

# Project Management



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# Presentation Outline

## Session 1

- ❖ **Definition of Project Management.**
- ❖ **The Importance of Project Management.**
- ❖ **Definition of a Project Manager.**
- ❖ **Project Manager Competences.**
- ❖ **Project Manager Skills**
- ❖ **The PMI Talent Triangle**
- ❖ **Definition of PROJECT MANAGEMENT OFFICE (PMO)**
- ❖ **The responsibilities of a PMO**

## Session 2

- ❖ **Project Management Process Groups**
- ❖ **Interaction Between Five Processes**
- ❖ **Project Management Knowledge Areas**
- ❖ **Identification of Stakeholders**

# Definition of Project Management

## ❑ What is Project Management ? [P10]

**Project management** is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.



# The Importance Of Project Management

**Effective project management helps individuals, groups, and public and private organizations to: [P10]**

- ❖ **Meet business objectives;**
- ❖ **Satisfy stakeholder expectations;**
- ❖ **Be more predictable;**
- ❖ **Increase chances of success;**
- ❖ **Deliver the right products at the right time;**
- ❖ **Resolve problems and issues;**
- ❖ **Respond to risks in a timely manner;**
- ❖ **Optimize the use of organizational resources;**

# The Importance Of Project Management

- ❖ **Identify, recover, or terminate failing projects;**
- ❖ **Manage constraints (e.g., scope, quality, schedule, costs, resources);**
- ❖ **Balance the influence of constraints on the project (e.g., increased scope may increase cost or schedule); and**
- ❖ **Manage change in a better manner.**

# The Importance Of Project Management

**Poor managed projects or the absence of project management may result in:**

- ❖ **Missed deadlines;**
- ❖ **Cost overruns;**
- ❖ **Poor quality;**
- ❖ **Rework;**
- ❖ **Uncontrolled expansion of the project;**
- ❖ **Loss of reputation for the organization;**
- ❖ **Unsatisfied stakeholders, and**
- ❖ **Failure in achieving the objectives for which the project was undertaken.**

# Definition of a Project Manager

**The project manager** is the person assigned by the performing organization to lead the team that is responsible for achieving the project activities. [P52]

**PROJECT MANAGER: Person who thinks nine women can deliver a baby in one month !!!!!**



# **Project Manager Competences**

## **Three key skill sets**

- ❖ **Technical project management. [P56]**
- ❖ **Leadership.**
- ❖ **Strategic and business management.**

# **Project Manager Competences**

## **Three key skill sets**

### **Technical Project Management Skills. [P58]**

**According to research, the top project managers consistently demonstrated several key skills including, but not limited to, the ability to:**

- ❖ **Focus on the critical technical project management elements for each project they manage. At the top of the list were the following:**
  - **Critical success factors for the project,**
  - **Schedule,**
  - **Selected financial reports, and**
  - **Issue log.**
- ❖ **Tailor both traditional and agile tools, techniques, and methods for each project.**
- ❖ **Make time to plan thoroughly and prioritize diligently.**
- ❖ **Manage project elements, including, but not limited to, schedule, cost, resources, and risks.**

# **Project Manager Competences**

## **Three key skill sets**

### **Strategic and Business Management Skills. [P58]**

**Project managers should be knowledgeable enough about the business to be able to:**

- ❖ Explain to others the essential business aspects of a project;**
- ❖ Work with the project sponsor, team, and subject matter experts to develop an appropriate project delivery strategy; and**
- ❖ Implement that strategy in a way that maximizes the business value of the project.**

# **Project Manager Competences**

## **Three key skill sets**

### **Strategic and Business Management Skills. [P59]**

**At a minimum, the project manager should be knowledgeable enough to explain to others the following aspects of the organization:**

- ❖ Strategy;**
- ❖ Mission;**
- ❖ Goals and objectives;**
- ❖ Products and services;**
- ❖ Operations (e.g., location, type, technology);**
- ❖ The market and the market condition, such as customers, state of the market (i.e., growing or shrinking), and time-to-market factors, etc.; and**
- ❖ Competition (e.g., what, who, position in the market place).**

# **Project Manager Competences**

## **Three key skill sets**

### **Strategic and Business Management Skills. [P59]**

**The project manager should apply the following knowledge and information about the organization to the project to ensure alignment:**

- ❖ **Strategy;**
- ❖ **Mission;**
- ❖ **Goals and objectives;**
- ❖ **Priority;**
- ❖ **Tactics, and**
- ❖ **Products or services (e.g., deliverables).**

# **Project Manager Competences**

## **Three key skill sets**

### **Strategic and Business Management Skills. [P60]**

**The project manager determines how these business and strategic factors could affect the project while understanding the interrelationship between the project and the organization.**

**These factors include but are not limited to:**

- ❖ Risks and issues,**
- ❖ Financial implications,**
- ❖ Cost versus benefits analysis (e.g. net present value, return on investment), including the various options considered,**
- ❖ Business value,**
- ❖ Benefits realization expectations and strategies, and**
- ❖ Scope, budget, schedule, and quality.**

