



Project Management Success

Tips, Tools and Strategies for Practical Project Management

Project Management Success

PMBOK EXPLAINED!

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Session 2: Project Lifecycle and Organization

Project Management Success Series – Session 2: Project Lifecycle and Organization

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Overview

- Project Lifecycle
- Projects vs. Operational Work
- Stakeholders
- Organizational Influences on Project Management



Project Lifecycle

- Projects, regardless of size and complexity generally have the same lifecycle structure.
 - Starting
 - Organizing and preparing
 - Carrying out the work
 - Closing the project



Project Lifecycle

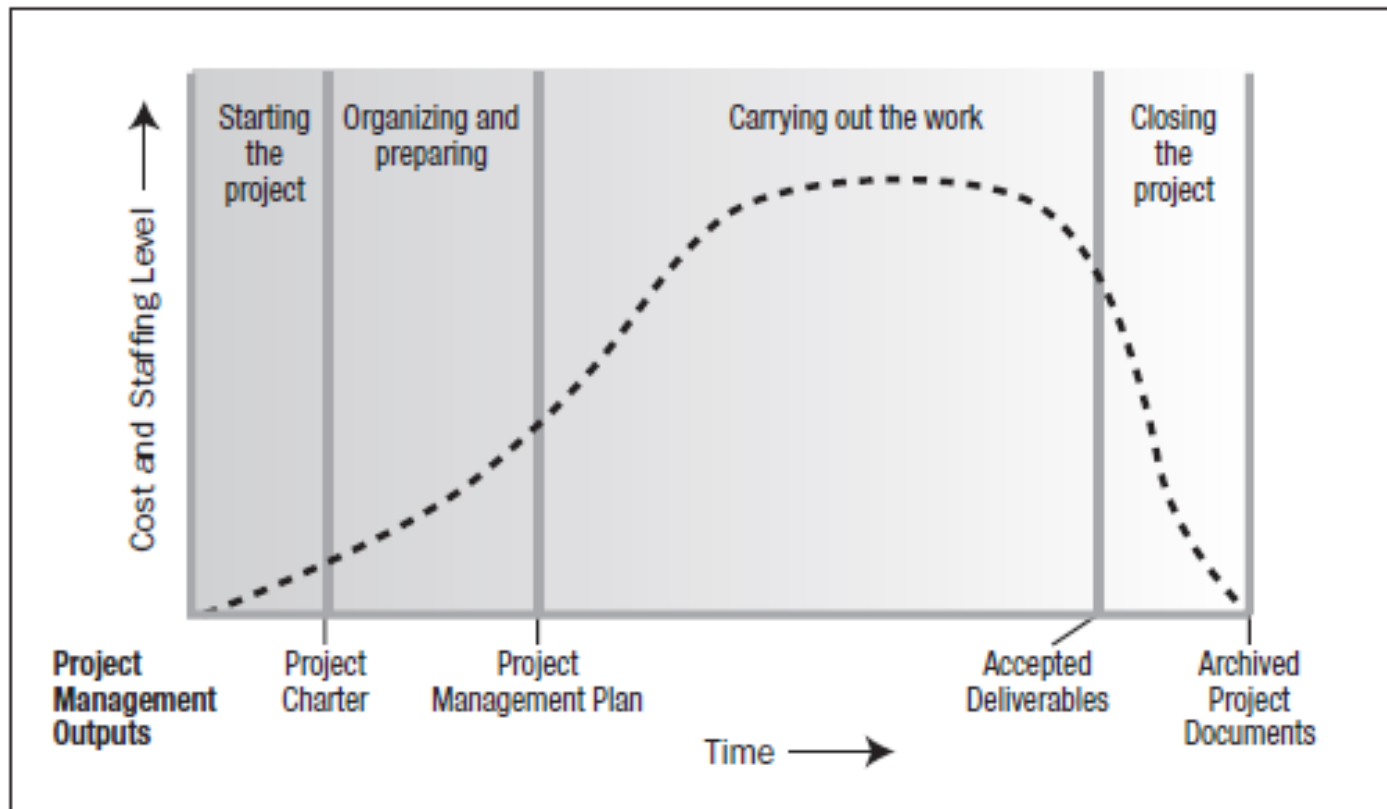


Figure 2-1. Typical Cost and Staffing Levels Across the Project Life Cycle



Project Lifecycle

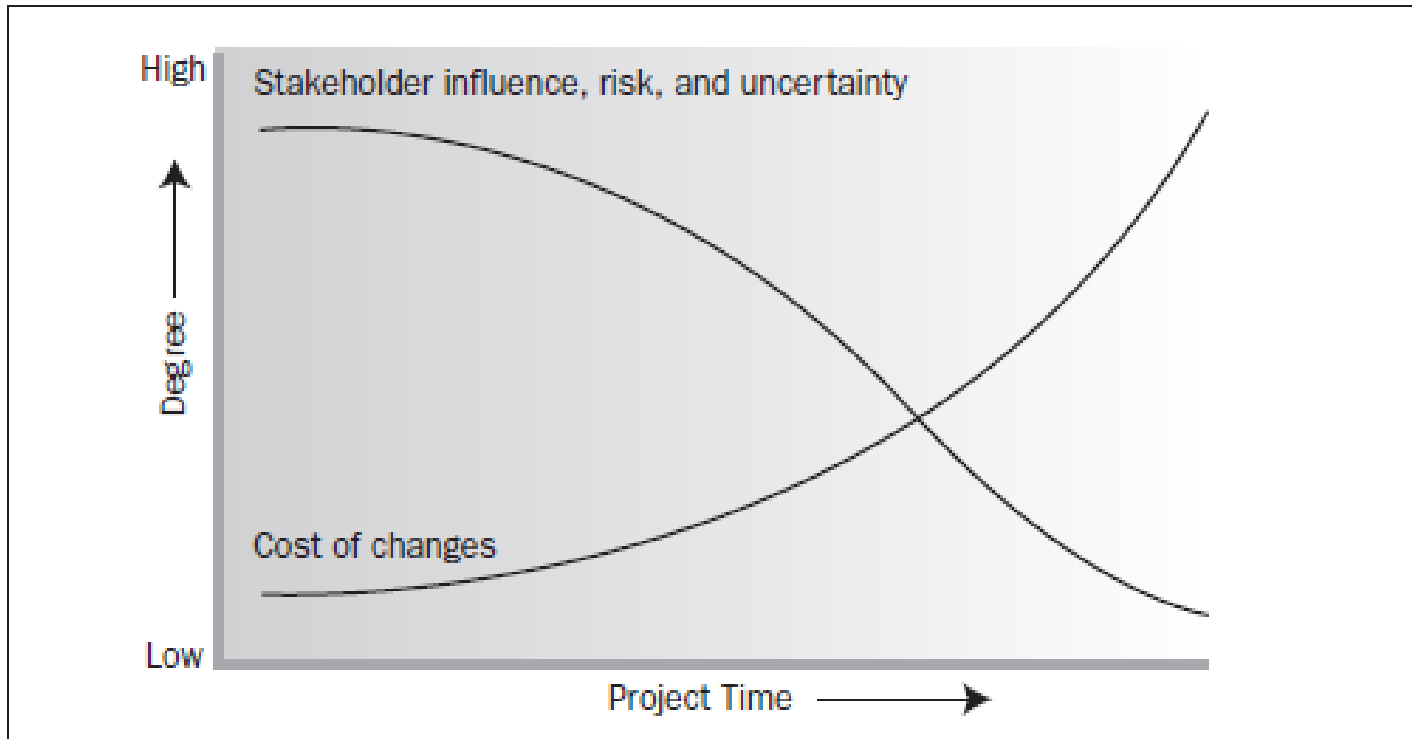


Figure 2-2. Impact of Variable Based on Project Time



Project Lifecycle

- Project Phases
 - Divisions within a project
 - May be sequential, overlapping, iterative
 - Phases allow the project to be segmented into logical subsets – ease of management, planning and control
 - Phases can differ in size, complexity, priority, impact and each has a distinct focus of work.
 - Phases result in a transfer of work or handoff of some kind
 - Phase exit, milestone, phase gate, decision gate, stage gate, kill point
 - Primary objective of the phase requires an extra degree of control to be achieved - PMBOK uses five process groups to do this.



Project vs. Operational work

- Operations are ongoing and produce repetitive products, services or results.
- Projects are temporary and end.
- Operations work is ongoing and does not terminate when current objectives are met.
- Operations work changes over time to meet the organization strategy.



