


BJSL Training Ltd.

Project Management for Non-Project Managers

Venue / Course Logistics

 Fire	 Toilets	 Security	 Breaks / meals
 Timings	 Materials	 Additional support	 Mobile phones

Delegate Introductions



Share audience:

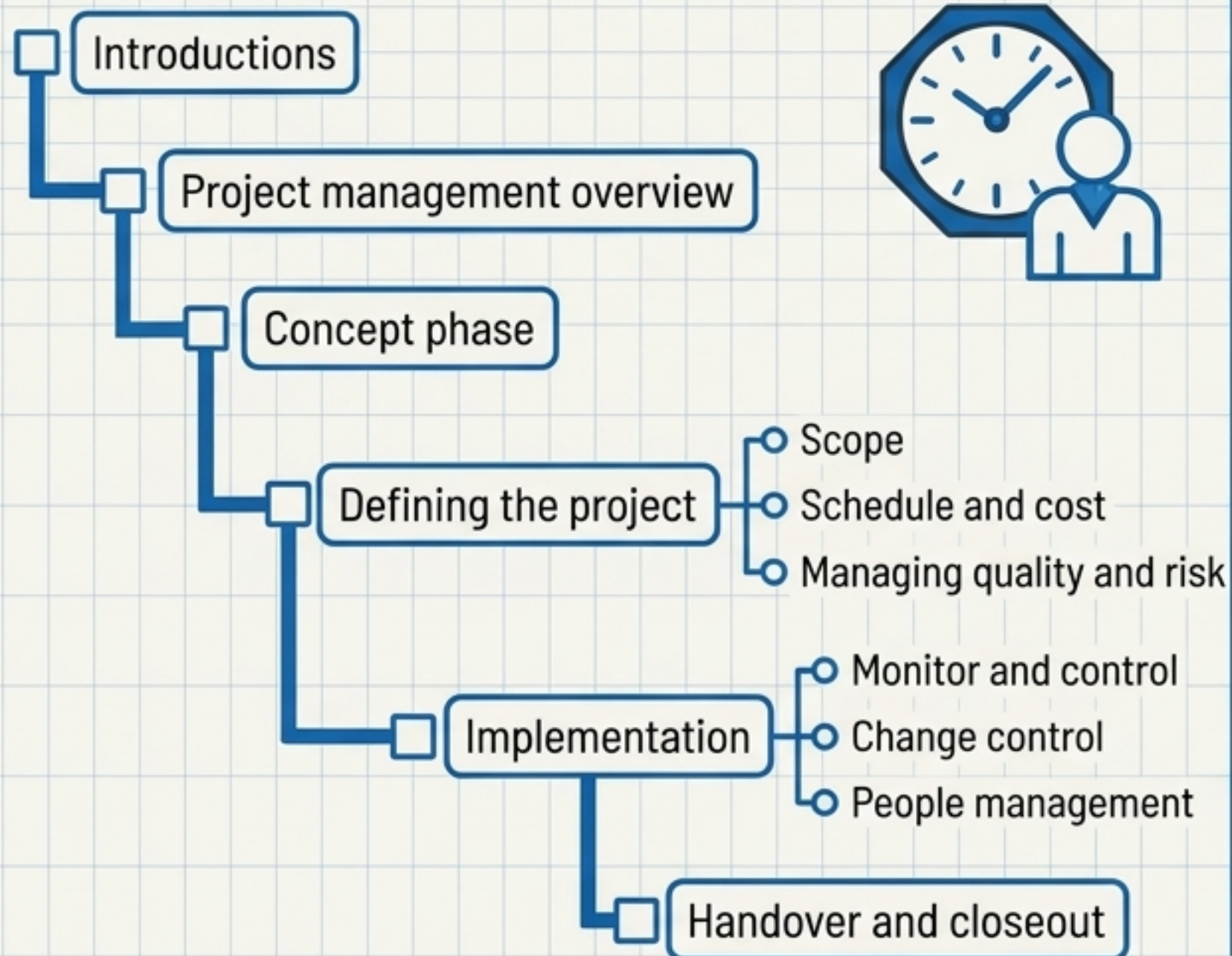
Name

Role

Objectives

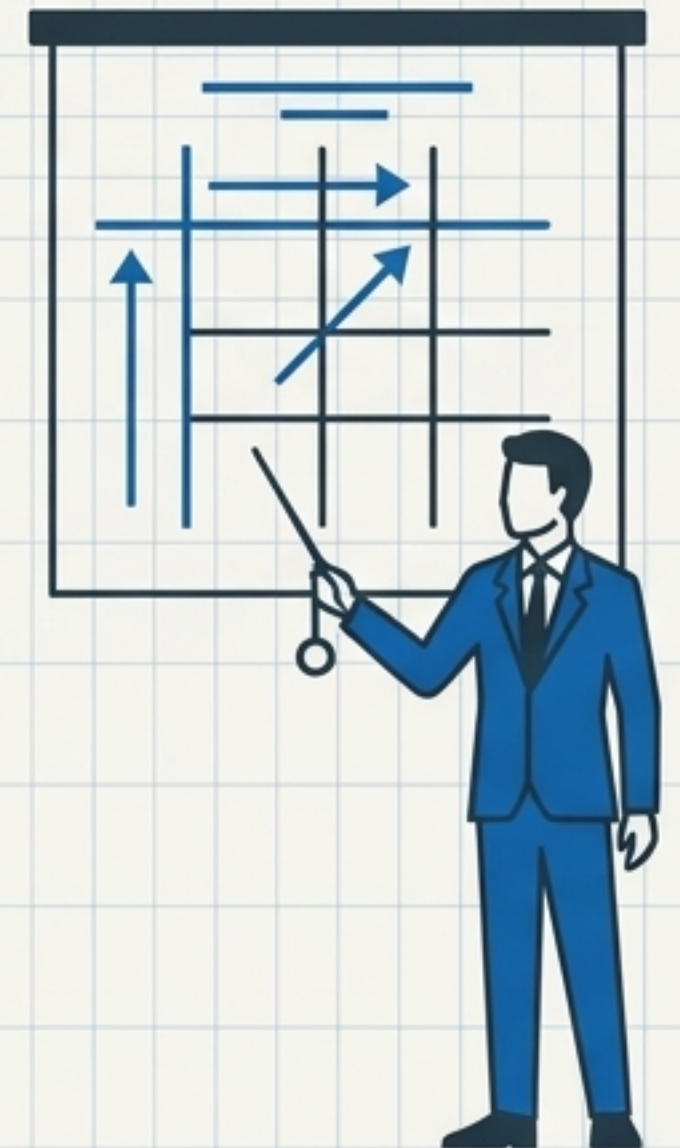
Setting the Blueprint: Agenda & Outcomes

Course Agenda



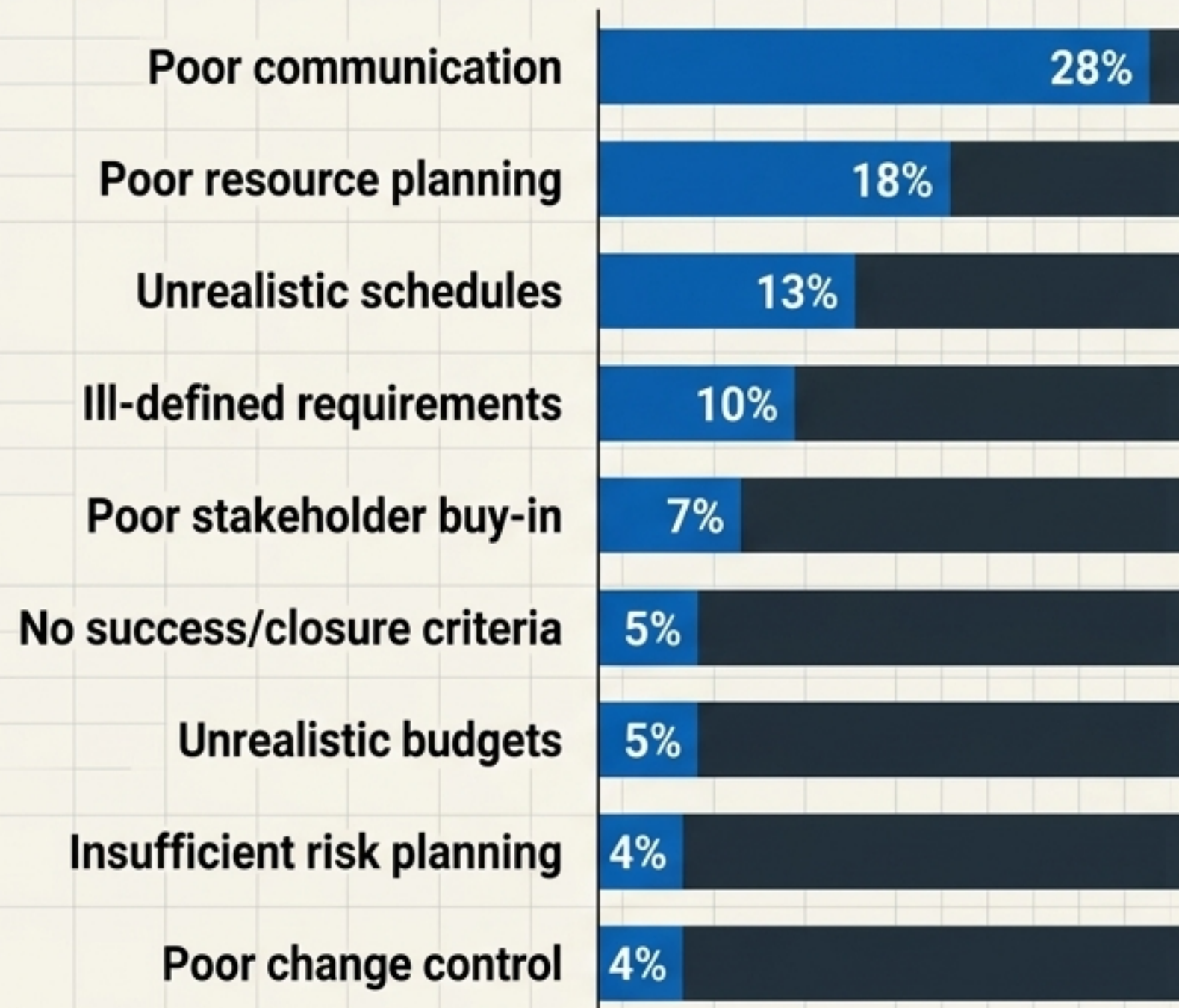
Learning Outcomes

- End Goal Deliverables**
- List the basic principles, tools and techniques of project management.
- Describe how project management processes are applied to projects.
- Apply the core principles of project management to a sample project.