# **Project Manager Competences**

## **Three key skill sets**

### **Leadership Skills. [P60]**

**Leadership skills involve the ability to guide, motivate, and direct a team. These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills.**

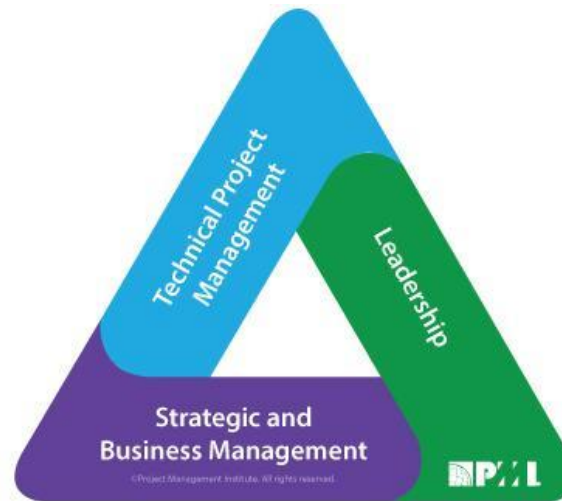
# Interpersonal Skills

**Project managers rely on important interpersonal skills, including, but not limited to:**

**[P552]**

- ❖ **Leadership,**
- ❖ **Team building,**
- ❖ **Motivating,**
- ❖ **Communicating,**
- ❖ **Influencing,**
- ❖ **Decision making,**
- ❖ **Political and cultural awareness,**
- ❖ **Negotiating,**
- ❖ **Facilitating,**
- ❖ **Managing Conflict, and**
- ❖ **Coaching.**

# The PMI Talent Triangle [P57]



## PROJECT MANAGEMENT OFFICE [P49]

**A project management office (PMO):** is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.

## **The responsibilities of a PMO [P49]**

**The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects.**

**A primary function of a PMO is to support project managers in a variety of ways which may include, but are not limited to:**

## **The responsibilities of a PMO [P49]**

- ❖ **Managing shared resources across all projects administrated by the PMO;**
- ❖ **Identifying and developing project management methodology, best practices, and standards;**
- ❖ **Coaching, mentoring, training, and oversight;**
- ❖ **Monitoring compliance with project management standards, policies, procedures, and templates by means of project audits;**
- ❖ **Developing and managing project policies, procedures, templates, and other shared documentation (organizational process assets); and**
- ❖ **Coordinating communication across projects.**

# Project Management Process Group

[P23]

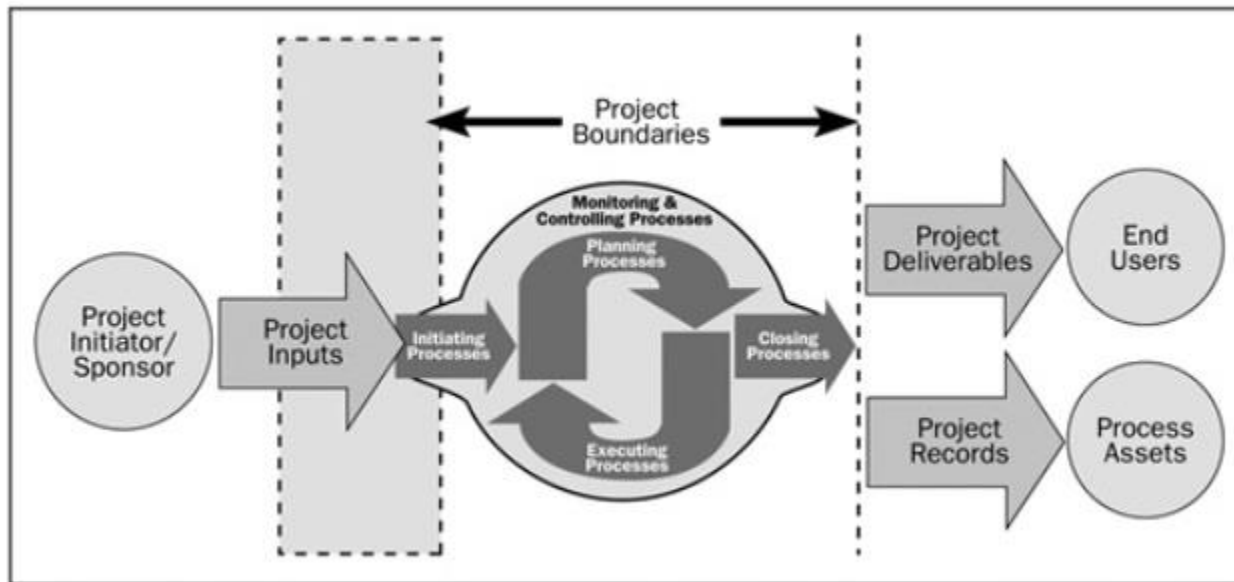
## Project Management Process Group

- ❖ **A Project Management Process Group is a logical grouping of project management processes to achieve specific project objectives.**
- ❖ **Process Groups are independent of project phases.**
- ❖ **Project management processes are grouped into the following five Project Management Process Groups:**

