



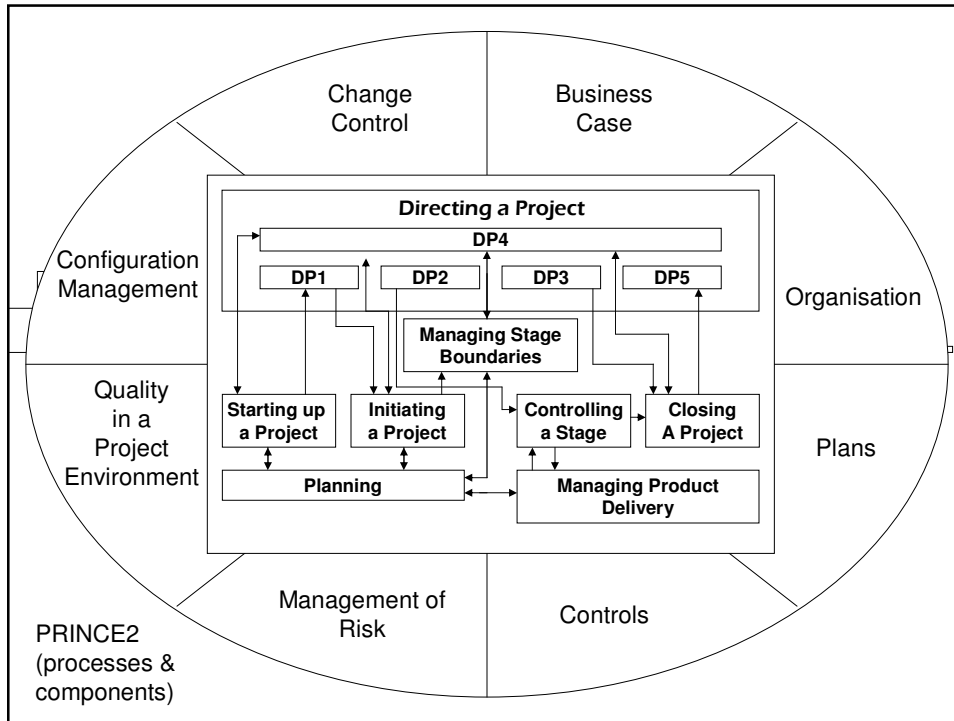
Project Management The Process

The University of Nottingham
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Workshop Objectives

- What is project management
- Project leadership
- Project preparation
- Project planning
- Critical Path Analysis
- Project start-up and control
- Project close



Project definition

A project is a collection of linked activities, carried out in an organised manner, with a clearly defined START point and END POINT to achieve some specific results desired to satisfy the strategic needs of the organisation at the current time.



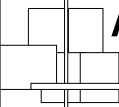
Skills required to Project Manage

- Planning ability
- Communication skills
- Leadership
- Motivation
- Coaching skills
- Time management
- Team Management




Project Management

- Three main aspects
 - Ensuring all tasks defined and completed on time
 - Ensuring work coordinated and fairly distributed
 - Ensuring that all team members understand their roles and responsibilities



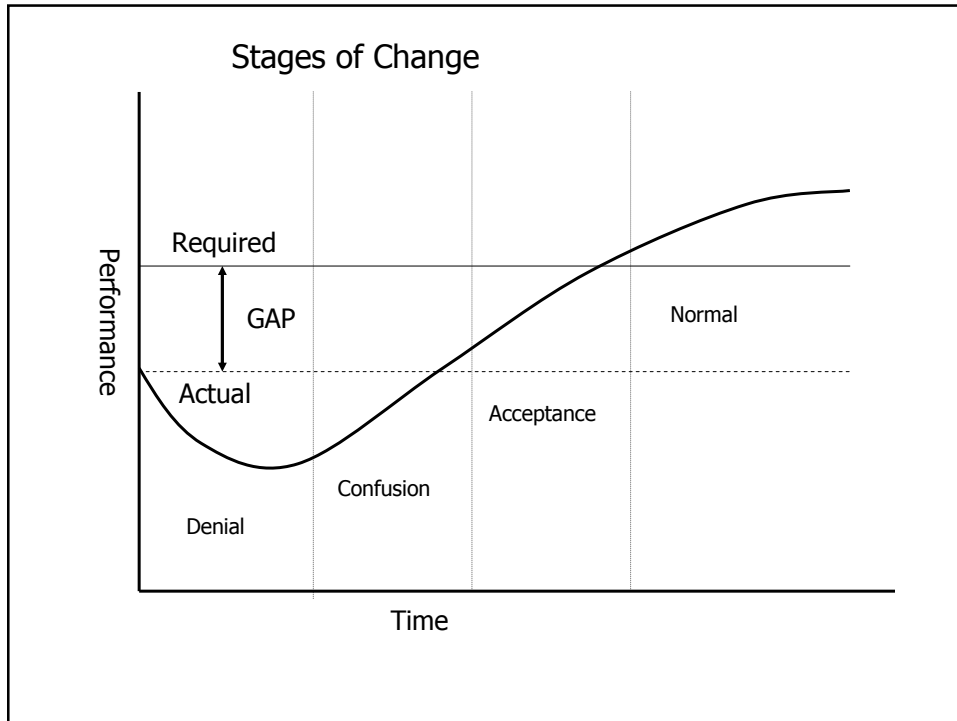
A project!

"Lego Man"



Project Preparation

- Clear understanding of what is really required by everyone
- Who is the REAL customer?
- Who are the end users?
- What are the customer needs?
- What are the project constraints?
 - Financial, time, quality



Factors Affecting Success of Planned Change

		Problem/Need	
		Agreement	Disagreement
Solution/Change	Agreement	Highest Chance Of Success	Low Chance of Success
	Disagreement	Medium Chance Of Success	Lowest Chance Of Success



Project Preparation

- Documentation
- Project file
 - Background information
 - Project definition
 - Project plans and schedules
 - Execution and implementation
 - Project closure
 - Project log book



Project Preparation

- Project definition – What do you need to record to define a project? Write down what you consider is essential information to get stakeholder approval of the project definition.



