

# INTERNATIONAL PROGRAM MANAGEMENT

## Team Presentations and Course Recapitulation

**EFREI Winter 201-2015: Session 4**

**M. Otten - Professor**

# **HOMEWORK SUMMARY**

**Deliverable due by end-of-day on Mondays**

**Feb 1: Team Work Plan for LA ERP Program Presentation & Report**

- **Team member task assignments (WBS)**
- **Gantt Chart for Team Tasks**
  - **March 21 Presentation Sections**
  - **April Report Table of Contents**

**Feb 7: Gantt or PERT Chart of LA ERP Program Deliverables**

**Feb 15: Table of Contents for Team Report & Stakeholder Communications Plan**

**March 7: Outline of March 21 Presentation**

**March 14: Drafts of March 21 Presentation**

**March 21: Final PowerPoint of Presentations due by noon before final class: Presentations by each team to be made in final class**

**March 28: Draft of Report**

**April 04: Final Exam**

**April 11: Final Report due**

# **Team Communications Problems**

**10 Minutes to discuss what problems your team had and what can be done to work more efficiently in future**

**Team Leader to summarize causes and ways to avoid**

**3 Minutes per Team**

**Class Resumes at \_\_\_\_\_**

# **Team Communications Problems**

**Lack of commitment to do work**

**Early Need to assign AND agree on who does what when**

**Need effective and visible follow-up**

**Use Peer and/or Management pressure**

**Timely milestones to discover problems**

**Imbalance of workload**

**Review workload concerns and meet to rebalance**

**Variances of Quality across work items**

**Peer critique and help; Rebalance if necessary**

**Support team effort, don't just point fingers**

**'Vote' off the team anyone guilty of flagrant neglect**

**Recognize that whole team affected by each individual's actions**

**Project Management requires effective management of a team by the team**

**Negotiate so 'win-win' philosophy prevails, but sometimes a loser must lose!**

# TEAM PRESENTATIONS

Order of Presentations:

- D
- F
- B
- E
- A
- C

# **COURSE RECAPITULATION SUMMARY**

# Projects & Programs - Definitions

A project is:

***“A unique set of coordinated activities with definite starting and ending points, undertaken by an individual or organization to meet specific objectives within a defined schedule, cost, performance parameters”..(BS 6079)***

***“A temporary endeavor undertaken to create a unique product, service or result.... [or] A final product or service deliverable.” .. (PMBOK 1.2)***

<http://shop.bsigroup.com/ProductDetail/?pid=000000000030170007>  
<http://www.pmi.org/PMBOK-Guide-and-Standards.aspx/>

# PROJECT CONTRACTING TERMINOLOGY

## **Request for Proposal (RFP)**

- Request for Bids to accomplish something

## **Fixed Cost Contract**

- Deliverable is committed at a specific price and any cost overruns are absorbed by the contractor

## **Time and Materials Contract**

- Work is charged for based on actual cost of materials and person-hours needed to complete the project, with a fixed profitability mark-up over the cost.



