

project management @ UnISA

a good practice guide



Project Management @ UniSA

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Purpose

To provide UniSA staff with an introduction to project management theory, and practical advice on managing projects.

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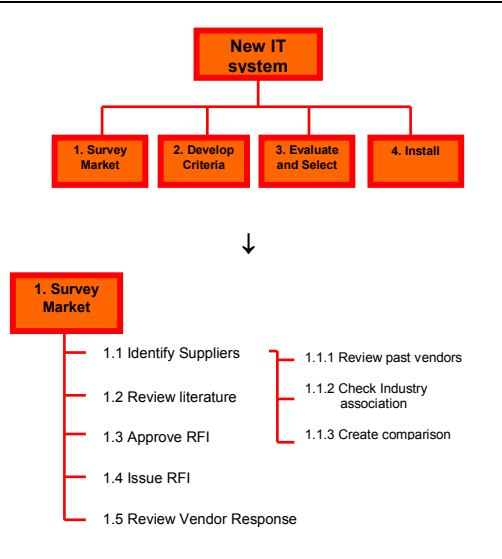
Appendix 4: Reading List

DEFINITIONS

Term	Definition/s	Notes
<p>1 Project</p>	<p><u>Temporary</u> endeavours undertaken to create <u>unique</u> products, services or other <u>outcomes...or...</u></p> <p><u>temporary</u> non-operational activities that deliver <u>business benefits</u> through the creation of <u>new capabilities...or...</u></p> <p>endeavours in which human, material and financial resources are organised in a novel way, to achieve beneficial change defined by quantitative and qualitative objectives.</p>	<p>Examples include:</p> <ul style="list-style-type: none"> • developing a new course or program • changing the structure, staffing or style of an organisational unit • developing or acquiring a new or modified information system • developing new business systems or work practices • significant one-off purchases • compliance projects (privacy, legislation etc).
<p>2 Project vs normal operations</p>	<p>In PM theory, projects normally are characterised as:</p> <ul style="list-style-type: none"> • one-off and non-repetitive • focused on change • focused on introducing new capabilities <p>'Normal operations' usually are described as being:</p> <ul style="list-style-type: none"> • repetitive • usually focused on stability • generally about ongoing management. 	<p>When projects cease, normal operations <i>in the changed mode</i> resume.</p>
<p>3 Program</p>	<p>A natural grouping of projects, in many organisations, is called a <i>program</i>.</p>	 <pre> graph TD PROGRAM[PROGRAM] --- PROJECT1[PROJECT] PROGRAM --- PROJECT2[PROJECT] PROGRAM --- PROJECT3[PROJECT] PROGRAM --- PROJECT4[PROJECT] </pre>
<p>4 Project governance</p>	<p>The system of decision making and management in place for a project.</p>	<p>Typically, a project may have:</p> <p>A Project Board or Reference Group to:</p> <ul style="list-style-type: none"> • ensure that assumptions, expectations and economics remain valid and relevant • resolve issues escalated to the project board by the project manager • champion the cause of the project • be accountable for project outcomes <p>Project boards will usually include representation from all significant stakeholder groups.</p> <p>A Project Sponsor to:</p> <ul style="list-style-type: none"> • ensure the project is addressing a genuine business need, and that the project solution is consistent with that need • ensure assumptions, expectations and economics remain valid and relevant • chair the project board • champion the cause of the project • provide guidance and support to the project manager <p>A project sponsor will usually be a senior member of staff from the organisation in which the project is taking place.</p> <p>A Project Manager to:</p> <ul style="list-style-type: none"> • develop and maintain a project plan • ensure project deliverables are provided to scope, time, budget and quality • manage project resources • manage stakeholder communication and project reporting • forecast and update expected benefits.