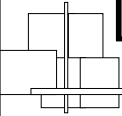
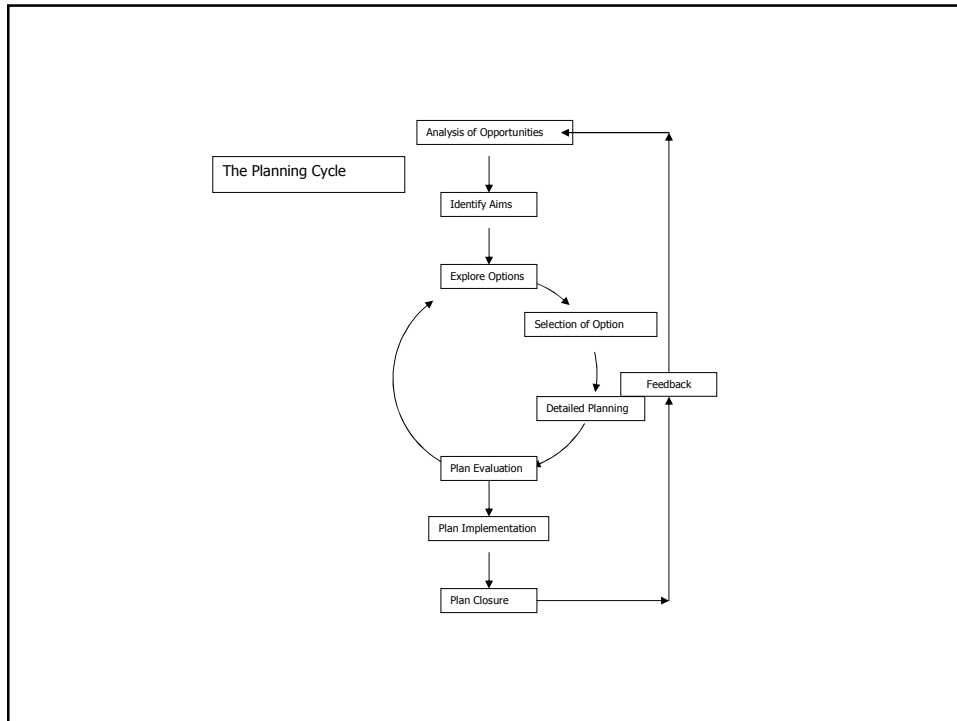
Project Preparation

- Project definition
 - Project organisation chart – people involved
 - Statement of requirements
 - Stakeholder list
 - Project objectives statement
 - Scope of work statement
 - Risk assessment



Project Planning

- What actions need to be done?
- When are these actions going to be done?
- Who is going to do them?
- What resources are required?
- What is not going to be done?

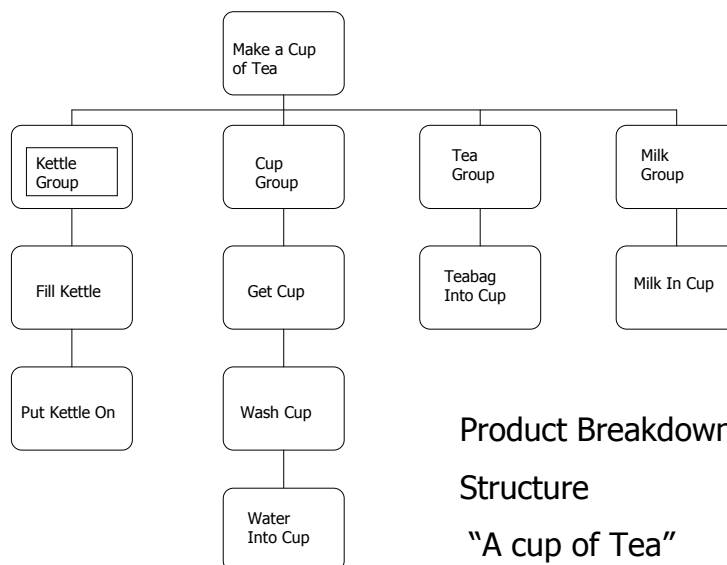


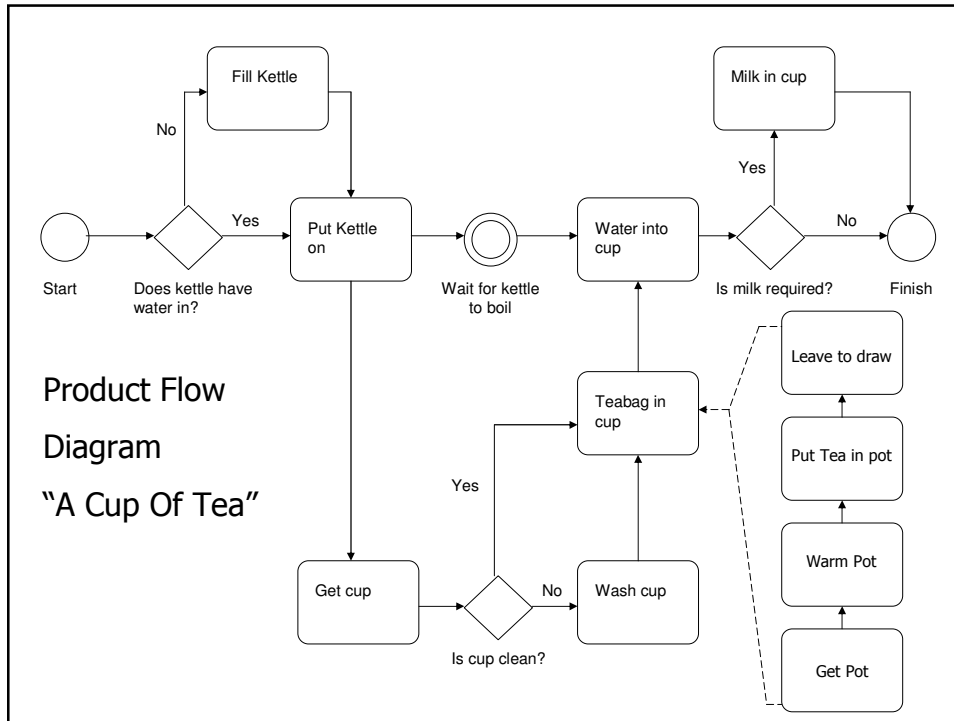
Lets make a cup of Tea

Or coffee.....?

