

Invitation to Project Management

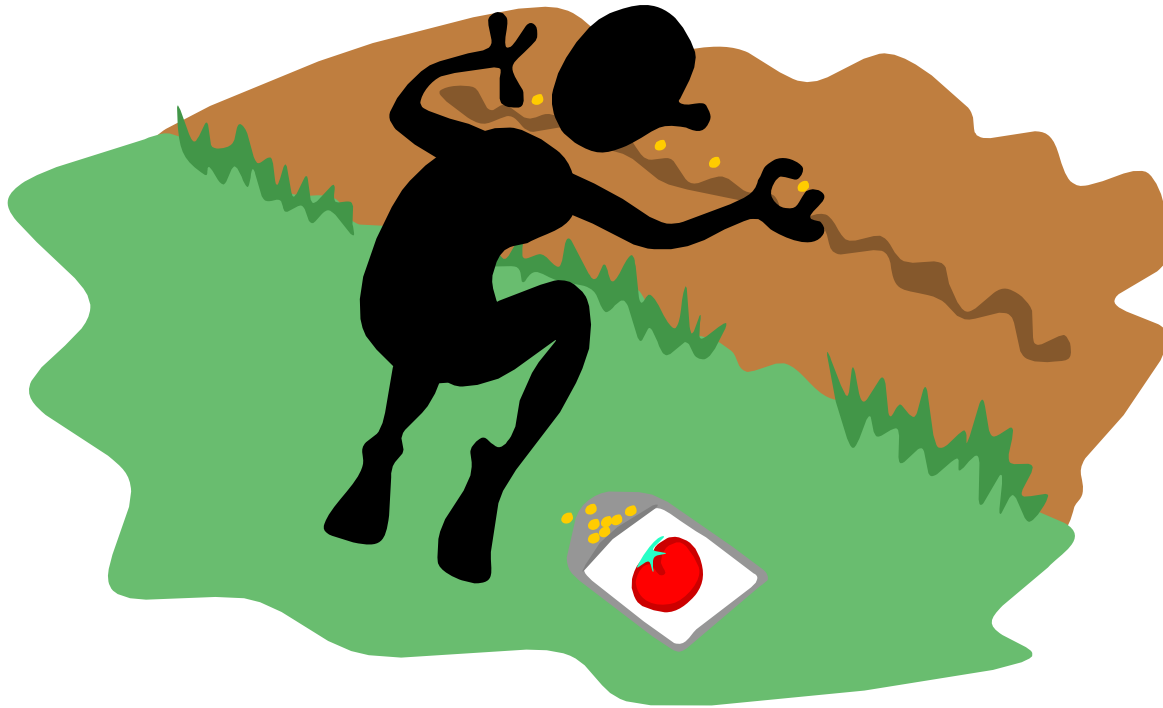
Rosemary Pleva Flynn

Project: Planting a flower garden
to have homegrown, fresh cut
flowers in your home

Step 1



Step 2



Step 3

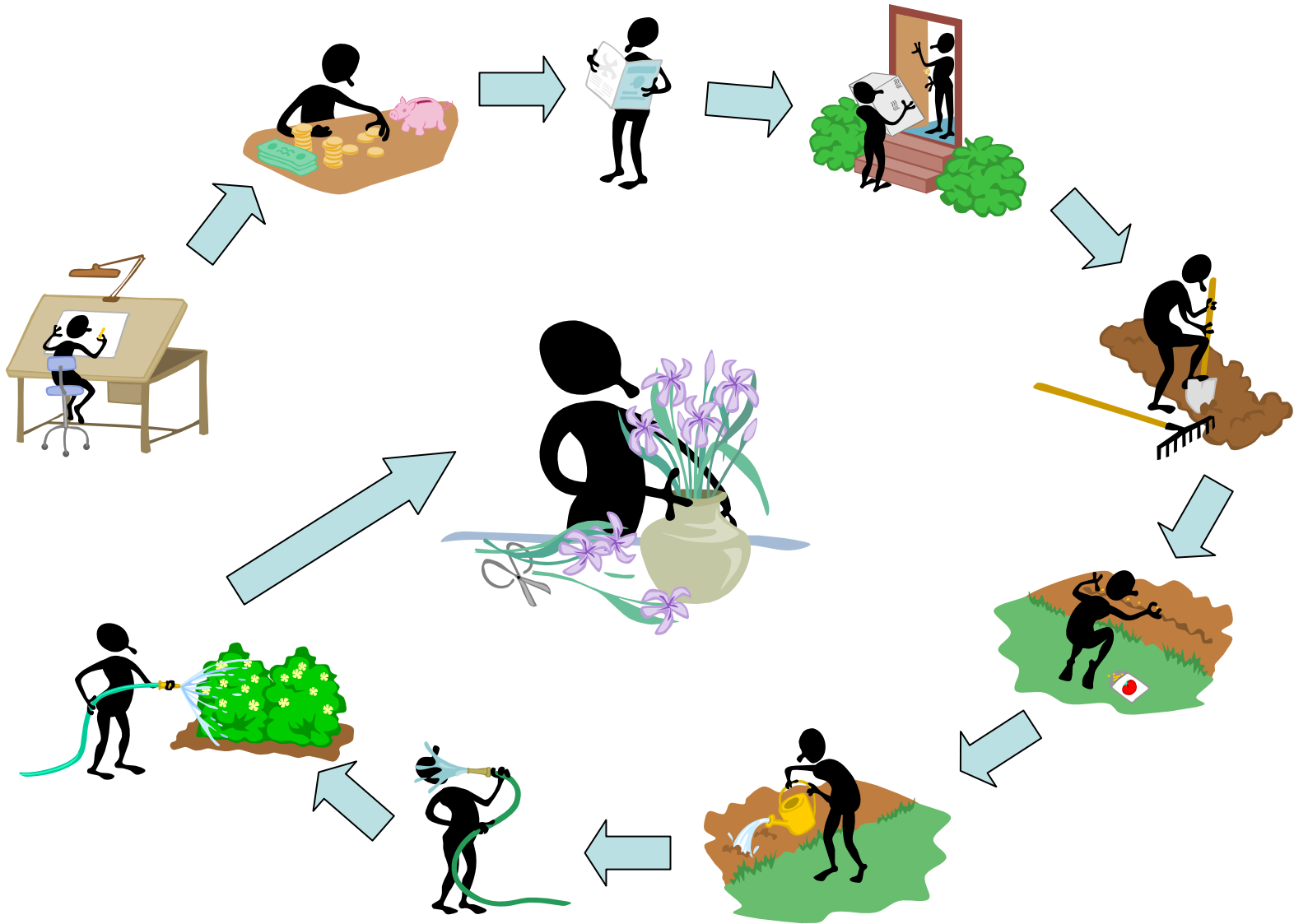


Step 4



Step 5





What Is a Project?

