



# WAYNE STATE UNIVERSITY

ACADEMIC LEADERSHIP ACADEMY  
PROJECT MANAGEMENT 101

SEPTEMBER 20, 2019



# LEARNING OUTCOMES

Understand the importance of stakeholders, sponsors and a project org structure

Analyze project constraints

Understand the lifecycle of a project

Create a plan to move your project objectives forward



# PROJECT MANAGEMENT

## 30% Practical Skills

- Project plans
- Timelines / charts
- Status reports
- Tracking
- Documentation

## 70% Leadership Skills

- Communication skills
- Transparency
- Common sense
- Trust
- Listening
- Follow through
- Problem solving
- Integrity
- Emotional intelligence
- Politics
- Management of perceptions



# WHAT IS A PROJECT?

- A temporary endeavor undertaken to create a unique product, service or result.
- Defined beginning and end
- Defined scope

Project



- Routine tasks (daily, monthly, annually)
- Operational processes
- Ongoing
- Permanent

Not a Project

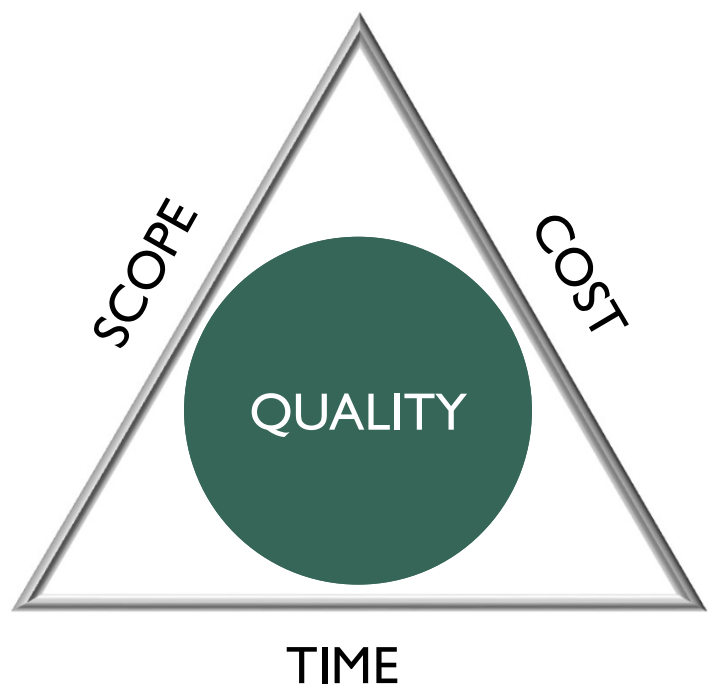




# PROJECT CONSTRAINTS

## “THE IRON TRIANGLE”

- Cost, time and scope are related; if one changes, then another must also change
- Project Managers must deliver on scope, time, cost, and quality.
- Goal is to make the optimal compromise of these to accomplish the project










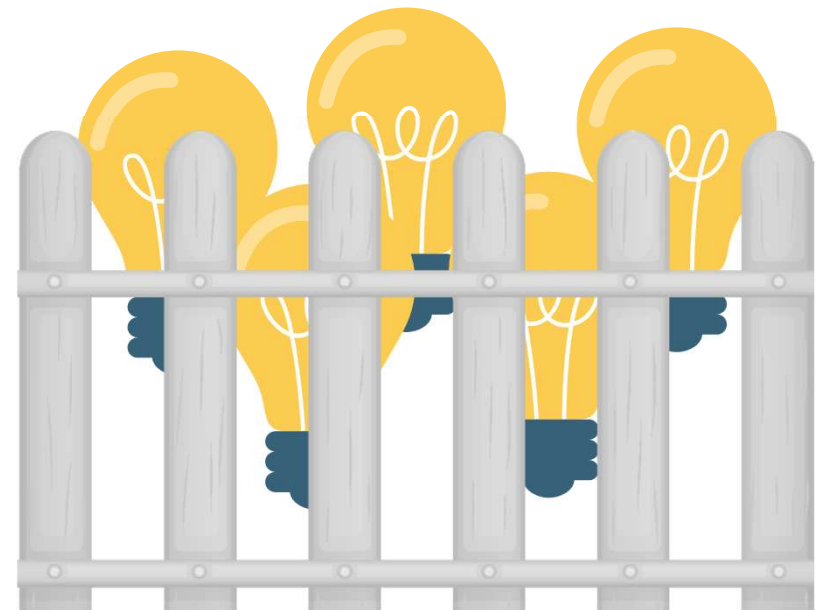
# SCOPE

Sets the boundaries for what **is** and **is not** part of the project

Amount of content or deliverables.

The more content, the more effort and time will be required.

-  Features
-  Functionality
-  Processes to be reviewed
-  Timeframes of data to be migrated
-  Segments of data to be assessed