Making a cup of tea

- Map out the process of making a cup of tea
- Use flip chart and/or post-it notes to show the stages, decision points etc.





Project Planning

- Project logic diagram
 - Identify the key stages (tasks) – brainstorm 30 to 100 depending on project size
 - Use Key stages (avoiding real time or dates or assigning people to tasks) to “taskboard” the project



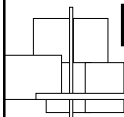
Project Planning

- WBS or work breakdown structure
- Allocating responsibility
- Estimating (time and resource)
- PERT critical path analysis technique
- GANNT chart
- Other tools



A Project!

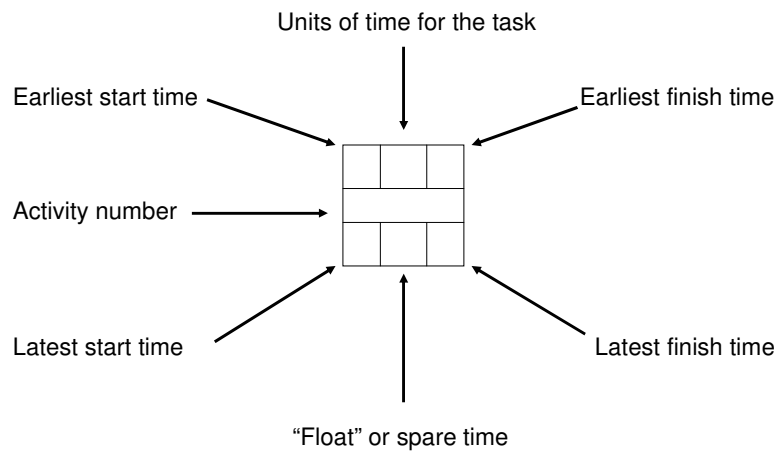
“The Petrol Station”

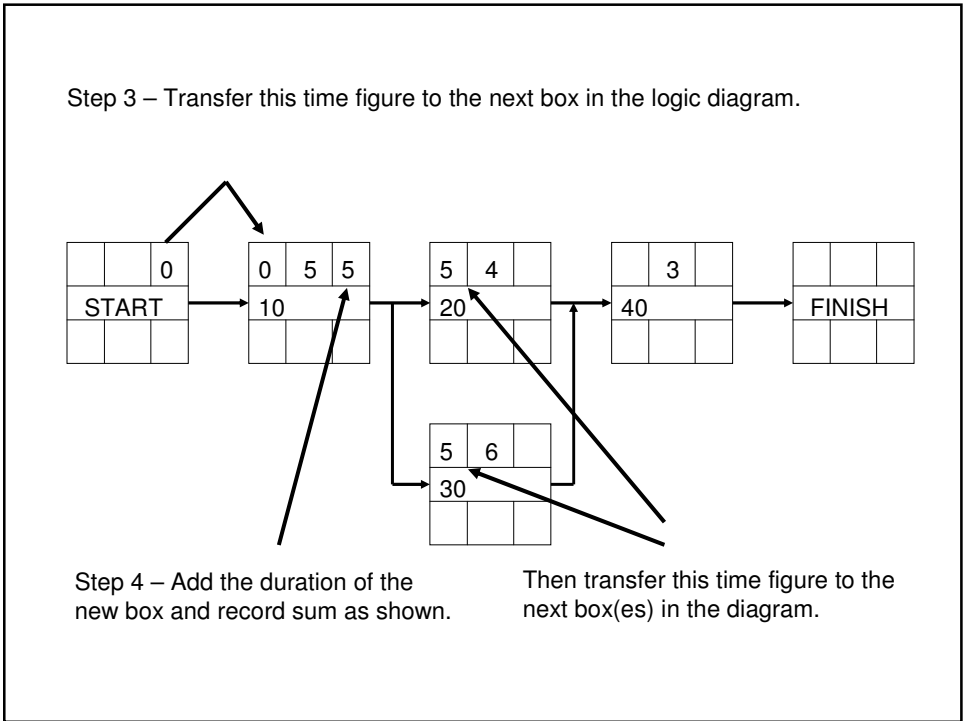
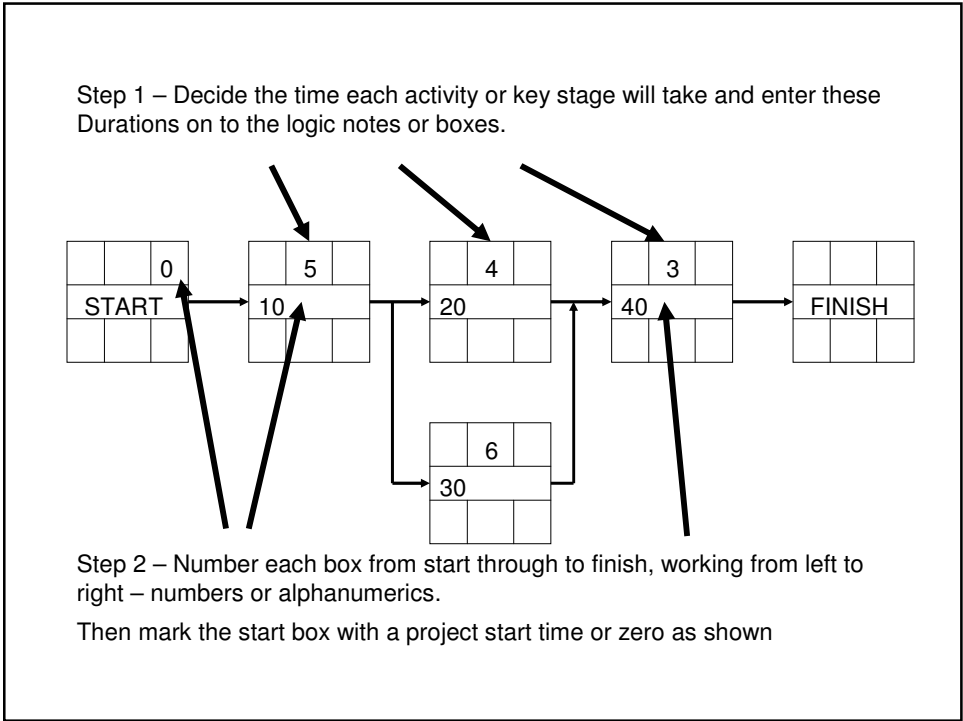


