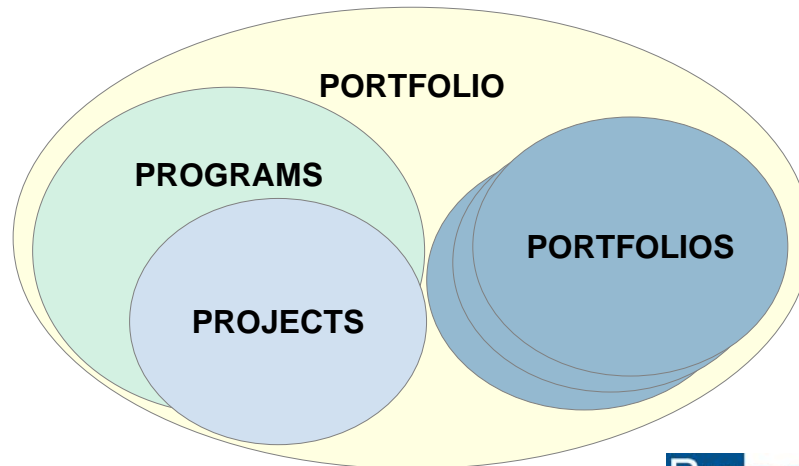
## Trends

- Management of stakeholders
  - ... and their expectations
  - ... Business Analysis
- Project teams
  - Flatter organizations
  - More projectized = more effective
  - Earlier involvement of members (“concurrent engineering”)
  - Coaching, mentorship

## Trends

- Consider organizational change
- Virtual Teams
  - Across time zones and cultures
- Growth of PMI's influence
  - PMBOK Guide, Practice Standards, etc
- Project "Governance"
  - Project management offices

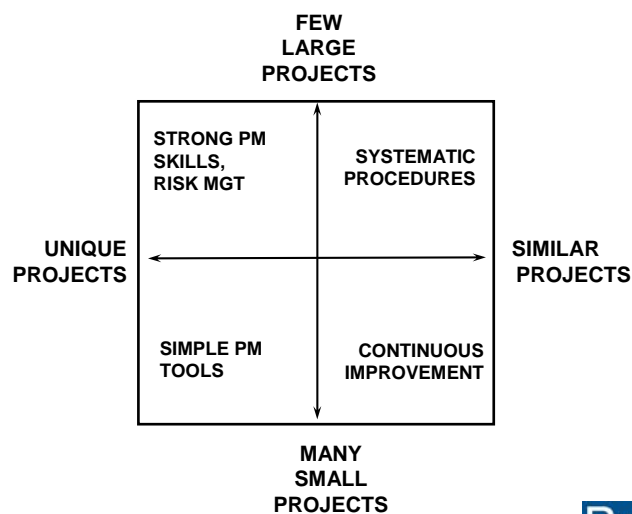
## Portfolio, Programs, Projects...



## Project Management Institute

- [www.pmi.org](http://www.pmi.org)
- Chapters, Colleges, Specific Interest Groups
- Standards and Practice Guides
- PMP: Project Management Professional
- CAPM: Certified Associate in PM
- PgMP: program Management Professional

## Not All Projects Are Alike...



## Introducing PM Maturity Into an Organization

- Senior management visibly committed
- Functional managers on board
- Select methodologies, guidelines, tools
- “Project Management Office”

## Introducing PM Maturity Into an Organization

- Project managers selected
  - Business, technical, process, leadership skills
- Project management training
- Project sponsors
- Emphasize “team approach”
- Record “lessons learned”

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### **Thanks!**

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