- It creates something new or different.
- It has specific outcomes or objectives.
- It has a definite start and end date.
- It has a life cycle.
- It is a one-time activity.



What Is a Program?

- A set of goals, often with associated projects, that can never be completely realized.
- A program is ongoing and indefinite.

What Is a Process?

- It is not a one-time activity.
- It is the steps that you do every time while performing a function
- Processes are often part of projects, but are not project themselves.

Different Types of Projects

- Strategic or operational
- Simple or complex
- Local or distributed
- 'Hard' or 'soft' outcomes
- Fixed or changing environment

What is Project Management?

- Project management is the skills and techniques required to successfully manage a project.
 - Thinking ahead
 - Carrying out research
 - Planning what happens where and when
 - Managing the people and resources
 - Monitoring the project
 - Changing the plan
 - Communicating with people
 - Evaluating the project

Allan, 9

Why Use Project Management?

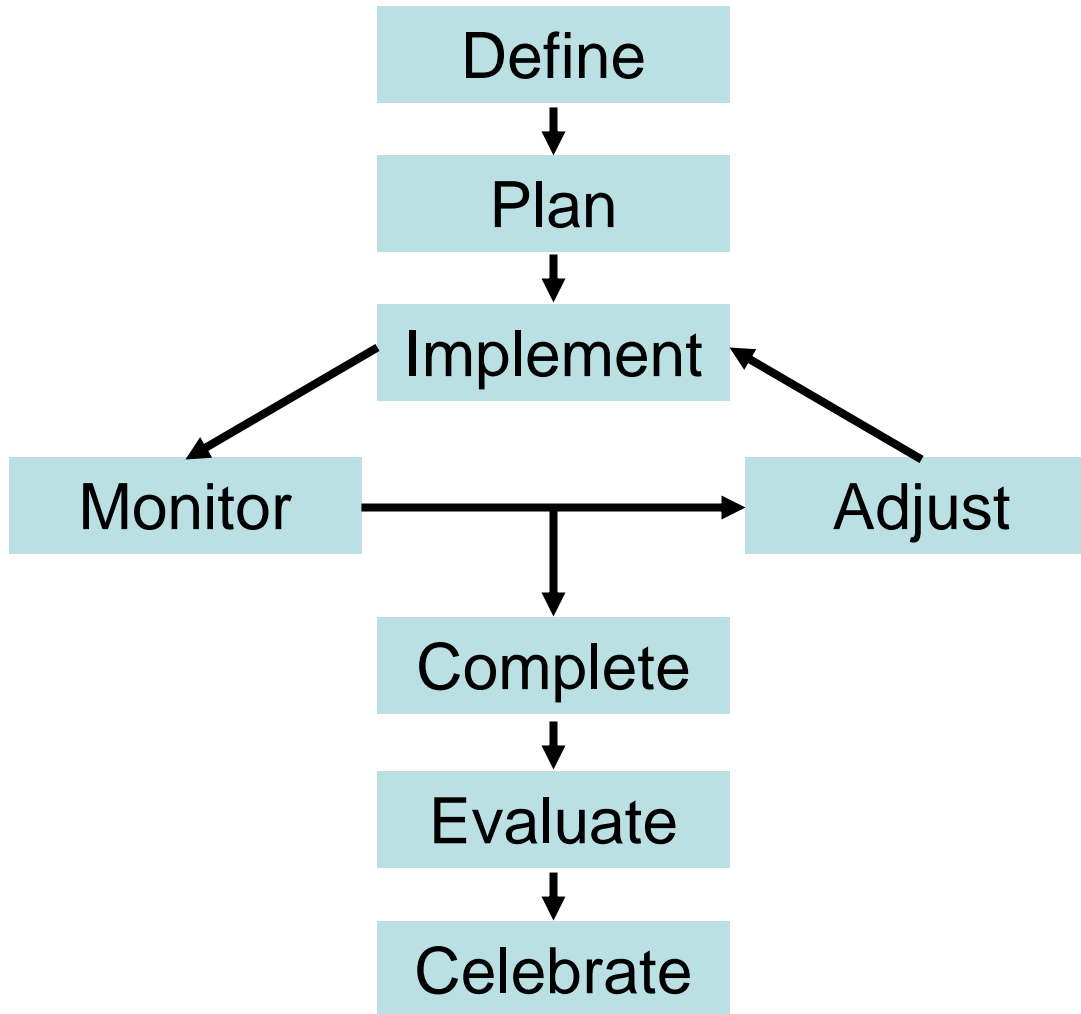
- Your project is more likely to be successfully completed when you have used the appropriate project management tools and techniques.
- You know that you have developed a project plan that has addressed many risks and situations that might delay your project, thus reducing the number of surprises.
- The project documents you and your team create throughout the course of the project are effective means for encouraging communication among team members.

Why Do Projects Fail?



- Lack of proper definition and planning
- No project sponsor
- No steering committee if project spans departments or companies
- No team effort
- Insufficient time to complete tasks

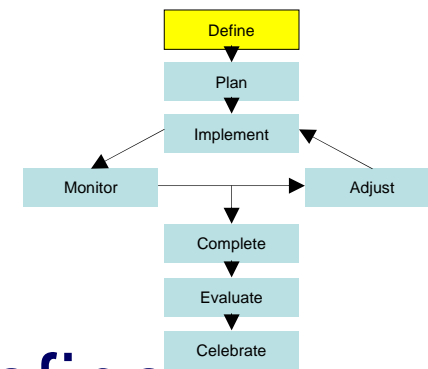
Project Life Cycle



Adapted from
MacLachlan, 4
and Dobson, 10

June 6, 2008

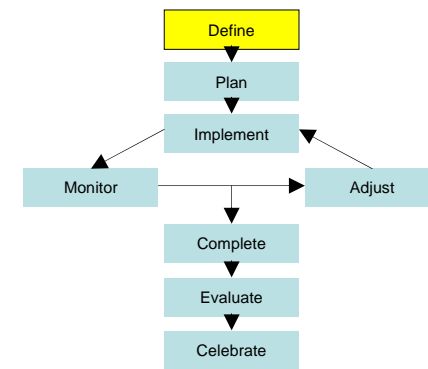
Defining the Project



- According to Dobson, “failure to define properly is the single biggest cause of project failure.”
- During this phase you are defining the project’s objectives and goals.