Project Logic Diagrams

Critical Path Analysis

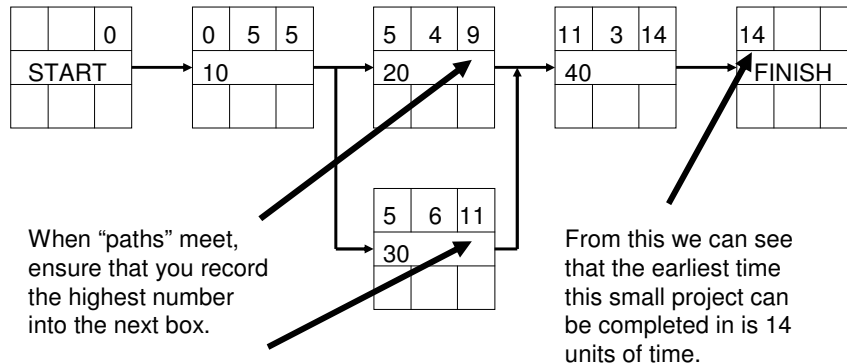
One method of planning projects and identifying the critical path is to use "logic boxes" and project logic diagrams.



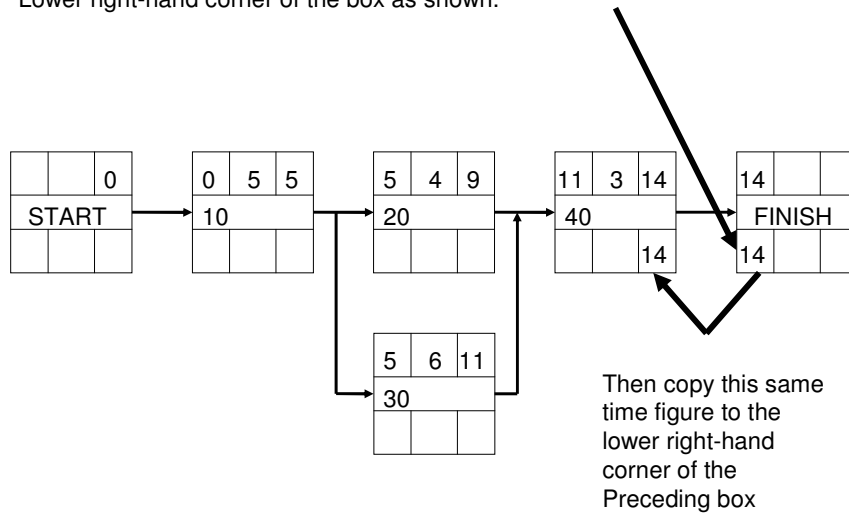


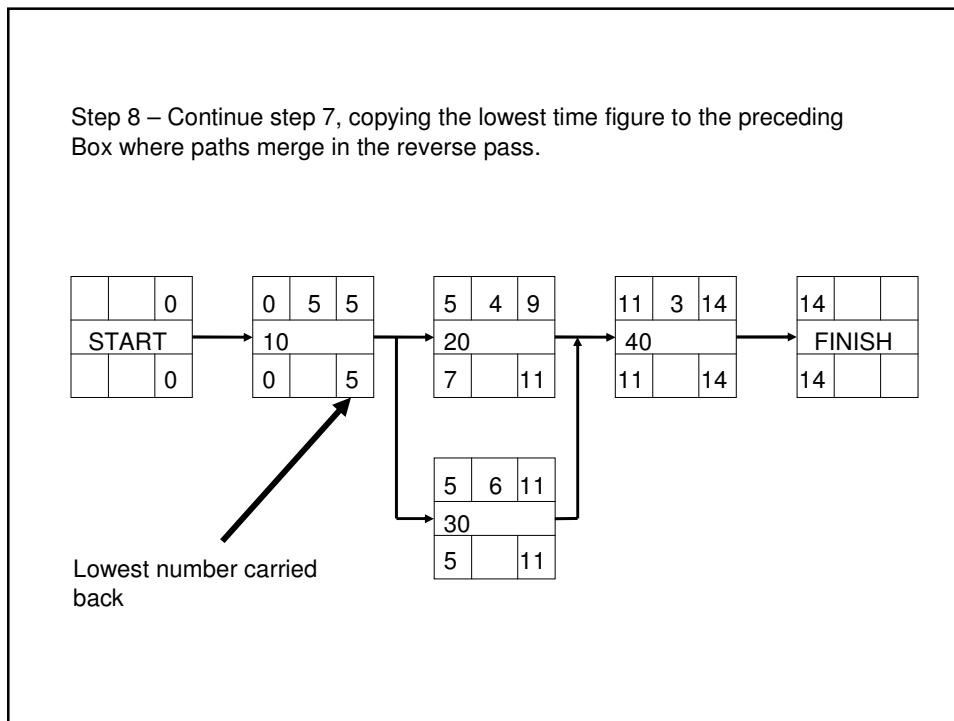
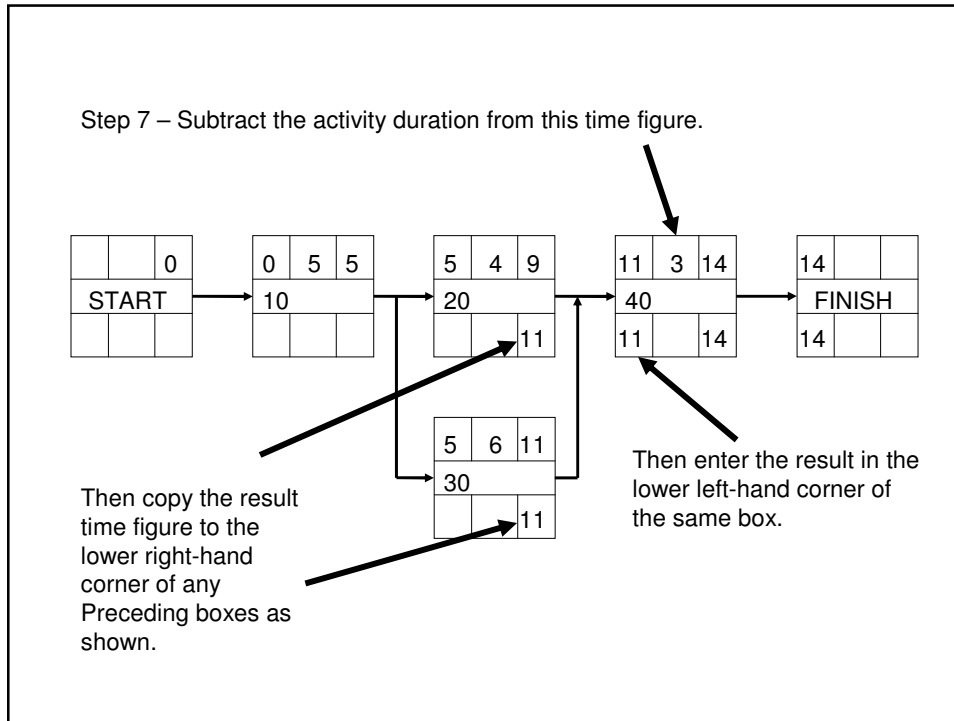
Step 5 – Repeat step 4, working through the logic diagram from left to right.

The completed forward pass analysis now looks like this:



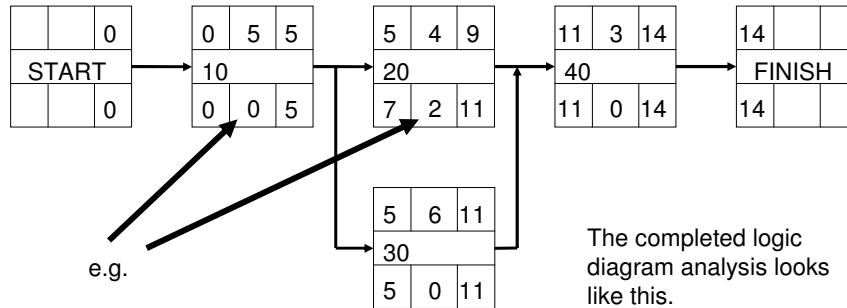