<p>5 Project life cycle</p>	<p>The managed progression of a project through its various phases</p>	<p>Well-managed projects tend to follow a broadly similar path. The number and the names of the various project phases may change from organisation to organisation, but they tend to be drawn from the following generic life cycle:</p> <p>Stage 1 - Define the project The key deliverable here is a clear and agreed definition of the project, which includes expected outcomes and a guesstimate of the resources and other support needed to deliver these outcomes.</p> <p>Stage 2 - Plan the project The key deliverable here is a project plan, including detailed timelines, budgets, risk assessments, etc as appropriate to the project.</p> <p>Stage 3 - Implement the project plan The key deliverable here is the project objective, completed within time, budget etc.</p> <p>Stage 4 - Complete and evaluate the project The key deliverable here is an effective closing down of the project - staffing, budgets, communications etc - and a post-project evaluation report.</p>
<p>6 Project Management Body Of Knowledge (PMBOK)</p>	<p>A framework developed by the Project Management Institute (PMI) for sorting and categorising the sum of knowledge within the profession of project management. Knowledge is sorted into nine categories:</p> <ul style="list-style-type: none"> • project <u>integration</u> management • project <u>scope</u> management • project <u>time</u> management • project <u>cost</u> management • project <u>quality</u> management • project <u>human resources</u> management • project <u>communications</u> management • project <u>risk</u> management • project <u>procurement</u> management. 	<p>The PMBOK framework serves as a very useful checklist for project managers. The nine headings can be used as prompts (at every project stage) for planning and for reviewing progress.</p> <p>Extracts from the PMI's <i>Guide to the Project Management Body Of Knowledge</i> can be downloaded from the PMI web site (www.pmi.com). PMI members can access a range of other useful materials at the site.</p> <p>The following descriptors are adapted from the <i>Guide to the Project Management Body of Knowledge</i>:</p> <ul style="list-style-type: none"> • Integration management - those actions needed to ensure that the components of a project integrate effectively with each other, and that the project integrates effectively with the wider organisation. • Scope management - those actions needed to ensure that the project includes all the work required - and only the work required - to meet sponsor and stakeholder goals and objectives. • Time management – those actions needed to ensure timely performance of all aspects of the project. • Cost management – those actions needed to ensure the project is completed within the approved budget. • Quality management - those actions needed to ensure that the project will satisfy the needs for which it was undertaken. • Human resource management – those actions needed to ensure the most effective use of people involved in the project. • Communications management – those actions needed to ensure appropriate collection and dissemination of project information. • Risk management – those actions needed to ensure that project risks are identified, analysed and addressed. • Procurement management – those actions needed to ensure the acquisition of goods and services needed from outside the project team or organisation.
<p>7 Work breakdown structures (WBS)</p>	<p>A project management methodology for organising and controlling work. Work is specified in ever finer detail until at</p>	

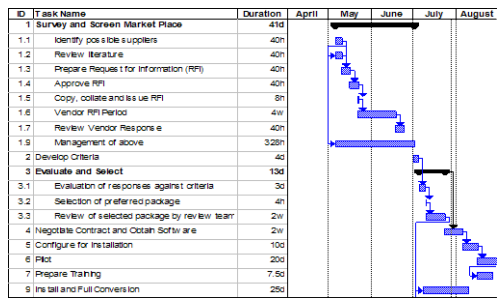
the lowest level a task list emerges.
 The task list describes the work that an individual or very small team will carry out.
The WBS opposite is for purchase of a new off-the-shelf IT system.



8 Gantt chart

A device for graphically displaying project activity against time. A typical Gantt chart will show a complete work breakdown structure (see definition 7), total time needed to complete specific tasks, and % completion.

Gantt charts can be produced easily using most project management software. For many projects, however, a simple table (in Word or Excel) can be just as useful.
An enlarged version of the chart below is in Appendix 3.



9 Project management software

Software designed to enable project managers to plot, manage and review project progress.

Don't confuse the tool with the solution!
 The learning curve with some project management software can be steep. Be sure you need the functionality it will provide. Many projects can be managed perfectly well using Word tables and similar to track activity against time (Contact Organisational Learning for a sample project plan in Word).

10 PMI

Project Management Institute
www.pmi.com

US based professional association for project managers.

11 AIPM

Australian Institute of Project Management
www.aipm.com.au

Australian professional association for project management.

