



# Introduction to Project Management

The Project Management Institute (PMI) Approach

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# Session Objectives

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- Defining the Project
- Organizing the Project
- Planning the Project
- Controlling the Project
- Ending the Project

# Project Management Knowledge Areas

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5e Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

# Process Groups

- Initiation
  - Process performed to define a new project or phase of an existing project
- Planning
  - Establish the scope of the project, refine the objectives and define the course of action to attain the objectives
- Executing
  - Process performed to complete the work define in the Project management plan
- Monitoring and Controlling
  - Process required to track, review and regulate the project and performance of the project along with any changes to the plan that are required
- Closing
  - The process to formally complete or close a project, phase or contract

# A Project: Defined

An organized effort to achieve a predefined goal



- A temporary endeavour undertaken to create a unique product, service or result
- The project has a definite beginning and end
- Projects drive change in organizations
- The project charter formally authorizes the existence of a project and the business need

# IRON TRIANGLE

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Scope

Time

Cost

# Project Success

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- A statement of “doneness”
  - Business Value
  - Measured & Quantifiable
- Success criteria
  - Higher revenue
  - Improved productivity
  - Increased sales

*Wider definition of Value*

# Project Life Cycle

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	Projects
Definition	Temporary endeavor undertaking to create a unique product, service or result
Scope	The work performed to deliver a product, services, or result with the specified features and functions
Change	Project managers expect change and must implement change control process to keep change managed and controlled
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle
Management	Project managers manage the project team to meet the project objectives
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaking to produce
Success	Success is measured by product and project quality, timelines, budget, compliance and degree of customer satisfaction

# Project Life Cycles

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Scope the Project

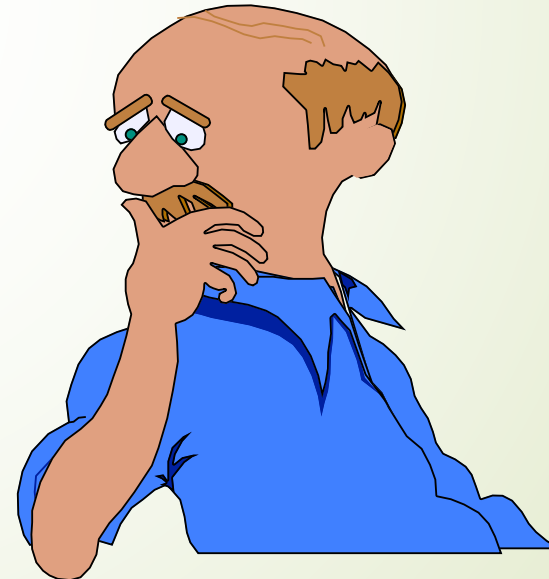
Develop Detailed  
Plan

Launch the Plan

Monitor the  
Project Progress

Close out the  
Project

If most projects fit this  
model - why don't people  
follow it?



# The Big Question

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- Who is the most important/critical on a project?
  - Business Sponsors
  - Project Manager
  - Team Members