# WHAT PROJECT MANAGERS SAY

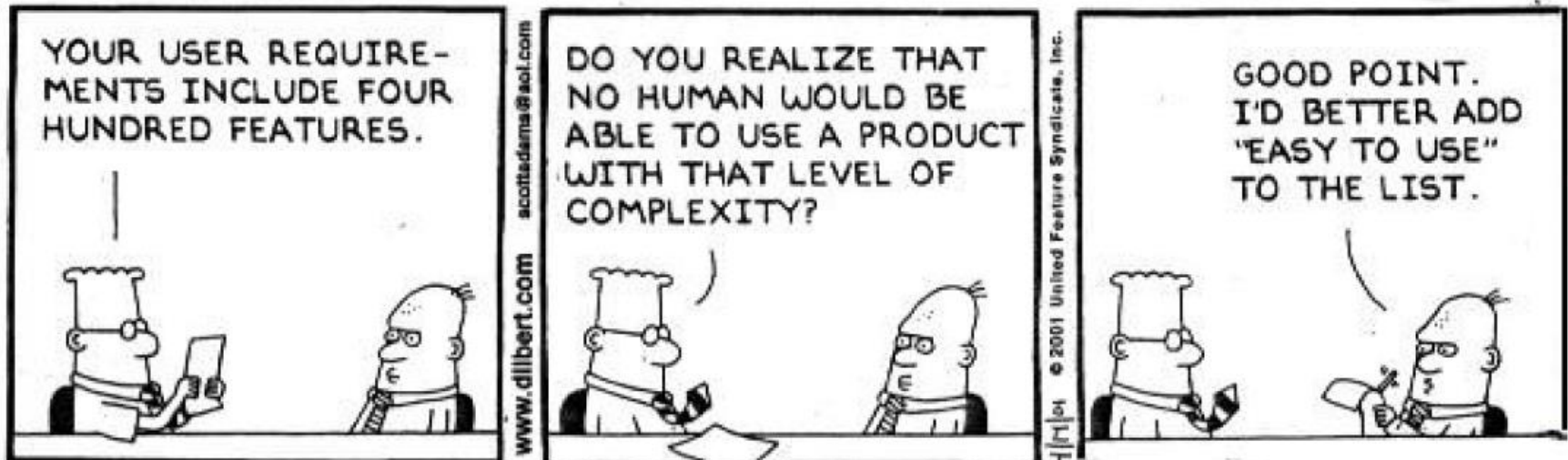
*“Project management concerns getting the job done:”*

- *On time!*
- *Within budget!*
- *According to Specs!*

# NEVER FORGET

## KISS Principle: “Keep It Simple, Stupid!”

**DILBERT** by Scott Adams



# YOUR CUSTOMERS

# PROJECTS & PROGRAMS DEFINITIONS

## A program is:

*“A group of related projects, managed in a coordinated way to obtain benefits and control not available from managing them individually.”*

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*“A portfolio [collection of Projects and/or Programs] has a business scope that changes with the strategic goals of the organization.”*

*(PMBOK 1.4)*

<http://pmiswmo.org/wp-content/uploads/2013/01/PMBOK-5TH-Edition.pdf>

# Projects & Programs

## □ Project Management is:

*“the application of knowledge, skills, tools and techniques to project activities to meet project requirements”..*

# **Multi-Country, International, Global Project Differences**

**Multi-Country Projects have same functions implemented individually in each of multiple countries.**

**International Projects are implemented in a common framework across multiple countries.**

**Global Projects are implemented centrally for common use in multiple countries**

# PROJECTS & PROGRAMS

## □ What factors need to be considered:

### ■ Hard stuff: Laws & Logistics

- Economic and Political Environment

### ■ Soft stuff: People

- Culture – teams and expectations
- Attitudes – risk, authority, quality, etc.
- Work habits: schedules
- Communication across borders:
- *<http://www.bigprojects.org/>*