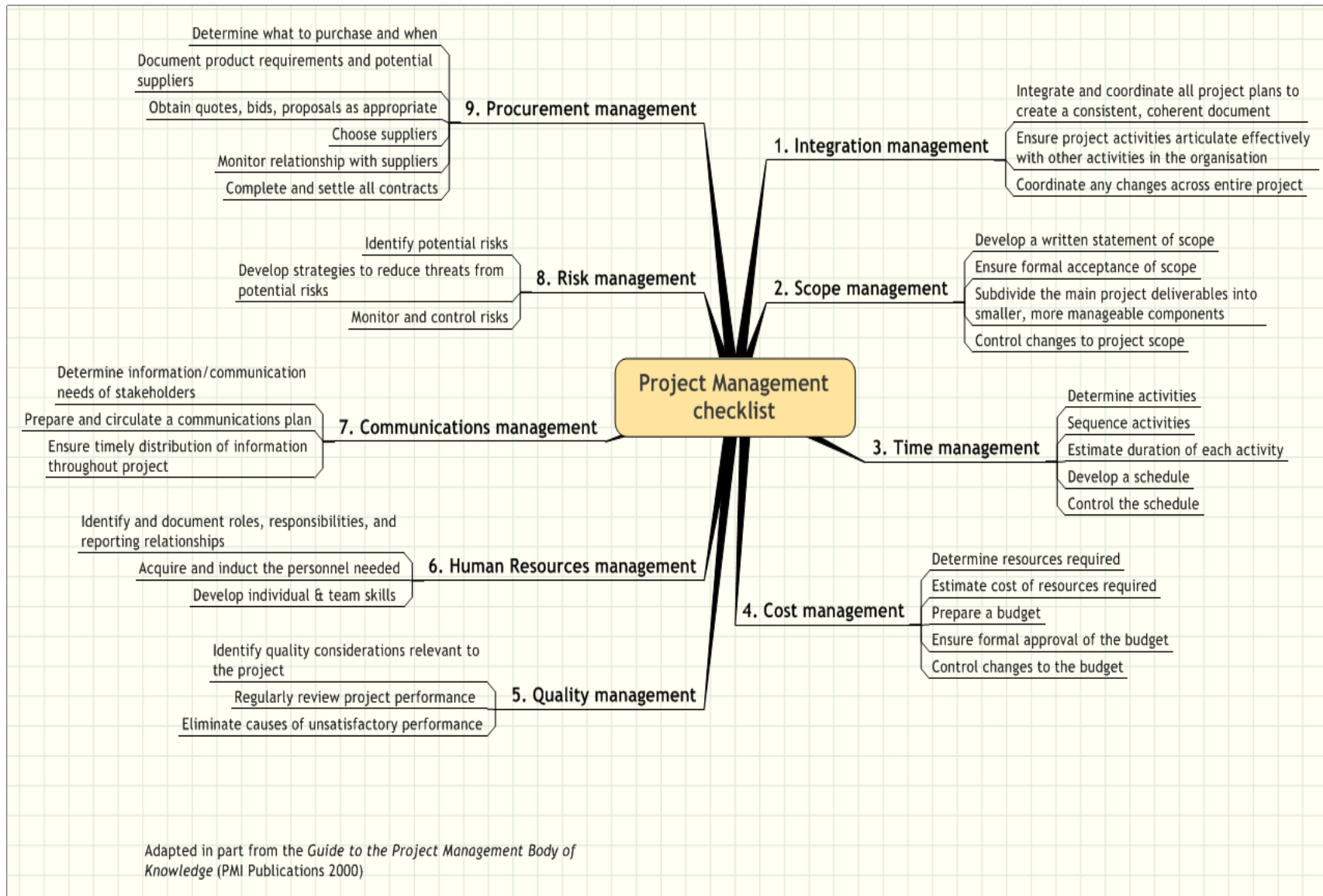
GUIDELINES

Step	Objectives/deliverables	Notes
<p>1 Consult</p>	<p>A clear understanding of the needs, views, concerns of all stakeholders.</p>	<p>Consultation and communication with stakeholders should occur throughout the life cycle of a project.</p> <p>For some projects it may be useful to produce a formal and public consultation and communication plan.</p>
<p>2 Be clear about your objective</p>	<p>A clear understanding of exactly what outcomes it is intended the project will deliver.</p>	<p>Project work can be very expensive, and projects have a tendency to grow in scope, often without adequate attention to impact on budget, staffing etc.</p> <p>'Scope creep' is not necessarily a bad thing - sometimes the scope of project will change because it should. What is critical is that scope creep is managed effectively. By maintaining a clear focus on agreed project objectives, and the resources required to achieve these, a project manager can recognise and assess the impact of changes to the project scope.</p> <p>Because of the likely impact on resources and project outcomes, changes to the scope of project should be approved formally by a project board, reference group or equivalent.</p>
