

**CINDY ARONSON TRAINING**  
**PRESENTS**

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# **PROJECT MANAGEMENT 101**

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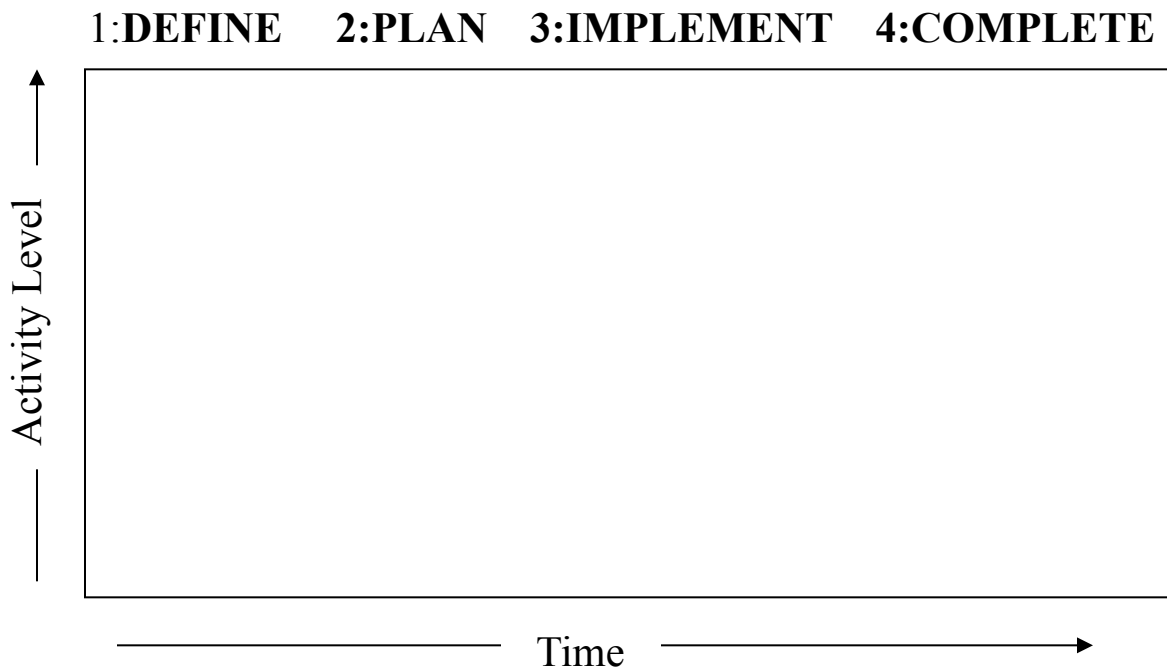
**2020 Staff Conference**  
Thursday, February 13, 2020  
1:00 PM – 3:15 PM

# Understanding A Project's Life Cycle

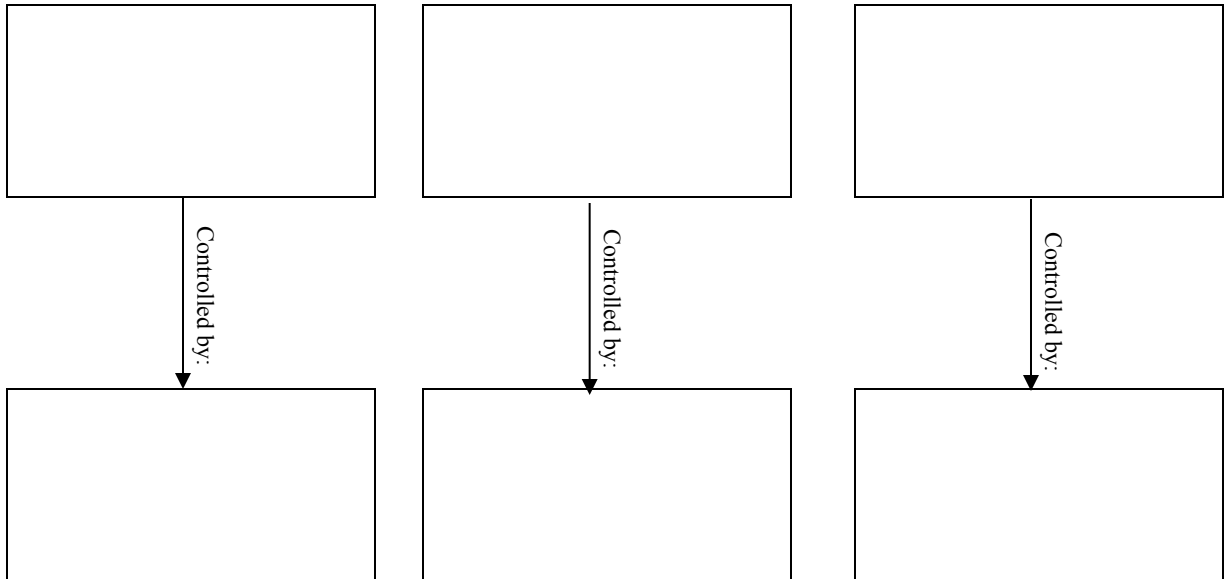
## Four Phases:

- 1) Conceiving & defining the project
- 2) Planning the project
- 3) Implementing the plan
- 4) Completing & evaluating the project

**Be Aware of Activity Levels During the Phases of a Project's Life**



# Project Parameters



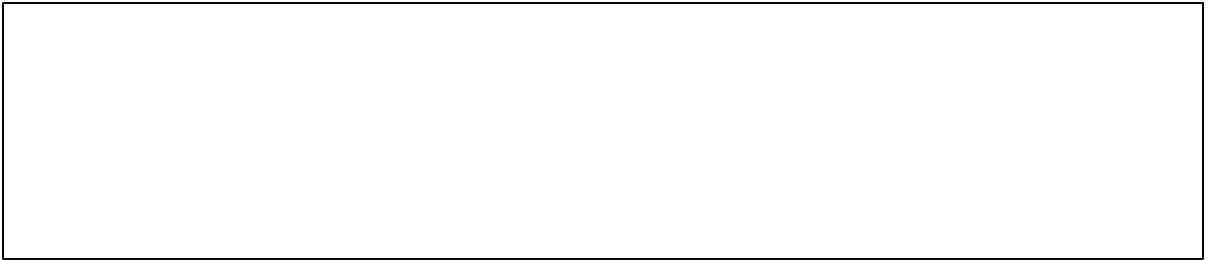
*Each parameter should be specified in detail during the planning phase of the project. They then form the basis of control during the implementation phase.*



Which  
parameter(s)  
drives the  
project?

## **PHASE 1: Defining the Project:**

**How do projects originate?**



### **Define the project in 7 steps:**

- 1) Study, discuss, and analyze.
- 2) Write a project definition.
- 3) Set an end-results objective.
- 4) List imperatives and desirables.
- 5) Generate alternative strategies.
- 6) Evaluate alternatives.
- 7) Choose a course of action.

## PHASE 1: Defining the Project:

- 1) Study, discuss, and analyze how the project originated; how it will accomplish or solve something.

- 2) Write a project definition. (Give a summary of what your project is.)

- 3) Set an end-results objective. (What will the project accomplish? And/or what will it feel, look, sound, taste, or smell like?)

## Defining the Project:

4) What are the 'must have' imperatives and the 'nice to have' desirables?

IMPERATIVES:	DESIRABLES:

5) What are alternative strategies that might produce the same outcome?

ALTERNATIVE STRATEGY:	(6) EVALUATION:

7) What is the chosen course of action?

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### ***Plan. Do. Check. Act:***

(Do a trial test of your course of action before fully developing the project plan or implementing it full scale.)

## **Test the Preliminary Project**

- **Market Study** – will it satisfy current or potential perceived needs?
  - **Pilot Test** – a small-scale tryout that let's you observe the project's performance under actual conditions
  - **Computer Simulation** – helps to identify potential problems before the project is under way.
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## **PHASE 2: PLANNING THE PROJECT**

- Define your final project objective and the strategy for achieving it.
- Define the people resources (staff) to help accomplish the project. Determine if any special training is necessary. Have them assist with project planning as possible.
- Break project down into smaller steps, or sub-units, to the larger project.
- Define the QUALITY standard for each step – this creates your project specifications.
- Define the TIME and sequence required to complete each step – this creates your project schedule.
- Define the COST for each step – this creates your project budget.
- Develop and define any policies & procedures necessary to meet the project parameters.

## **PLANNING FOR QUALITY:**

- Include all relevant requirements to meet the project's quality dimension.
  - Use care! Your quality specifications become the standards for your overall project – what it's going to look like and/or how it's going to perform.
  - **What might some specifications include?**
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## **PLANNING FOR TIME:**

Your goal is to determine the shortest time necessary to complete the project.