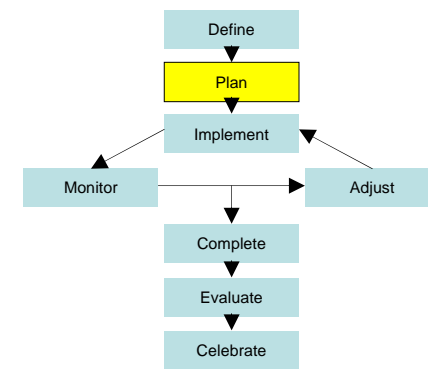
Defining the Project

- Initial project team
- Associated groups
- Management structure
- Objective
- Scope
- Constraints
- Risks
- Assumptions
- Costs
- Benefits
- Project Proposal
- Project Approval



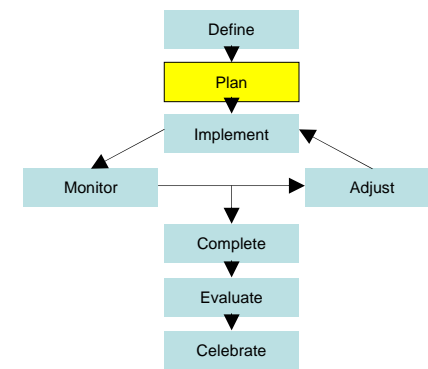
Adapted from Allan 19–35, Dobson 9, 23–37, Jenkins, 10–11, and MacLachlan, 4–17

Planning the Project



- During the project planning phase, you may feel at times like you are redoing things you already did while defining the project.
- Project management is an iterative process, especially while defining and planning a project. New information gained during one step may indicate that you need to redo an earlier step.

Planning the Project



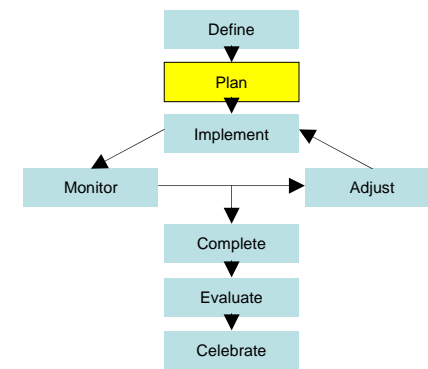
- The biggest difference between defining and planning a project is that your constraints or boundaries have been confirmed. Either your funding, resources, and/or timeframe have been set. Your job is now to provide the details that will let you successfully complete the project.

Planning the Project

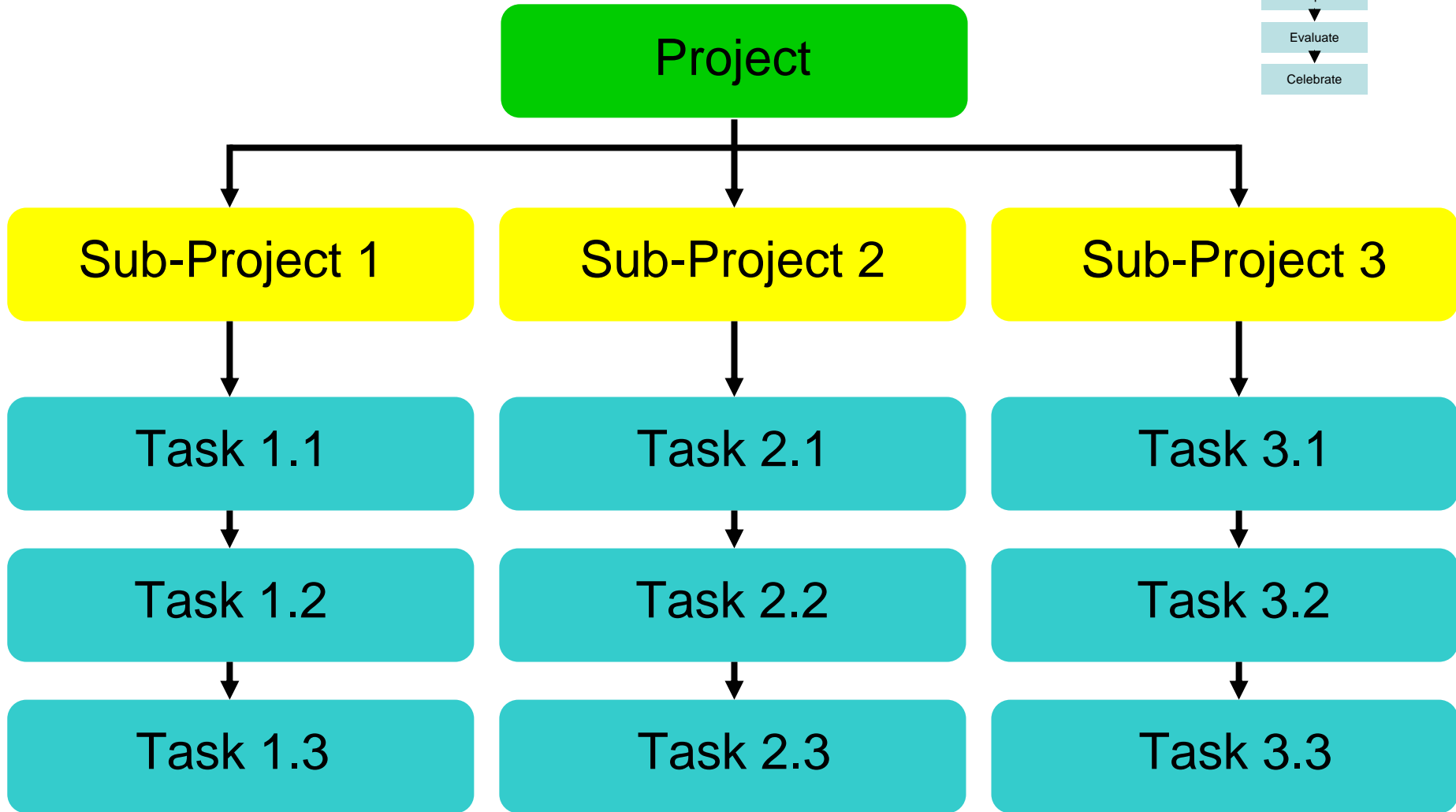
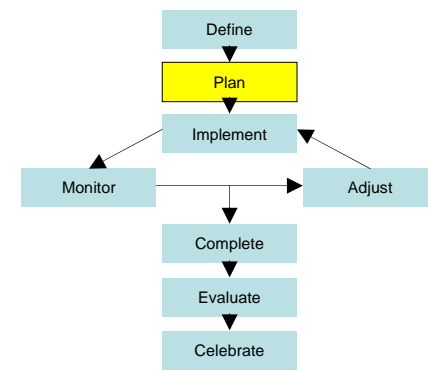
- Project deliverables
- Resources
- Project plan