Project Management Overview

Reasons for Project 'Failure'



Source: CTIA 2007

The Solution



What is a Project?

A unique transient endeavor undertaken to achieve a desired outcome. (APM BoK)



What is Project Management?

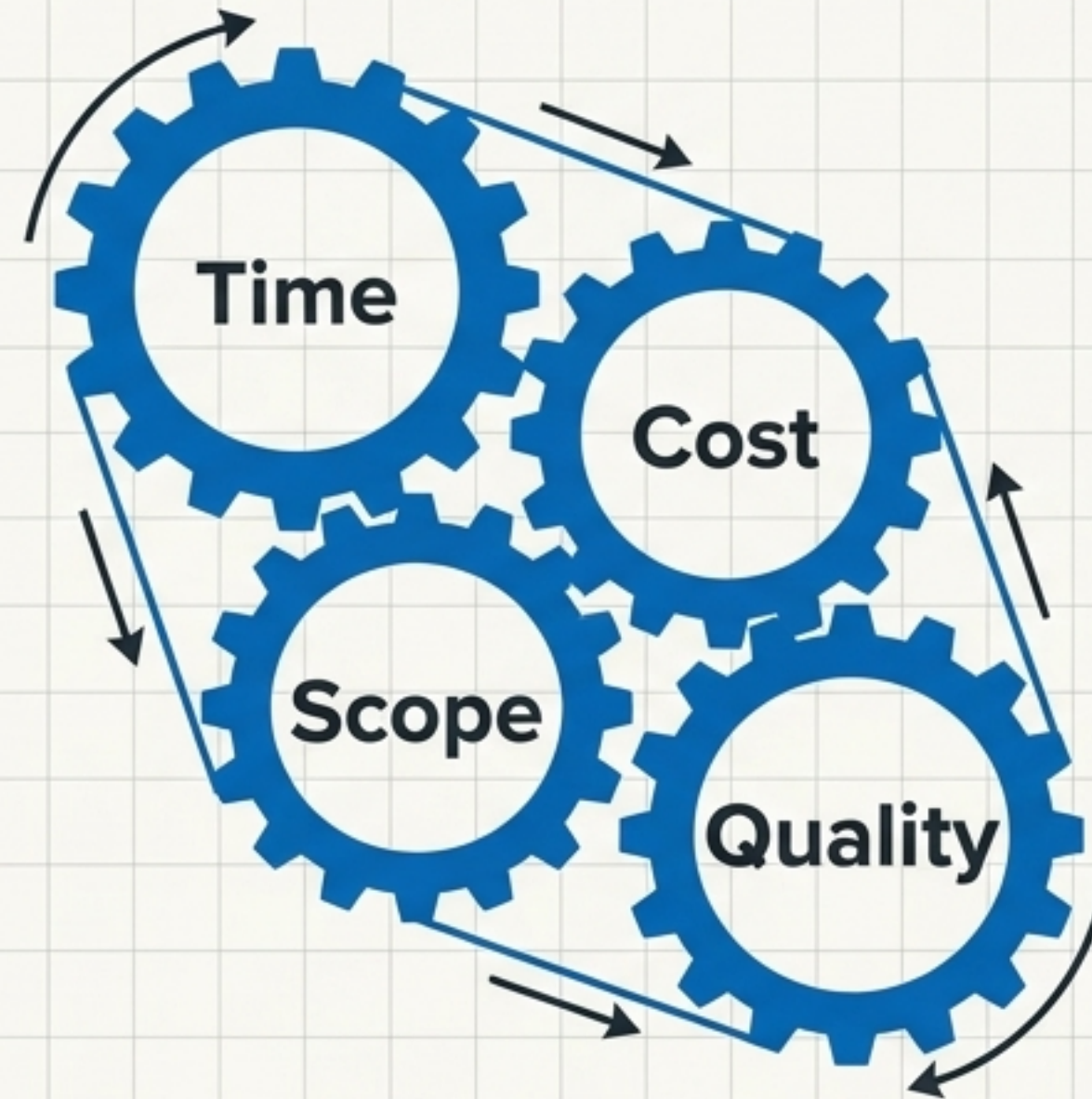
The process by which projects are defined, planned, monitored, controlled and delivered so that agreed benefits are realised. (APM BoK)

Diagnosing the Work: Constraints & Context

Projects vs. “Business-as-Usual” (BAU)

Project	BAU
Unique	Stable
Transient	Ongoing
Specific outcomes	Repetitive

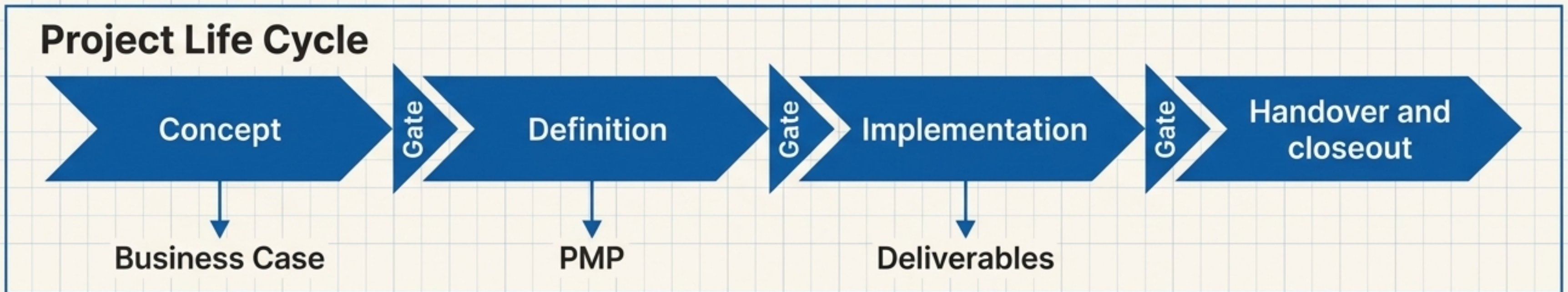
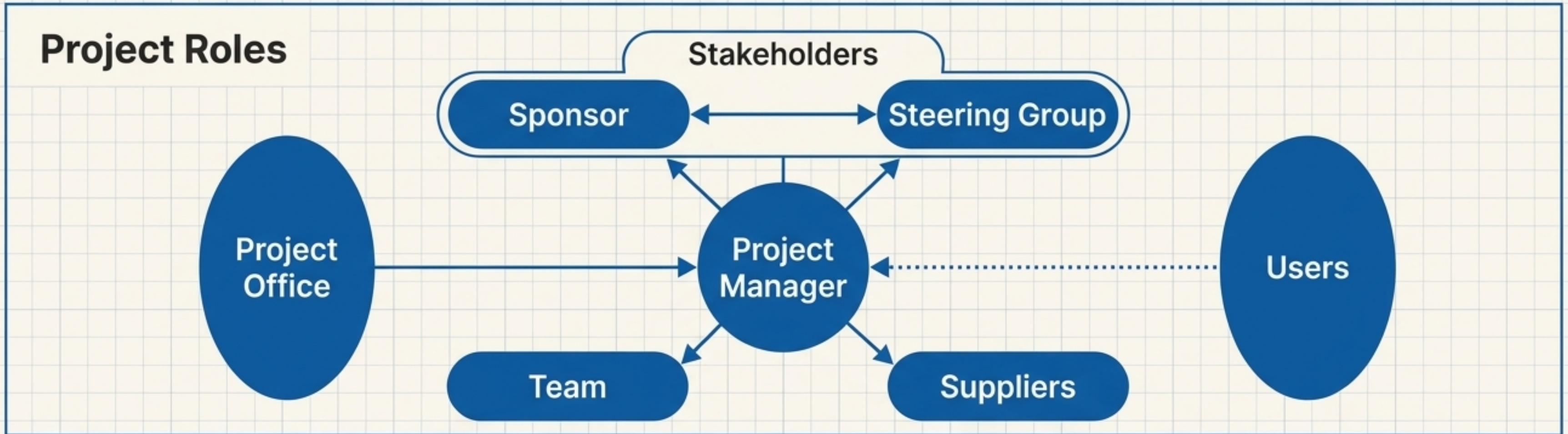
“Triple Constraints”



Also:

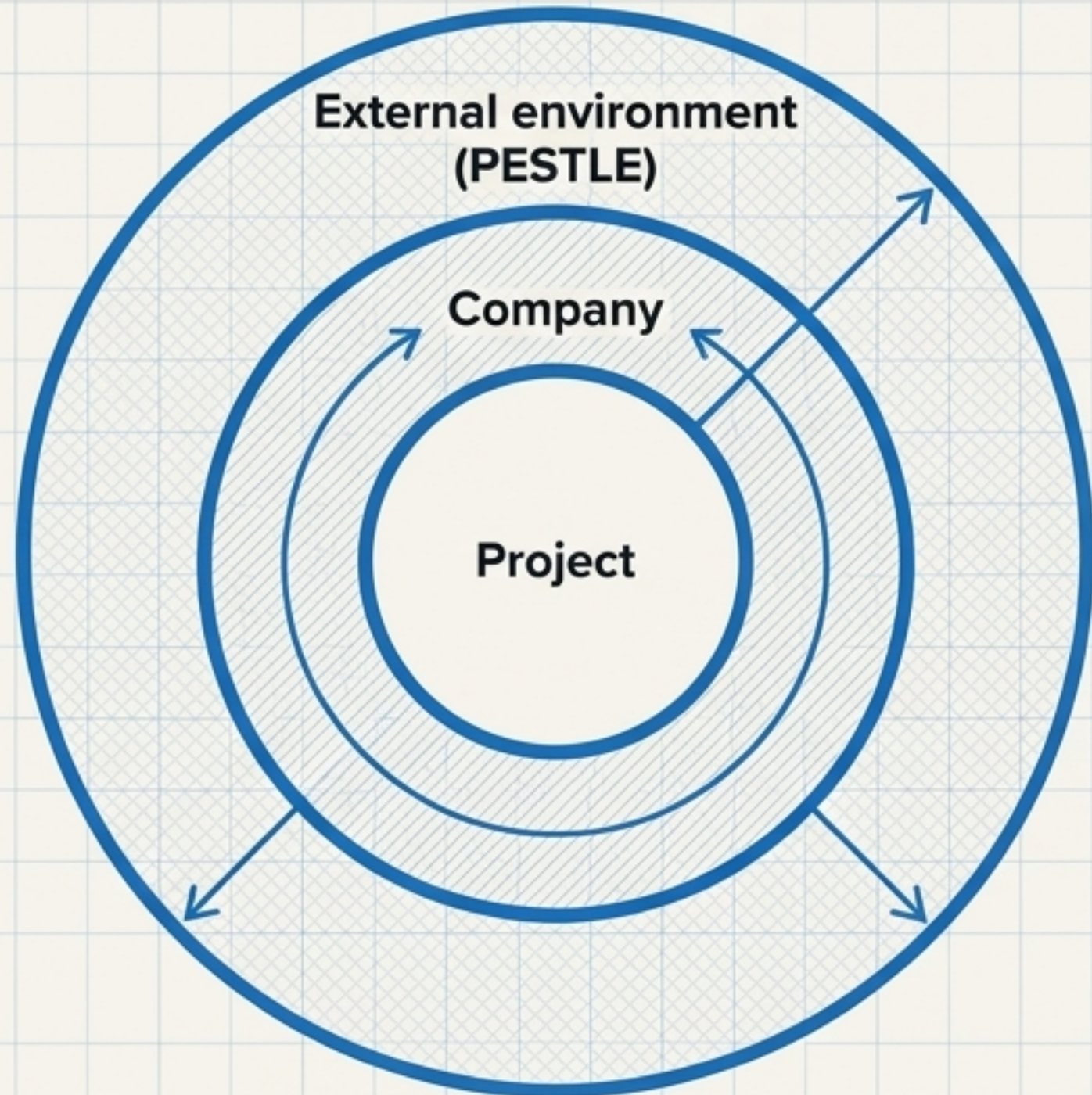
- Benefits
- Risk
- Safety
- Resources

The Blueprint Structure: Roles & Timing



Concept Phase: Project Context

Project Context



PESTLE Analysis



- Project context
- Stakeholders
- Success and benefits
- Business case

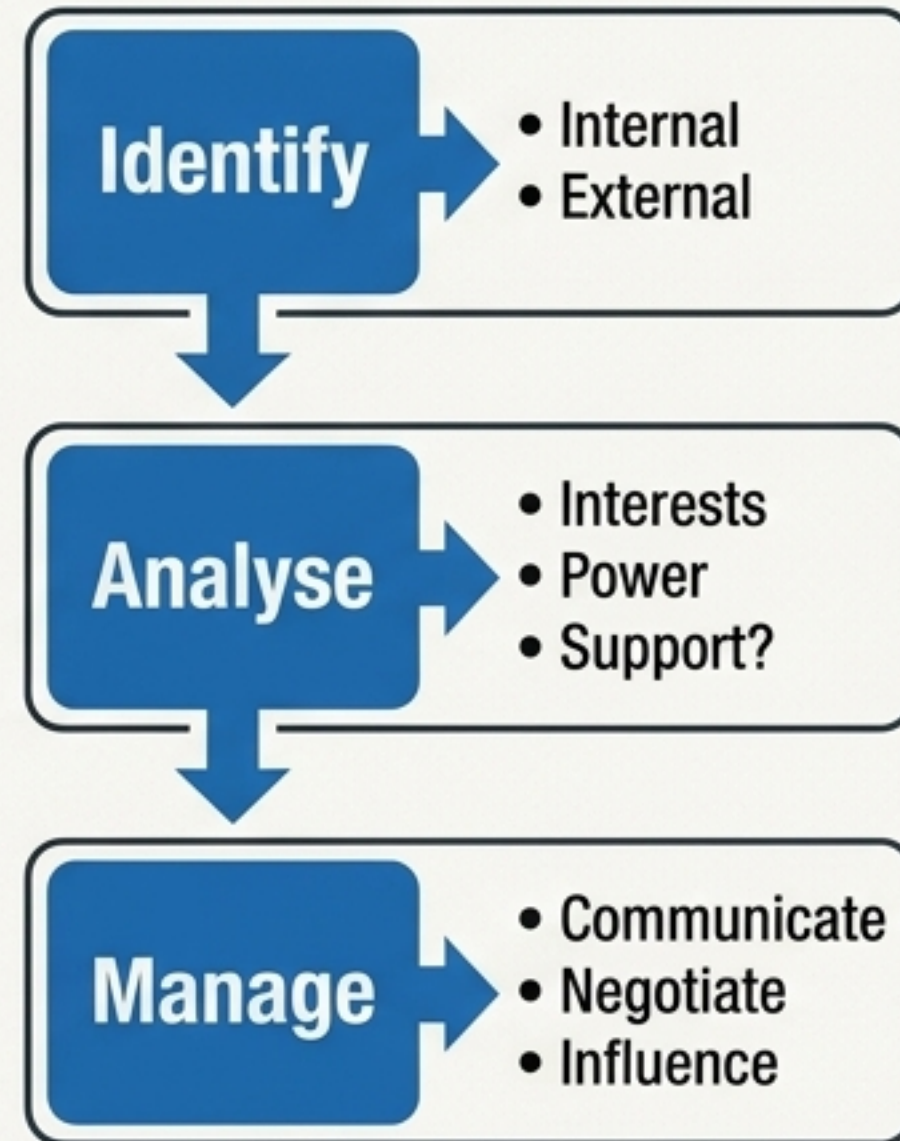


Concept Phase: Stakeholders

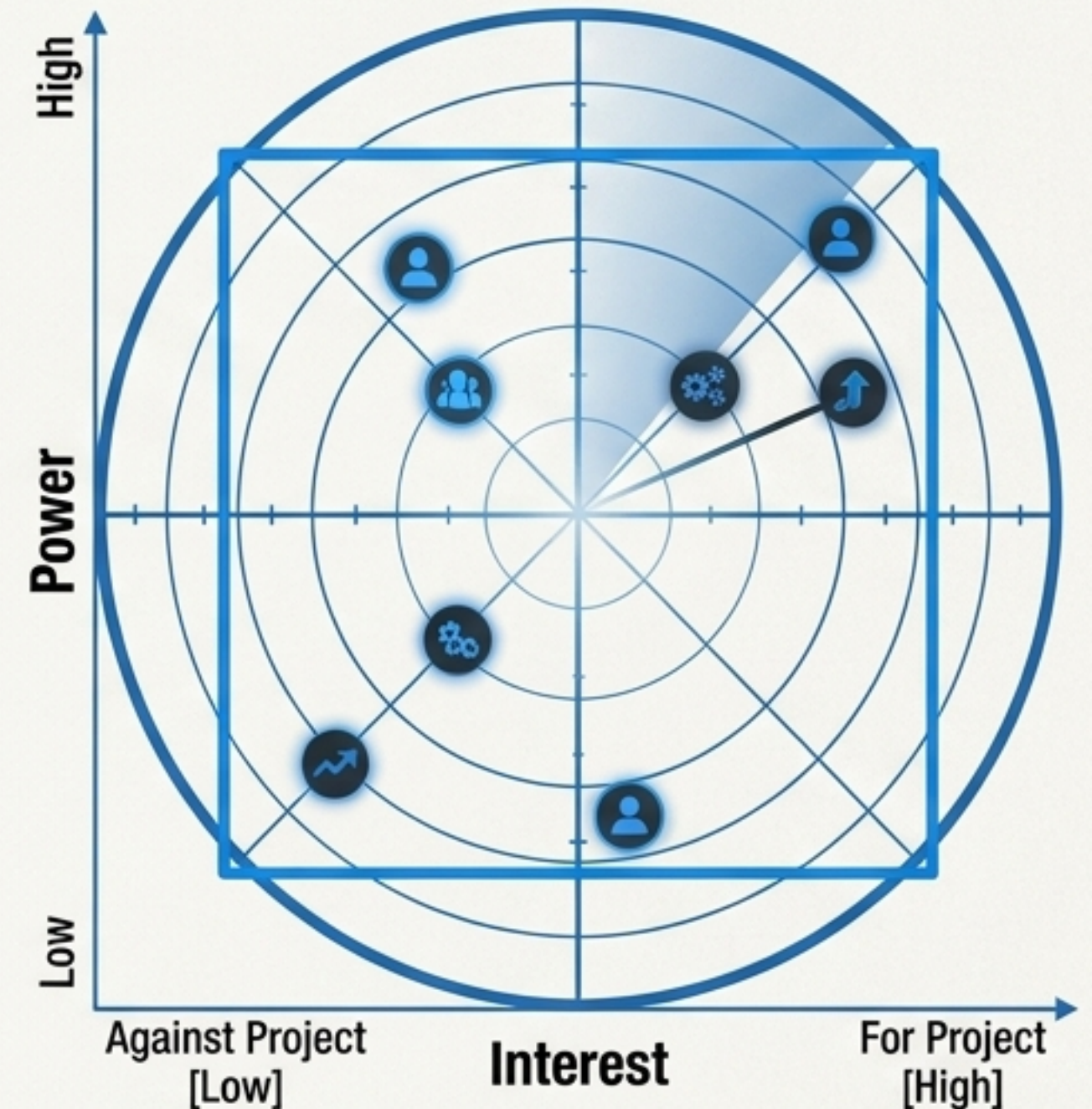
The organisations or people who have an interest or role in the project or are impacted by the project.