Step 6 – The whole process is now reversed. Transfer the finish time to the Lower right-hand corner of the box as shown.



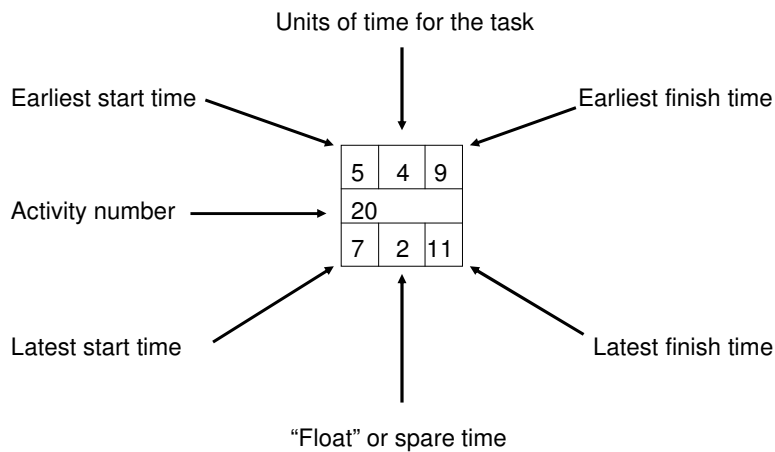


Step 9 – Calculate the “float” or spare time for each task.

Look at each box and record the difference between the figures in the upper and lower left-hand corners and the figures in the upper and lower right-hand corners, using the lower middle part of the box.

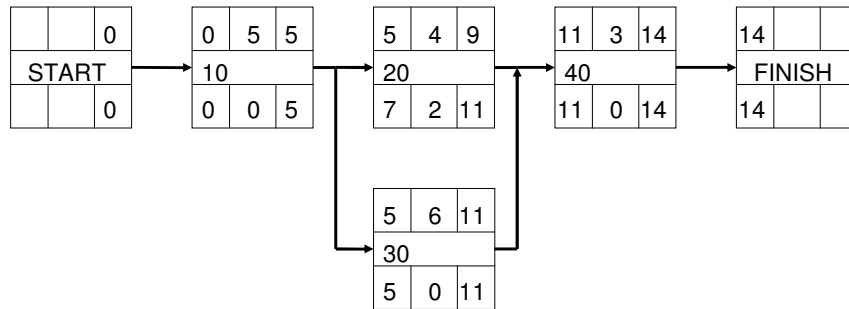


Each box now contains information about each activity or key stage of the Project.