# Project Management Process Groups

- ❖ **Initiating Process Group**
- ❖ **Planning Process Group**
- ❖ **Executing Process Group**
- ❖ **Monitoring and Controlling Process Group**
- ❖ **Closing Process Group**

# Interaction Between Five Processes



## **Project Management Knowledge Areas**

- ❖ **In addition to Process Groups, processes are also categorized by Knowledge Areas.**
- ❖ **A Knowledge Area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools and techniques.**
- ❖ **The ten Knowledge Areas described in PMBOK GUIDE are:**

## **Project Management Knowledge Areas**

- ❖ **Project Integration Management**
- ❖ **Project Scope Management**
- ❖ **Project Schedule Management**
- ❖ **Project Cost Management**
- ❖ **Project Quality Management**
- ❖ **Project Resource Management**
- ❖ **Project Communications Management**
- ❖ **Project Risk Management**
- ❖ **Project Procurement Management**
- ❖ **Project Stakeholder Management**

[P23]

## **Project Management Knowledge Areas**

**Table 1-4 maps the Project Management Process Groups and Knowledge Areas in PMBOK Sixth Edition.**

# **Table 1-4, Project Management Process Group and Knowledge Area Mapping**

**[P25]**

# 1- Integration Management

## ❖ Initiating Process Group

4.1 Develop Project Charter

## ❖ Planning Process Group

4.2 Develop Project Management Plan

## ❖ Executing Process Group

4.3 Direct and Manage Project Work

4.4 Manage Project Knowledge

## ❖ Monitoring and Controlling Process Group

4.5 Monitor and Control Project Work

4.6 Perform Integrated Change Control

## ❖ Closing Process Group

4.7 Close Project or Phase.

## 2- Scope Management

### ❖ **Planning Process Group**

- 5.1 Plan Scope Management
- 5.2 Collect Requirements
- 5.3 Define Scope
- 5.4 Create WBS

### ❖ **Monitoring and Controlling Process Group**

- 5.5 Validate Scope
- 5.6 Control Scope

## 3- Schedule Management

### ❖ **Planning Process Group**

- 6.1 Plan Schedule Management
- 6.2 Define Activities
- 6.3 Sequence Activities
- 6.4 Estimate Activity Durations
- 6.5 Develop Schedule

### ❖ **Monitoring and Controlling Process Group**

- 6.6 Control Schedule

## 4- Cost Management

### ❖ **Planning Process Group**

- 7.1 Plan Cost Management
- 7.2 Estimate Costs
- 7.3 Determine Budget

### ❖ **Monitoring and Controlling Process Group**

- 7.4 Control Costs

## 5- Quality Management

### ❖ **Planning Process Group**

8.1 Plan Quality Management

### ❖ **Executing Process Group**

8.2 Manage Quality

### ❖ **Monitoring and Controlling Process Group**

8.3 Control Quality

## 6- Resource Management

### ❖ **Planning Process Group**

9.1 Plan Resource Management

9.2 Estimate Activity Resources

### ❖ **Executing Process Group**

9.3 Acquire Resources

9.4 Develop Team

9.5 Manage Team

### ❖ **Monitoring and Controlling Process Group**

9.6 Control Resources

## 7- Communications Management

### ❖ **Planning Process Group**

10.1 Plan Communications Management

### ❖ **Executing Process Group**

10.2 Manage Communications

### ❖ **Monitoring and Controlling Process Group**

10.3 Monitor Communications

## 8- Risk Management

### ❖ Planning Process Group

- 11.1 Plan Risk Management
- 11.2 Identify Risks
- 11.3 Perform Qualitative Risk Analysis
- 11.4 Perform Quantitative Risk Analysis
- 11.5 Plan Risk Responses

### ❖ Executing Process Group

- 11.6 Implement Risk Responses

### ❖ Monitoring and Controlling Process Group

- 11.7 Monitor Risks

## 9- Procurement Management

### ❖ **Planning Process Group**

12.1 Plan Procurement Management

### ❖ **Executing Process Group**

12.2 Conduct Procurements

### ❖ **Monitoring and Controlling Process Group**

12.3 Control Procurements

## 10- Stakeholder Management

### ❖ **Initiating Process Group**

13.1 Identify Stakeholders.

### ❖ **Planning Process Group**

13.2 Plan Stakeholder Engagement

### ❖ **Executing Process Group**

13.3 Manage Stakeholder Engagement

### ❖ **Monitoring and Controlling Process Group**

13.4 Monitor Stakeholder Engagement

# Identification of Stakeholders

**PMI identified Stakeholders as follows:**

- 1- Sponsor.**
- 2- Project Manager / Project Team.**
- 3- Customer / User.**
- 4- Functional Managers.**
- 5- Organizational Groups.**
- 6- Sellers.**
- 7- Business Partners.**



**THANKS FOR LISTENING?**  
ANY QUESTIONS?