Stakeholder Management

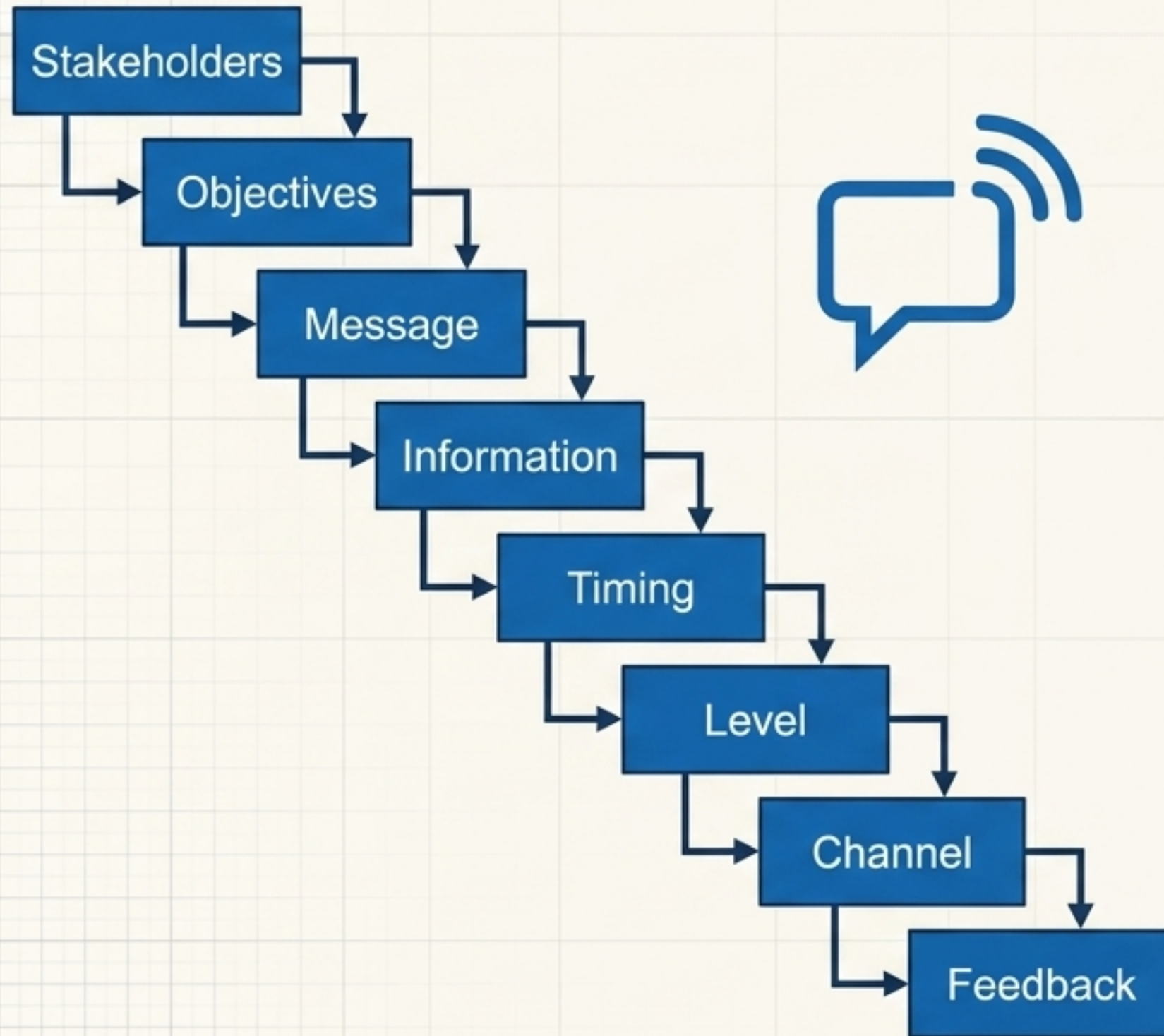


Stakeholder Grid



Concept Phase: Communication & Success Metrics

Stakeholder Communication Plan

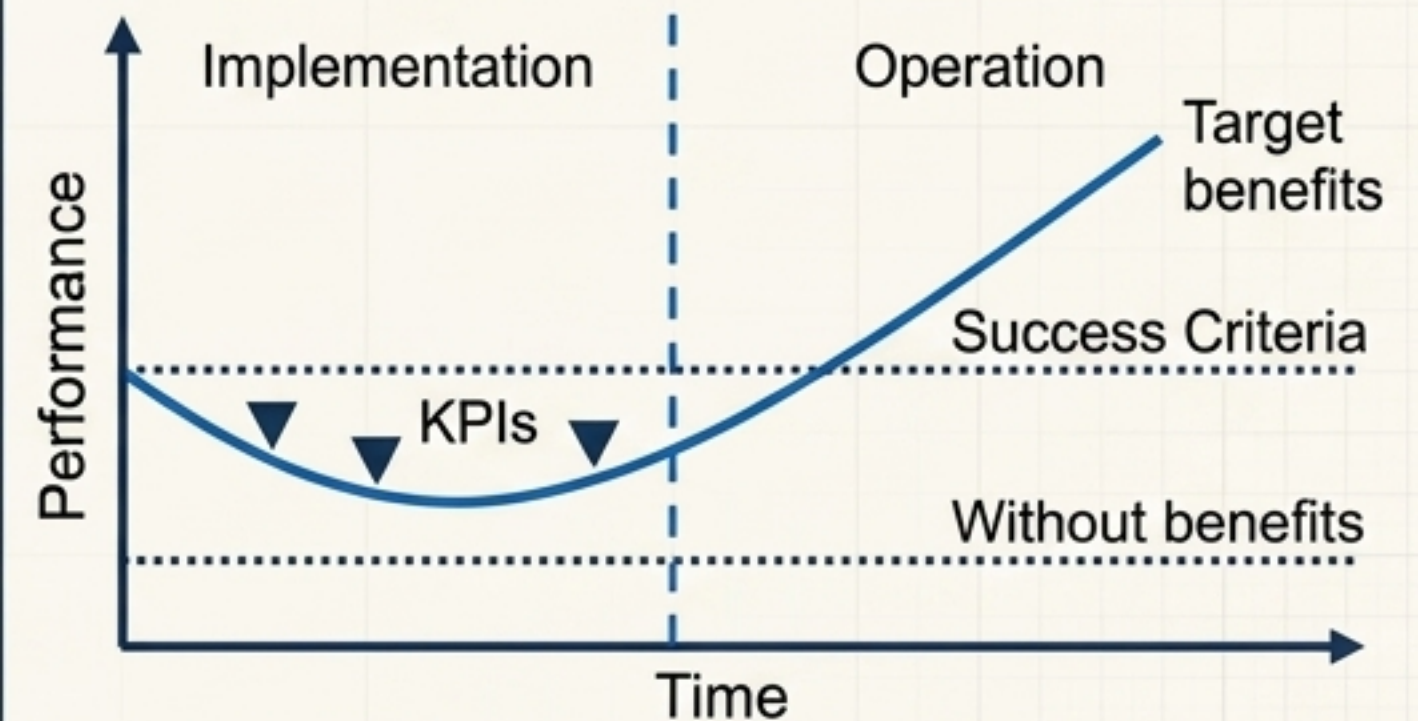


What is “Success”?

- ✓ Delivery on time
- ✓ Delivery within budget
- ✓ Meets quality expectations
- ✓ Happy team
- ✓ Delivers benefits
- ✓ Satisfied customer
- ✓ Repeat business