# Project Structure

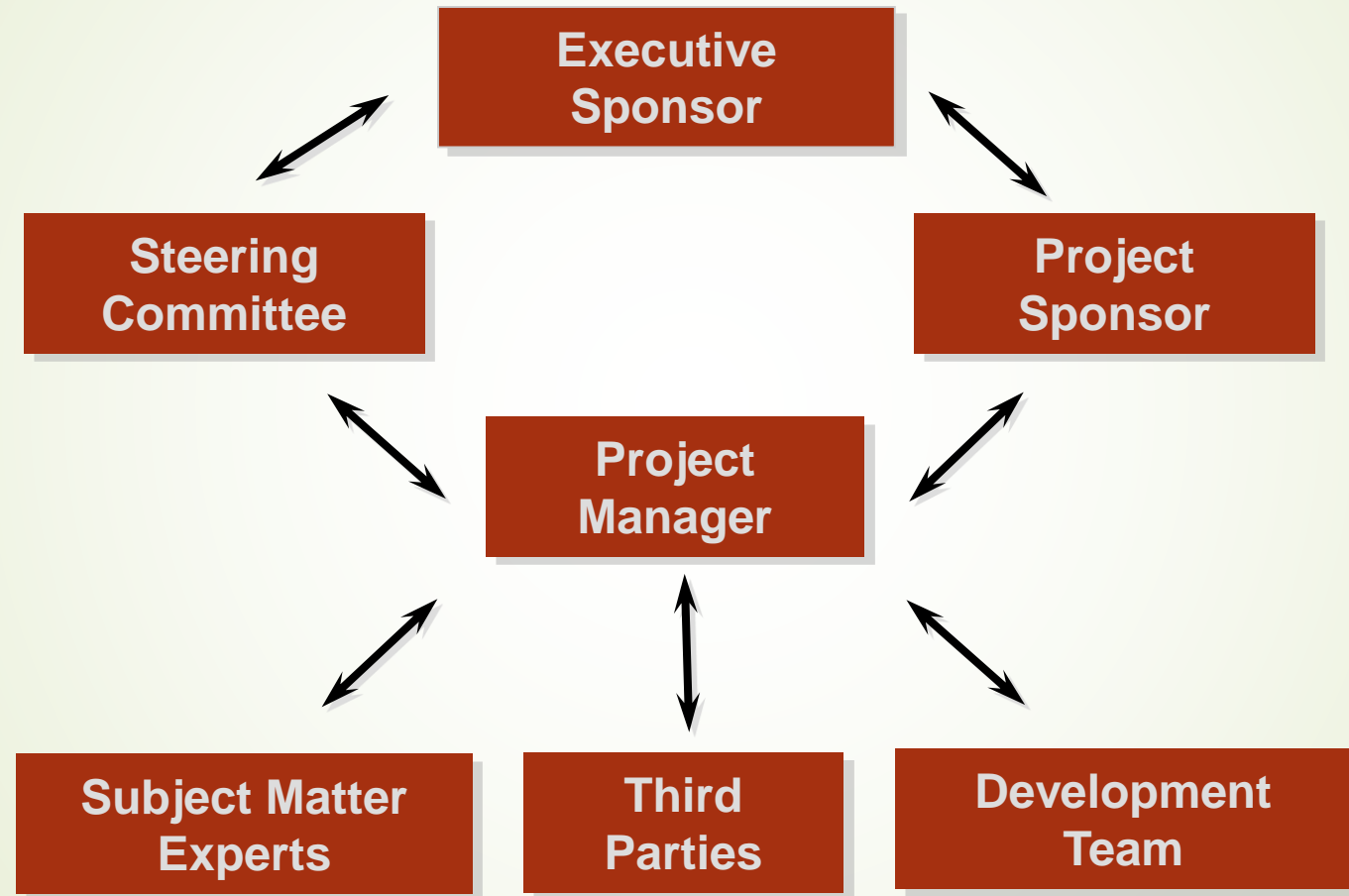
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- Functional
- Projectized
- Matrix
- Project Coordinator  
*Typically in a matrix organization*

# Project Manager's Environment

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# Project Manager's Responsibilities

## PLANNING THE PROJECT

- deliver expected value by achievable end dates
- estimating resources
- assessing risks
- project management plan
- project schedule

## ACTIVATING THE PROJECT

- team preparation
- team motivation
- client relationship

## CONTROLLING THE PROJECT

- team performance
- anticipated benefits are not compromised
- progress reporting
- problem resolution
- managing contractors
- team morale
- client relationship

## ENDING THE PROJECT

- client relationship
- team member evaluation
- celebration for team
- final reckoning

# Characteristics of Project Manager

- Knowledge of Project Management
- Practical Application of Tasks
- Excellent Communication Skills
- Leader
- Team Builder
- Enterprise Perspective
- Supported by Management

# PLANNING THE PROJECT



# Planning

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**Why Plan?**

**What makes a good plan?**

**How do you plan?**

**When should I plan?**

**What is there to help me?**



# Reasons for Planning

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- Achievable
- Help identify key milestones
- Aids in thought process
- Aids delegation
- Basis of costing
- Resource management
- Includes:
  - Scope
  - Work Breakdown Structure
  - Activity list/duration
  - Budget

# A Good Plan

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- Covers all the processes that make up project planning
- Timescales clearly shown
- Resources clearly marked
- Defines deliverables
- Components include:
  - Quality Management Plan
  - Risk Management Plan
  - Vendor Management Plan

# Project Charter Elements: ICD-10 Charter

- Project Purpose/Business Justification
- Project Objective
- Areas Impacted
  - Systems Impacted
  - Operational Impacts
  - Financial Impacts
- Project Approach
- Major Risks
- Project Success

