

Lecture 3 Project Management Processes

Course Code: CIS 223

Module Title: Project Management Essentials

Module Teacher: Nayeema Rahman

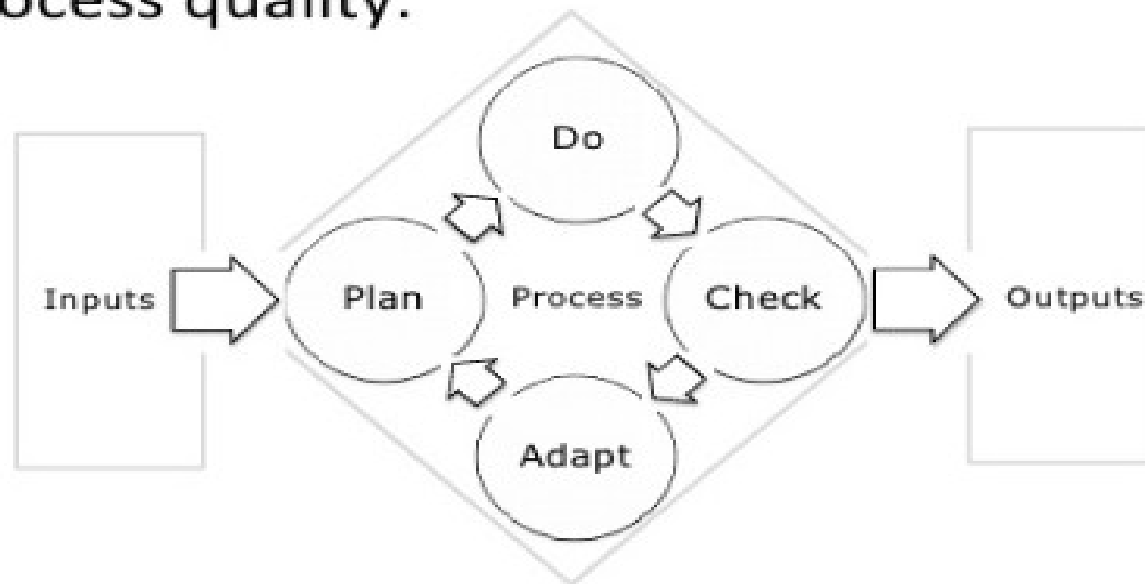
Project Management Processes

There are nine management processes that are relevant to development projects. These are designed to help manage the different elements of a project. Different projects may have different needs from each process.

- Scope Management
- Schedule Management
- Budget Management
- Quality Management
- Team Management
- Stakeholder Management
- Information Management
- Risk Management
- Contract Management