# Product Management Knowledge Areas

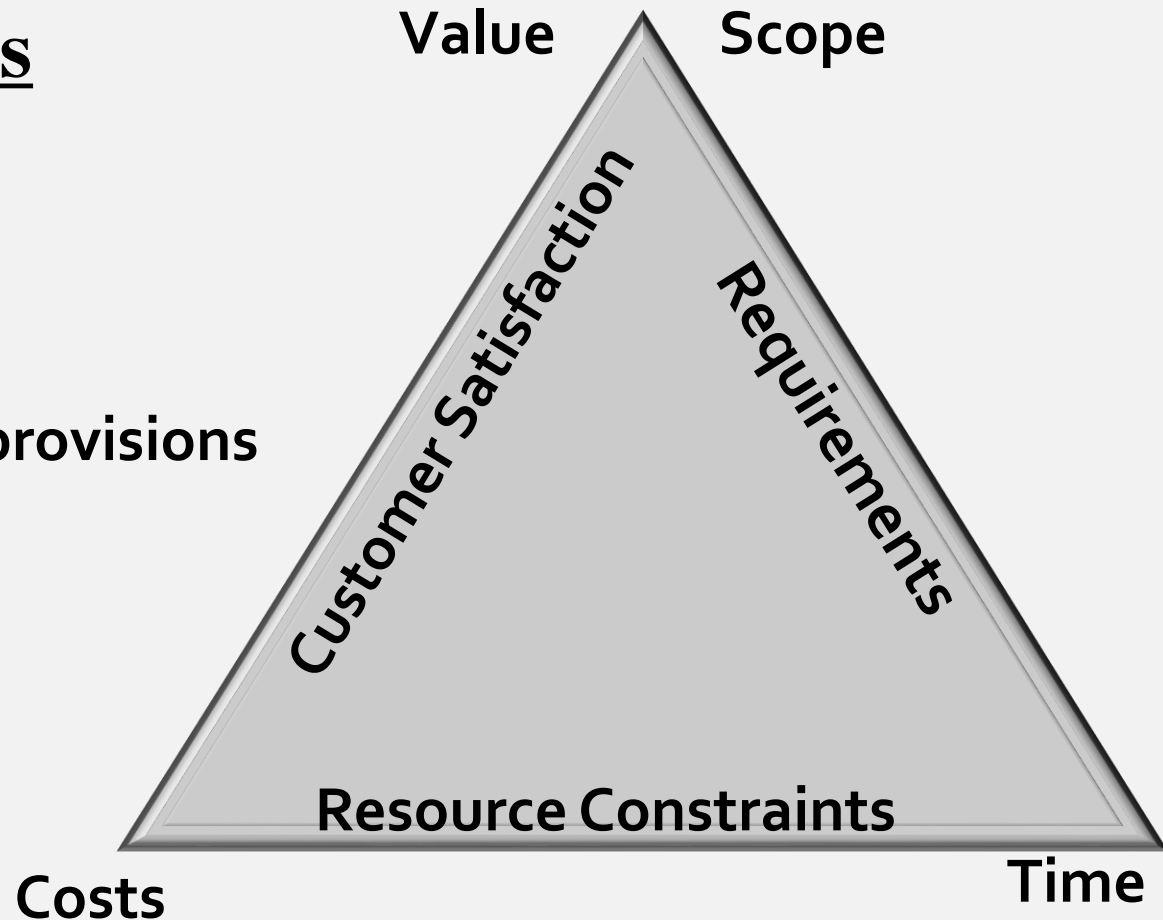
1. *Integration Management*
2. *Scope Management*
3. *Cost Management*
4. *Human Resource Management*
5. *Time Management*
6. *Project Procurement Management*
7. *Risk Management*
8. *Quality (Satisfaction) Management*
9. *Communications Management*

\* <http://www.projectsmart.co.uk/pmbok.html>

# Key Concepts

## Constraints

- Budget
- Skills
- Schedule
- Contractual provisions





# Key Concepts

## Project Life Cycle



### Starting a project:

- Discovery
- Prioritization
- Planning Scope
- Setting Team

### Managing & Executing project

- Iterative Planning:
  - Requirements
  - Solutions
  - Tasks
  - Risk Management

### Closing a project:

- Ending
  - Success
  - Failure
  - Follow-on
- Archive

# HOW TO MANAGE EXPECTATIONS

## **Communication**

- **Involvement of all parties**
- **Focus on strategic goals of the organization**
- **Understanding limitations & truly prioritizing**
- **AND Communicate!**