# So what is the best way to approach this?

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- You decide to invite 4 friends around for a proper sit down chicken dinner
- You check with your partner and they agree ('agreement to proceed')
- However, you have to organize as your partner is busy

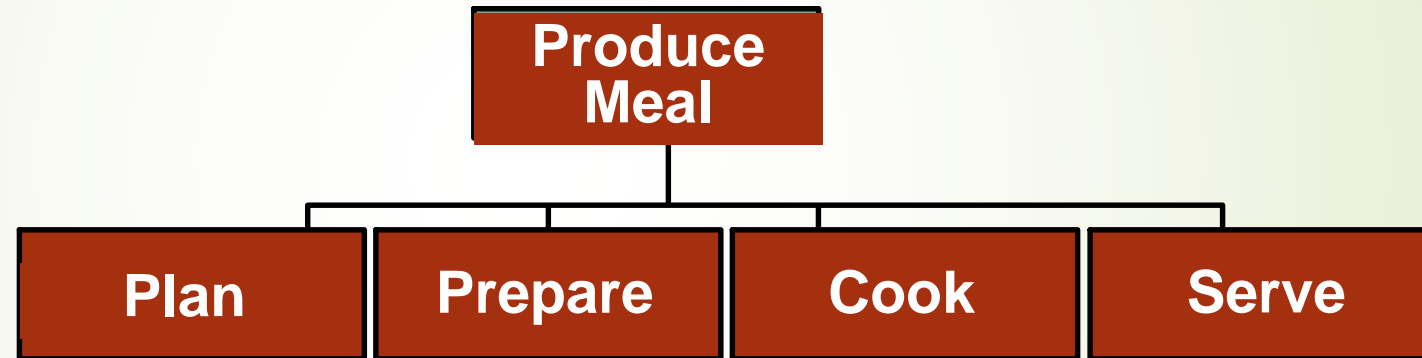
