

5 C's

Project Management



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Project Management

Agenda

- What is Project Management?
- 5 C's of Project Management
- Processes required
- Essentials of a process
- Importance of Project Management
- Essentials of Project Management
- Is it an art or science?
- When is it required?
- Responsibility
- Essential attributes of a Project Manager

Project Management

What is Project Management

■ Project management

- To manage a project from commencement to closure
- A project is defined as follows:
 - # Performed by people
 - # Has resource constraints
 - # Needs to be planned, executed and controlled
 - # Temporary assignment or activity
 - # Results in a product or service

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{ # 5 C's of Project Management

- Conception
- Commencement
- Carry on work
- Completion
- Closure

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1st C of Project Management - Conception

- Determine objective
- Determine end deliverables
- Determine Cost and obtain budget sanctions
- Identify and assign Project Manager

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2nd C of Project Management - Commencement

- Understand the details of the project
 - Objective
 - Completeness and clarity
 - Requirements
 - Expectations
 - Delivery schedule
 - Cost details and implications
 - Acceptance criteria
 - Plan project details

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2nd C -Commencement - Plan Project details - Develop a project plan (text document)

- # Milestones
- # Activities
- # Resources
- # Schedules (pictorial)
- # Sourcing
- # Acceptance criteria
- # Quality
- # Communication
- # Monitoring of project
- # Trade-off's required
- # Assumptions, dependencies, constraints
- # Risk management
- # Reviews
- # Escalation mechanism
- # Determine stakeholders

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2nd C- commencement - Project plan details - Acceptance criteria

- # Define the acceptance criteria of the project (product, services, deliverables, documents, time schedule) along with the customer.
- # Most essential as you have to know the criteria of the customer while accepting the product, services, deliverables, documents during the project and on completion of the project.

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2nd C - Commencement - Project plan details - Milestones

Identify milestones

- Essential to ensure that milestones are achieved
- A set of activities make a milestone
- Ensures that you are ready for next milestone

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2nd C – Commencement – Project plan details – Activities

- Break up work requirements into smaller and meaningful activities
 - # All activities normally have a deliverable or a tangible result which signifies completion of an activity
 - # Essential to have activities as these can be accomplished easily
 - # Establish sub-activities wherever possible
 - Every sub-activity must be mapped to higher level activity
- Ensure requirements are managed and a bi-directional traceability is maintained of all requirements

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2nd C - Commencement - Project plan details - Resources

- Plan all resources
 - # People
 - Skills required
 - Number required
 - # Materials
 - Items
 - Quality
 - # Services
 - # Facilities

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2nd C - Commencement - Project plan details - Schedules

- Develop schedules (time lines) for final delivery, interim modules and activities
- Use scientific Estimation techniques to determine size and effort
- Use project management tools for recording
 - Ms Project
 - Primevera
 - Any other tools may be used

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2nd C – Commencement – Project plan details

- Sourcing

- What is to be procured?
- From whom is it to be procured?
- Quality required
- When is it required? Time based or event based?
- How is it to be procured?
 - # Sub-contractors for certain activities, products, services
 - Have clearly defined guidelines to procure, manage such products and services

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2nd C – Commencement – Project plan details

- Quality

- Define the minimum acceptable quality expected in this project for final product or service and interim activities, products and documents.
- Minimum acceptable quality will also be based on end customer requirements and expectations.
- Define how will this quality be achieved and ensure all team members are aware How to achieve it.
- Define metrics, measurements to be used in the project.

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2nd C – Commencement – Project plan details – Communication

- Communication with sponsor
- Communication with other stake holders
 - # Team members
 - # Customer
- Determine communication mechanism. For e.g. e-mail, specific report format,
- Communicate progress, deviations and action plans of the project at regular pre-planned frequency to customer. For e.g. weekly or fortnightly.
- Communicate risks if materialised to stake holders
- Communication with superiors
 - # How is it to be done. Which reports are required, which approvals need to be taken in advance etc..

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2nd C- Commencement - Project plan details - Monitoring of project

- Determine how and when will the project be monitored?
 - # Will Project planning tools be used?
 - # Any other mechanism used?

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2nd C - Commencement - Project plan details - Trade-off's required

- # Identify if any trade off's are required or substitutes items are required for completion of the project.
- # Obtain approval of customer and other stake holders in advance.

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2nd C -Commencement -Project plan details - Assumptions, dependencies, constraints

- # Every project will be based on certain Assumptions, Dependencies and Constraints. These need to be identified as these are potential to high risk areas.