Step 10 – The Critical Path.

The activities that have zero float time form the critical path through the Project.



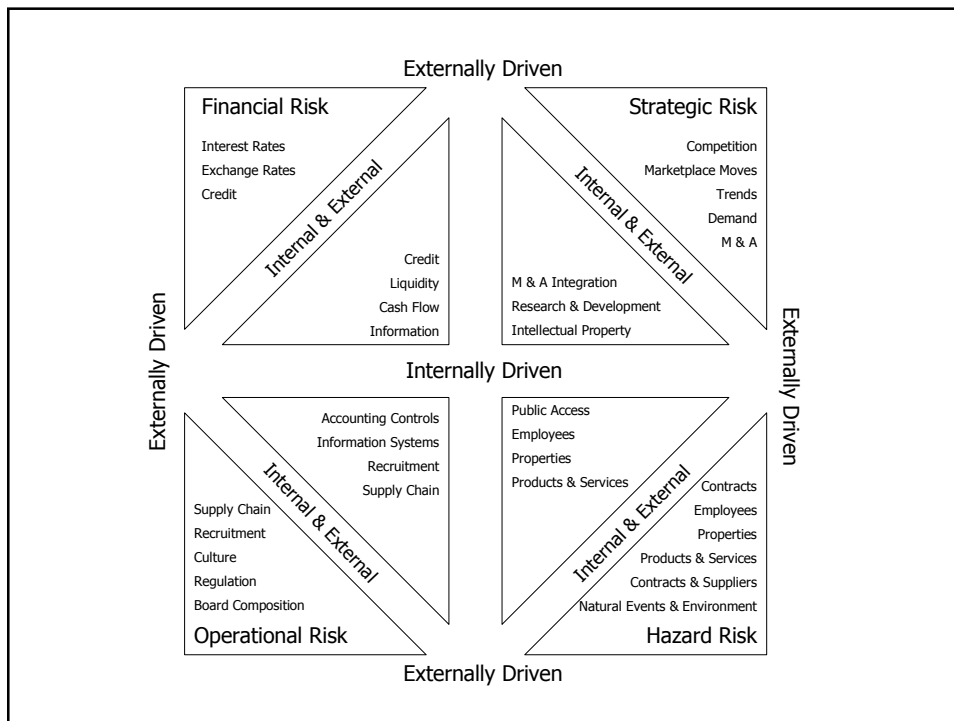
Project Start-up and Control

- Confirmation of all resources
- Milestones
- Effective communication
- Project status reports
- Meetings, bloody meetings!
- Handling change

Key Risks

- Externally driven
- Internally driven

- Financial Risks
- Strategic Risks
- Operational Risks
- Hazard Risks





Financial Risks

- Externally Driven
 - Interest rates
 - Foreign Exchange
 - Credit
- Internally Driven
 - Liquidity
 - Cash Flow



Strategic Risks

- Externally Driven
 - Competition
 - Customer Changes
 - Industry Changes
 - Customer Demand
- Internally Driven
 - M & A Integration



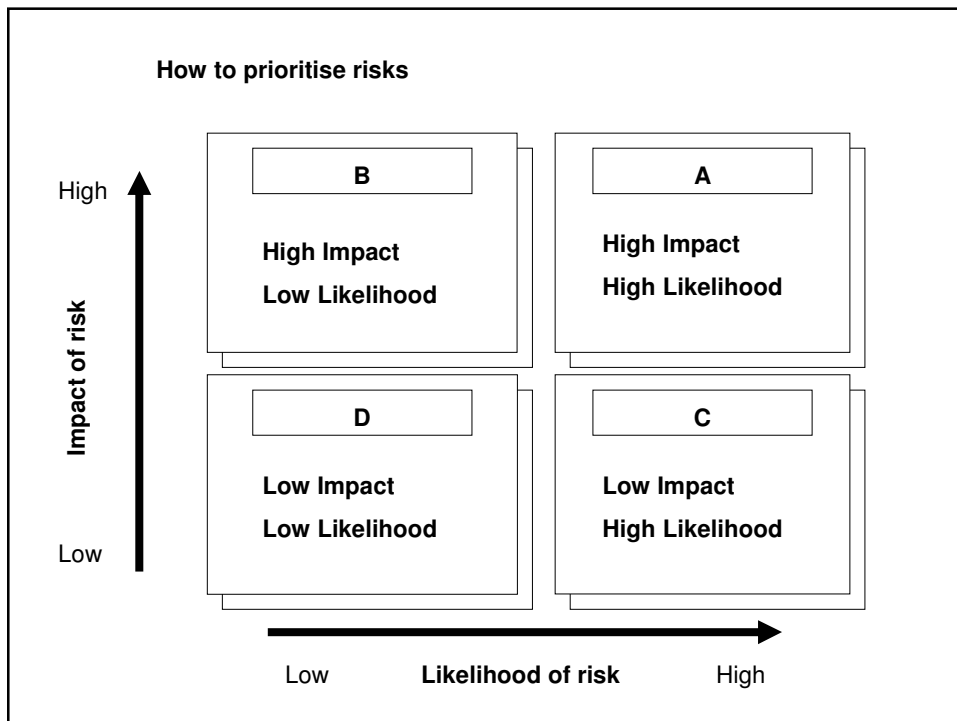
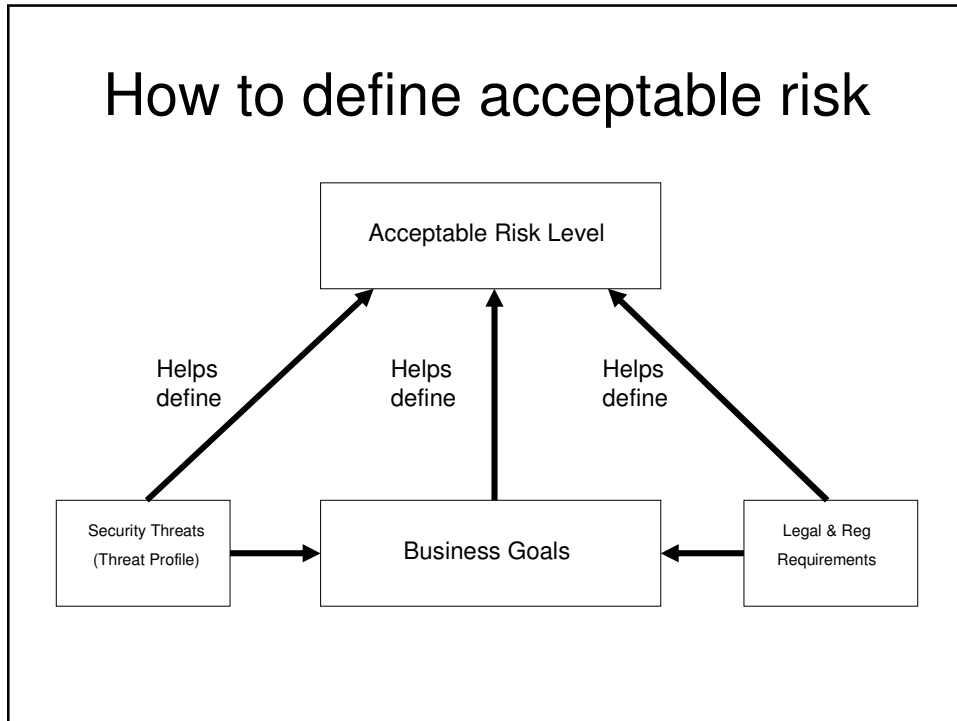
Operational Risks