***So what does the plan look like?***

# The Work Breakdown Structure

## A Hierarchical Breakdown of Activities

**PROJECT**

**STAGE**



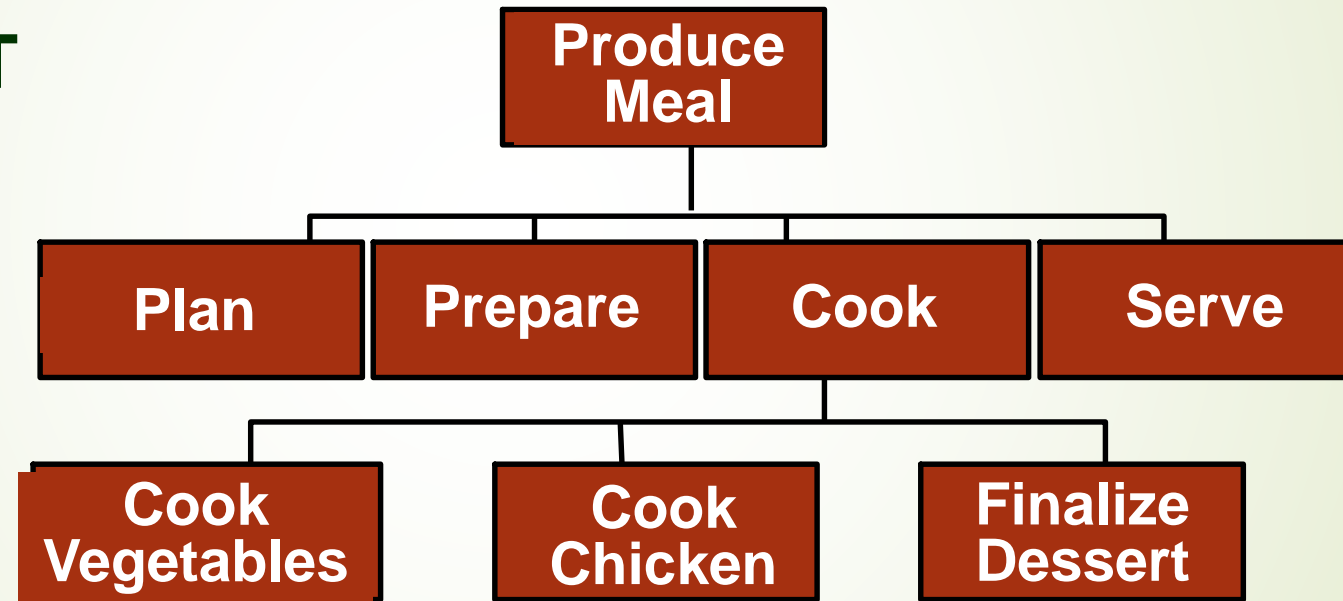
# The Work Breakdown Structure

## A Hierarchical Breakdown of Activities

**PROJECT**

**STAGE**

**STEP**



# The Work Breakdown Structure

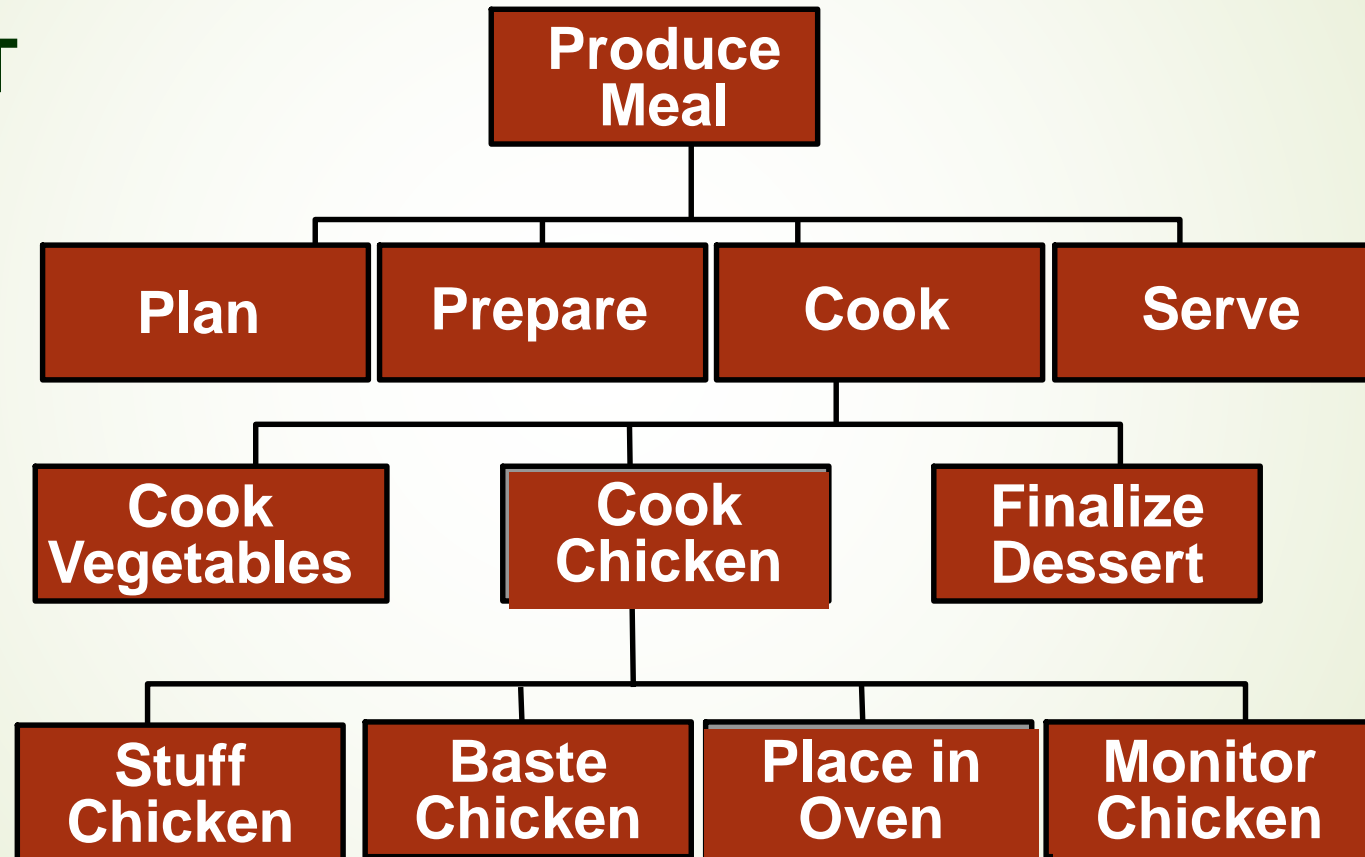
## A Hierarchical Breakdown of Activities

