

Raison d'être

- Market change
- New product or service
- Minimize destabilization (pilot project)
- Transfer non-routine activities

Characteristics

- Definite start and end dates
- Specific benefits
- Progressively elaborated

Culture + Structure

EEF = Enterprise Environmental Factors

- Factors not under direct influence / control of the team, that constrain or direct the project
- Macro-level issues identified early on in the project

OPA = Organizational Process Assets

- Policies and procedures [to do]
- Knowledge bases [to know]
- Micro-level issues

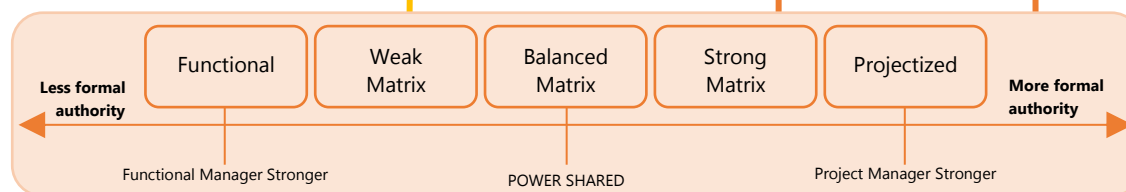
3 Organizational Structures

- Functional [hierarchical and organized by function/skill. PM power low.]
- Projectized [PM power high.]
- Matrix (strong, balanced or weak) [PM power shared.]

PMO – Project Mgmt Office

- Supportive [PMO doesn't have much control; offers templates, training and best practices]
- Controlling [PMO demands compliance with methodologies it prescribes]
- Directive [PMO manages project on its own]

- Project mgmt. = focuses on the needs of individual project
- Program mgmt. = coordination of related projects for greater control + gain from aligned effort
- Portfolio mgmt. = centralized mgmt. of all programs & projects within organization



PM vs. FM vs. OM

- Project Manager
- Functional Manager
- Operations Manager

PROJECTS OPERATE within the CONTEXT of the ORGANIZATION by the PROJECT TEAM.

47 Processes

Not all processes used in each project; tailored and unique for each, and determined by PM to gain success, but those not used must be addressed.

- Activities [distinct scheduled portions of work]
- Inputs [what is required]
- Tools and Techniques [what is applied, using PM's skills]
- Outputs [what is produced]

5 Process Groups

- Initiating [new project/phase]
- Planning [scope, objectives, course of action]
- Executing [complete work]
- Monitoring & Controlling [tracking, change mgmt]
- Closing [finalize activities]

10 Knowledge Areas

- Integration [The overall 'how.']
- Scope [What is to be produced?]
- Time [By when?]
- Cost [At what budget?]
- Quality [Do deliverables meet business needs well enough?]
- Human Resources [Who can do the tasks?]
- Communication [Who should know what, how and when?]
- Risk [What may go wrong?]
- Procurement [Who can do what project team cannot?]
- Stakeholder [Who are impacted?]

6 Constraints

An issue with any ONE of these will affect one or more of the others

- Scope
- Time
- Cost
- Risk
- Quality
- Resources

Project Team

(team composition will be determined from the existing organizational structure)

- Project Staff
- Project Management team
- Project Manager
 - Some interpersonal skills required :
 - Leadership
 - Team building, Motivation
 - Communication
 - Active listening
 - Influencing
 - Decision making
 - Negotiation