<p>3 Be clear about the work needed to achieve your objective</p>	<p>A clear understanding of exactly what effort and resources will be needed to achieve project outcomes.</p>	<p>It can be difficult to estimate accurately the work involved in many projects. Do it badly, and you will spend much of the project feeling overworked and under-resourced. Spend as much time as you can at the beginning speaking with people that can help you accurately scope the project.</p> <p>If you are appointed to manage a project after the initial scoping has finished, it is important that you very quickly satisfy yourself that the project's objectives are realistic. If you have any doubts, raise them with your supervisor and the project board or reference group.</p>
<p>4 Be sure appropriate project governance structures are in place</p>	<p>A clear understanding of how decisions relating to the project will be made, and a sense of confidence that the project is supported by the organisation.</p>	<p>For some projects an elaborate decision-making and governance structure will be in place from the beginning. For others, nothing will be in place.</p> <p>At a minimum, as a project manager you will need a supervisor or project sponsor, and a reference group comprised at least partly of stakeholders in the project.</p> <p>These arrangements can be informal, but they tend to be far more useful if they are formal. It is always a mistake (for you and for the project) to allow a project to progress without regular input and feedback from your sponsor/supervisor and from stakeholders.</p>

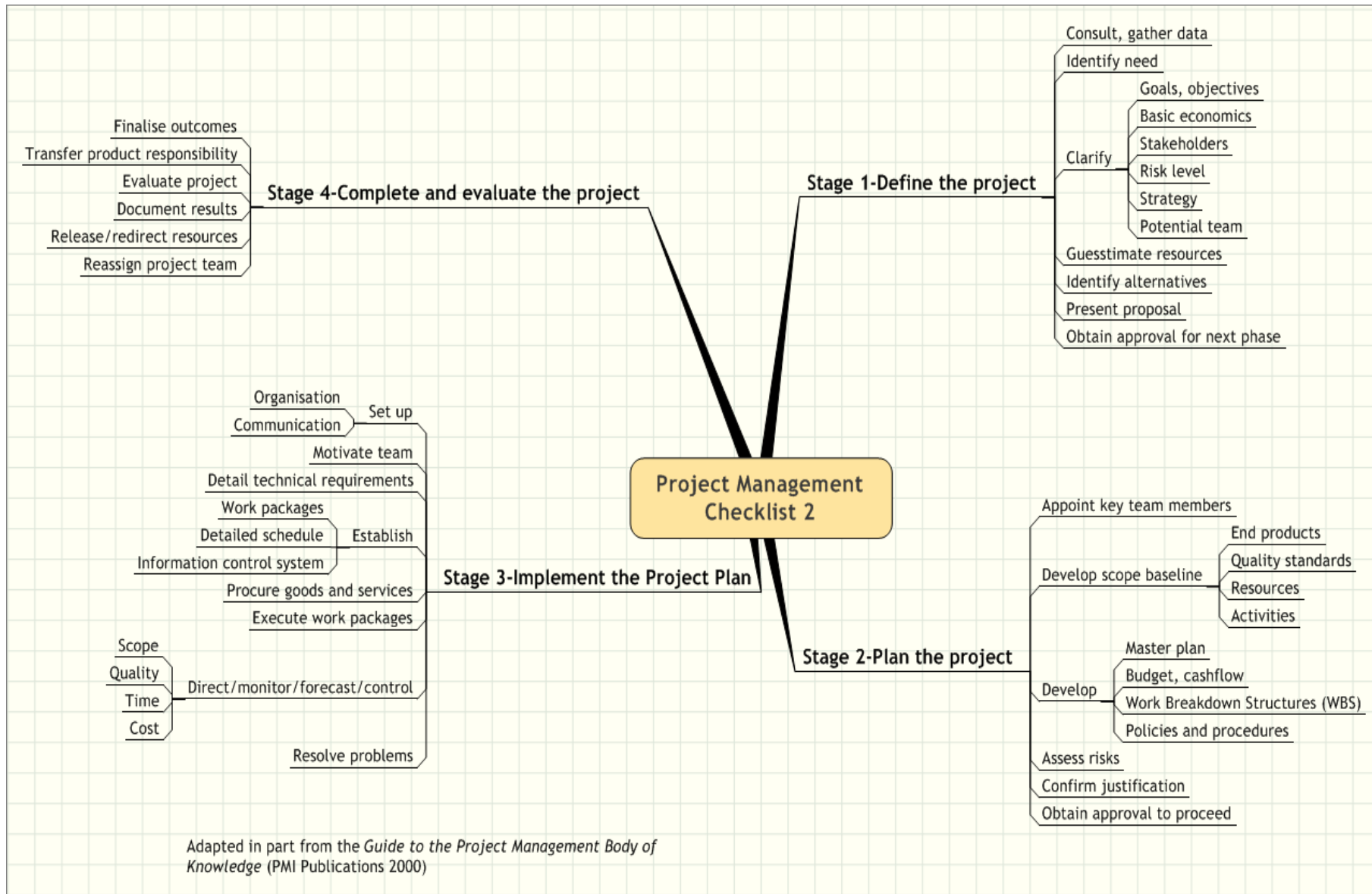
GUIDELINES (cont.)