Common Tools

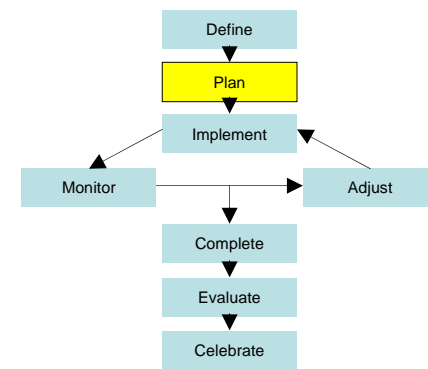
- Work Breakdown Structure
- Gantt Charts
- PERT Charts
- Critical Path



Work Breakdown Structure

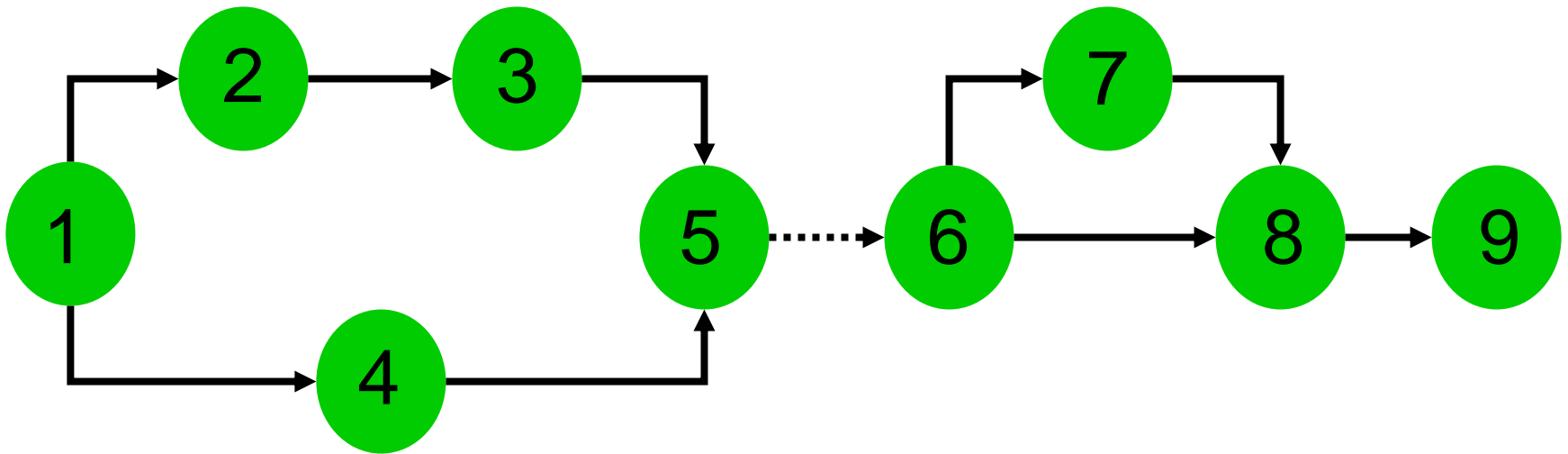
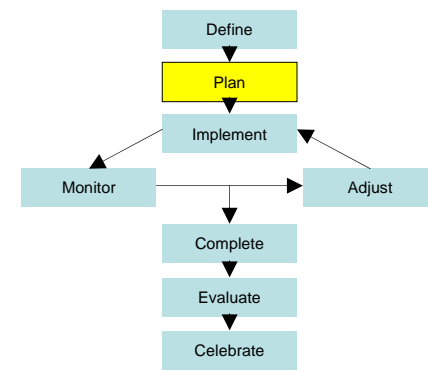


Gantt Charts

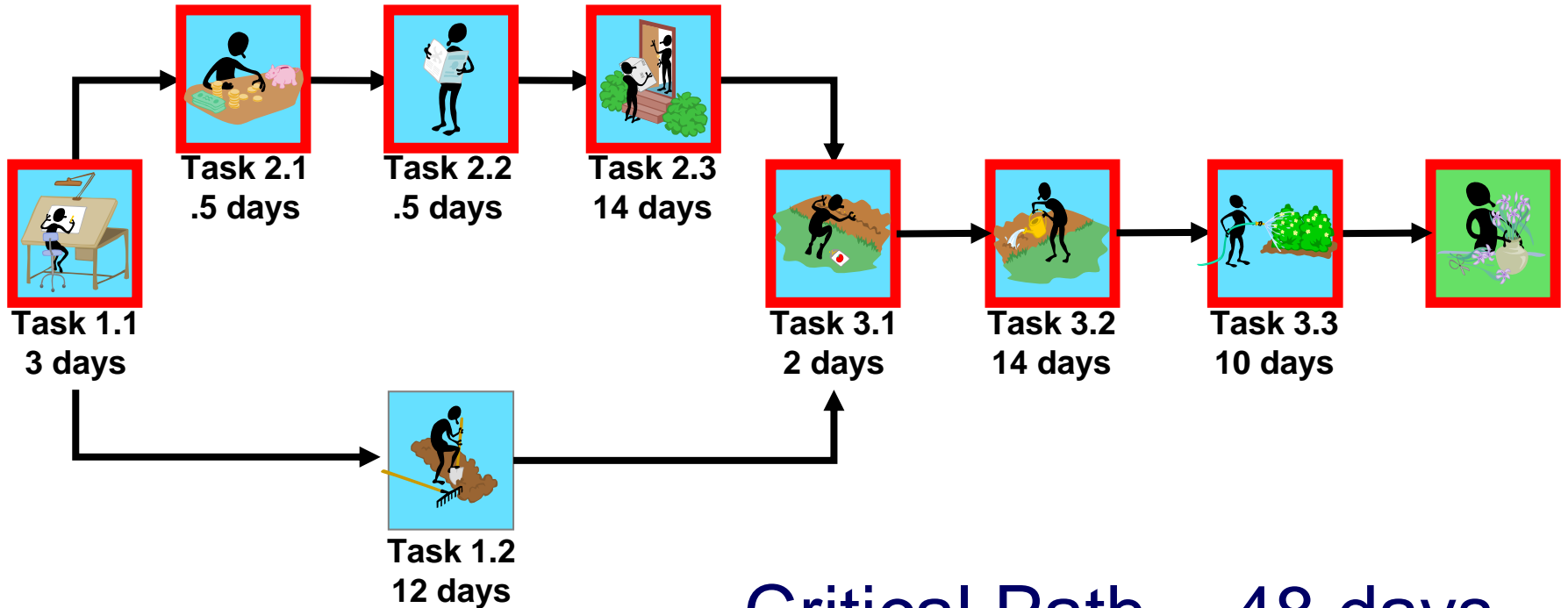
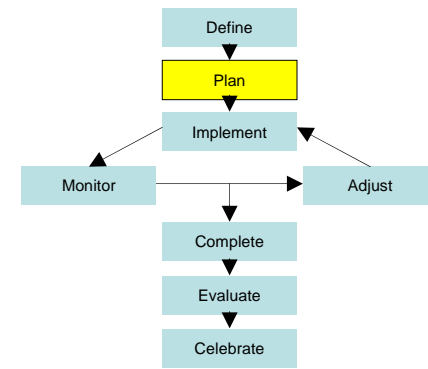