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2nd C - Commencement - Project plan details - Assumptions

- # Assumptions are what the Project Manager assumes or feels will happen.
 - For e.g. the project manager assumes that all the personnel available will be trained personnel.
- # Assumptions are also potential risks and need to be addressed accordingly.

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2nd C - Commencement - Project plan details - Dependencies

- # Dependencies are areas which if it fails the project runs into a risk. The risk may be delays, or poor quality output etc.. For e.g. for a onsite project the obtaining a visa can be a dependency.
- # Dependencies are potential risks and need to be addressed.

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2nd C - Commencement - Project plan details - Constraints

- # Constraints are areas which cannot be changed. For e.g. Schedule or End date of a project.
- # For a fixed price project the Project cost is fixed. Obviously any time over-runs, additional manpower etc.. Will impact the cost.
- # Constraints obviously are high risk areas.

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2nd C - Commencement - Project plan details - Risk management

- # Identify Risks for the project
- # Determine impact of risk
- # Determine start(entry) and end(exit) points when Risk can occur
- # Determine Risk mitigation plans
- # Determine Escalation mechanism should the risk materialise
- # Monitor risks
- # Manage risks

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2nd C - Commencement - Project Plan details - Reviews

- # Reviews are very essential to ensure all aspects are covered. Reviews have to be planned as a part of the process.
 - Review of documents, deliverables, templates etc..
 - Review of work completed
 - Review of work in progress

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2nd C - Commencement - Project Plan details - Escalation mechanism

- # How, when and to whom is Escalation to be done in event of any unresolved issue

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2nd C - Commencement - Project Plan details - Determine stakeholders

- Determine who are the Project stake holders
 - # Sponsor
 - # Superior
 - # Team members
 - # Customer / Client

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3rd C of Project Management - Carry on Work

- How will the work progress
- Communication mechanism within team, with customers, and stake holders
- Obtain approvals for any change in time schedules, manpower, any other items.
- In case of any financial impact due to change of schedule, manpower, any other items etc.. Prior approval of sponsor/customer is essential.
- In case of fixed price project the approval of superiors is also essential for change in schedule, additional manpower, procurement of other products or services where additional financial burden is placed on the project.

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4th C of Project Management - Completion

- Delivery may be at interim stages or at the end.
- How do you determine how a project is complete and all deliverables are achieved as per the defined acceptance criteria at interim stages and at final stage.

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5th C of Project Management - Closure

- Closing formalities
 - # Project completion report
 - # Administrative closure
 - # Release of resources

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Processes required for of Project Management

- 1

- Conception
 - Initiation
- Commencement
 - Develop project plan
 - # Plan resources, acquire resources
 - # Communication
 - # Risk management
 - # Quality management
 - # Sourcing
 - # Escalation management
 - # Communication
 - # Usage of tools

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Processes required for of Project Management

-2

- **Carry on work**
 - Monitoring project
 - Communication
- **Completion**
 - Communication
 - Deliverables
- **Closure**
 - Communication
 - Administrative formalities, release of resources

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Essentials of a Process

- Entry and Exit criteria
- Input and output (deliverables)
- How is it to be performed
- Who is the process owner
- Responsibilities of activities
- Stakeholders
- Flow charts
- Measurement criteria
- Verification approach
- Work instructions
- Decision points, decision makers (by role)
- Escalation mechanism

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Importance on Project Management

■ Purpose

- To ensure a project is planned, executed, controlled, completed and closed by managing time schedules, resources within allotted costs

■ Strategic need

- Assigning of individual to coordinate, plan, execute, control, communicate, complete and close the project

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Essentials of a Project Management

- Detailed look at all aspects
- Prevent scope creep
- Effective coordination
- Effective communication
- Visibility to stake holders viz. sponsor, customer, team members, superior
- Cost consciousness
- Team work
- Availability of resources
- Deployment and usage of resources
- Customer satisfaction essential, customer delight preferred

Project Management

Is it an art or a science

■ Science

- Objectivity required
- Metrics and measurements available, and can be planned scientifically
- Systematic, scientific approach possible

■ Art

- Managing people
- Managing resources
- Managing coordination

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When is it required?

- From commencement to closure
- As soon as the project is conceived and handed over to the Project Manager
- Should not be event driven, time driven and convenience driven.

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Responsibility

- Project Manager

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Essential attributes of a Project Manager

- Eye for details
- Project management skills
- People management skills
- Problem management skills
- Technical skills
- Presentation skills
- Communication skills
- Good organizer
- Customer Relationship management skills
- Patience
- Be cost conscious

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Thank you

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