**PROJECT**

**STAGE**

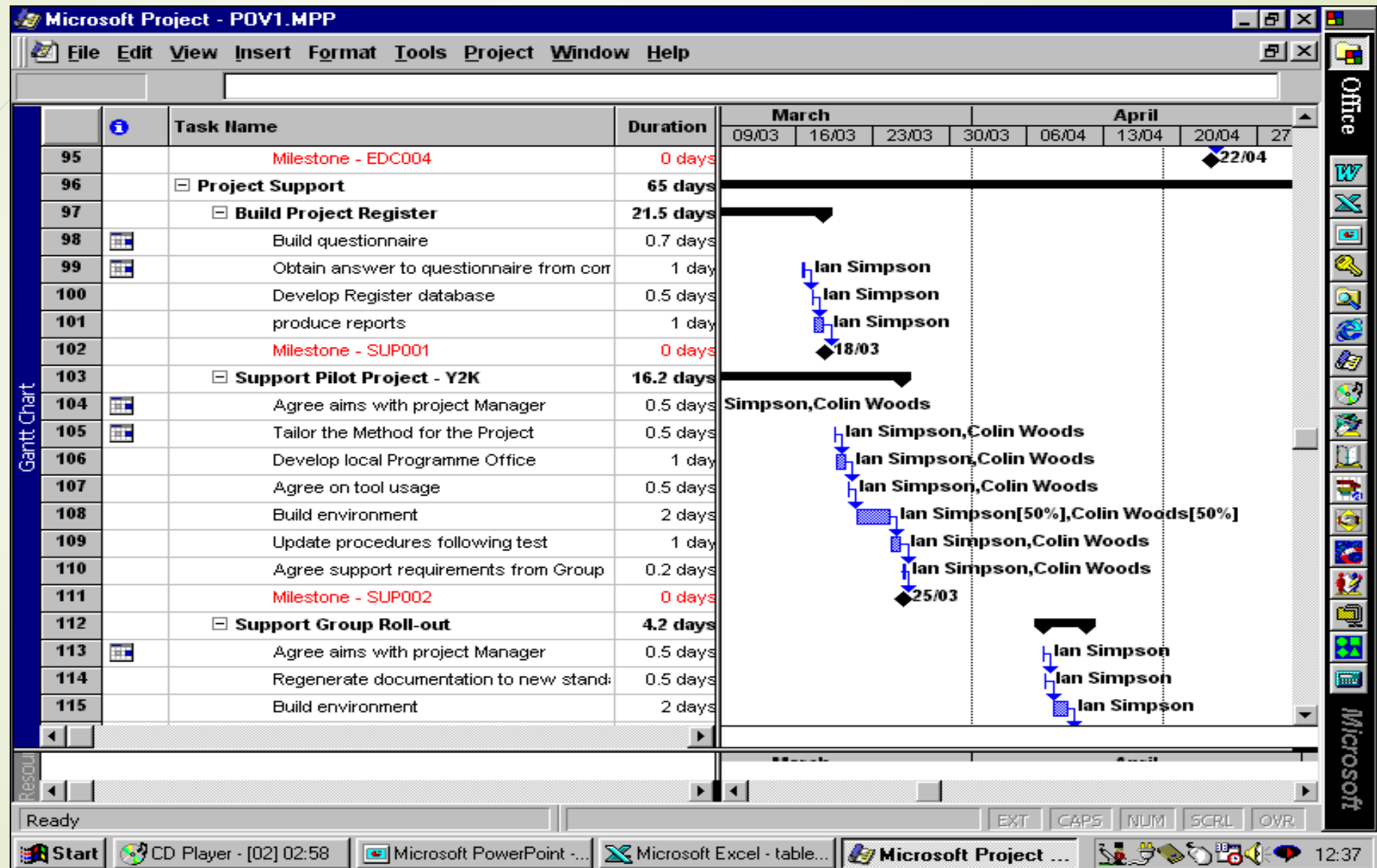
**STEP**

**TASK**



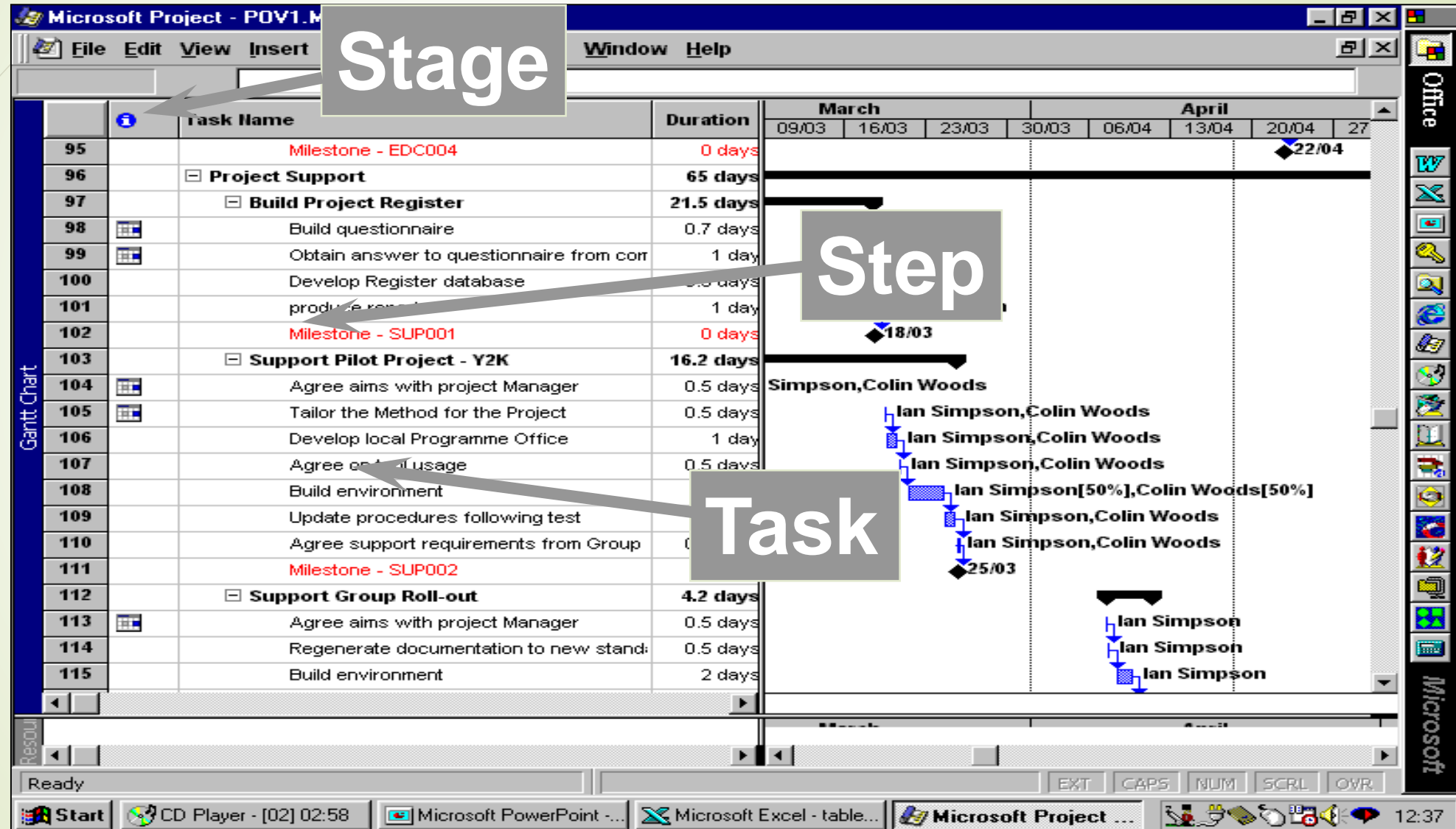