Tasks	Week 1	Week 2	Week 3	Week 4	Week 5
Task 1.1	[Red bar]				
Task 1.2		[Red bar]			
Task 1.3		[Red bar]			
Task 2.1				[Red bar]	
Task 2.2					[Red bar]

A Simple PERT Chart

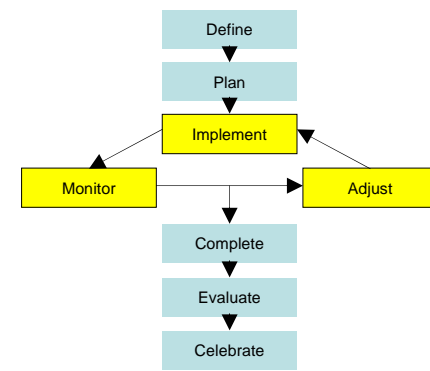
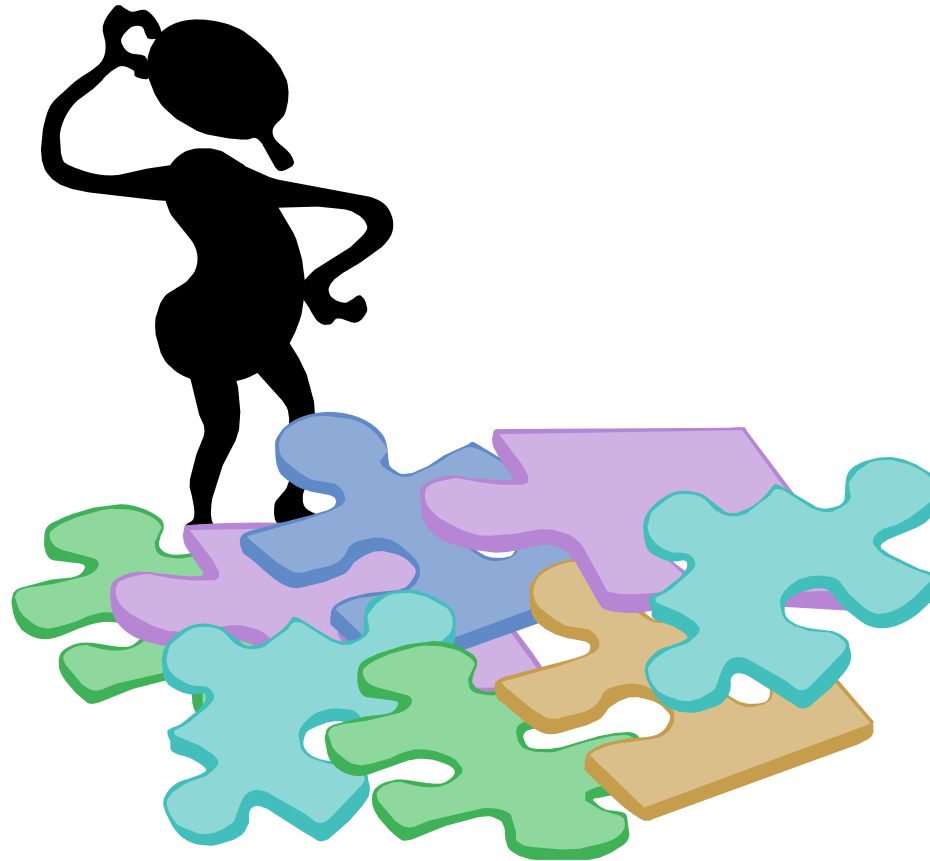


A Simple Critical Path

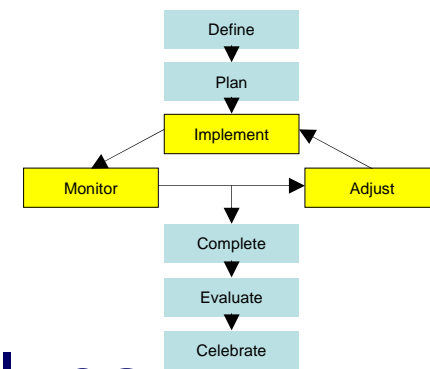


Critical Path = 48 days

Implementing the Project

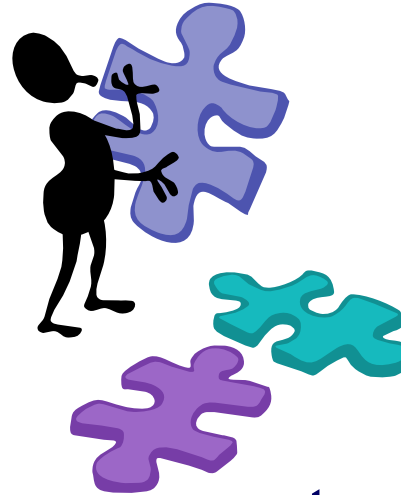


Implementing the Project



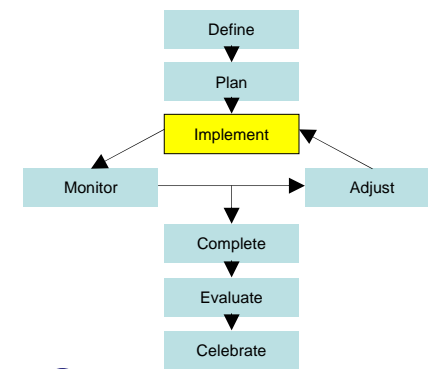
- Project implementation really involves three phases

- Implement
- Monitor
- Adjust

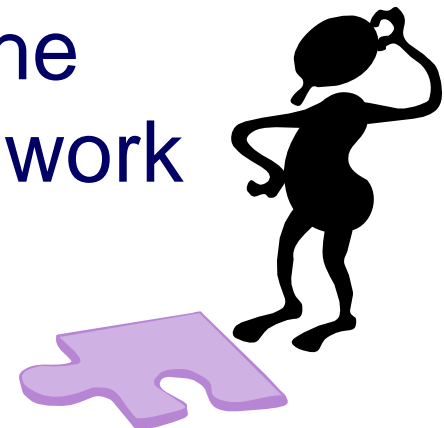


- These phases are repeated over and over (and over again) during implementation until the project is completed.