KPIs – Success Criteria – Benefits



Concept Phase: Value Justification

Benefits

Quantitative

- Market share
- Profit
- Turnover
- Output



Qualitative

- Staff morale
- Customer satisfaction
- Brand awareness

Business Case

Background

Objectives

Scope

Constraints

Assumptions

Risks

Deliverables

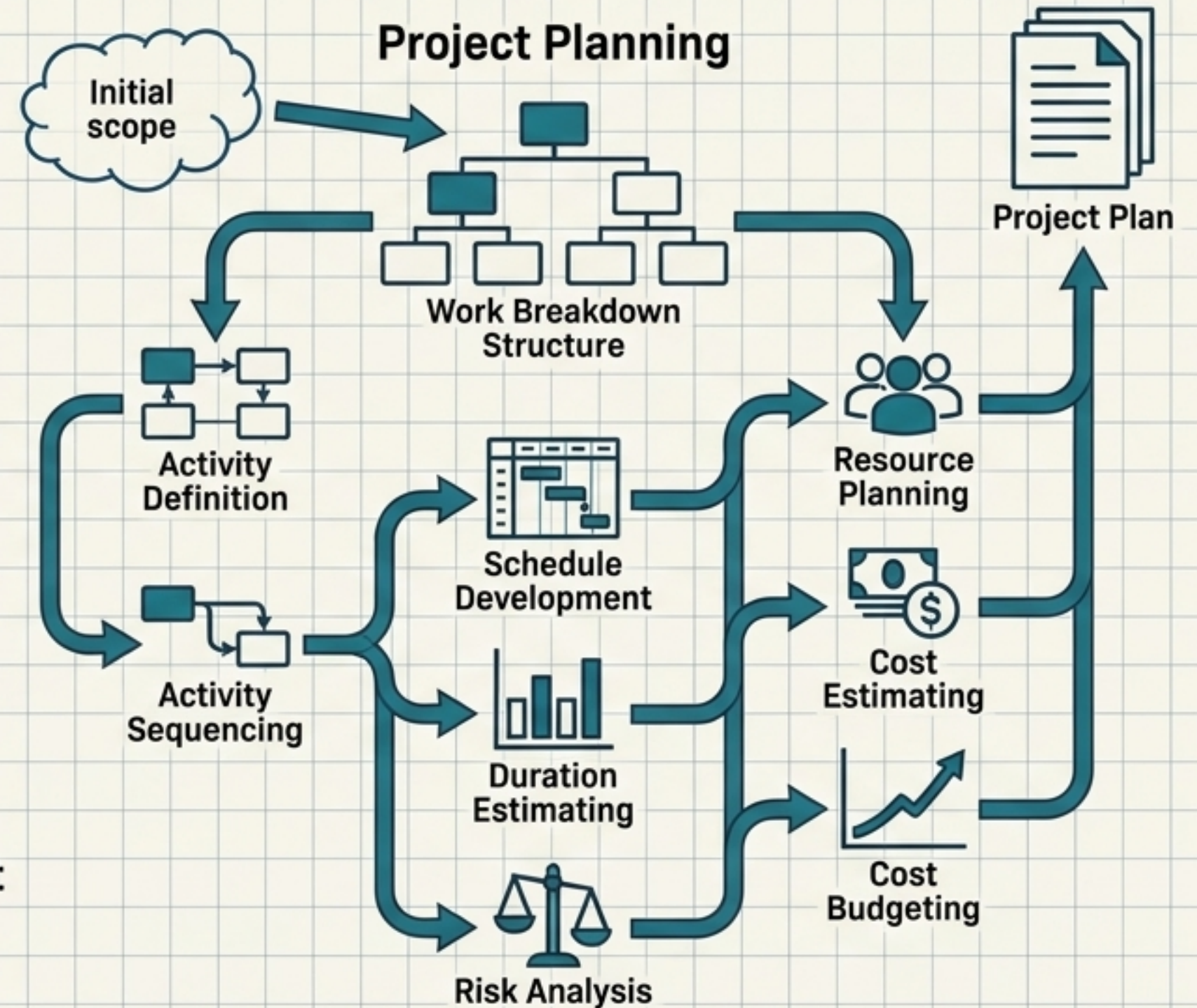
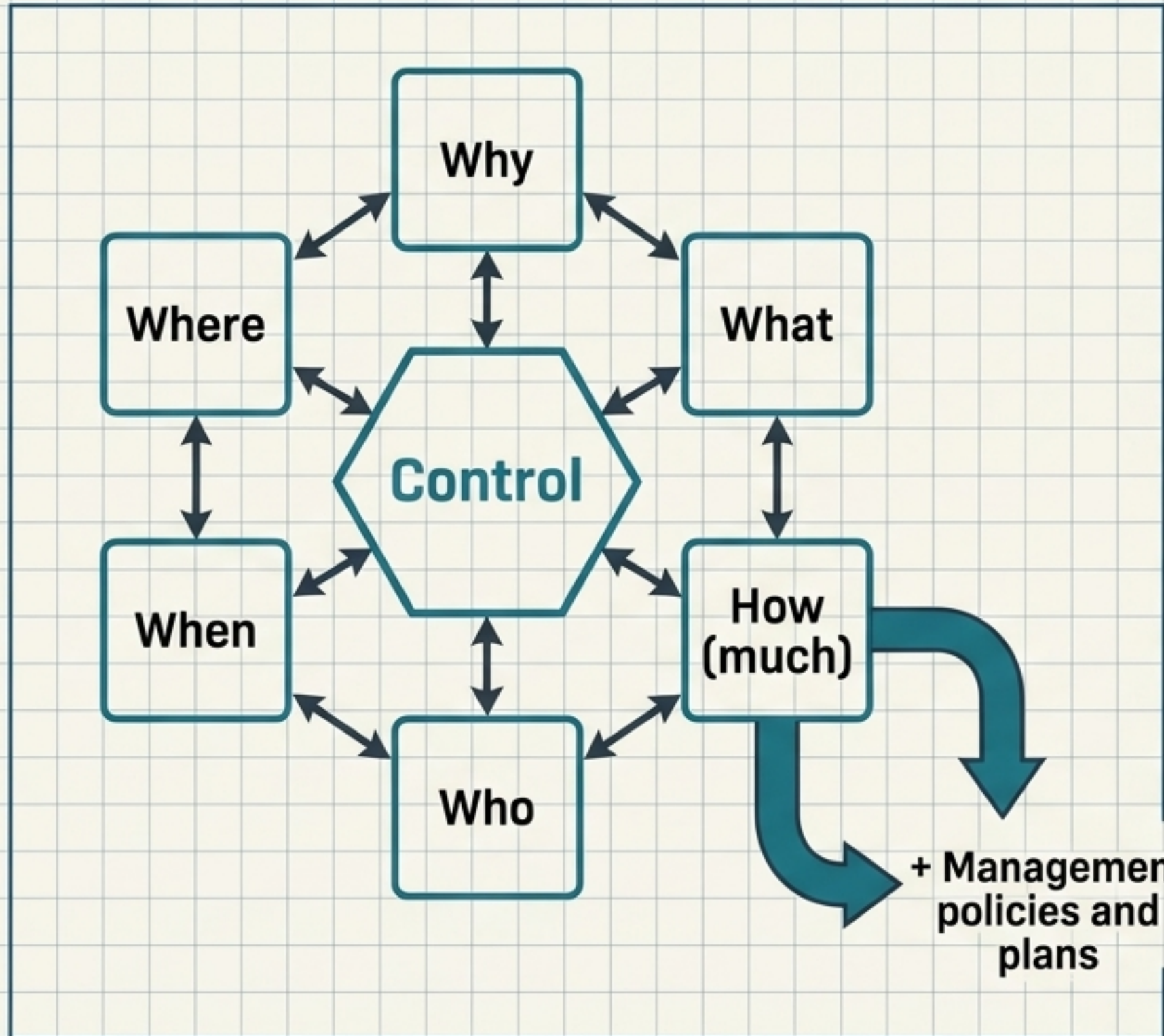
Time / cost estimates