# Components of a Plan

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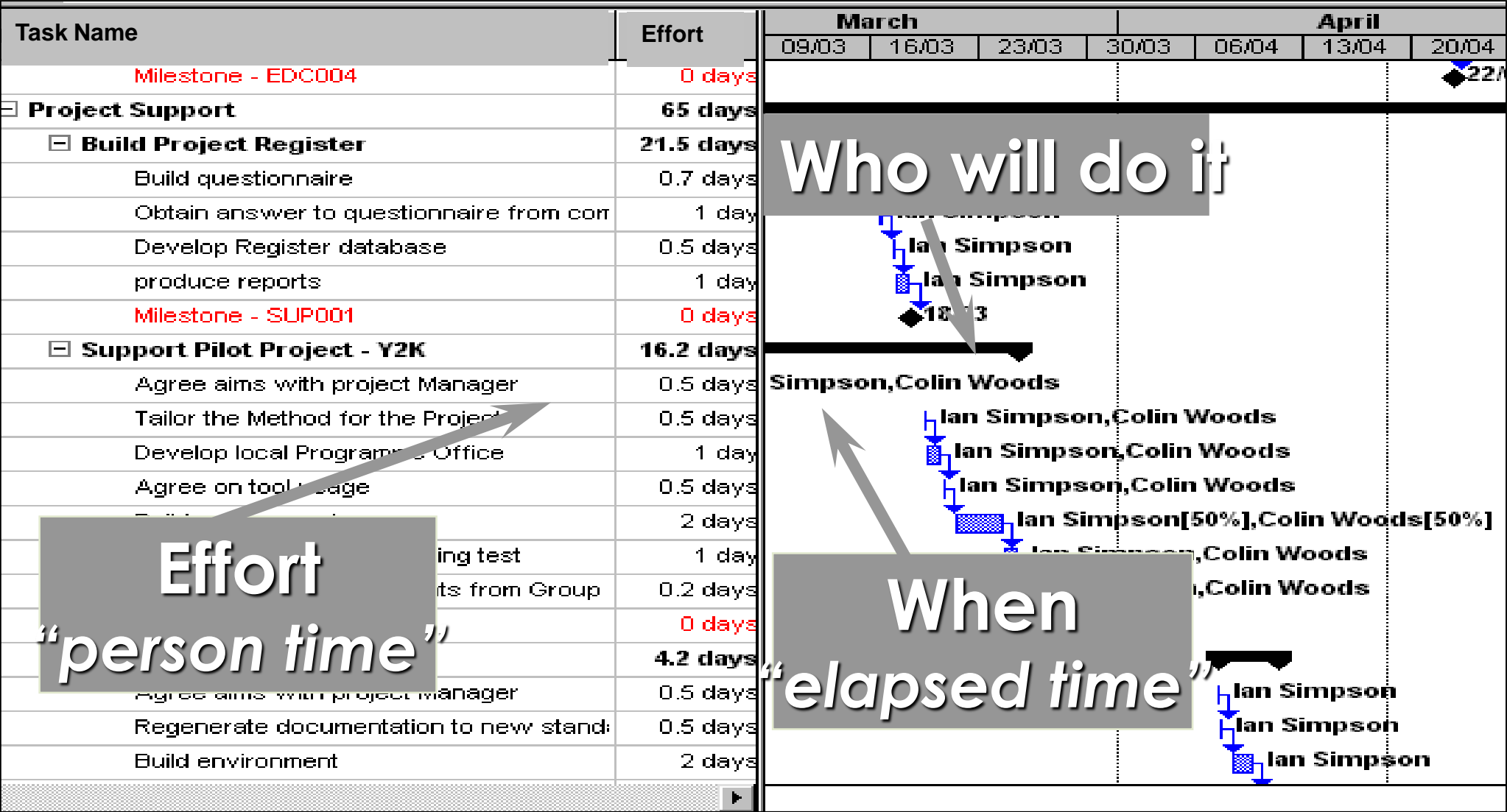
# Components of a Plan (cont'd)

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# Components of a Plan (cont'd)