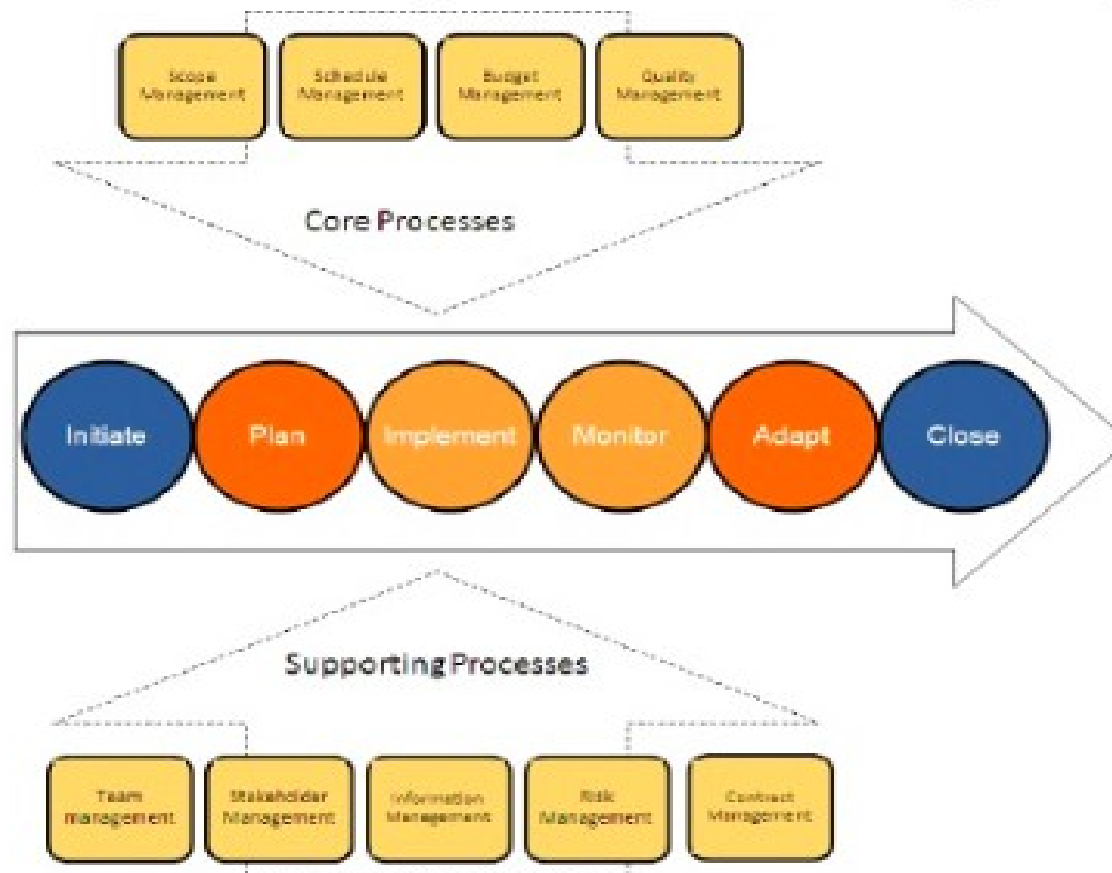
Project Management Processes

The nine management processes occur during the entire project and each one of them requires a cyclical approach that consists of planning, doing, checking and adapting to ensure process quality.



Project Management Processes

The PM processes are organized into two groups:



Scope Management

Scope Management includes the processes involved in defining and controlling all the activities that make up the project and that are required to complete the project successfully.



Scope Management

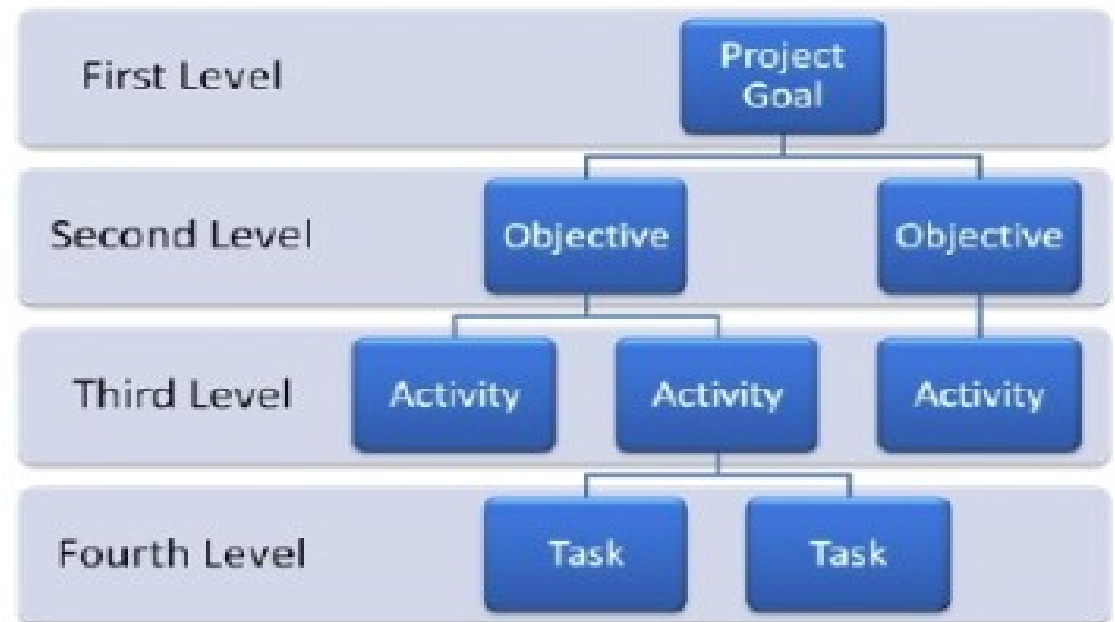
Scope Management involves four distinct steps:

1. Define the Scope
2. Assign Work
3. Verify the Scope
4. Adapt the Scope



Scope Management

The Work Breakdown Structure (WBS) which is a management technique of breaking the project down into a hierarchy of work tasks which represent 100% of the work.