Benefits

BOSCARD

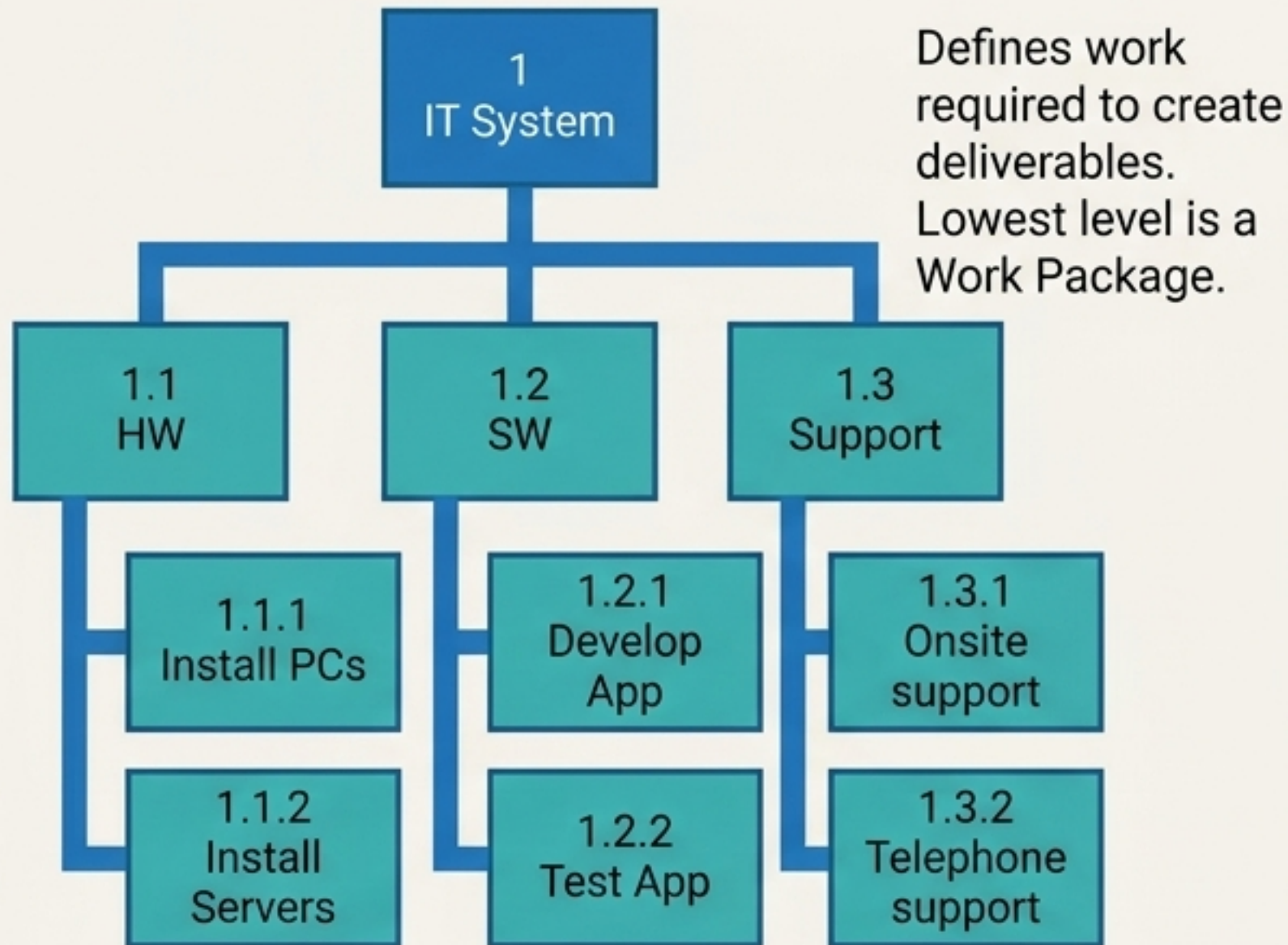


Definition Phase: The Synthesis Hub

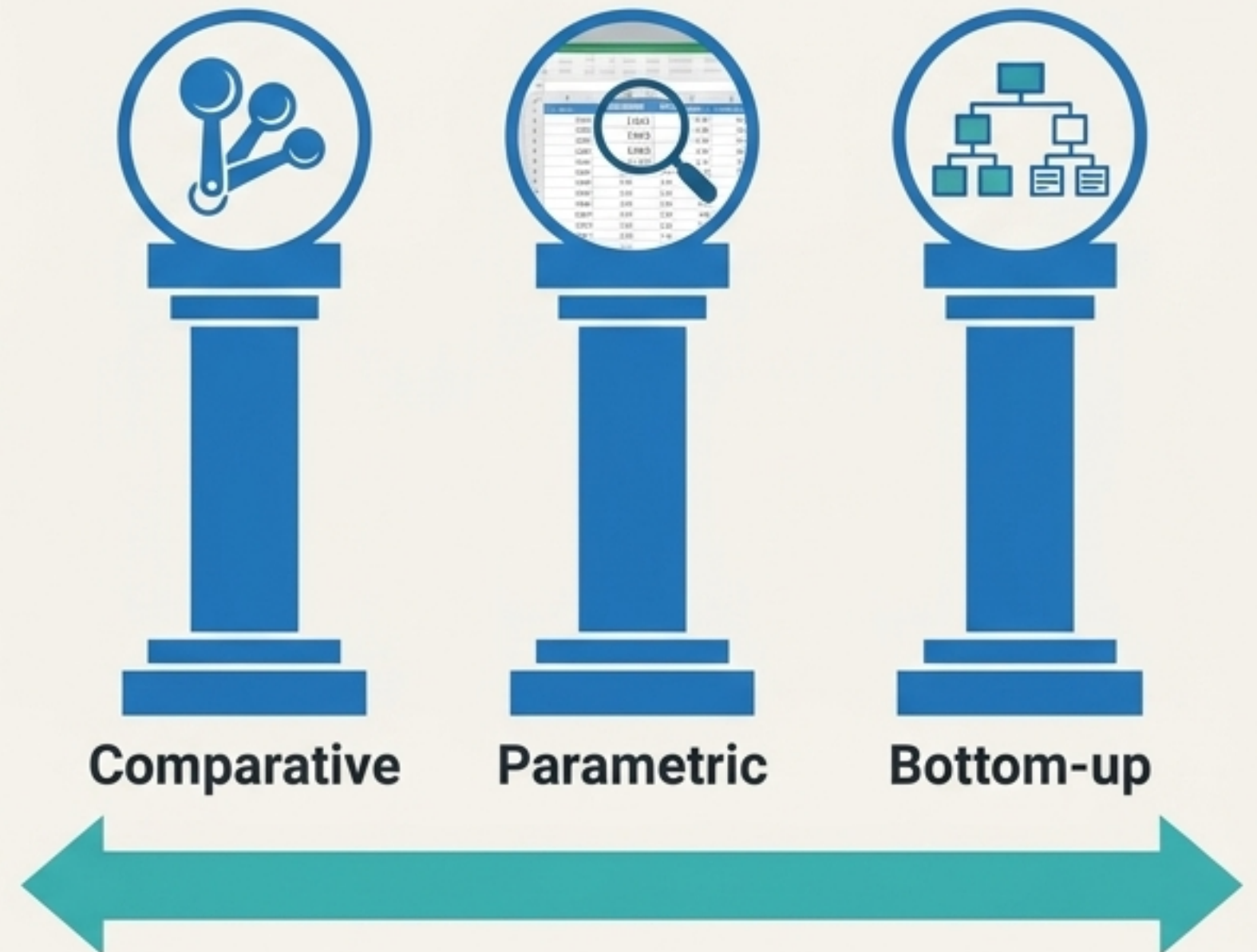


Definition Phase: Deconstructing the Work

Work Breakdown Structures (WBS)

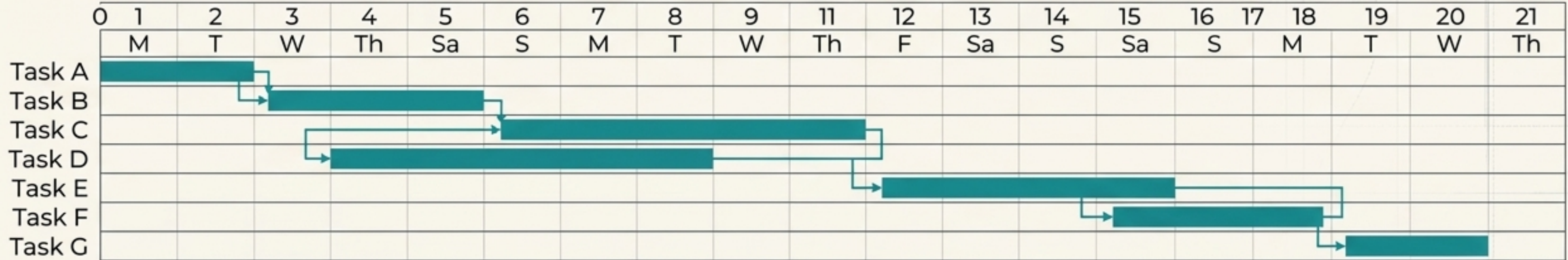


Estimating Techniques

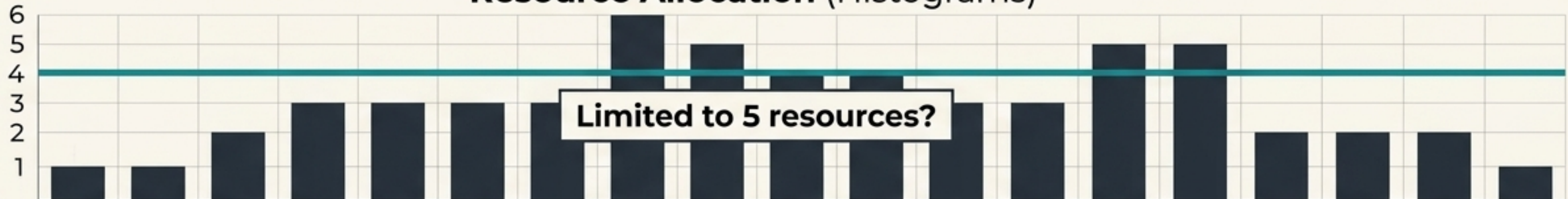


Definition Phase: Time & Resources

Gantt (Bar) Chart



Resource Allocation (Histograms)



Resourcing Issues



Resource smoothing

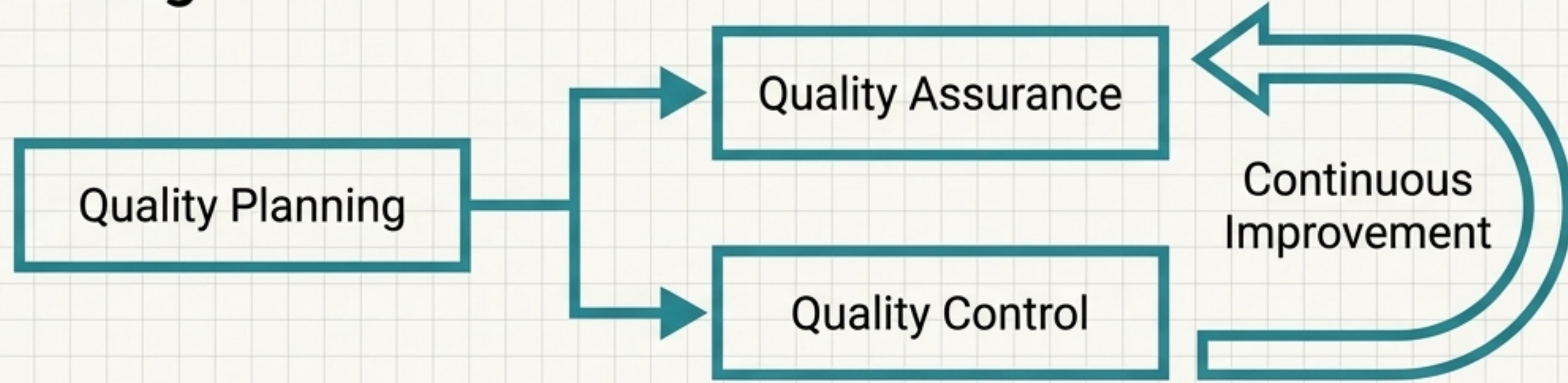
- Time-limited
- Hold end-date

Resource Levelling

- Resource-limited
- End-date slips?

