

# The Project Management Framework

# What is a project?

A project is a temporary endeavour undertaken to create a unique product or service.

# What is a project?

Temporary means that every project has a definite beginning and a definite end.

The end has reached when the project's objectives have been achieved, or when it becomes clear that the project's objectives will not or cannot be met.

# What is a project?

Projects involve doing something which has not done before and which is, therefore, unique.

The characteristics that distinguish the product or service must be *progressively elaborated*

# What is a project

*Progressively:* proceeding by steps; continuing steadily by increments.

*Elaborated:* worked out with details as the project team developed a better a more complete understanding of the product or service

# What is project management

The application of knowledge, skills, tools and techniques to project activities to meet or exceed stakeholder needs and expectations from a project.

# What is project management

Meeting or exceeding stakeholder needs and expectations involve balancing competing demands among:

- Scope, time, cost and quality
- Stakeholders with differing needs and expectations
- Identified requirements (need) and unidentified requirements (expectations).

# Project life cycle

Organizations performing projects will usually divide each project into several project phases.

Collectively, the project phases are known as the *project life cycle*

# Project life cycle

Each phase is marked by completion of one or more tangible and verifiable work product

The conclusion of each phase is marked by a review (*stage gate*) on both key deliverables and project performance in order:

- a) to determine if the project should continue in the next phase
- b) to detect and correct errors.

# Project life cycle

Project life cycles generally define:

- What technical work should be done in each phase
- Who should be involved in each phase

Although many project life cycles have similar phase names and numbers with similar work product required, few are identical.

# Project stakeholders

Project stakeholders are individuals and organizations who are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or successful project completion

# Project stakeholders

The project management team must identify the stakeholders, determine what their needs and expectations are and then manage and influence those expectations to ensure a successful project

# Project stakeholders

Stakeholder identification is often difficult, but key stakeholder of every project usually include:

- Project manager
- Customers or users the project product
- Performing organization
- Sponsor: who provides resources (cash or kind) for the project

# Project stakeholders

Managing stakeholder expectations may be difficult because stakeholders often have very different objectives that may come into conflict.

Finding appropriate resolutions to such differences can be one of the major challenges of project management.

# Organizational Influences

Projects are typically part of an organization larger. The following key aspects of these organizations are likely to influence the project:

- Systems and structure
- Cultures and style
- Leadership
- Models and media of communication
- Negotiating
- Models of problem solving
- Power

# Project management processes

- Project management is an integrative endeavour
- Projects are composed of interlinked processes
- Project management describe and organize them

# Process Phases

Project management process can be organized into seven phases:

- *Origination* – creating and defining the idea of the project
- *Initiation* – refining the project from its original concept;
- *Planning* – devising a maintaining a workable scheme to accomplish the needs that the project was undertaken to address
- *Execution* – coordinating people and other resources to carry out the plan

# Process Phases

- *Control* – ensuring that project objectives are met by monitoring and measuring progress and taking corrective action when necessary
- *Closeout* – formalizing acceptance of the project or phase and bringing it to an orderly end
- *Evaluation* - providing a judgment on the merits of the project

# Process interactions

Each process can be described in terms of its:

*Inputs* – documents documentable items that will be acted upon

*Tools and techniques* – mechanisms applied to the inputs to create outputs

*Outputs* – documents or documentable items that are the result of the process.