Schedule Management

Schedule Management includes the development of a project schedule that contains all project activities, the project schedule is a communication tool that informs project stakeholders the status of the project and gives information as to when each activity must begin and end.



Schedule Management

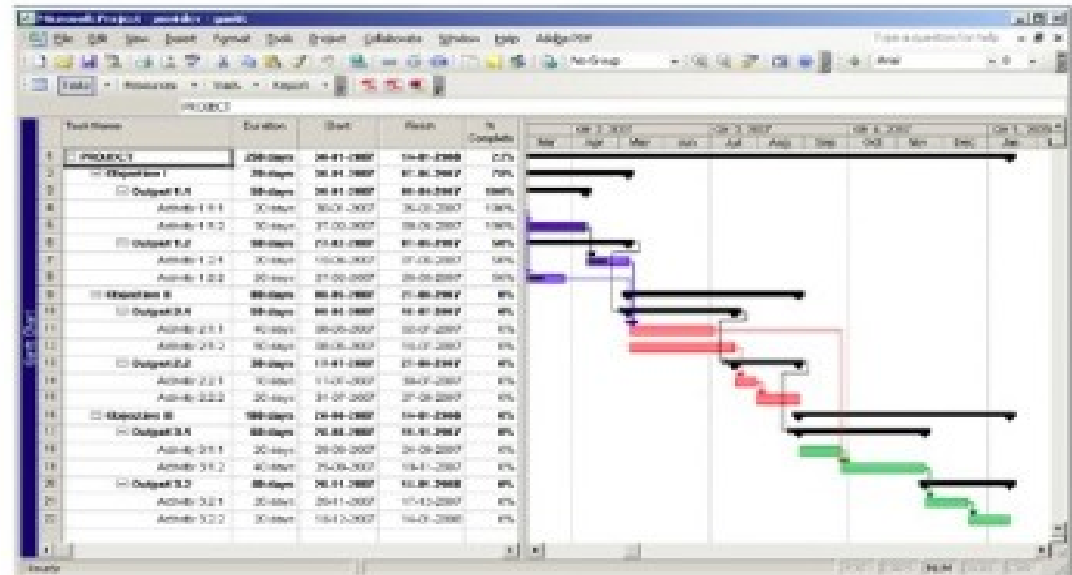
The key steps of the schedule management process are:

- Define the Schedule
- Publish the Schedule
- Monitor the Schedule
- Update the Schedule



Schedule Management

A GANTT diagram that list all project activities from the WBS; the length and duration of each activity is represented as a bar. Additionally, the chart shows the dependencies amongst activities.



Budget Management

Budget Management processes are required to ensure that the project is completed within the approved budget. The project's ability to manage the financial resources is a measure of the organization's compliance with donor's requirements and its efficiency.



Budget Management

Budget Management consist of the following steps:

1. Defining the Budget
2. Executing the Budget
3. Controlling the Budget
4. Updating the Budget



Budget Management

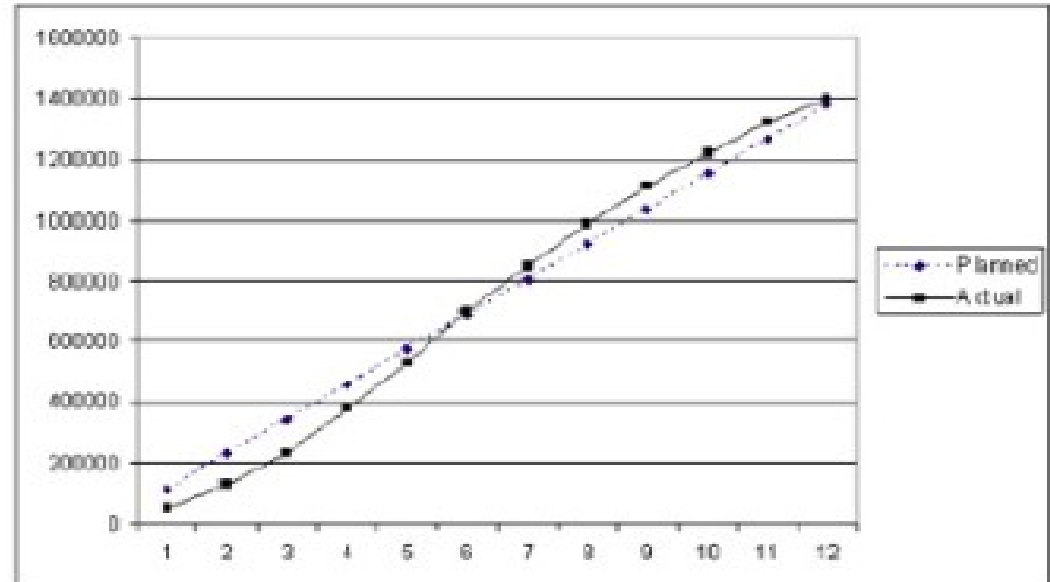
Budget Management consist of the following steps:

1. Defining the Budget
2. Executing the Budget
3. Controlling the Budget
4. Updating the Budget



Budget Management

Budget Management is the activity to see if the project expenses are being executed according to the budget plan and helps identify deviations and develop corrective actions.



Quality Management

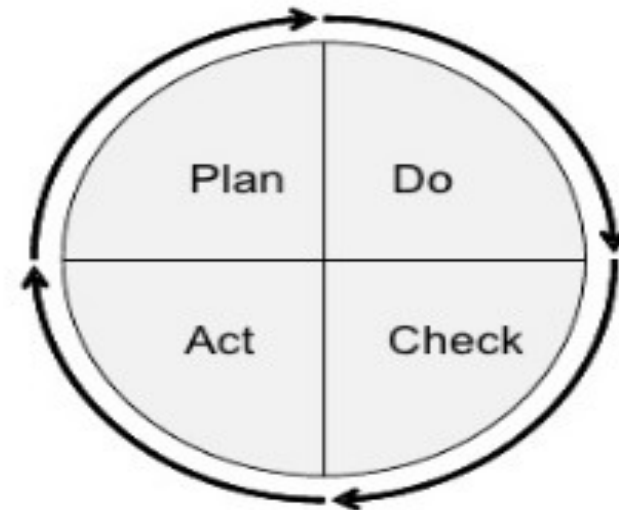
There are four steps in quality management:

1. Quality Definition
2. Quality Assurance
3. Quality Control
4. Quality Improvements



Quality Management

The most popular tool used to determine quality assurance is the Shewhart Cycle. This cycle for quality assurance consists of four steps: Plan, Do, Check, and Act. These steps are commonly abbreviated as PDCA.



Project Schedule

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“It took us five days to figure out how to finish our project two days early. That’s why we’re three days late.”

Project Schedule

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Team Management

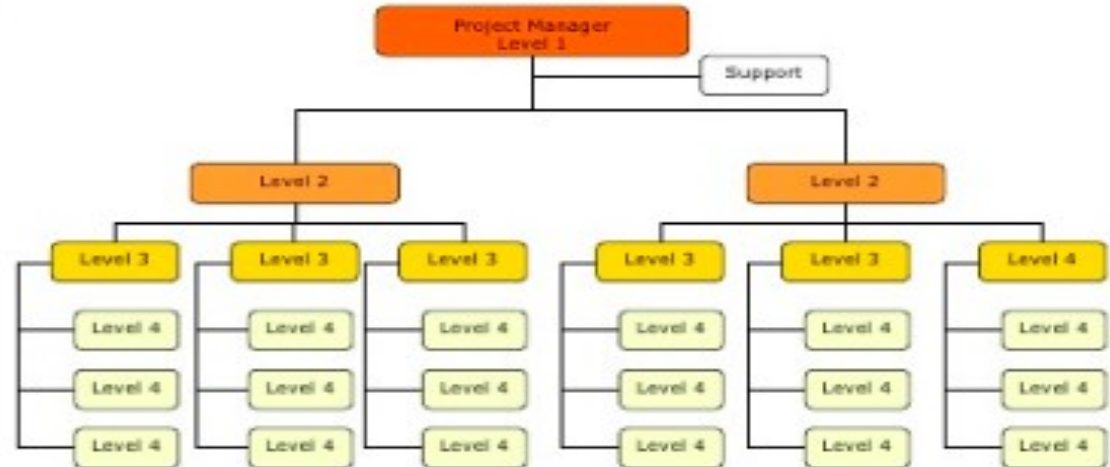
Team Management includes the processes required to make the most effective use of the people involved with the project. Team management involves the careful planning to ensure the project has the right people at the right time doing the right things.



Team Management

The “project organization chart” illustrates the structure to manage the project team.

The chart identifies the reporting relationships amongst the project team members and how the project integrates within the organizational structure.