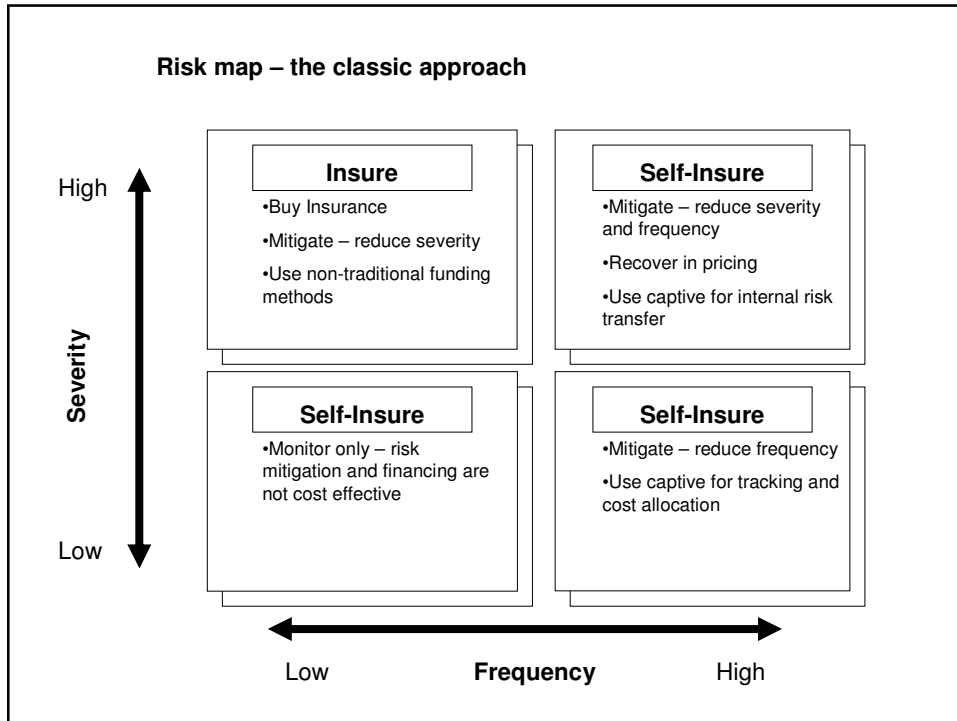
- Externally Driven
 - Regulation
 - Culture
 - Board Composition
- Internally Driven
 - Accounting Controls
 - Information Systems
 - Recruitment
 - Supply chain



Hazard Risks

- Externally Driven
 - Environment
 - Suppliers
 - Natural Events
 - Contracts
- Internally Driven
 - Public access
 - Employees
 - Properties
 - Products & Services





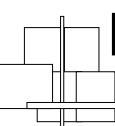
Project Close

- All tasks finished
- Specific deliverables finished
- Testing programmes finished
- Training prepared/finished
- Equipment installed/operating
- Documentation manuals finished
- Staff training finished