# SCOPE CONTROL – REQUIREMENTS

## ☐ Inputs

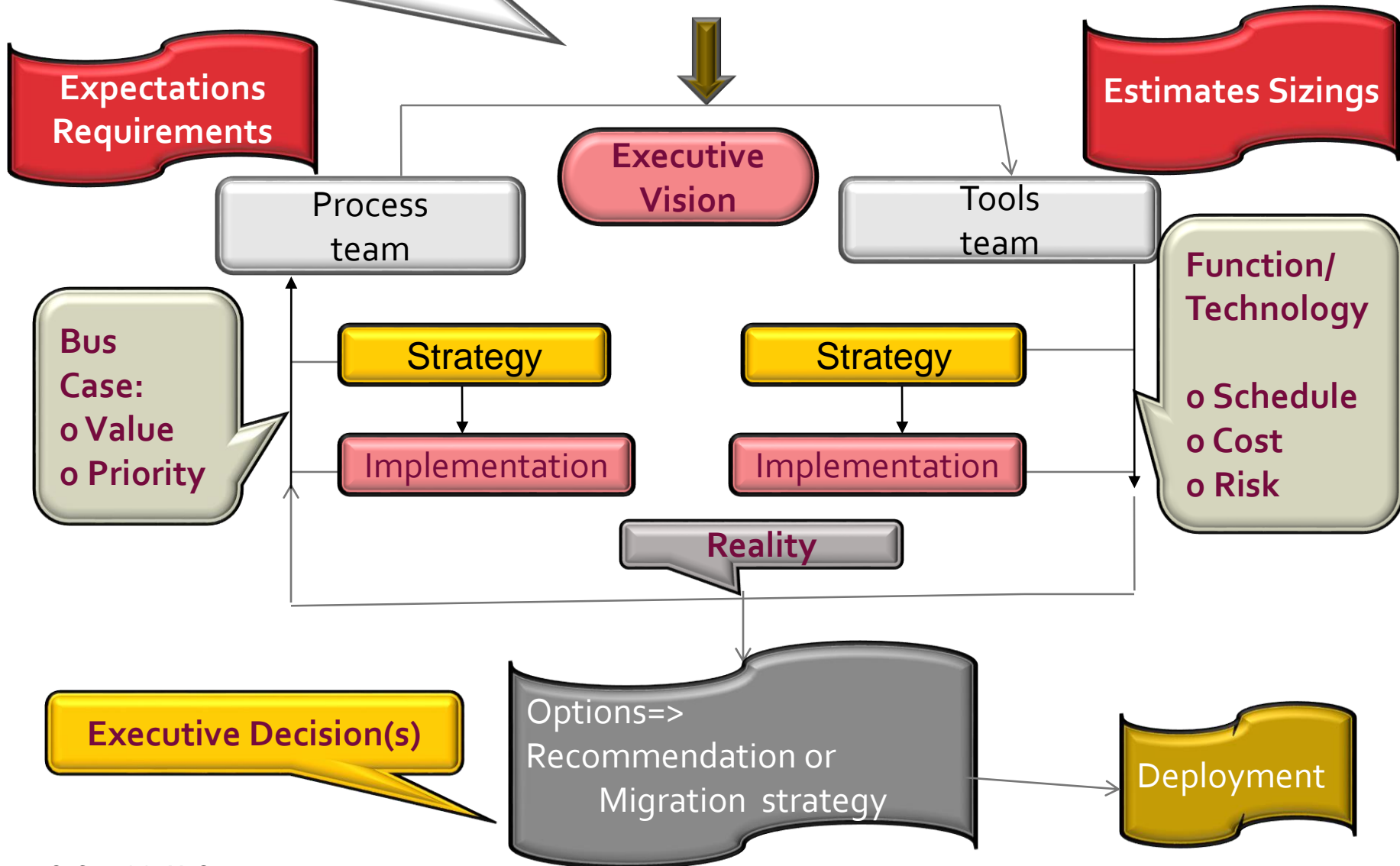
- Project charter
- Enterprise environmental factors
- Organizational process assets
- Stakeholder register
- Outputs from planning processes
- Requirements documentation

## ☐ Outputs

- Requirements management plan
- Work Breakdown Structure (WBS) Tasks
- Project Plan – Activities, Resources, Schedule