Stakeholders

- People or organizations who are involved in the project or who have an interest in the project and project outcome.
- May exert influence over the project, deliverables and resources.
- Internal and external
- Need to be managed
- Stakeholder requirements – communication, review of products, sign off
- Can include Customers, Users, Sponsor, Board, Managers, PMO, PM, Project Team, Business partners



Organizational Influences on Project Management

- Organizational Culture and Styles
 - Vision, values, norms, beliefs, expectations
 - Policies, methods, procedures
 - Authority relationships
 - Work ethic and hours
- Organizational Structure
 - Affects availability of resources and how projects are conducted.
 - Things to consider – Project Manager authority, resource availability, control of project budget, PM role, Project Management Admin staff
- Organizational Process Assets
 - Any or all process related assets that can be used to influence project success
 - Formal plans, policies, procedures, guidelines, knowledge bases
 - Standardized guidelines, work instructions, organizational communication requirements and systems



This series – What it is

- This 12 part series will give you the whirlwind tour of PMBOK, providing a practical summary of PMBOK processes.
- Useful for beginners or experienced PMs.
- Simple, clear, down to earth explanation.



This series – What it isn't

- It isn't a comprehensive coverage of the entire PMBOK manual.
- It isn't preparation for your PMP exam – but we can tell you where to get help with that!



PMBOK Explained! – What's next?

Next session:

Project Management Processes



Reference

- Reference for this presentation:

A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition. 2008 Project Management Institute, 14 Campus Blvd, Newtown Square, PA 19073-3299 USA