SD5953

Successful Project Management

1st CLASS ORIENTATION

School of Design

The Polytechnic University of Hong Kong

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IMPORTANT

Please sit with the members of your final group project

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Graham Leach

graham-leach.com

Systems Engineer

Strategic Management

Entrepreneurship & Innovation

Innovation Ecosystem Design Researcher

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Graham Leach

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Perma-Student (1991 - ?)

GRAHAM LEACH - STUDENT	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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Microsoft Certified Systems Engineer									█																																	
Microsoft Certified Professional									█																																	
Instructional Methods									█																																	
Microsoft Certified Trainer									█																																	
University of British Columbia (1999-2000)									█	█																																
Project Management											█																															
Beijing Language and Culture University													█																													
Beijing University													█																													
HK Polytechnic University (2003 – 2018)													█								█	█	█	█	█	█	█	█														
Beginner Cantonese																							█																			
Intermediate Cantonese																								█																		
University of Liverpool (2016)																								█	█	█	█															
Introduction to University Teaching																								█																		
Blackboard																								█																		
University Teaching																									█																		

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Businessperson (1996 - ?)

CEO

CTO

CIO

CSO

COO

CMO

???

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Project Manager (2002 - ?)

PMI Member (2003 - ?)

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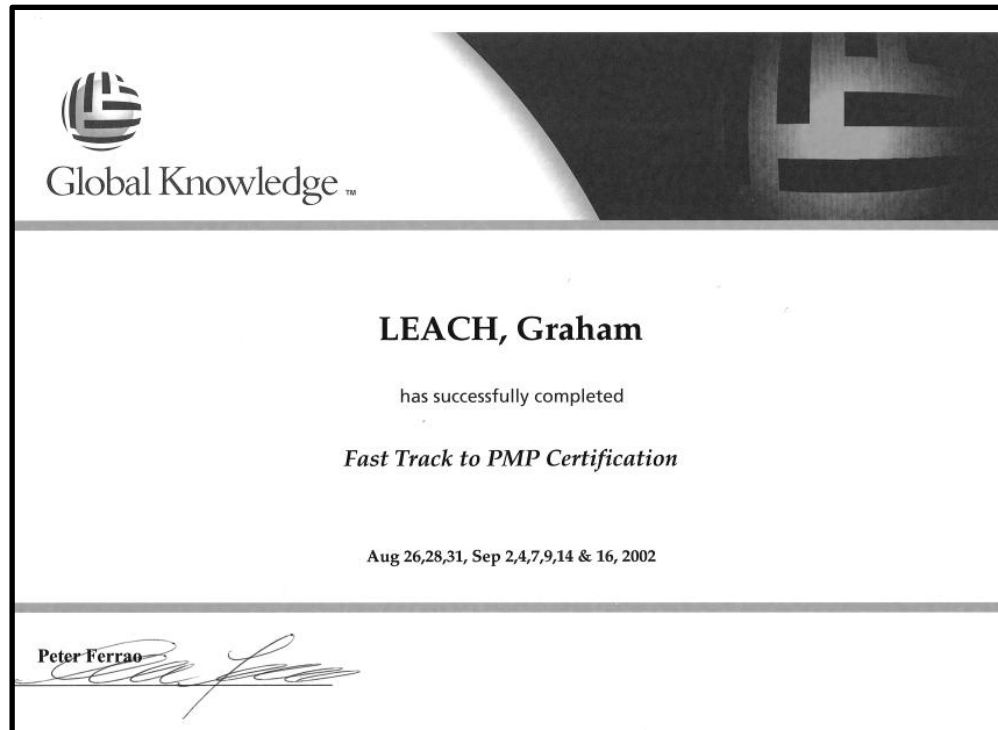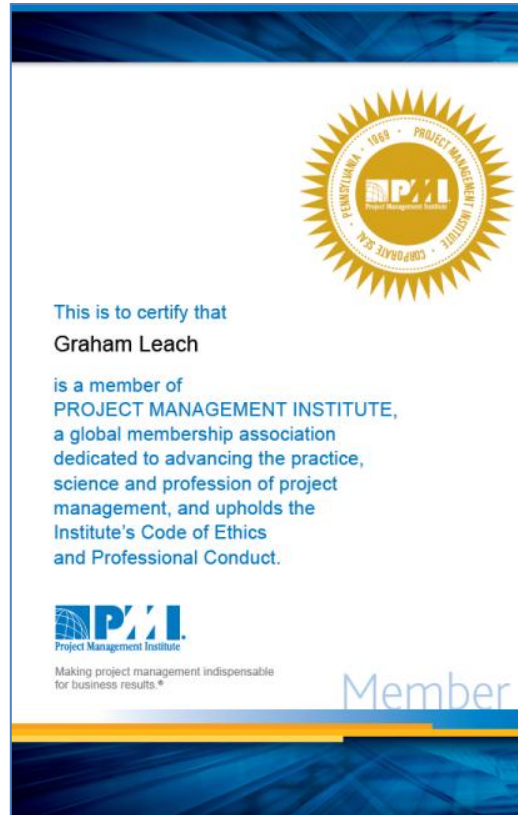
Your GUIDE

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Outcomes

This Course is a Project

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MY Measure(s) of Success

Within the space of **<u>one</u>** semester, expose students to enough of Project Management to make them confident in their ability to effectively use Project Management to successfully plan and deliver their MSc capstone project.