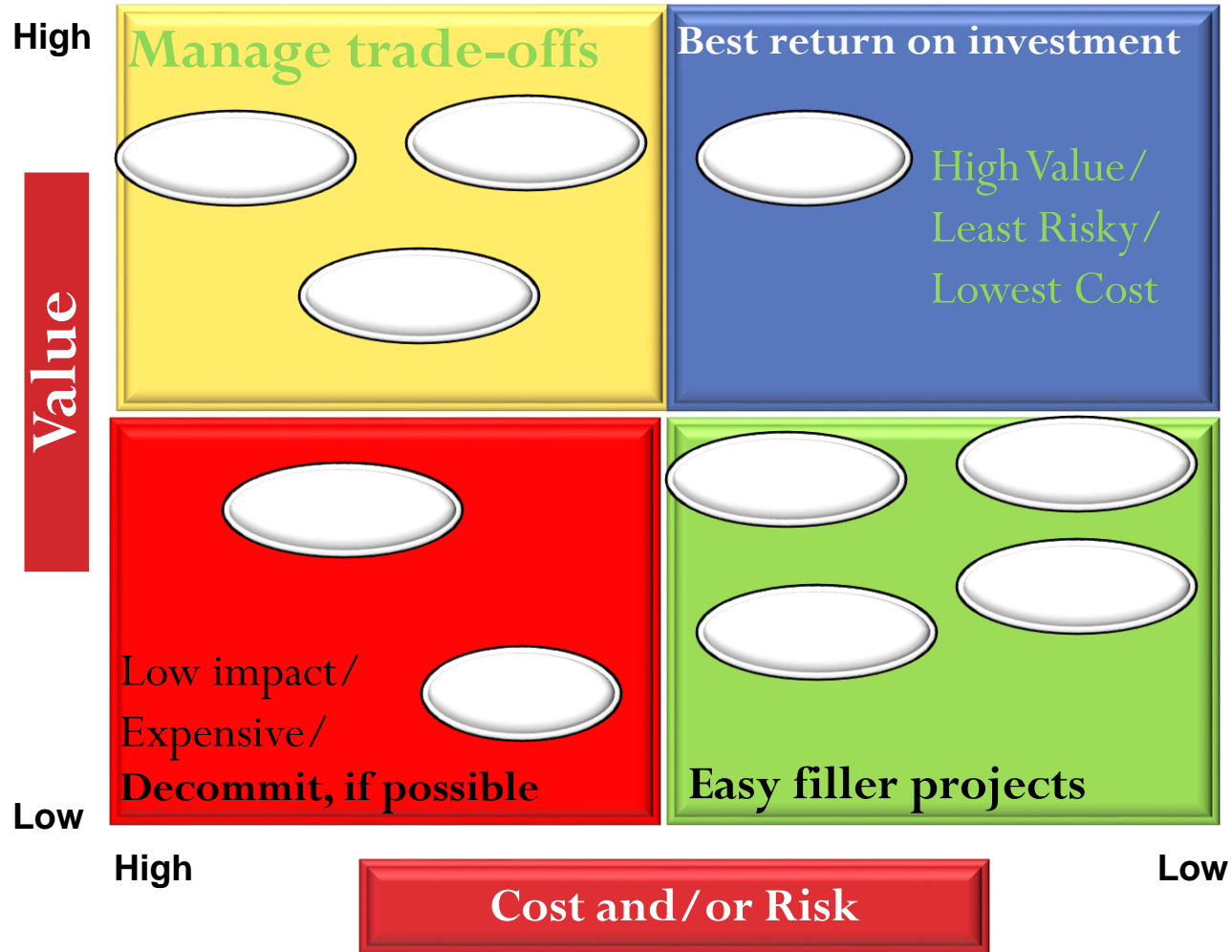
# PROCESS MANAGEMENT FLOW

## BUSINESS REQUIREMENTS



# Project Priorities Evaluation

## Template



# How to Resolve Issues?

- **WAR – Lose/Lose for all parties**
  
- **Economic, Political & Social Pressure**
  - Terrorism
  - Strikes
  - Sanctions
  