<p>5 Prepare a Project Plan</p>	<p>A detailed, clear and public schedule for project activity and expenditure.</p> <p>A clear understanding of the detail of work involved in the project</p> <p>A base-line against which you can measure progress and manage change to the scope (or other elements) of your project.</p>	<p>A good plan, developed by the project manager with input from key stakeholders, is essential. The nature of a project plan will vary from project to project but will normally include:</p> <ul style="list-style-type: none"> • A clear statement of project objectives. • Project assumptions and risks. • Project milestones. • A Work Breakdown Structure for the project. • Details of resources required – HR, equipment, supplies. • Budget details. • Details of proposed assessment and review procedures. <p>Your project plan must remain a 'live' document, and be amended and updated throughout the life of your project. Significant changes to your plan should be approved by your project sponsor or project board.</p>
<p>6 Organise the resources you need to achieve your objectives</p>	<p>Confidence that you have the resources – HR, office space, equipment, supplies, budget etc – to successfully implement your project plan.</p>	<p>In most projects, getting the right people, equipment, space etc together is an ongoing challenge throughout the project. It is unlikely that you will have everything in place before you launch into implementation, but the more effort you put in at this time, the easier things will be for you later.</p>
<p>7 Implement your Project Plan</p>	<p>Achieve the outcome/s for which your project was created.</p>	<p>This is usually the high activity, high expenditure phase of project. Use the Project Management Institute (PMI) body of knowledge headings as a framework to manage your thinking. Ask yourself if there is anything you need to be doing today/this week/this month about the <i>integration, scope, time, cost, quality, human resources, communications, risk, or procurement</i> components of the project.</p>
<p>8 Review progress</p>	<p>Confidence that your project is progressing according to plan, that your project objectives remain valid and realistic, and that project stakeholders remain 'in the loop'.</p>	<p>It is important that your project sponsor, project board and other stakeholders remain involved in your project throughout its lifecycle. A structured review process, with dates and objectives determined early in the project, is a very effective way of ensuring this.</p>
<p>9 Close the project, and evaluate process and outcomes</p>	<p>Documentation of results of the project, and recommendations for the future.</p> <p>Closing of budgets, contractual arrangements etc.</p> <p>Formal transfer of responsibility of those responsible for ongoing management of the project's outcomes.</p> <p>Reassignment of project staff.</p> <p>Formal acknowledgement of those involved in the project.</p> <p>An opportunity for you and your organisation to learn from your experience.</p>	<p>This stage is managed very poorly in most projects, mainly because everybody is in 'moving on' mode. You should at least:</p> <ul style="list-style-type: none"> • If you have been managing a project team, deal sensitively and professionally with any issues your team members might now be facing – redeployment, redundancy etc. Your own future may not be clear, but as project manager you have a specific responsibility to your team. • Close off all budget, contractual and other administration matters. • Set up an opportunity to debrief the project. This could be with your project sponsor, project board, stakeholders, or, if possible, all of these. Both you and your organisation will benefit from this.