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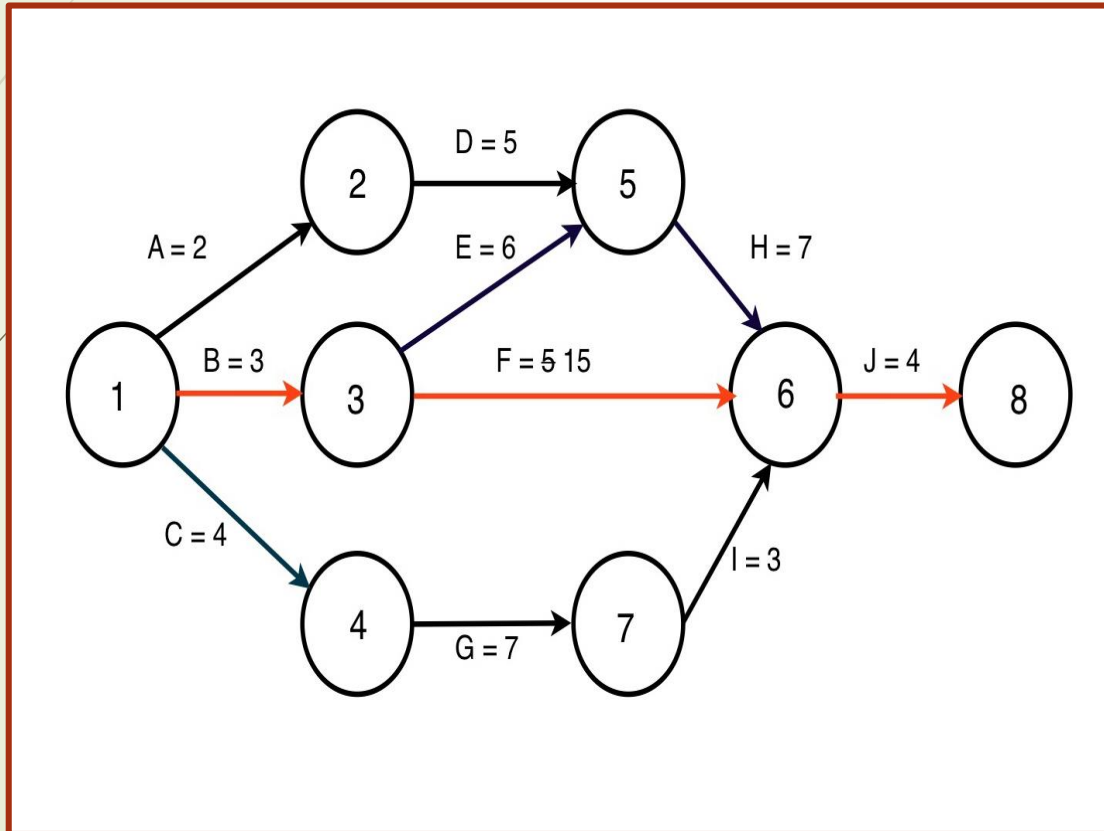


# Critical Path

- The sequence of activities that represents the longest path through a project which determine the shortest possible duration
- Any activity on the critical part is on the project schedule
- A method used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model

# Critical Path

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Path	Activities	Path Duration
A-D-H-J	2+5+7+4	18
C-G-I-J	4+7+3+4	18
B-F-J	3+15+4	22
B-E-H-J	4+6+7+4	21

# Project Templates

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- Improves Quality
- Speeds up the Process
- Learn from the Experience of Others
- Tried and Tested Approach
- Easy to Build New Approaches



# Tips on Planning

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- **Use Microsoft Project or similar scheduling tool – Makes life easier!!**

# **Project Management The End Stage**



# Objectives

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- To understand the Final Tasks that need to be completed on a Project, and the importance of each of those tasks



# Project Closure

- The process of finalizing all activities for the project, phase or contract.
- The Project is archived, the planned work is completed and organization tem resources are release to pursue new endeavors
- Outputs
  - Lessons learned
  - Final product, service or result transition
  - Final Report
  - Organizational process assets updates

# Ending a Project - The Tasks



- Prepare completion report
- De-equip project
- Turn over results
- Finalize documentation
- Release project resources

# Determine Impact on the Business



- Do the deliverables meet the business needs?
- Do the deliverables meet the user needs?
- Are the deliverables maintainable?

# De-Equip Project

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## Logistical Support

- Facilities
  - Desks,
  - Chairs,
  - Whiteboards, etc
- Computers/Software
- Other Resources
  - Phones,
  - Printers,
  - Coffee machine,
  - Borrowed stuff, etc

# Turn Over Results



- Scope
  - Close open issue list
- Deliverables
  - Models,
  - Designs,
  - Software, etc
- Intermediate products
  - Presentations,
  - Work papers, etc
- Final signatures

# Finalize Documentation

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## Financials

- Final labor costs
- Final non-labor costs
- Payment of final invoices

# Release Project Resources

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- Complete team member performance evaluations
- Reassign team members to other projects

# Summary

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- Collect suggestions for improving or updating the policies and procedures of the organization
- Measure stakeholder satisfaction
- Don't forget the party