- **Litigation/Arbitration**
  - 3<sup>rd</sup> Party Intervention
  
- **Negotiation – Win/Win for all parties**

# ISSUE: MANAGING POOR PERFORMANCE

## ❑ Contractor or Task Owner Not Meeting Expectations

- Request Detailed Analysis
- Recommend Remedial Action Plan
- Track against plan

## ❑ If Failure Continues

- Re-evaluate Relevant Part of Plan
  - Resources, Budget, Timing, Tasks
- Consider Changing Management
- Call for an Audit

# Communication Tools

## Standardized Email distribution lists

- “cc’s” to team members (especially on client emails!)
- Include clients
- Can use filters
- Should not replace face to face communications!!!!!!!!!!!!!!!
- Instant messaging
- Newsletters

## Structured Meetings

- Pre-meetings
- Agendas with meeting objectives
- Minutes/action items
  - Send out before meeting to allow for preparation time
- Meeting summary for client calls with sign-off if appropriate



# Communication Tools

## **Documentation needs and conventions**

- Naming, storage, retrieval, control

## **“Out of Office” emails**

## **Establish communications “rules” at beginning of project**

- Document, share and revisit with team members/stakeholders throughout the project

## **Others?**

# Communications Tools

**PM can enhance project communications and team effectiveness by:**

- Developing and using a Communications Management Plan
- Being a communications expeditor
- Using a “war room”
- Holding effective meetings
- Setting the example

# WHO ARE THE STAKEHOLDERS ?

**A Stakeholder is anyone who is involved with or impacted by the project(s)**

## **Stakeholders include:**

- Project Managers
- Customers
- Performing Organizations, owners
- Sponsor
- Team
- Internal/External
- End User
- Society, citizens
- Others: owner, funders, supplier, contractor

# Communications Customization

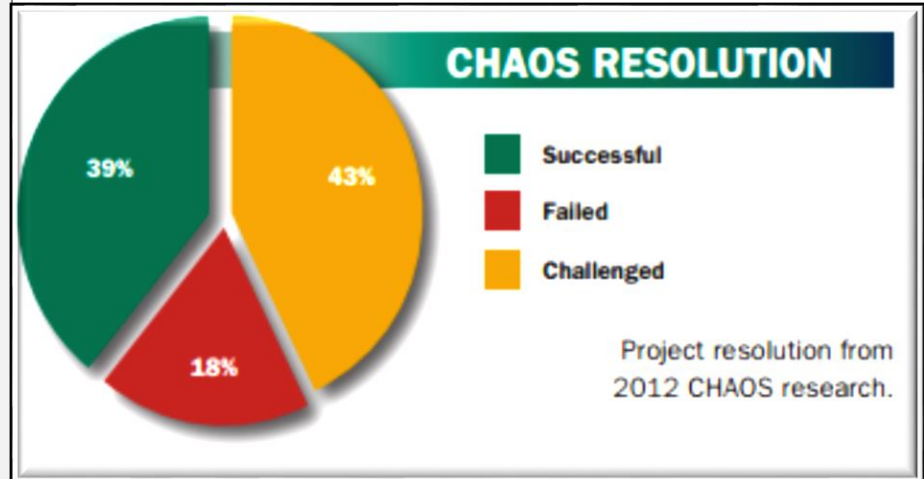
Influence		Tailoring communications to audiences	
		Low	High
High	Confirm satisfaction whenever changes made	Mange issues and Interlock for agreement often and across entire project	
	Monitor and Provide Minimal frequency Newsletters	Provide detailed rationale and documentation and verify understanding	
Low			
	Low	High	<b>Interest</b>

\* PMBOK Guide 4th Edition, page 249.

# Reasons Why IT Projects Fail

In 2012, a study led by the *Standish Group* (source: <http://versionone.com/assets/img/files/ChaosManifesto2013.pdf>) reveals that:

- 18% of projects are stopped before the end.
- 43% of projects do not entirely correspond to the initial Statement of Work and are delivered late or out of defined budget (by 189% on average!)
- 39% of projects are delivered within initial budget & leadtimes.