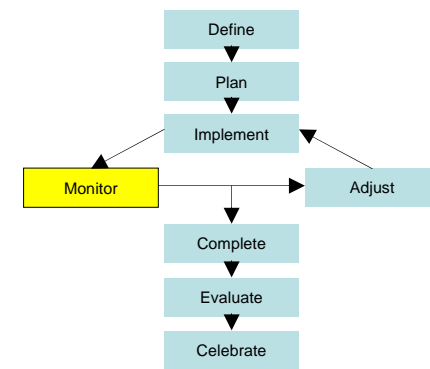
Implementing the Project



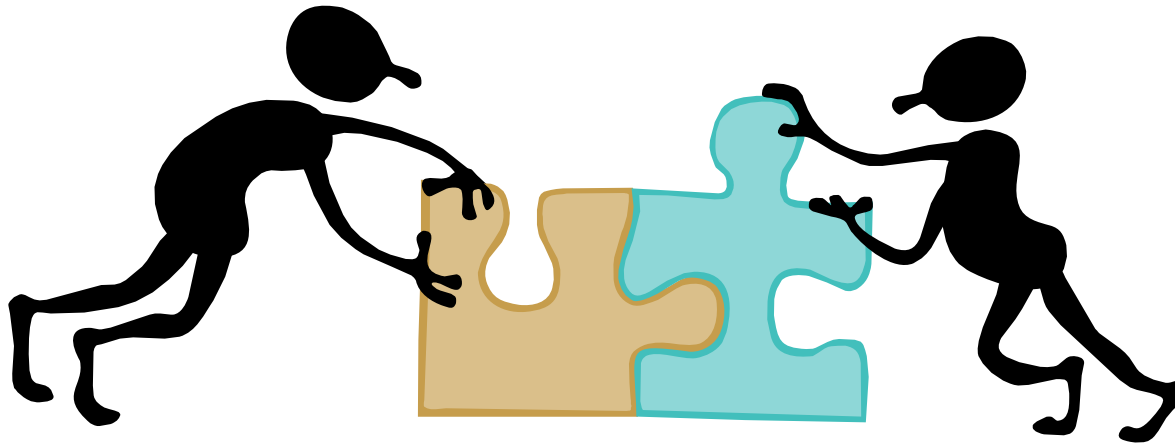
- During the implementation phase you and the project team are doing the tasks that you and the project team planned and were approved.
- Unless it is a small project that you are pretty much doing on your own, the project team is doing most of the work at this point in the project.



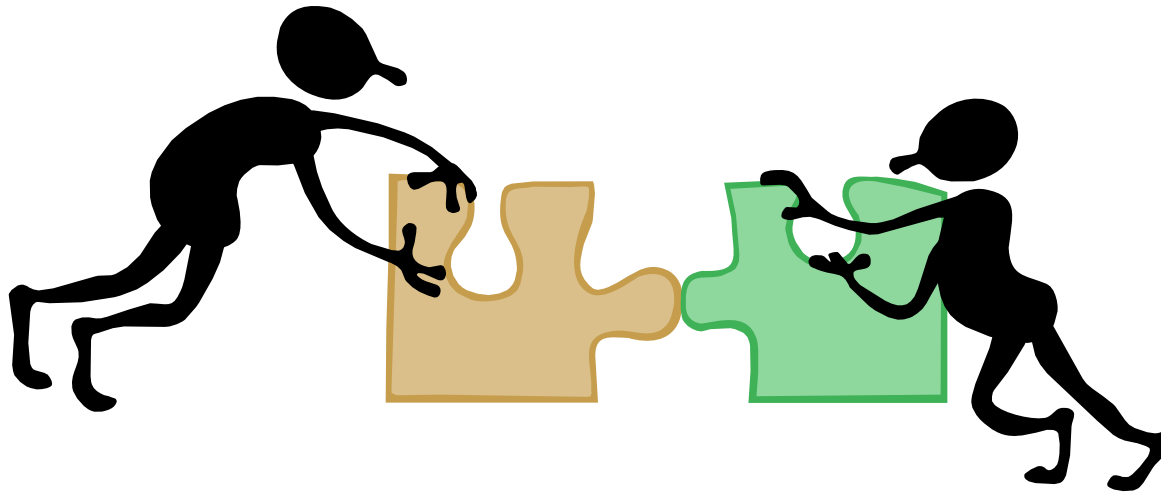
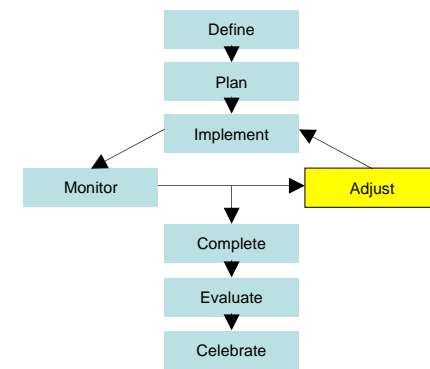
Monitoring the Project



You must make sure that the project is staying on time, on budget, and meeting the quality standards the team set.