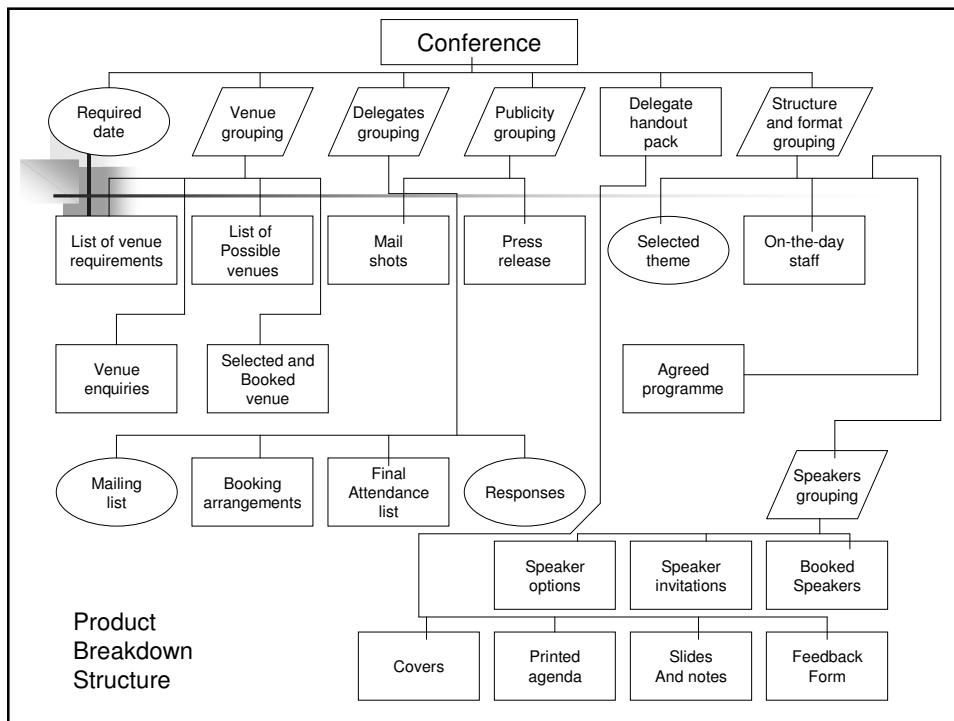
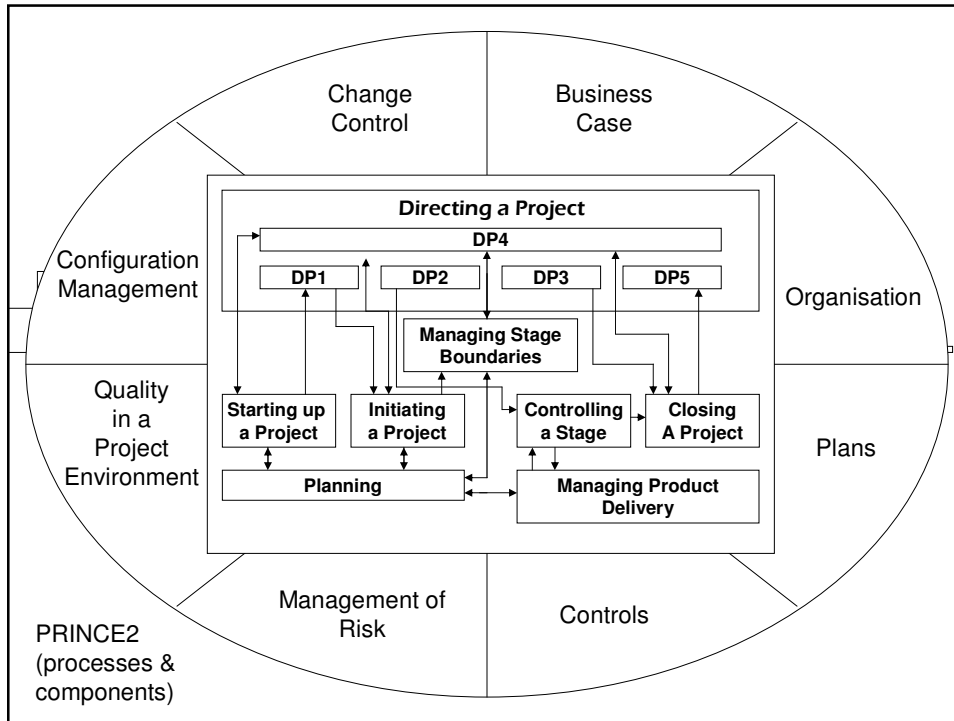
Project Close

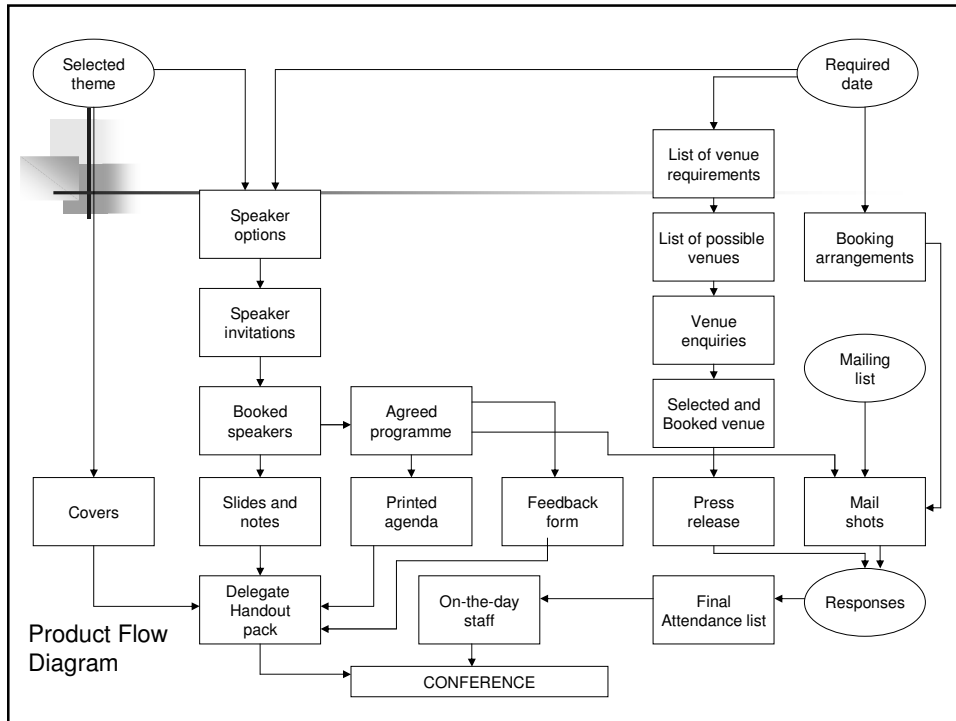
- An acceptance process
- Close out meeting
- Evaluation
- Do it all again!



Prince 2

Advanced Project Management





Workshop Summary

- What is project management
- Project leadership
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