

SD5953

Successful Project Management

PROJECT MANAGEMENT OVERVIEW

School of Design

The Polytechnic University of Hong Kong

IMPORTANT

Please sit with the members
of your final group project

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10 Project Management Actions

1. Pitch the Project
2. Acquire the Mandate
3. Identify the High Level Deliverables Network (HLDN)
4. Develop the Work Breakdown Structure (WBS)
5. Figure out the Project Schedule
6. Get People to Work for You
7. Keep Track of Your Results
8. Deliver the Goods
9. Finish the Job
10. Get Paid

10 Project Management Documents

1. Project Pitch
2. Project Contract
3. High-Level Deliverables Network (HLDN)
4. Work Breakdown Structure (WBS)
5. Scope & Other Considerations
6. Project Schedule
7. Talents Roster
8. Reporting
9. Signoff
10. Cash

1 – Project Pitch

Identify, Frame and Validate Realities

- The Framing Exercise enables customers to make a fast and easy YES or NO decision regarding your project.
- It provides an idea of the value that your project proposes to produce and how you plan to produce that value.
- It provides a means for the measurement of performance promises and your project deliverables.

2 – Project Contract

Nail Down Expectations as Early as Possible

The Contract expresses the Client's considerations:

- A) What problem they want you to solve
- B) How they want the problem solved
- C) How much money they have
- D) How much time you have

Go! Get the work! But only if you are sure you can do it!

3 – HLDN

Identify Top Level Deliverables Early

The High Level Deliverables Network (HLDN) captures the major outputs of the project. It can be viewed as a path for the project, taking you from where you are to where you want to be.

The HLDN is an important part of the project charter because every HLDN has both a deliverable and a metric. The deliverable qualitatively describes the goal, the metric quantitatively describes the goal. To form a complete answer to the question the project answers, both types of information are needed.

4 – WBS

Break Deliverables Down as Early As You Can

The Work Breakdown Structure (WBS) works by breaking the HLDN down into work packages, which are measurable results springing from the efforts of a single individual over a specific period of time.

The WBS is used to help capture all the individual contributions that compose a project. It also maps out of all of the tasks and talents that the project needs. The WBS is refined and corrected as the project unfolds.

5 – Scope & Other Considerations

Manage the Scope Very Carefully, It Creeps!

The Scope is a summary document that contains all of the quantitative, qualitative and consolidated information that composes the initial expression of the contemplated work. It may also contain preliminary or reference versions of the project schedule, talents roster, final deliverables and so forth.

A highly important section of the document lies within the rather vague-sounding “Other Consideration” area, Risk Management – which we will return and cover extensively later in this course.

6 – Project Schedule

Keeping the Customer Informed of Developments is Job ONE

The project schedule forms the basis of trust that you establish with the client. This document expresses your best guess at any given time as to when resources such as cash and talent will be needed, as well as when you think deliverables will be produced.

A major part of Project Management is Project Schedule maintenance. Project Managers in command of this aspect of Project Management do well. Those who are bad at it struggle.

7 – Talents Roster

Identify Needed Talents, Then Put the Right People In

Having the wrong talents involved in your project is just asking for failure. Your work package breakdown will indicate what talents the project requires to succeed from a technical standpoint.

Other, sources of project failure are (a) poor dynamics between the Project Manager and his team members (we call this “fit” or “chemistry”); (b) poor dynamics between the Project Manager and those who control resources; (c) poor dynamics with the client, especially when their circumstances change.

8 – Reporting

Client Expectations Are Managed Using Information

Once all of the initial documents have been prepared for client acceptance and permission is granted to start work, the remainder of the project is monitored via a reporting structure.

Typical reporting structures follow a calendar rhythm. They use a wide range of communications methods of increasing formality: Email, telephone, face-to-face, presentations, documents. Their goal is to reduce risk (and anxiety) by constructing an authentic, frequently updated impression of where the Project is.

9 – Signoff

Formally Agreeing That The Project is Finished

The wise Project Manager always looks to be closing out their project as quickly as possible. They do this by tying the Project very tightly to the Project Charter, which captured all of the information regarding conditions that gave rise to the Project in the first place.

Closing a project is a two-step formal process. First, the client issues a written document indicating that works should end. Second, the project team should perform an internal debrief.

10 – Cash

The Only Way to Prove That the Project is Over

Receiving payment from the customer in the form of cash (or its equivalent) acts as validation of the Project on several important fronts:

- It establishes that your choice of client was the right one
- It establishes that the client is adequately satisfied with you
- It confirms your mutual understanding that the job is finished
- It provides the basis on which future Projects can be discussed

Questions?

Thank You