Value of Project Management & Project Management Techniques for Non-Project Managers

Session 1

Agenda

- Introduction
- Overview & Value of Project Management at BC: 
  *Mike Bourque*
- Q&A
- Project Management Techniques for Non-Project Managers: 
  *Pat Armstrong*
- Q&A
- Close
Overview & Value of Project Management at BC

Mike Bourque, VP, Information Technology Services

“Herding Cats” from EDS
What is a project?
A “temporary endeavor undertaken to create a unique product, service or results”
- Definite beginning & end
- Team is formed & reassigned at completion
- Contrast with operations – ongoing, repetitive

What is project management?
Application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Who is a project manager?
- The person assigned to achieve the project objectives.
- A role not necessarily a job.
- Someone who learns by doing.

Image Source: “Far Side”, Gary Larson
The “optimal” skills for a project manager?

- Project Management Knowledge and Practice
- General Management Knowledge and Practice
- Application Area Knowledge and Practice

Source: PMI

PM Concept – Project Lifecycle:

Project Management Processes

1. Initiating
2. Planning
3. Executing
4. Controlling (and Monitoring)
5. Closing
Key Concepts

Concept – Triple Constraint

Change in one side MUST affect another side (or both)

Need to develop a "Baseline" for scope, schedule and cost

Key Concepts (continued)

Project Scope:

“You can’t manage what you can’t measure” and
“You can’t manage something that you can’t describe.”

Robert S. Kaplan, HBS
Project Scope

1. **Project objective:** What, when, and how much?

2. **Deliverables:** Expected output during project life

3. **Milestones:** Significant event in the project that occurs at a point in time (easy to recognize). Ex., “Testing must be completed by April 15”

4. **Technical requirements:** Ensure proper performance

5. **Limits and exclusions:**
   - Limits: Service, maintenance, guarantee
   - Exclusions: Further define the project boundary by stating what’s not included

6. **Reviews with customer**

Source: Project Management, Gray & Larson

Overview & Value of PM @ BC

**Why are projects challenging?**

- Unique, something new, no blueprint
- Sometimes difficult to define – what is it, when does it end?
- Working with people
- Too much to do, too little time, too few resources
- As soon as you start, something changes
Overview & Value of PM @ BC

Why do projects fail?
- Scope creep
- Poor requirements gathering
- No functional input in planning
- Lack of sponsorship
- Unrealistic planning and scheduling/Impossible schedule commitments
- Lack of resources
- Not managing change or risk

*Plan ahead or find trouble on the doorstep.*
---Confucius

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Risk Factors
- People who don’t work for you
- Scope changes
- Requirements changes
- Deadline changes
- Budget changes
- Dispersed teams
- People/Resources pulled in some other direction
  - Other priority
  - Job change
  - Loss of interest
  - Team conflict
- Cultural issues??
Why is Project Management Important @ BC?

- Predictability in Terms of Scope, Schedule and Cost
- More Efficient Use of Time and Resources
- Improved Communication
- Better Control and Reporting
- Management of Change
- Management of Risk
- Clear Accountability
- Application of Industry Proven Best Practices
- Establishment of Consistent Repeated Processes

Bottom Line… Better Results

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Projects Come in Many Sizes, Shapes, etc.

- Everett Casino
- House Flipping/”Love It or List it”
- Planning a Conference

Some BC examples:

- LMS/Canvas
- Google Migration
- BC 10 Year Institutional Master Plan
- 2150 Comm Ave (New Dorm)
- bc.edu
Another type of Project Lifecycle…

- Wild Enthusiasm
- Disillusionment
- Confusion
- Panic
- Search for the guilty
- Punishment for the innocent
- Reward for the uninvolved
- Goals re-set to equal whatever the outcome

Employee Development – Professional Development Programs

Value & Application of Project management @ BC

Q&A