



Project Management

Topic 1: Project initiating process

Topic 2: Project planning process



Project

A project is a one-time, multitask job that is conducted to solve a problem.

Projects should include a definite Starting point, a definite ending point, a clearly defined scope of work, a budget, and a team



Statement of Work (SOW)

Objectives : SMART

- **S**pecific: your objectives and deliverables must be clear without ambiguity.
- **M**easurable: you should be able to measure whether you are meeting the objectives or not.
- **A**chievable: do not try to attempt more than you can.
- **R**ealistic: do you have the resources to achieve your objective?
- **T**ime-specific: specify when an objective will be attained (date).



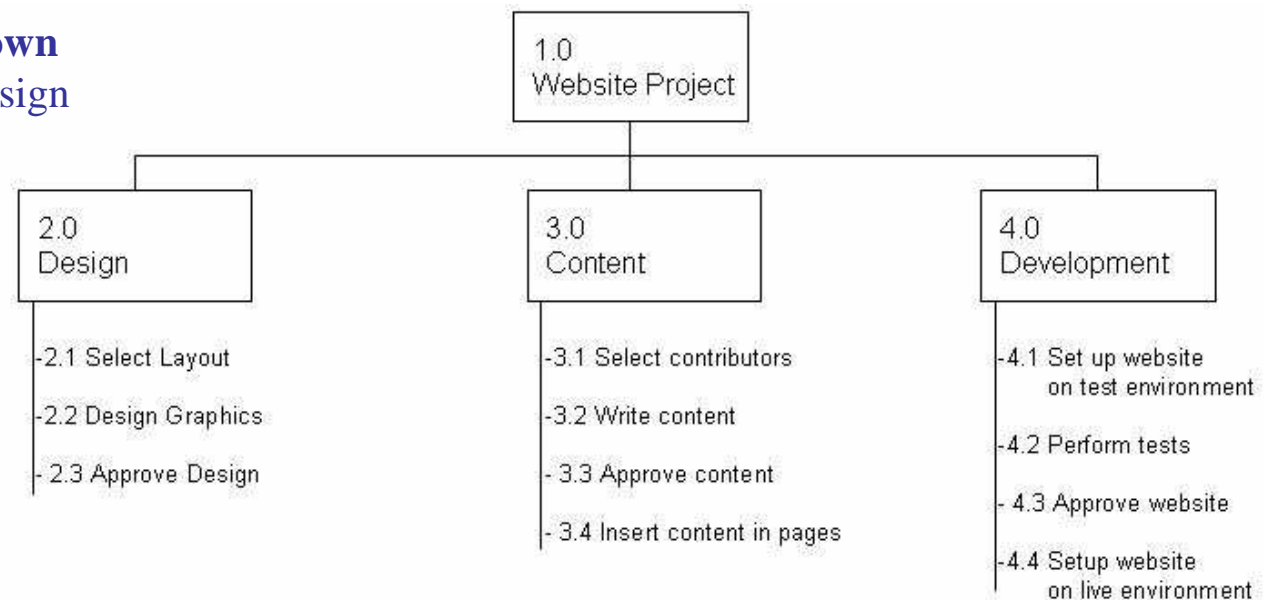
1. Detail the activities that make up your project using the **Work Breakdown Structure (WBS)** .
2. Create a **network diagram** to determine the dependencies among the activities.
3. Identify the **resources** (people, equipment, facilities, etc.) the project need .
Assessing your **5 M resources** (Machinery Manpower Materials Methods Money)
4. Applying charts and graphs .Establish a schedule for the project and refining its scope. **GANTT**
5. Putting all of the information into a project management plan that will become the baseline document for your project.



Work Breakdown Structure (WBS)

To begin the project planning process, start working on the WBS, which is an effective tool that helps you list all the tasks involved in your project. The WBS allows you to group all the tasks under main activities ensuring that you have a clear overview of what you need to execute during the project.

A simplified **Work Breakdown Structure (WBS)** for the design of a website:



TIP: Careful with the level of detail in your WBS – 3 levels is good; 5 the limit, and 7 becomes unwieldy.