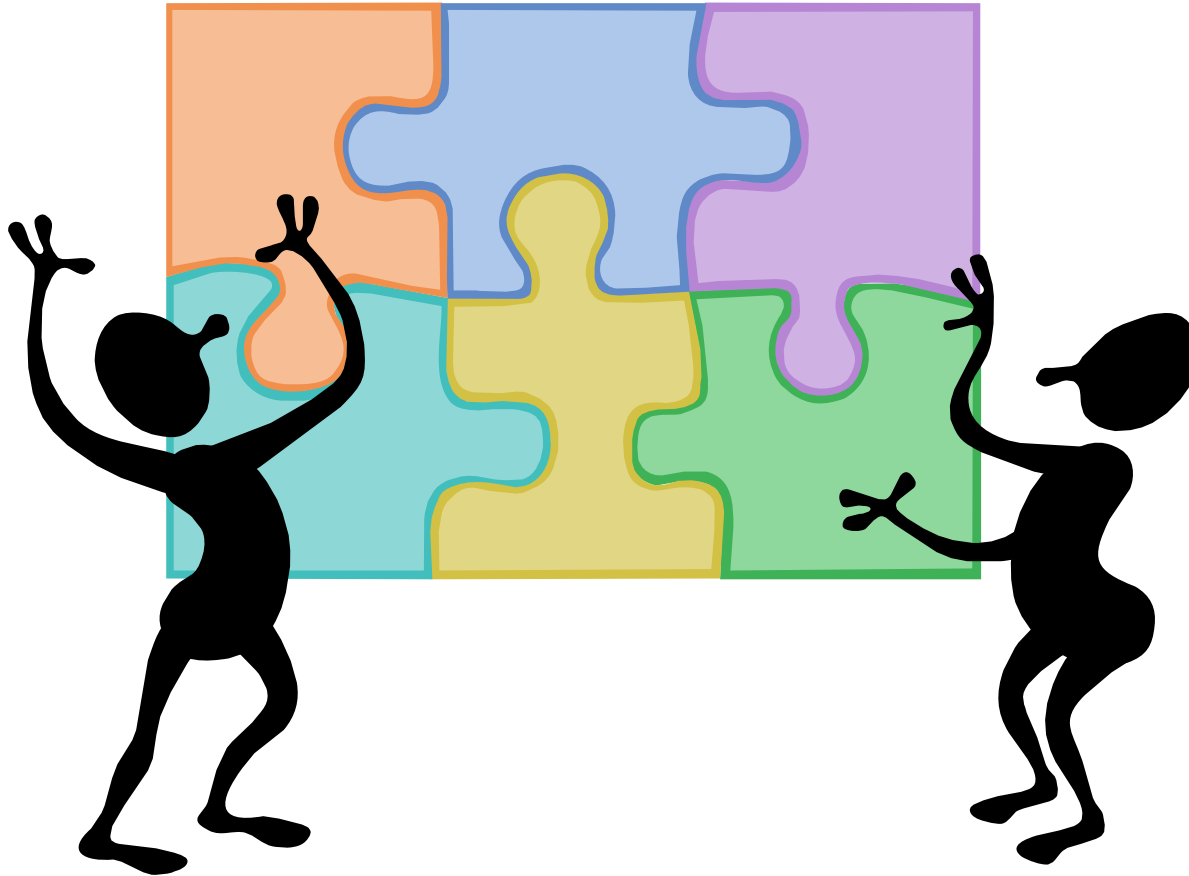
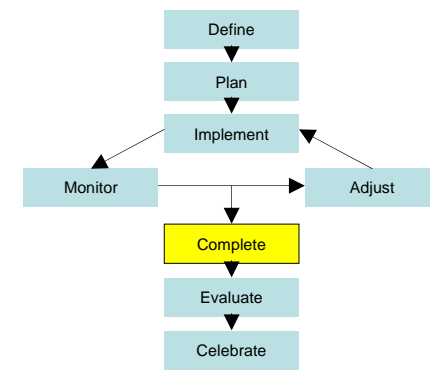


Adjusting the Project

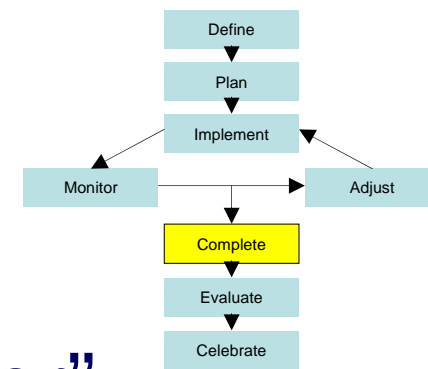


Things do go wrong in projects no matter how well they are managed. The important thing is how you handle it.

Completing the Project

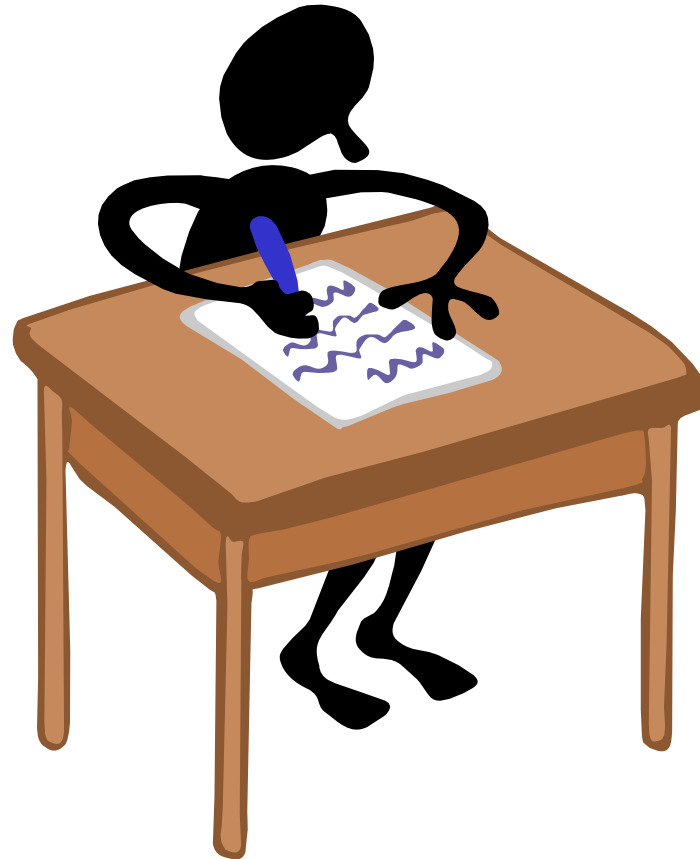
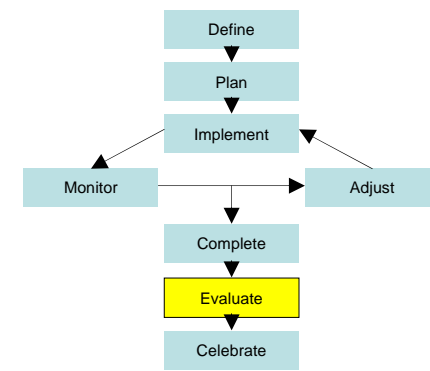


Completing the Project

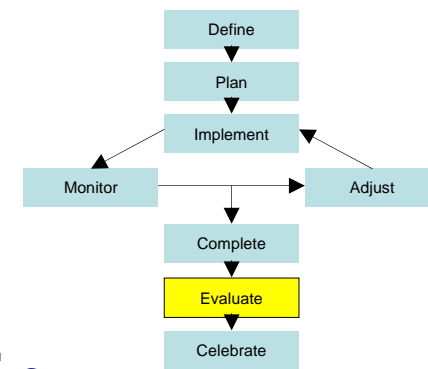


- Could also be called the “hand-over” phase. The project is finished and becomes part of normal operations.
- Be sure that you have some sort of process for tying up loose ends.
- You begin to withdraw yourself from this project and start thinking about your next one.