- Using a project breakdown structure, determine the time required to complete each step.
  - Then, determine the sequence each step must be completed and which steps can happen at the same time as others.
  - What's the best way to determine time?
    - **Experience:** Use those most experienced with the task.
    - **Estimate:** use intervals or specific amounts of time.
    - **Formulas:** Use commonly accepted formulas for the task.
    - *Project Management software can assist with planning for time.*
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## **PLANNING FOR COST:**

- What are some reasons it is important to plan for costs?
- What are some typical cost components?
- **Be aware of these potential budget problems:**
  - Inflation on long-term projects
  - Currency exchange rates on international projects
  - Failure to obtain firm prices commitments from suppliers/contractors
  - Incomplete budgets
  - Fudge factors based on estimates
  - Estimates based on different methods of cost analysis



## Planning the Project:

Restate the project objective and strategy.

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Break the project down into smaller steps or mini-projects that lead to accomplishment of the bigger project:

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Determine quality specifications, costs, and timing/sequence of steps in each mini-project. Be as specific as the project requires you to be; clearly defining and understanding the 3 project parameters of quality, cost, and time will keep your project on track; help motivate and encourage in-process performance, and result in a successful project outcome for all parties involved.

Project tools such as Gantt Charts, PERT Charts, project management software, project performance spreadsheets, etc. will help communicate expectations of the project and communicate project performance every step of the way.

## Implementing the Plan

Your job as the project manager is to coordinate all elements of the project. This includes:

- 1) Controlling work in progress
- 2) Providing feedback
- 3) Negotiating for materials, supplies, and services
- 4) Resolving differences

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### Controlling Work in Progress

- Establish standards
- Monitor performance
- Take corrective action

### Typical Charts to Help Control:

- Control point identification charts
- Project control charts
- Milestone charts
- Budget control charts

### Monitoring Performance

–**Inspection:** make them unannounced, random, and be open and direct. Ask questions and listen to explanations.

–**Periodic progress reviews:**

- Reviews progress against plan
- Reviews problems encountered & how handled
- Reviews anticipated problems and plan for attacking them

–**Testing**

–**Auditing**

*Take corrective action if the project begins to fall behind.*

# CORRECTIVE ACTION

## *Options When You Start Falling Behind*

1. **RENEGOTIATE:** Can you discuss with your client the prospect of increasing the budget for the project or extending the deadline for completion?
2. **RECOVER DURING LATER STEPS:** If you begin to fall behind in early steps of a project, can you reexamine budgets and schedules for later step?. Can you save on later steps so the overall budget and/or schedule is met?
3. **NARROW PROJECT SCOPE:** Can nonessential elements of the project may be eliminated, to help reduce costs or save time?
4. **DEPLOY MORE RESOURCES:** Can you put more people or machines on the project to meet a critical schedule? Are increased costs of overtime or premium pay worth the importance of making the deadline?
5. **ACCEPT SUBSTITUTIONS:** Can you substitute a comparable item if the preferred item is not available or more expensive than budgeted?
6. **SEEK ALTERNATIVE SOURCES:** If a supplier cannot deliver within budget or schedule, can you look for others who can, or accept a substitute?
7. **ACCEPT PARTIAL DELIVERY:** Can the supplier deliver a partial order to keep your project on schedule and complete the full delivery later?
8. **OFFER INCENTIVES:** Can you go beyond the scope of the original contract and offer a bonus or other incentive for on-time delivery?
9. **DEMAND COMPLIANCE:** Can demanding that people do what they agreed to do get you the desired results? Can you appeal to higher management for backing and support?

# Project Completion/Evaluation Checklist:

1. Test the output of the project to ensure that it works.
2. Write an operations manual, if necessary.
3. Complete any final drawings.
4. Deliver project output to client.
5. Train client's personnel to operate project output, if required
6. Reassign project personnel.
7. Return/dispose of surplus equipment, materials, supplies.
8. Release facilities.
9. Summarize major problems encountered and their solutions.
10. Document any advances made.
11. Summarize recommendations for future..
12. Write performance evaluation reports on all project staff.
13. Provide feedback on performance to all project staff.
14. Celebrate completion of project to ensure momentum for future proejects.
15. Complete final audit
16. Write final report
17. Conduct project review with management.
18. Declare project complete.

# Project Management Summary

- Projects are finite - they have a beginning and end.
- Successful projects are clearly defined before work is undertaken.
- A successful project is defined by an outcome that performs as expected, by deadlines, and within cost limits.
- Big projects typically require teamwork and that requires organization, duty assignments and responsibilities, and training.
- A project manager has many responsibilities including coordinating and maximizing resources, managing project progress, taking corrective action, sharing feedback, negotiating, and resolving differences.

## What Are The 4 Phases of Project Management?