**64%** of projects successfully met their original goals and business intent in 2011.

Which means...**over one third did not.**

What differentiates those organizations with higher success rates from those with lower success rates?

Source: PMI

[http://www.pmi.org/~media/PDF/Research/2012\\_Pulse\\_of\\_the\\_profession.aspx](http://www.pmi.org/~media/PDF/Research/2012_Pulse_of_the_profession.aspx)

# Reasons Why IT Projects Fail

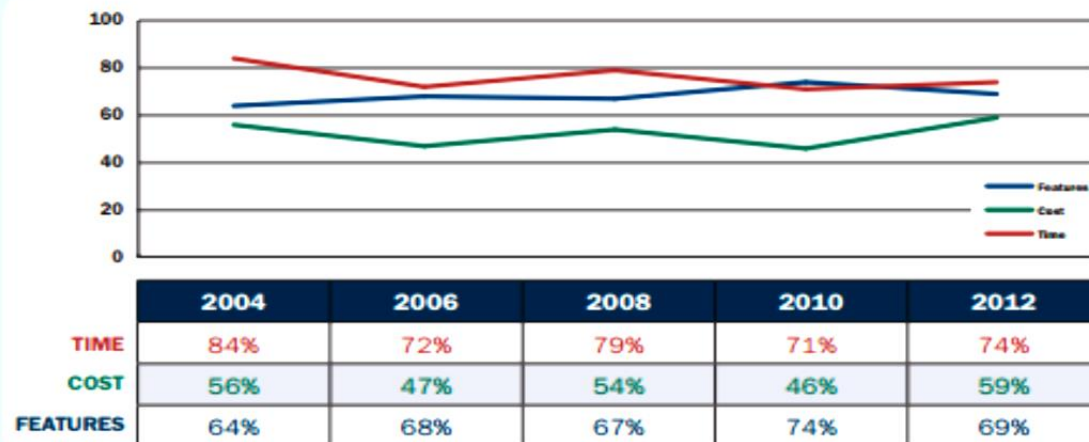
## RESOLUTION

	2004	2006	2008	2010	2012
<b>Successful</b>	29%	35%	32%	37%	39%
<b>Failed</b>	18%	19%	24%	21%	18%
<b>Challenged</b>	53%	46%	44%	42%	43%

Project resolution results from CHAOS research for years 2004 to 2012.

## OVERRUNS AND FEATURES

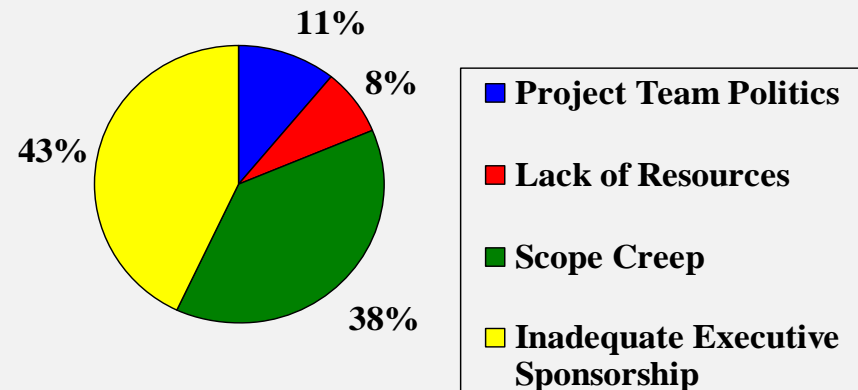
Time and cost overruns, plus percentage of features delivered from CHAOS research for the years 2004 to 2012.



# Main Reasons Projects Fail?

- Changing scope
- Insufficient planning
- No risk or issues management
- Poor communication
- Lack of commitment and responsibility by stakeholders

Source: PM Network, May 2004, p.12



# Key Concepts - Success



## Top Ten Reasons for Success

- ☑ 1. User Involvement
- ☑ 2. Executive Management Support
- ☑ 3. Clear Business Objectives
- ☑ 4. Optimizing Scope
- ☑ 5. Agile Process
- ☑ 6. Project Manager Expertise
- ☑ 7. Financial Management
- ☑ 8. Skilled Resources
- ☑ 9. Formal Methodology
- ☑ 10. Standard Tools and Infrastructure

Copyright © 2006 The Standish Group International, Inc..