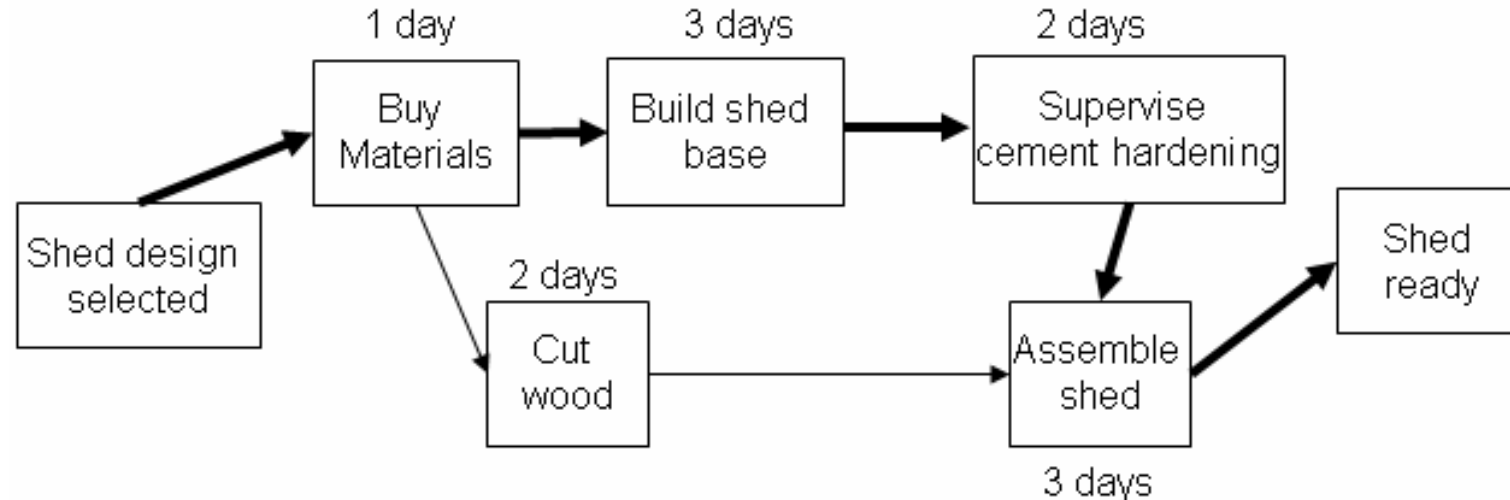
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Network diagrams

The WBS allowed you to identify groups of activities that you need to accomplish in your project. However, the WBS does not show the dependencies or sequence between these activities. A network diagram will allow you to illustrate this. Once your network diagram is ready, only then can you realistically start determining your project's schedule.



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The Gantt Chart

A Gantt chart is a very useful project management tool that provides you with an overview of your schedule (something that the network diagram did not).

	June 2004									
	1	2	3	4	5	6	7	8	9	10
Activity										
Buy Materials										
Build shed base										
Supervise cement hardening										
Cut wood										
Assemble shed										

The Gantt Chart



Preparing Gantt Charts in Microsoft Excel:

Excel, because of its grid nature provides a great way to prepare and manage project plans. We can use Excel features like Conditional Formatting and Formulas to prepare a comprehensive Gantt chart depicting almost any project. Since Excel is a very common software and most managers know how to use it, using excel to prepare and maintain Gantt charts can be very productive and easy.

Project Plan for Bootcamping a start-up

#	Activity	Start	End	Day >													
				1	2	3	4	5	6	7	8	9	10	11	12		
1	Findout what to do	1	2	█	█												
2	Dig a little deep	2	3		█	█											
3	Scope out junk	4	4				█										
4	Write a spec	5	6					█	█								
5	Sit and design	7	8							█	█						
6	List out can't dos	8	8								█						
7	Scope out dreams	9	9									█					
8	Update specs	9	10									█	█				
9	Update design	10	11											█	█		
10	Start coding	11	11														█



Getting and estimating resource requirements

Now that you have a better overview of the activities and schedule of your project, you have to determine the resources that you will need to execute the activities. You will need resources such as people, material and other supplies. For example, in a website design project you would typically need graphical designers and programmers, access to rooms to hold your meetings, software, computers, and so on.



People first

Let's begin with the most important resource – people. You will need to determine the skills required for accomplishing the activities of your project. After this phase, you need to match people to those skills. A good way to do this is to create a skills sheet that matches skills to activities.

WBS	Activity	Skills needed	Name of person	Skills level	Deliverable	Effort days	Start date	End date	Cost
2.1	Write marketing content	Marketing	JJC	Expert	Marketing content for website	10	May 7	May 20	9,500
2.2	Write HR content	HR	AFH	Intermediate	HR content for website	8	May 10	May 30	7,600
2.3	Edit all content	Document editing	KDM	Expert	Edited content for website	5	April 4	April 20	4,000

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Nonperson resources

You may also need to factor in the availability of nonperson resources such as supplies, equipment and facilities. To do this, create a nonperson availability sheet similar to the example below:

WBS	Activity	Resource needed	Time in hours	Date (s) needed
4.1	Design brochure	- Computer - Color Printer	80	4 to 29 April
4.2	Brochure review meeting	- Meeting room with computer connected to projector	3	4 May
4.3	Make copies of draft brochure	- Color Photocopier	2	5 May

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Creating your project plan

The project plan document contains all the information that you have collected until now. Your project plan can contain the following sections:

1. Project management approval page	9. Project organization
2. Executive summary	10. Work breakdown structure
3. Project charter	11. Network diagram
4. Objectives	12. Gantt chart
5. Project Assumptions and risks	13. Resources
6. Project scope	14. Costs
7. Deliverables	15. Procedures
8. Stakeholders	16. Project directory