Effective Project Management

Wysocki – Introduction, Chapters 1-8

**Fundamentals (PMBoK) 🡪 Effective PM (Wysocki)**

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| **Fundamentals (PMBoK)** | | |
|  | >Process Groups  >Knowledge Areas  >ITTO (Inputs, Tools, Techniques, Outputs) | |
|  |  | 1. Introduction  2. PMBoK-1: Integration-Scope-HR-Communication-Stakeholder  3. PMBoK-2: Time-Cost-Quality-Risk-Procurement |
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| **Effective PM (Wysocki)** | | |
|  | >Project Management Life Cycle Models (PMLC Models)  >Management and the Project Support Office  >Strategies incorporating Project, Program, Portfolio, and Enterprise Management | |
|  |  | 4. Models. [Part III, Chapters 9-12] – [Traditional, Agile, Extreme]  5. Management. [Part IV, Chapters 13-16] – [Project Support Office & PSO]  6. Strategies. [Part V, Chapters 17-18] – [Portfolio Management & EPPM] |
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**Wysocki – Models**

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| Project Management Life Cycle Models (PMLC Models) |
| |  |  | | --- | --- | | Project Types:  Traditional Project Models (TPM)  Agile Project Models (APM)  Extreme Project Models (xPM) | PMLC Models:  TPM consists of Linear, Incremental  APM consists of Iterative, Adaptive  xPM consists of Extreme, Emertxe |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  |  |  |  |  |  | |  | Scope | 🡪 | Plan | 🡪 | Launch | 🡪 | Monitor & Control | 🡪 | Close |  | |  |  |  |  |  |  |  |  |  |  |  |   . |

**Wysocki – Management**

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| \*Project Support Office (PSO) – Form, Function, Value, Management  \*Continuous Process Improvement Model (CPIM)–Process Improvement & Maturity Models | | | | | | | | |
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|  |  | Project Support Office (PSO) | [Supports]  🡺 | Project & Programs |  | [Supports]  🡺 | Continuous Process Improvement Model (CPIM) |  |
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**Wysocki – Strategies**

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| \*Project Portfolio Management – Definition, Implementation, Characteristics  \*Enterprise-level Project Portfolio Model (EPPM) – Objectives, Strategies, Tactics (OST) | | | | |
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|  | **Create Structure, Perspective, Interconnectivity, and Accountability** | | |  |
|  |  | ***Challenge? or Manifesto?*** |  |  |
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**Consider Definitions in Wysocki.**

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| **Process Groups** |
| |  |  |  |  | | --- | --- | --- | --- | | **PMBoK** | **🡪** | **Wysocki** | | | Initiating | Same as | Scoping | Chapter 4 | | Planning |  | Planning | Chapter 5 | | Executing | Same as | Launching | Chapter 6 | | Monitoring &  Controlling |  | Monitoring &  Controlling | Chapter 7 | | Closing |  | Closing | Chapter 8 |   . |

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| **Project Management Life Cycle Model (PMLC Models)** | | | | | | | | | | |
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|  | Scope | 🡪 | Plan | 🡪 | Launch | 🡪 | Monitor & Control | 🡪 | Close |  |
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| **Scoping Process Overview** | **Planning Process Overview** |
| *Chapter 4* | *Chapter 5* |
| COS 🡪 RBS 🡪 PMLC 🡪 POS  🡪Conditions of Satisfaction (COS)  🡪 Requirements Breakdown Structure (RBS)  🡪 Project Management Life Cycle Model (PMLC)  🡪 Project Overview Statement (POS) | Joint Project Planning Session (JPPS)  POS🡪PDS🡪RBS🡪WBS🡪CPM  🡪Project Overview Statement (POS)  🡪Project Definition Statement (PDS)  🡪Requirements Breakdown Structure (RBS)  🡪Work Breakdown Structure (WBS)  🡪Critical Path Method (CPM) |