Stakeholder Management

Stakeholders are all the people who have an interest in the project, they are the most critical element for the success of the project. They include donors, beneficiaries, local government, partner organizations and anyone who will be impacted by the project.



Stakeholder Management

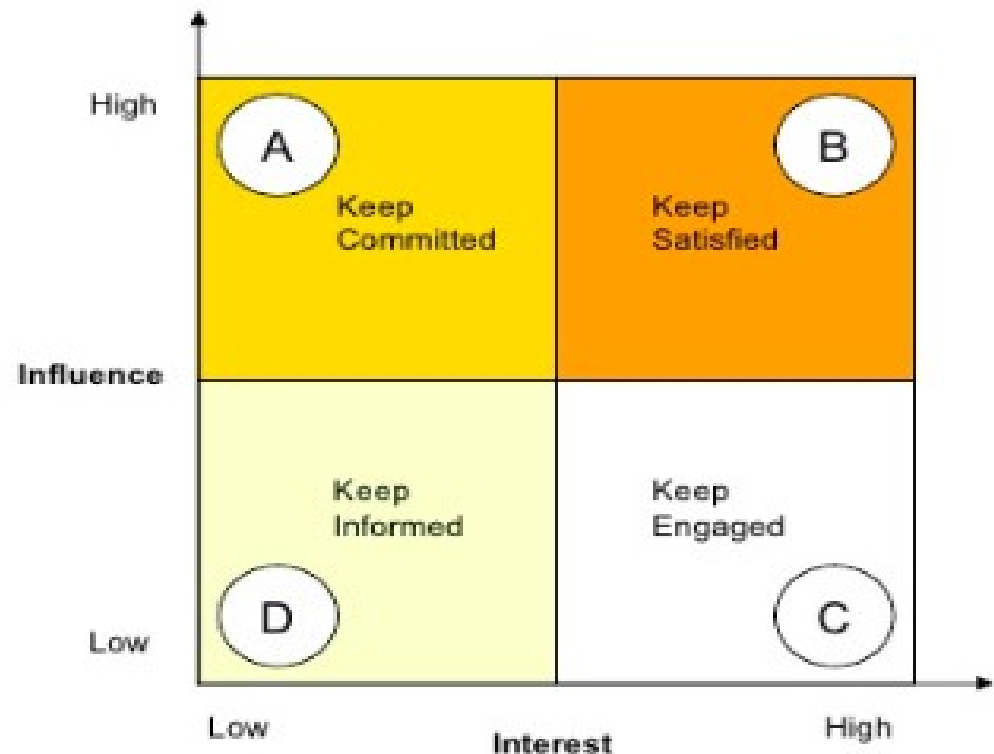
There are four steps in stakeholder management process:

1. Stakeholder Mapping
2. Stakeholder relationship building
3. Stakeholder evaluation
4. Stakeholder management improvement



Stakeholder Management

An important tool on identifying stakeholders is the creation of a stakeholder map that places each stakeholder on a matrix of influence and interest.



Information Management

Information Management includes the steps required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. 80% of a project managers' time is spent communicating via reports, email, telephone, meetings or presentations.



Information Management

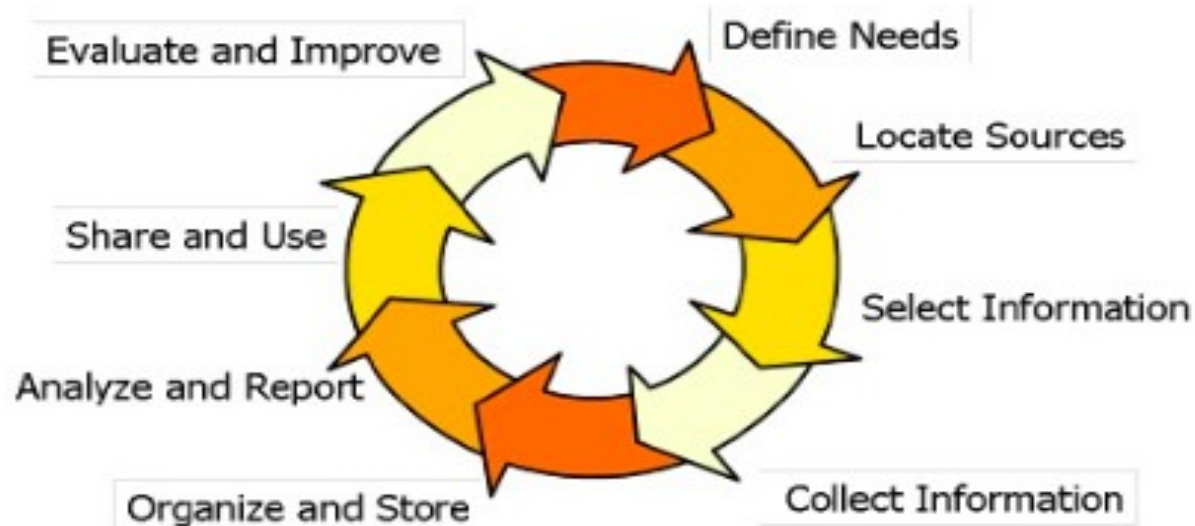
The steps in information management include:

1. Information Planning
2. Information Management
3. Information Evaluation
4. Information Improvement



Information Management

Managing information requires the same level of discipline as the management of other project processes; by adequately taking care of each one of the steps the project can have control on the outcomes of the process and be confident on the quality of the information generated.



Risk Management

Risk Management includes the processes concerned with identifying, analyzing, and responding to project risks. Risk in projects is defined as something that may happen and if it does, it will have an adverse impact on the project.



Risk Management

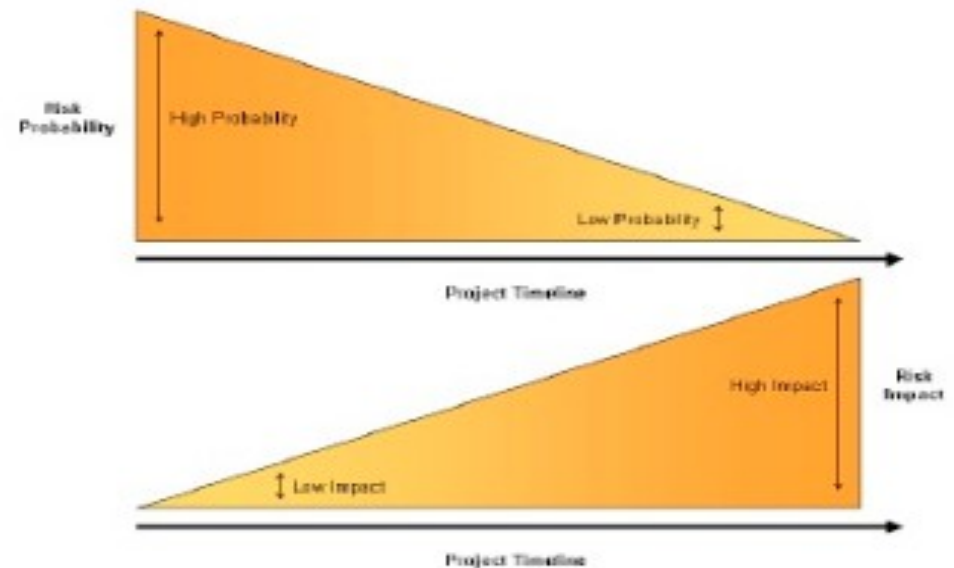
The four steps in risk management are:

1. Risk Planning
2. Risks Monitoring and Response
3. Risk Evaluation
4. Risk Plan Improvement



Risk Management

The list of project risks changes as the project matures, new risks develop, or anticipated risks disappear. As the project makes progress the probability for risks to occur changes, but the potential impact increases; this has implications on the budget and other contingency plans developed by the team.



Risk Management- Exercise

Risk	Probability	Impact	Risk factor	Priority	
Risk A	M (2)	L(1)	2	4	
Risk B	L (1)	H(3)	3	3	
Risk C	H(3)	H(3)	9	1	
Risk D	M(2)	H(3)	6	2	

Contract Management

Contract Management includes the processes required to manage the three types of contracts:

Grants,

sub-grants and

procurement contracts.

Different projects have different needs relating to contract management.



Contract Management

Contract management consists of four steps:

1. Develop the proposals
2. Contract award
3. Review performance
4. Updates



Contract Management

Contract management involves managing the relationship with the donor, sub-grantee and/or suppliers, monitoring contract performance, ensuring reports and payments are made on time and goods and services are delivered under specifications.



Project Schedule

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“We were way ahead of schedule, so we revised the schedule. Now we’re way behind schedule because we lost too much time revising the schedule. What we need is a schedule to help us revise our schedules on schedule.”