Definition Phase: Managing Quality and Risk

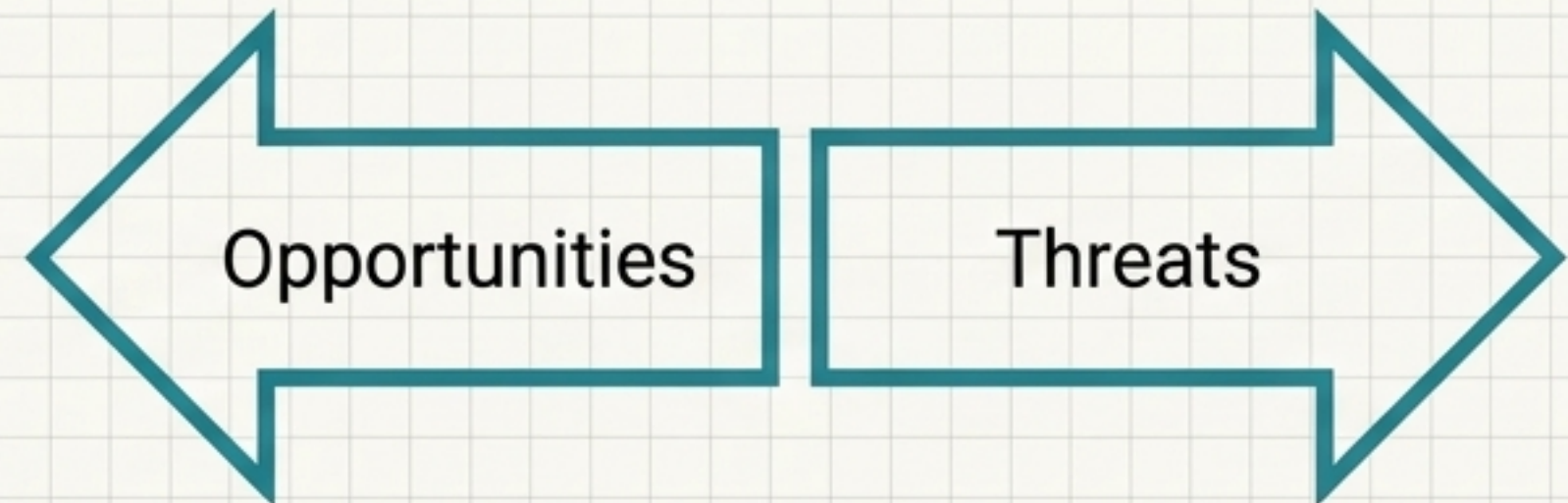
Quality Management



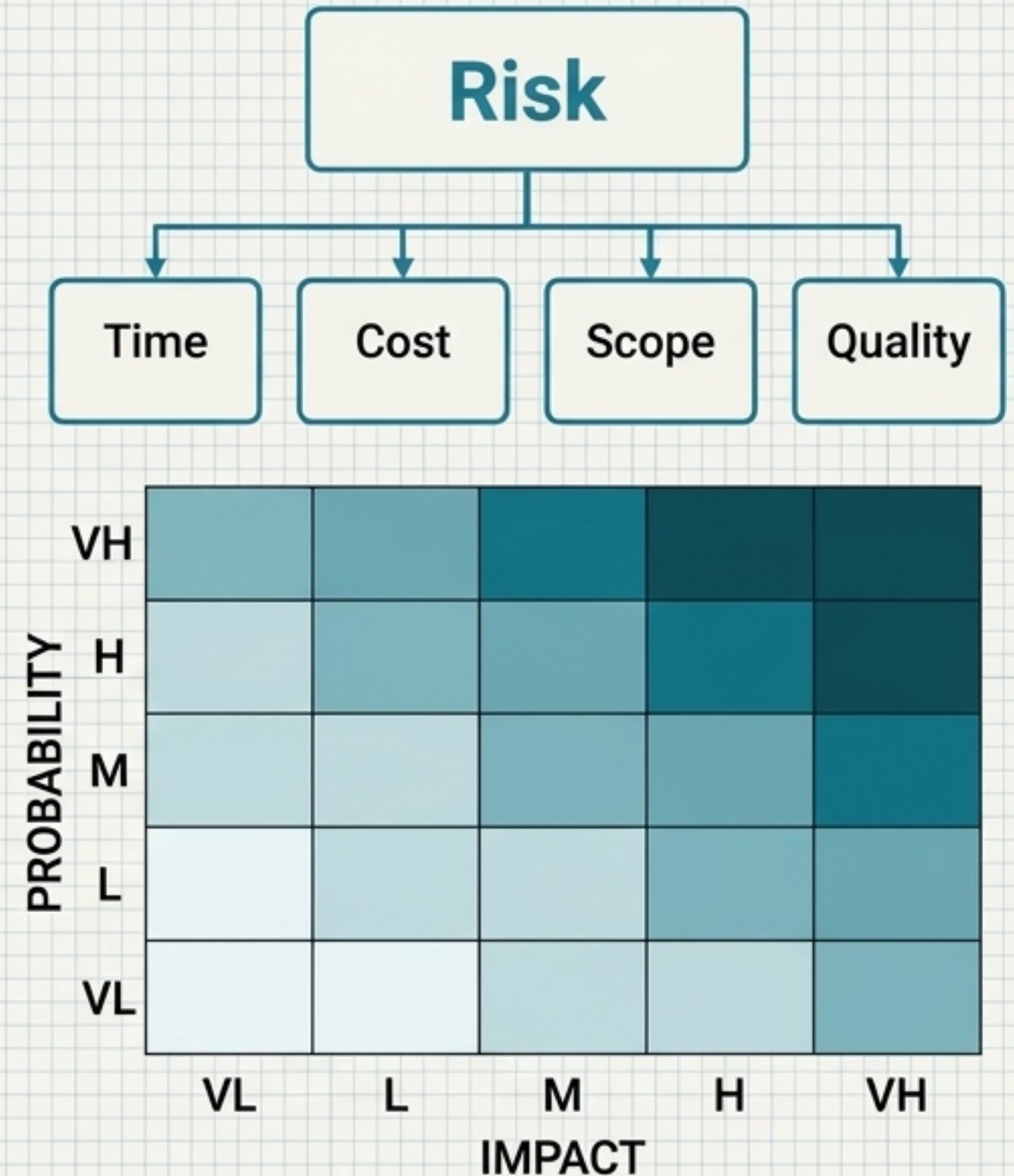
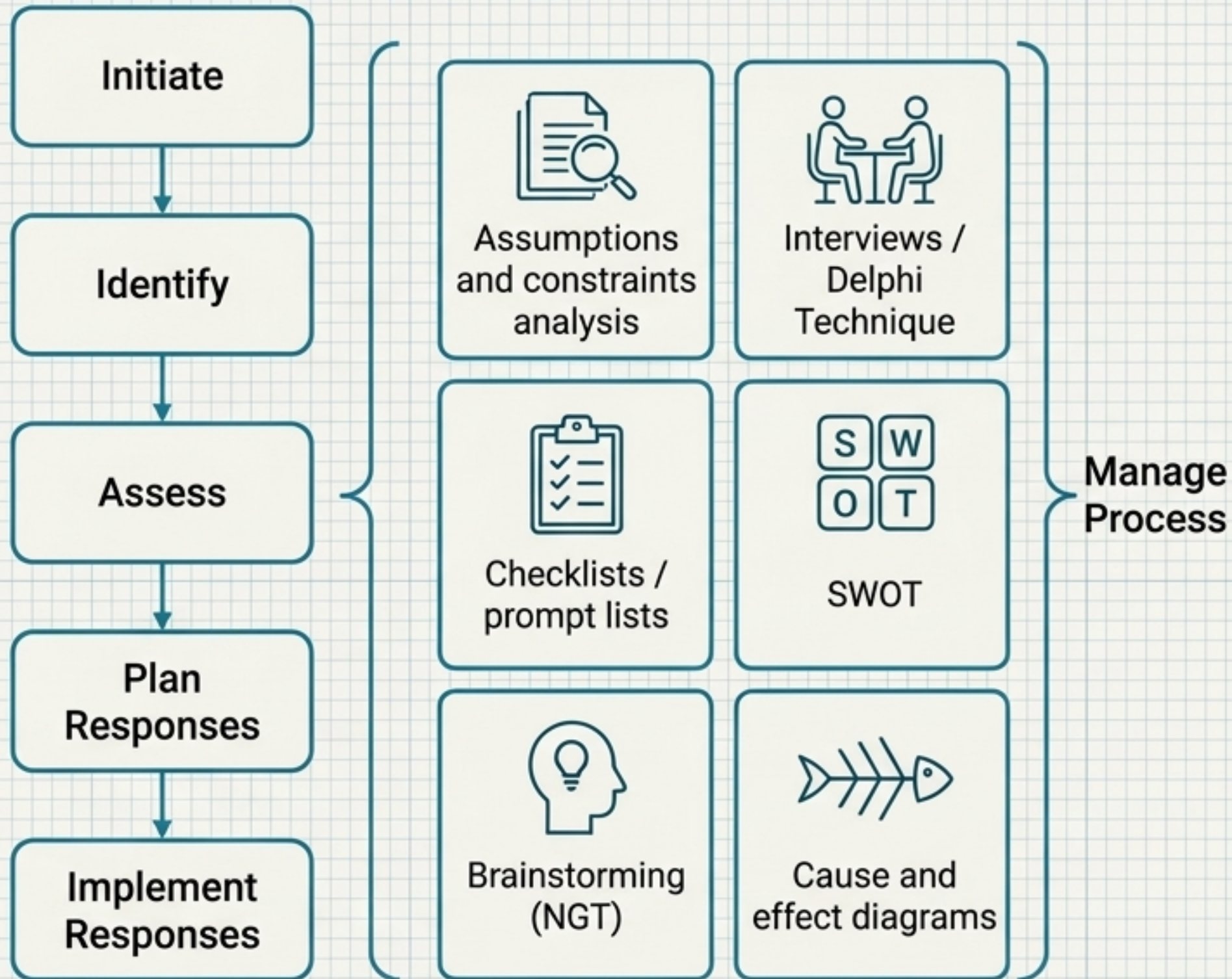
What is a Risk?

An uncertain event or set of circumstances that should it or they occur will have an effect on the achievement of one or more of the project's objectives. (APM BoK)

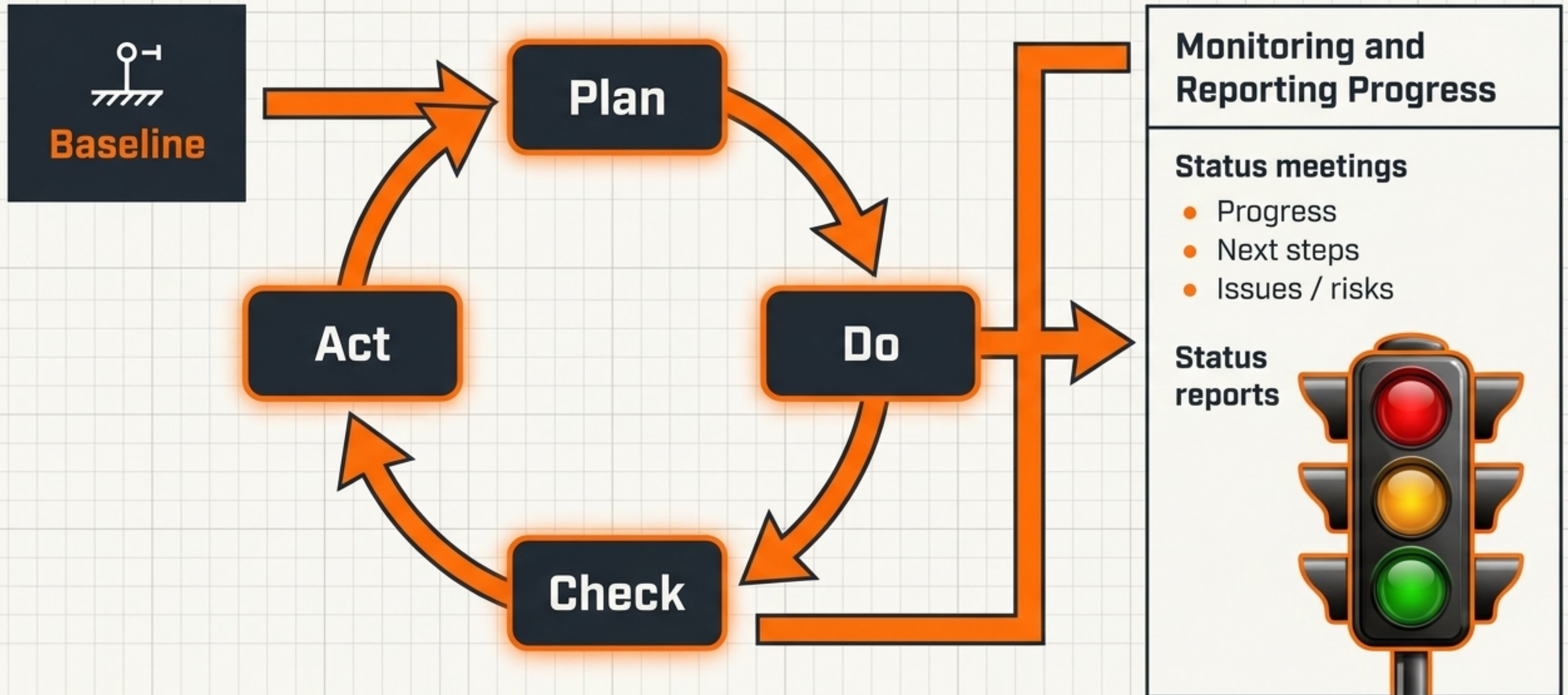
Nature of Risk



Definition Phase: Risk Management Process (Part 1)



