SD5953

Successful Project Management

ASSIGNMENTS, ESTIMATES & COSTS

School of Design

The Polytechnic University of Hong Kong

IMPORTANT

Please sit with the members
of your final group project

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Assignments = People

The <u>MOST</u> Difficult Aspect of Project Management

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Get a Project Champion

- Project Champions are critical to Projects. The best Project Champion comes from the highest levels of organizational power, understands the Project and also knows the strengths and weaknesses of the Project Manager.

- The Project Champion usually acts as a mentor. Their role is primarily political, and they are not project "workers".

- Avoid "Project Fatigue". Use your Project Champion sparingly and only if all other avenues and alternatives are exhausted.

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Dealing With Human Resources

Your Improbable Ally

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The Project Talents Roster

- Until now, your Project plan has mostly dealt with the inputs of the Project, not its people. In other words, the <u>talents</u> the Project requires as opposed to its <u>identities</u>.

- Identities now need to be established. The first step is to prepare a Project Talents Roster that lists all of the skills the Project needs to complete successfully.

- It is at this point where missing or unavailable talents in the Project will appear. This creates a Project "Talent Gap" list.

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Moving From Talents to Identities

- In most cases, the Project Charter will have already identified some critical talents (or at least some candidates with those critical talents). Now, actual identities with the needed talent need to start being booked into the Project.

- HR is an invaluable resource here. They normally have a good handle on the talent within an organization. If you are lucky, they even have a "Skills Inventory" or can quickly create one.

- HR can also be useful in terms of helping you to locate and secure any external or freelance talent needed by the project.

Getting Talent "Buy In"

- Obtaining Talent "Buy In" is a multi-skill task composed of formal, social and organizational skills. The Project Manager must appear "fun" to work with. The Project must have a healthy prognosis. It must look well-organized. Nobody wants to work on a Project that is not:

  - Important

  - Organized

  - Relevant

  - Fun

Obtaining Needed Resources

- Based on the authority conferred by the Project Charter, the Project Manager soon begins the process of enlisting the (often scarce) Talents required by the Project.

- Formal communications will now flow between the Project Management Office (PMO) and the organization regarding booking of specific talents into the Project at specific times.

- At this point, <u>resistance</u> might develop as specific resources are impacted by the needs of the project. This is the first true hurdle for many Project Managers in their Project.

Resistance

The <u>BANE</u> of Project Management

Identifying Resistance

- There are two varieties of resistance:

    – <u>Individual</u>: The implicated Talent feels that they have the personal authority or power to resist becoming involved with the Project. This is the "prima donna" effect.

    – <u>Institutional</u>: The implicated Talent feels that their existing authority structure does not support their involvement in the Project and so resists. This is the "good soldier" effect.

Some Motivations for Resistance

- There are a myriad of reasons why people resist becoming involved in projects. Here are some (but not all) reasons:

1. Some people are very "loyal" to their existing manager(s)
2. The work required by the Project may not be interesting
3. Project work is often perceived as "extra, unpaid" work
4. Some people are simply lazy and only do the minimum
5. The Talent involved may dislike the Project Manager
6. The Talent being requested is planning to quit
7. The Talent is already feeling over-subscribed

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How to Overcome Resistance

- The first step to overcoming resistance is to properly identify the source of the resistance, its intensity and its motivation.

- Be careful. There may be multiple agendas at work, each coming from a different point and at a level of intensity. This phenomena is called "the black cloud".

- The easiest way to overcome "the black cloud" is to use the authority of the Project Charter…and involve your "Project Champion" if resistance is ultimately insurmountable.

Estimating Task Durations

PERT Analysis

- The Program/Project Evaluation and Review Technique, commonly abbreviated PERT, is a statistical tool used in project management. It is designed to simplify the planning and scheduling of large and complex projects.

- PERT was first was developed for the U.S. Navy Special Projects Office in 1957 to support the U.S. Navy's Polaris nuclear submarine project.

- PERT is commonly used with the Critical Path Method (CPM)

http://en.wikipedia.org/wiki/Program_Evaluation_and_Review_Technique

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PERT Inputs

- **Optimistic (O)**:   The minimum possible time required to accomplish a task, assuming everything proceeds better than is normally expected.

- **Pessimistic (P)**:   The maximum possible time required to accomplish a task, assuming everything goes wrong (but excluding major catastrophes).

- **Most Likely (M)**:   The best estimate of the time required to accomplish a task, assuming everything proceeds as normal.

http://en.wikipedia.org/wiki/Program_Evaluation_and_Review_Technique

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PERT Output

- Using the **Optimistic**, **Pessimistic** and **Most Likely** as inputs, the PERT model produces and uses the following output:

- **Expected Time (TE)**: the best estimate of the time required to accomplish a task, accounting for the fact that things don't always proceed as normal (the expected time is the average time the task would require if the task were repeated on a number of occasions over an extended period of time).

$$TE = (O + 4M + P) ÷ 6$$

http://en.wikipedia.org/wiki/Program_Evaluation_and_Review_Technique

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MS-Project and Task Estimating

- MS-Project uses the PERT method to help Project Managers deal with the uncertainty related to estimating task durations.

- MS-Project helps Project Managers "triangulate" on task durations by estimating them under different scenarios:

  - Optimistic

  - Pessimistic

  - Best Guess

Maintaining Talent "Buy In"

- Projects are composed of equal parts of:

  - Politics
  - Socializing
  - Work
  - Talent
  - Skill

- Forget this and you will probably have a difficult Project. One easy way to obtain Talent "buy in" is to ask them to help with estimating the durations of their Project-related tasks.

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The Price of Talent

Costs in MS-Project

- Time and Money are the most important costs associated with a Project. MS-Project provides for several types of costs:

- **Rate Based Cost**: Calculated based on the unit rates for a resource multiplied by the amount of units performed.

- **Per Use cost**: Calculated each time the resource is used, or once for each complete task that the resource is assigned to.

- **Fixed Cost**: A fixed cost does not change, regardless of task duration or the work performed on the task by a resource.

http://office.microsoft.com/en-001/project-help/overview-of-project-cost-information-HA001223194.aspx

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YouTube Tutorials

- 301: Assigning Resources to Tasks
  - http://www.youtube.com/watch?v=uHAw5qjF16c

- 302: Task Types in MS-Project
  - http://www.youtube.com/watch?v=-_Gcoqqs3TY

- 303: Dealing with Work Resources in MS-Project
  - http://www.youtube.com/watch?v=cpCpxdB67QI

- 304: Dealing with Cost Resources MS-Project
  - http://www.youtube.com/watch?v=N2-k941wL6Q

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Questions?

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Thank You