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Section: Introduction & The Environment in Which Projects Operate

What is a Project?

Temporary endeavor with a beginning and end. It creates a unique product, service or result

Reasons for project initiation

Market Demand, Social Need, Legal Requirement, Customer Request, Technological Advance etc.

Example of a project

Development a software application that will receive, record and prioritize the incidents received by customers.



Operational Work

Most of the work being done in organizations which is ongoing and repetitive.

Example of an operational work

Handling customer incidents through a software application which are received daily.

What is Project Management?

Application of knowledge, skills, tools and techniques to project activities to meet the project requirements.



What are the process groups of project management?

Initiating, Planning, Executing, Monitoring & Controlling, Closing

Program is ...

Group of projects which are related with each other.

Example of a program

Development of the entertainment system of a car with following projects: Connection Manager, Display Screen ... etc.



Portfolio is ...

Group of programs which might not be related however serve for the same business goal.

Example of a portfolio

A car manufacturer aims to produce three new car models in next three years to be the most convenient car manufacturer for women.

Project Management Office (PMO)

Department centralizes the management of projects in an organization.



What are the three different types of PMO structures in organizations?

Supportive, Controlling and Directive

Project manager can report to...

Functional Manager, Program Manager or Portfolio Manager

The most important interpersonal skill for a project manager is ...

Communication



What are the three different types of PMO structures in organizations?

Supportive, Controlling and Directive

Project objectives are ...

What needs to be achieved as a result of project.

Who is responsible for meeting project objectives?

Project Manager



There is a trade-off between
...

Project Requirements and
Project Objectives

The most common project
constraints are ...

Time, Cost, Scope, Quality,
Customer Satisfaction, Risk
and Resources

Organizational Process Assets

Plans, processes, policies,
procedures and knowledge
bases specific to and used by
the performing organization.



Enterprise Environmental Factors

Conditions that are not under the control of the project team, that influence, constrain or direct the project.

Examples of Enterprise Environmental Factors

- Organizational culture, structure, and governance.
- Government or Industry Standards
- Political Climate

Stakeholders

People whose interests may be positively or negatively impacted by the project.



Project Governance

Provides the project manager and team with structure, processes, decision-making models and tools for managing the project.

Project Team

Project Manager and the group of individuals who perform the project work.

What are the three common organizational structure types?

Functional, Projectized and Matrix



The most common organizational structure type is ...



Functional

Which of the organizational structure types give the most control and authority to the project manager?



Projectized

In which type of organization team members report to functional managers and project managers?



Matrix



Project Expediter

Acts as staff assistant and communications coordinator. Cannot make any decision.

Project Coordinator

Acts like project expediter however he or she can make some minor decisions.

Advantages of Functional Organization

- Team members report to only one supervisor
- Similar resources are centralized and managed easier.



Disadvantages of Functional Organization

No career path in project management.
The project manager has little or no authority.

Advantages of Projectized Organization

Efficient project organization
Loyalty to the project.
More effective communications than functional

Disadvantages of Projectized Organization

Lack of professionalism in disciplines.
Less efficient use of resources.



Advantages of Matrix Organization

Highly visible project objectives.
Maximum utilization of scarce resources.

Disadvantages of Matrix Organization

Extra administration is required.
More than one boss for project teams.
More complex to monitor.

Product Life Cycle

Starts from conception of a new product to its withdrawal.



Development Lifecycles can be ...

predictive, iterative, incremental, adaptive or hybrid.

Project Phases are ...

Collection of related activities that will produce a meaningful deliverable.

Phase Gates

Held at the end of a phase for review of business case, Project charter, plans etc.



Business Documents include

Business case and benefits management plan.

Who is accountable for preparing the business case document?

Project Sponsor

Business Case covers ...

- Business needs
- Analysis of the situation
- Recommendation
- Evaluation



Benefits Management Plan

Defines the processes for creating, maximizing and sustaining the benefits provided by a project.

Benefits Management Plan covers ...

- Strategic alignment
- Timeframe for realizing benefits
- Benefits owner

Tailoring

Selecting appropriate tools, techniques, procedures etc. to manage a project.

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What Our Community Says



“The PMP course materials of Master of Project Academy was excellent... PMP online training from MoPA is the foundations of my PMP pass success. The additional PMP Exams & Maths Lectures were of the best quality of the practice exams I utilized... My performance was 'Above Target' for all five domains. This is the highest PMP pass score a candidate can get!

Donald Wheeler, senior technology-consulting principal with years of experience working primarily for consulting organizations Accenture and IBM.
Works at RGP, USA



“Instructor teaches theoretical concepts of project management in an easier and very understandable manner! He gives real-world project examples and enables you to understand concepts clearly. Questions and solutions of the questions at the end of each section completes the concepts covered in the section.

Vasilisa Ivchenko, Project Engineer
Works at Gazprom, Russia



“Definitely I would recommend Master of Project Academy to friend & colleagues. It is very good value for money compared to other online training resources. You have flexibility to complete your course at your own pace. Course material & tools help you to prepare yourself in very short time span for the exam.

Rahul Kamble, Assistant Manager
Works at Pall Corporation, India