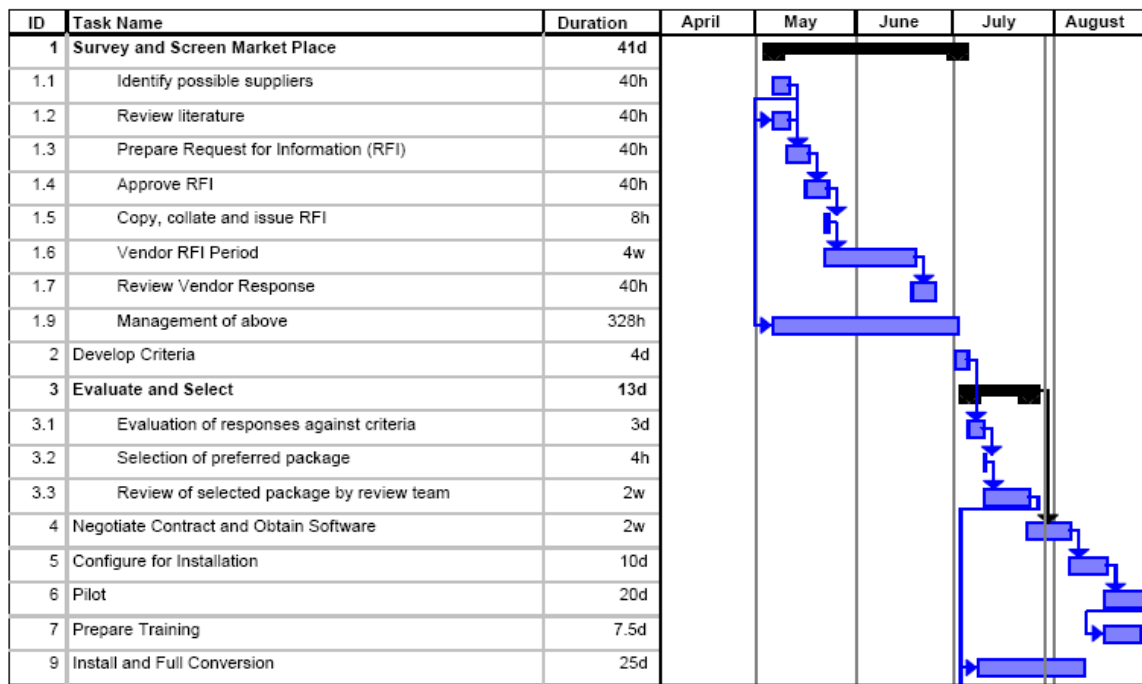
Appendix 1 – Project Management checklist – ongoing management (based on PMBOK knowledge areas)



Appendix 2 – Project Management checklist – project lifecycle



Appendix 3 – Sample Gantt chart



Appendix 4 - Reading List

- Baker S & K (2000) **The Complete Idiot's Guide to Project Management** Alpha Books
- Buttrick R (2000) **The Project Workout** Prentice Hall
- DeMarco T (1997) **The Deadline: A Novel About Project Management** Dorset House Publishing
- Greer M (2000) **The Project Manager's Partner: A Step by Step Guide to Project Management** 2nd edition HRD Press Inc
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- Kerzner, H (2001) **Project Management: A Systems Approach to Planning, Scheduling, and Controlling** Wiley
- Krause D (1997) **The Way of the Leader** Nicholas Brealey Publishing
- Lientz BP (2001) **Project Management for the 21st Century** Academic
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- McConnell S (1998) **Software Project Survival Guide** Microsoft Press
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- Meredith JR, Mantel SJ (2000) **Project Management** Wiley
- Michael N (1991) **Basic Project Management: How to Make it Work in Your Organisation** Reed
- Project Management Institute (2000) **A Guide to the Project Management Body of Knowledge (PMBOK)** PMI Publications
- Spinner MP (1992) **Elements of Project Management, Plan, Schedule and Control** Prentice Hall
- Turner R (1995) **The Commercial Project Manager** McGraw Hill
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- Wysocki R, Beck R, Crane D (2000) **Effective Project Management** Wiley
- Wysocki R (2001) **The World Class Project Manager: A Professional Development Guide** Perseus
- Yeates D, Cadle J (1996) **Project Management for Information Systems** 2nd edition Pitman
- Young TL (2000) **Successful Project Management** Kogan Page

Journals

PM Network

Project Management Journal

International Journal of Project Management

Project Manager Today

Websites

APM <http://www.apm.org.uk/>

PMI <http://www.pmi.org/>

IPMA <http://www.ipma.ch/>