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. Introduction2. PMBoK-1: Integration-Scope-HR-Communication-Stakeholder3. 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) |
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| Project Types: Traditional Project Models (TPM)Agile Project Models (APM)Extreme Project Models (xPM) | PMLC Models: TPM consists of Linear, IncrementalAPM consists of Iterative, AdaptivexPM consists of Extreme, Emertxe |

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|  | Scope | 🡪 | Plan | 🡪 | Launch | 🡪 | Monitor & Control | 🡪 | Close |  |
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**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** |
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| **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 DevelopmentKick-off MeetingsOperations Structure & PlansScope Change ControlResources & BaselinesWork Packages | Reports & GraphsScope BankDocumentationMeetings | AcceptanceDocumentationAuditFinal 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 ProcessCreate 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 |  |
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|  |  |  | Clarification |  |  |  |  |  |
|  | Request | → | ↑↓ | → | Agreement | → | **POS** |  |
|  |  |  | Response |  |  |  |  |  |
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For large projects:

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|  | Project Scoping Process |  |  |
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|  | RBS | 🡪🡨 | PMLCModel |  | RBS=Requirements Breakdown StructurePMLC 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 StatementCOS=Conditions of SatisfactionRBS=Requirements Breakdown StructureRUP Rational Unified Process (part of Agile PM)SMART Specific, Measurable, Assignable, Realistic, Time-related |

**Example POS (Project Overview Statement**

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| ProjectOverviewStatement | 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 ActivitiesStatus and completion are measurableThe activity is boundedThe activity has a deliverableTime and cost are easily estimatedActivity duration is within acceptable limitsWork assignments are independent |

Planning Process

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

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| Task=ActivityTOA(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** |
| TeamMeetingsOperationsScopeCommunicationsResourcesWork Packages | Reports & GraphsScope BankDocumentationMeetings | AcceptanceDocumentationAuditFinal Report |