To make design students, through exposure, discussion, utilization and practice, so comfortable with Project Management that they willingly choose to use it as a natural means of planning of their personal and professional lives.

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YOUR Measure(s) of Success

The ability to quickly and easily convert a preliminary, loose conceptual idea into an actionable plan of professional quality.

To be so familiar with a proven, structured methodology that you can tackle any planning problem with confidence and grace.

To be able to absorb, respond and react to any real-world changes that affect any project you are running towards a fruitful and happy conclusion, regardless of what happens.

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Project Management Skills

- Be able to assess the worthiness, risks and limits of any project
- Be able to develop a work breakdown structure for a project
- Be able to deal with adjusting the parameters of any project
- Be able to do ongoing tracking reporting for any project
- Be able to assess the resource needs of any project
- Be able to plan a project for just about anything
- Be able to develop a schedule for any project

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The Course Syllabus

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Expected study effort

	hours
Class contact	
Lectures, workshops and seminars	20
Critiques	8
Other student study effort	
Self-study	12
Project work	30
Total student study effort	**94**

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Assessment

Assessment task	Weighting	Learning outcomes to be assessed								
		1	2	3	4	5	6	7	8	9
Assignments	100%	•	•	•	•	•	•	•	•	•
Total	100%									
Purposes										

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Integrated Grading Opportunities

This course offers FOUR (4) Integrated Grading Opportunities:

#	Nature	Type	Timing
1.	Framing Exercise	Submission	25% of term
2.	Mid-Term Assignment	Submission	50% of term
3.	DRAFT Project Plan	Presentation	75% of term
4.	FINAL Project Plan	Submission	End of Term

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#1 - Framing Exercise

All projects begin with a high-level proposal that gives a sense of the required infrastructure, talents, money and time, so please develop a ONE PAGE summary of your project that includes:

- A high-level description of its major deliverable;
- An inventory of all currently available assets;
- A roster of all available manpower;
- A rundown of available financial resources;
- A deadline by which you are expected to deliver.

Target Length: **300 words**

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#2 – Mid Term Assignment

The Mid Term Assignment should provide an encouraging view of the Project, by identifying and discussing all of its constituent parts, their relationships and any outer linkages. It needs to:

- Commit the team to a final deliverable

- Flesh out the deliverables details

- Instill confidence in the Reader

- Identify the Final Team

Target Length: **1,500 words**

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#3 - DRAFT Project Presentation

No plan improves without scrutiny and feedback. At this point, your project team might benefit from receiving critical input from your Instructor and maybe even your Peers, all of whom have a set of "fresh eyes" to help you.

Please present your DRAFT project plan to the class as a PROJECT PITCH, being careful to document any feedback received. Incorporate feedback into your FINAL project plan.

Target Length: **3,000 words**

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#4 – FINAL Project Plan

Please submit a FINAL Project Plan at the end of term.

This document is the culmination of an entire semester of work and close scrutiny. It is supposed to be a synthesis of the process of first Framing Exercise that was then expanded and further developed into a DRAFT Project Plan which was then subjected to feedback from your peers, your Tutor and your Supervisors. By this point, it should clearly chart your Capstone Project.

Target Length: **4,000 words**

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#4 - Final Project Plan (Breakdown)

Part 01: Scope Definition

All projects begin with a project scope that incorporates clear measures of success (MOS).

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#4 - Final Project Plan (Breakdown)

Part 02: Project High Level & Sub Achievements

To become actionable, the Measure of Success (MOS) must be broken down into blocks called high-level achievements (HLA) that are then divided into sub achievements (SA).

This helps to uncover actionable work items and enables the Project Manager to see where additional detail or refinement is required. It is here where project risks are often first identified.

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#4 - Final Project Plan (Breakdown)

Part 03: Project Assumptions, Risk, and Charter

All project goals and plans feature assumptions, which introduce risk. Risk management is a big part of Project Management.

Major and minor risks need to be carefully considered when crafting the project plan. These, along with the Scope, HLAs & SAs, combine to form your formal project charter.

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#4 - Final Project Plan (Breakdown)

Part 04: Project Work Breakdown Structure

The most granular level of a project is a listing of the actual tasks to be performed, broken down to the point where they cannot be further reduced.

The listing of these tasks is called the project Work Breakdown Structure (WBS).

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#4 - Final Project Plan (Breakdown)

Part 05: Predecessors & Successors

In Project Management it is important to determine how tasks relate to each other – especially in term of when things need to happen so the project unfolds smoothly. The work of defining predecessors and successors helps Project Managers achieve this by requiring them to figure out the order in which tasks need to happen.

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#4 - Final Project Plan (Breakdown)

Part 06: Duration Estimates and Assigned Resources

Now you have a basic project structure. It needs a sense of time. Each of the defined tasks now needs to have duration attached.

Estimating durations is both a skill and an art and an iterative learning process that requires practice.

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#4 - Final Project Plan (Breakdown)

Part 07: Critical Path Analysis

The critical path is the shortest timeline possible for your project. It is composed of the chain of tasks that, if affected in terms of their duration, will lengthen the overall project.

These are the tasks to be most carefully watched.

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#4 - Final Project Plan (Breakdown)

Part 08: Project Tracking and Status Reporting

Things cannot be properly managed if they are not measured.

Monitoring and progress reporting is a critical aspect of Project Management, especially within in a large corporate setting or when dealing with an even moderately complex project.

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Questions?

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Thank You

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