Implementation Phase: **Execution**



Implementation Phase: Navigating Change

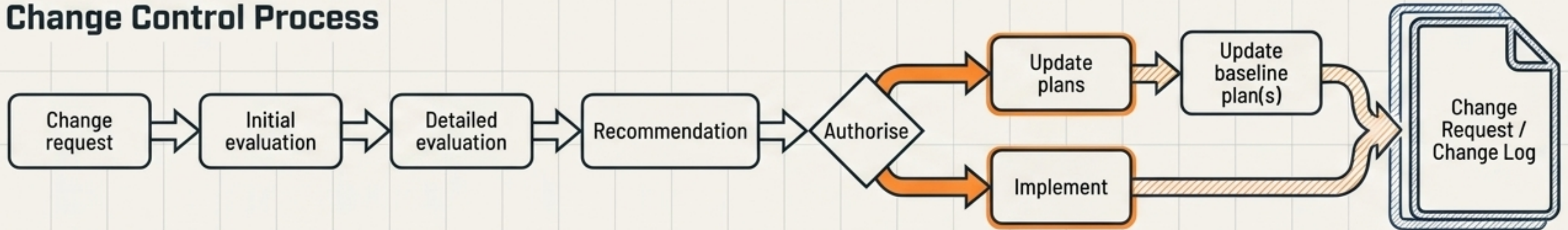
Nature of Change

Technical error
Incorrect estimate
Resourcing issues



Business need
Requirements change
New technology
Competition

Change Control Process

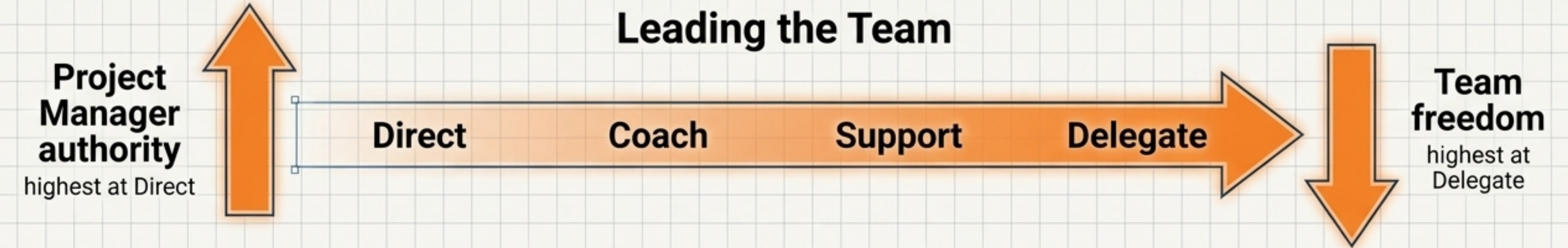


Change Documentation

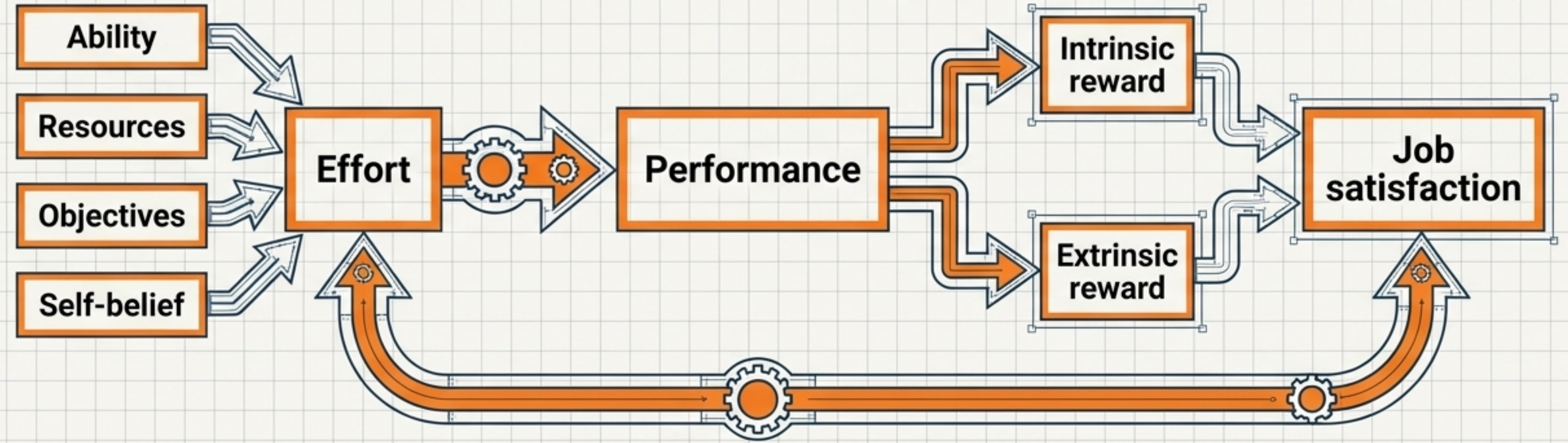
Change Request	
Description of change	_____
Impact Assessment	_____
Recommended Action	_____
Authorisation	_____

Change Log (Register)					
ID	Requested by	Description	Impact [Time, Cost, Performance, Other]	Status	Date

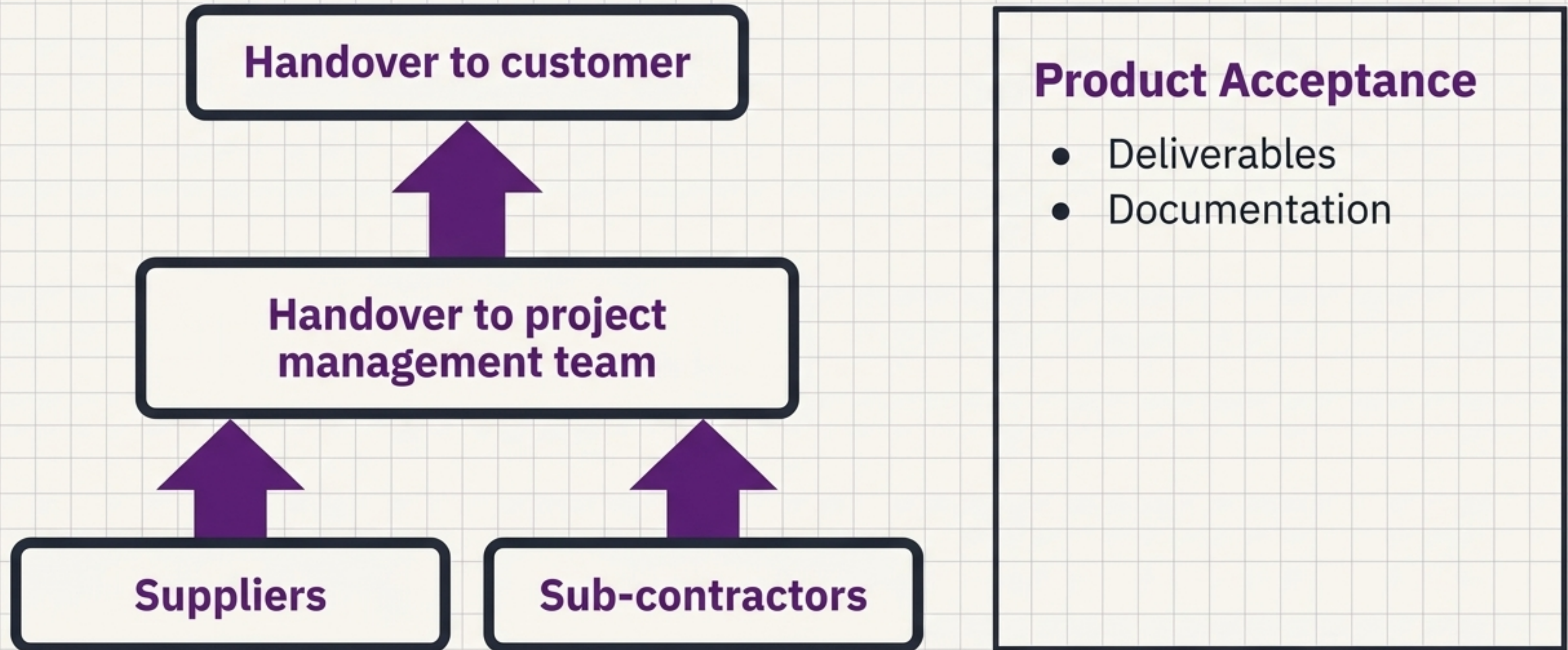
Implementation Phase: Leadership



Expectancy Theory (Vroom)



Project Handover and Closeout: Handover



Project Handover and Closeout: Closeout

- ✓ - Agree outstanding work
- ✓ - Close budgets
- ✓ - Archive project information
- ✓ - Post-Project Review
- ✓ - Disband the team