Evaluating the Project

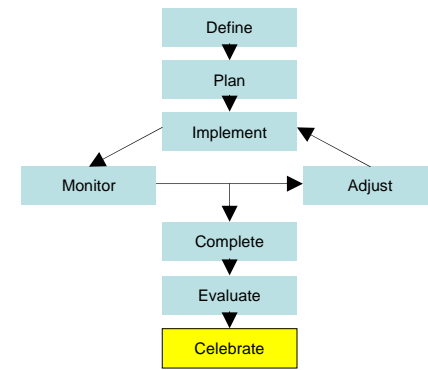


Evaluating the Project



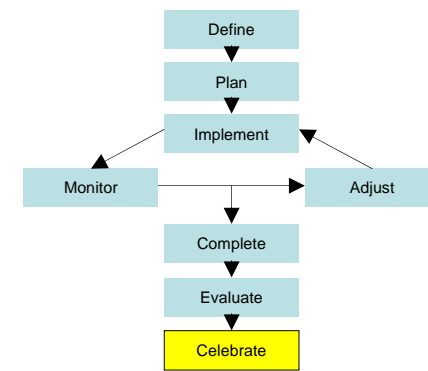
- An important step often forgotten in the fervor of completing the project.
- This phase can sometime occur simultaneously as completing the project, except when project sponsors want you to evaluate long term effects.

Celebrating



Celebrating

- First, pat yourself on the back for managing a successful project.
- Next, remember to say “Thank You” to your project team.



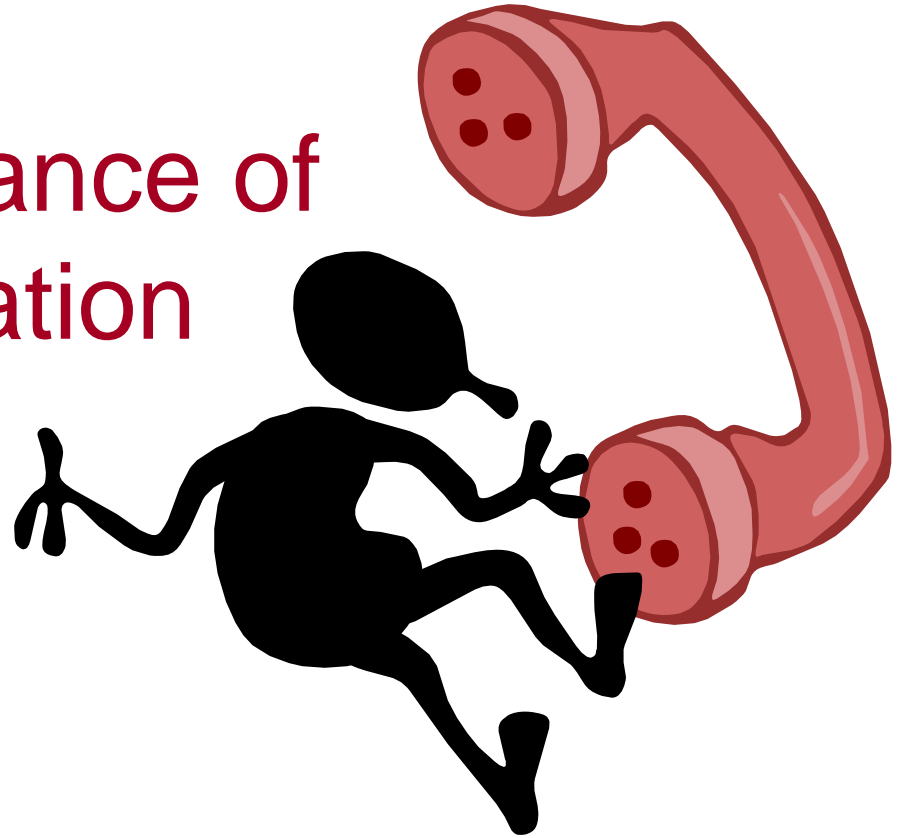
Project Teams



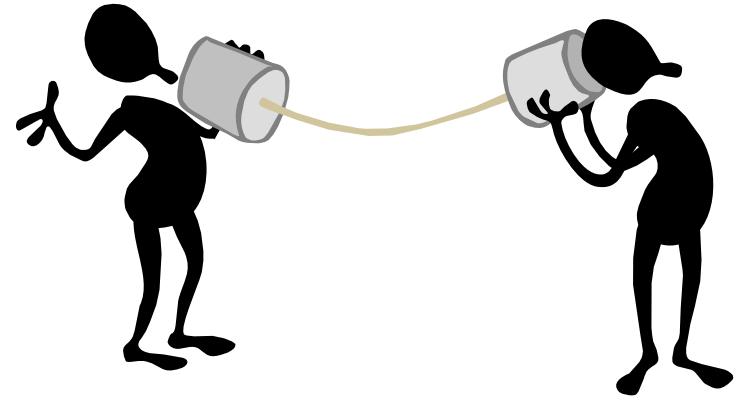
Managing Project Teams

- The most effective project teams are the ones where individual skills and personalities complement each other.
- However, not all project teams are perfect. You must draw on your best human resource management skills to help the team remain on task (and enjoy the experience).
- Be aware that projects produce change. You must be aware how the changes will impact your project team.

The Importance of Communication



Communication



- Good communication is vital to the success of your project.
- Develop a communication strategy and a means of tracking your communications.
- Do not forget that there will be both internal and external communications.

Credits and Recommendations

- Screen Beans art © A Bit Better Corporation
- Allan, Barbara. *Project Management: Tools and Techniques for Today's ILS Professional*. London: Facet Publishing, 2004.
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- Trotta, Marcia. "Creating and Running Work Teams." Chap. 3 in *Supervising Staff. How-To-Do-It Manuals for Librarians 141*. New York: Neal-Schuman Publishers, 2006.