Source: PMI 2011



# Document Project Performance Metrics

## Key Points about Metrics...

- Metrics should be **SMART**: ‘Challenging, but Achievable’
  - Specific
  - Measurable
  - Attainable
  - Realistic and Relevant
  - Time constrained
- Metrics are tools to incent progress against objectives, but also to identify problems

# Project Management

## *A Maturity Model*

seat of pants  
Success rate less than 30%

aware  
Success rate of 30 to 45 %

competent  
Success rate of 45 to 75 %

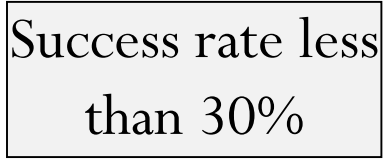
best practice  
Success Rate better than 75%



SEAT OF PANTS



Seat of  
pants



Success rate less  
than 30%

## **Projects happen without correct initiation**

- Planning is insufficient
- Benefits are unknown
- There is often inadequate buy-in

**Communication is poor**

**Interdependencies are not managed**


**Standards, if any, are poorly defined or unenforced.**



**AWARE**



aware



Success rate  
of 30 to 40%

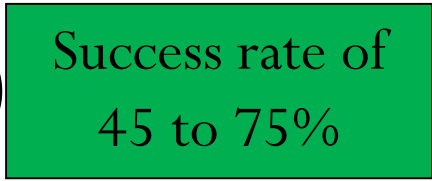
- **Projects are formally initiated & plans endorsed but with varying standards and few disciplines**
- **Methodology has been introduced**
- **Stakeholders support projects overall**
- **The number of projects is rationalized**
- **Projects are explicitly associated with business planning**



Competent



competent



Success rate of  
45 to 75%

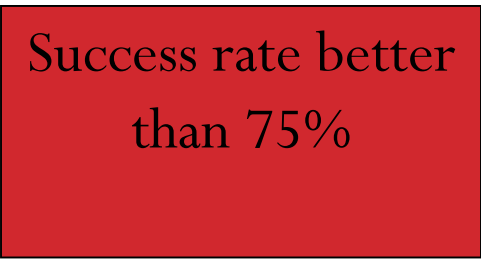
- **Methodology and standards are well established and supported**
- **Stakeholders understand and accept roles**
- **Discrete measures support good management**
- **Projects are set up and managed end-to-end**
- **Risks are clearly defined and controlled**



Best Practice



best  
practice



Success rate better  
than 75%

- **Improvement programs are formal**
- **Good measurement enables optimization**
- **Level of confidence sees organization taking on high risk projects successfully**
- **Respect and support of projects and project managers**

# Lessons learned

- 1. Project Management is everywhere and you have done it already**
- 2. Projects often fail**
- 3. Don't count on « too big to fail »**
- 4. There are Key Success Factors for successful projects**
- 5. Don't forget your own judgement & common sense as project managers**

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# Team Project and Exam

## ❑ Team Project (40% of Course Grade)

- Last Course Session Team Presentations – 21 March
- 20-30+ minutes per Team Presentation – Project Summary  
~ 10+ PowerPoint charts plus Backup
- MS Word Document to be submitted, to support PowerPoint,  
to be provided by e-mail to [m.otten@ieee.org](mailto:m.otten@ieee.org) by 11 April (PDF Backup)

## ❑ Exam (60% of Course Grade) – Allocate your time carefully!

- 04 April 2015
- **60%: 30 Questions – Project Management Definitions, Processes and Tools**
- **20%: Case Study with 10 Questions**
- **20%: Estimate of Net Present Value (NPV) Project Evaluation**
  - **SHOW YOUR WORK!**