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| **Launching Process Overview** | **Monitoring & Controlling**  **Process Overview** | **Closing Process Overview** |
| *Chapter 6* | *Chapter 7* | *Chapter 8* |
| Team Development  Kick-off Meetings  Operations Structure & Plans  Scope Change Control  Resources & Baselines  Work Packages | Reports & Graphs  Scope Bank  Documentation  Meetings | Acceptance  Documentation  Audit  Final Report |

**Scoping Process**

Chapter 4, Wysocki

Simple Process Overview

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| **COS 🡪 RBS 🡪 PMLC 🡪 POS** |
| Conditions of Satisfaction (COS)  🡪 Requirements Breakdown Structure (RBS)  🡪 Project Management Life Cycle Model (PMLC)  🡪 Project Overview Statement (POS) |

Project Scoping Meetings

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| Project Scoping Process  Create RBS (Requirements Breakdown Structure)  Assess Completeness of Requirements  Classify Project (Linear, Incremental, Iterative, Adaptive, Extreme)  Determine PMLC Model (Decide on project approach)  **Write POS** |

For small projects:

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|  | **Conditions of Satisfaction (COS) Session** | | | | | | |  |
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|  | Project Scoping Meeting | | | | |  | POS=Project Overview Statement |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Clarification |  |  |  |  |  |
|  | Request | → | ↑↓ | → | Agreement | → | **POS** |  |
|  |  |  | Response |  |  |  |  |  |
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For large projects:

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|  | Project Scoping Process | | |  |  |
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|  | RBS | 🡪  🡨 | PMLC  Model |  | RBS=Requirements Breakdown Structure  PMLC Model=Project Management Life Cycle Model |
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|  |  | **POS** |  |  | POS=Project Overview Statement |
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| POS= Project Overview Statement which is similar to a Scope Statement  COS=Conditions of Satisfaction  RBS=Requirements Breakdown Structure  RUP Rational Unified Process (part of Agile PM)  SMART Specific, Measurable, Assignable, Realistic, Time-related |

**Example POS (Project Overview Statement**

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| Project  Overview  Statement | Project Name | Project No. | Project Manager |

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| Problem/Opportunity  [ Need, Opportunity, Directive ] - Wysocki |
| Goal  [ SMART: Specific, Measurable, Assignable, Realistic, Time-related ] - Wysocki |
| Objective  [ Outcome, Time Frame, Metrics, Action (Approach) ] - Wysocki |
| Success Criteria  [ Revenue, Cost, Service ] - Wysocki  { Monetary, Expectations, Compliance } |
| Assumptions, Risks, Obstacles  [ Technology, Environmental, Interpersonal, Cultural, Causal ] - Wysocki |

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| Prepared by | Date | Approved by | Date |

**Planning Process**

Chapter 5, Wysocki

**Project Planning Process 🡪 WBS & CPM**

Joint Project Planning Session (JPPS)

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|  | POS |  |  |  | WBS |  |  | POS=Project Overview Statement |
|  | (PDS) |  |  |  |  |  |  | PDS=Project Definition Statement |
|  |  |  |  |  |  |  |  | WBS=Work Breakdown Structure |
|  |  |  |  |  |  |  |  | CPM=Critical Path Method |
|  | RBS |  |  |  | CPM |  |  | RBS=Requirements Breakdown Structure |
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| Decomposition of WBS to Activities  Status and completion are measurable  The activity is bounded  The activity has a deliverable  Time and cost are easily estimated  Activity duration is within acceptable limits  Work assignments are independent |

Planning Process

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| WBS 🡪 Activities 🡪 Tasks 🡪 Estimation 🡪 Network 🡪 Schedule |

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| Task=Activity  TOA(Task-on-the-arrow)=AOA(Activity-on-arrow)  TOM(Task-on-the-node)=AON(Activity-on-node) |

**Launch, Monitor, Control, and Close**

Chapter 6,7,8 Wysocki

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| **Launch** | **Monitor & Control** | **Close** |
| Team  Meetings  Operations  Scope  Communications  Resources  Work Packages | Reports & Graphs  Scope Bank  Documentation  Meetings | Acceptance  Documentation  Audit  Final Report |