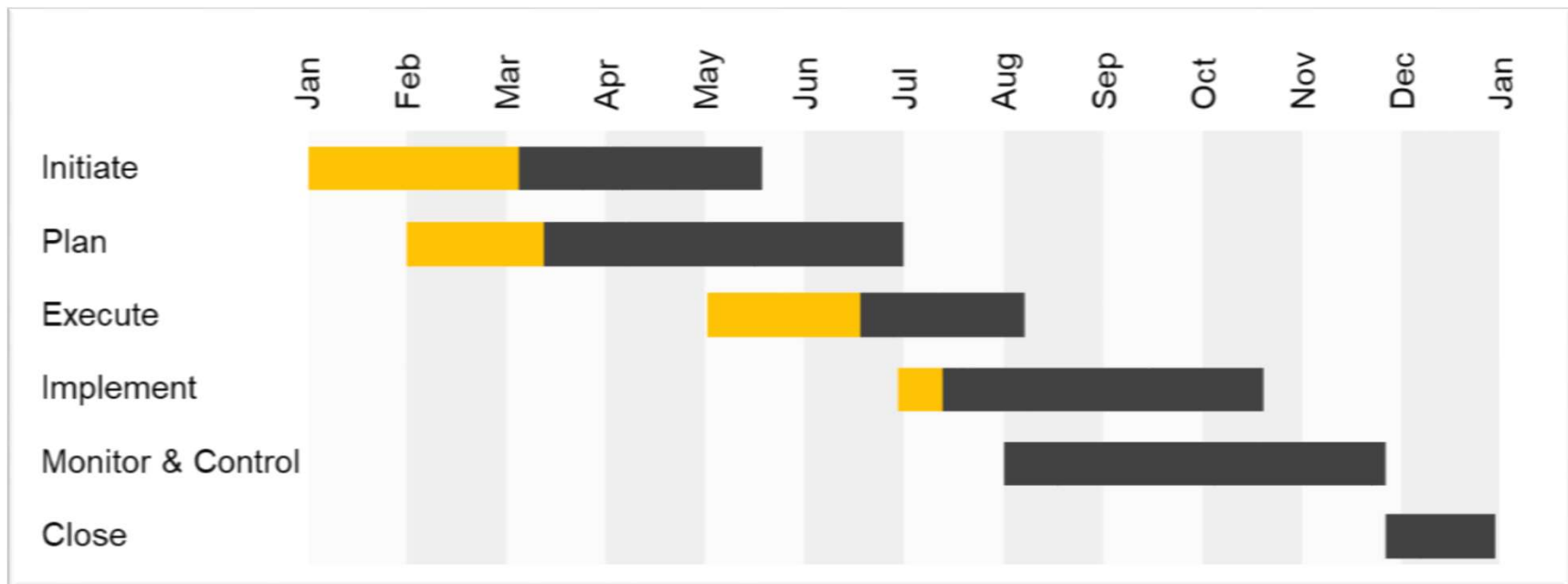




# TIME

How long will it take to complete the task / phase / project?

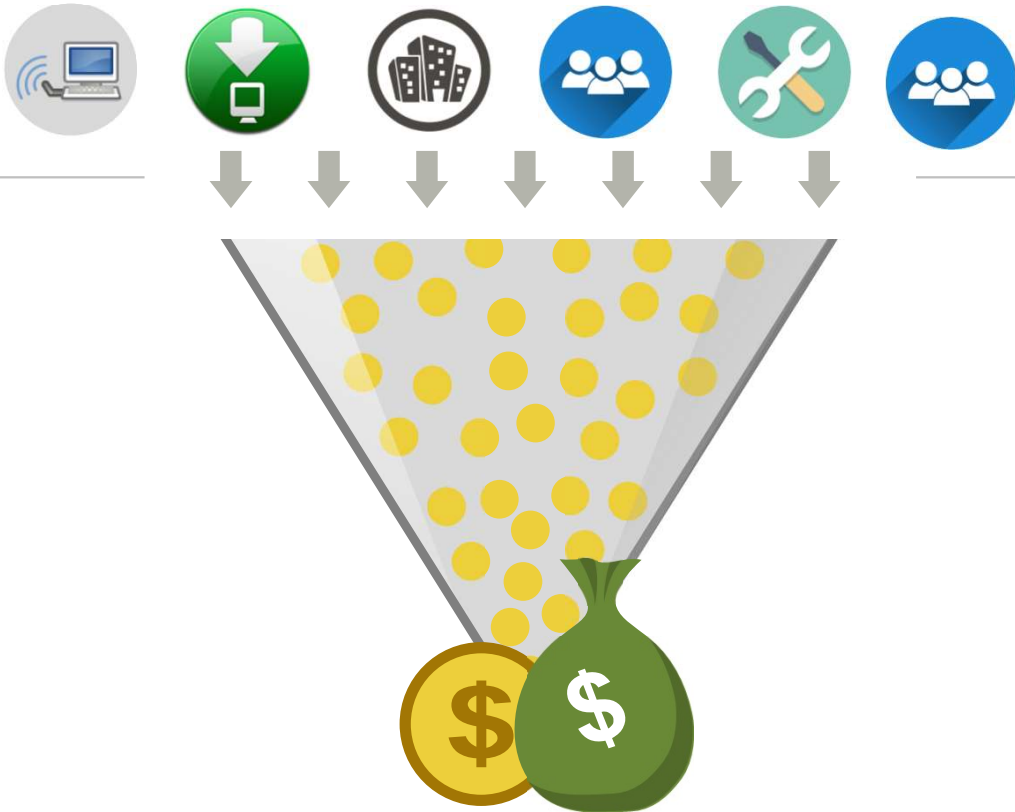
- Deadlines
- Duration to complete project deliverables





# COST

Expenses: Hardware, Software, Facilities, People, Events, supplies, etc.







# QUALITY

✓ Deliverables meet customer's expectations

- Features
- Functionality
- Cycle Time

✓ All Issues Resolved





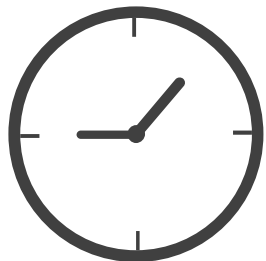
# BALANCING PROJECT CONSTRAINTS

**PICK 2 :**

GOOD

FAST

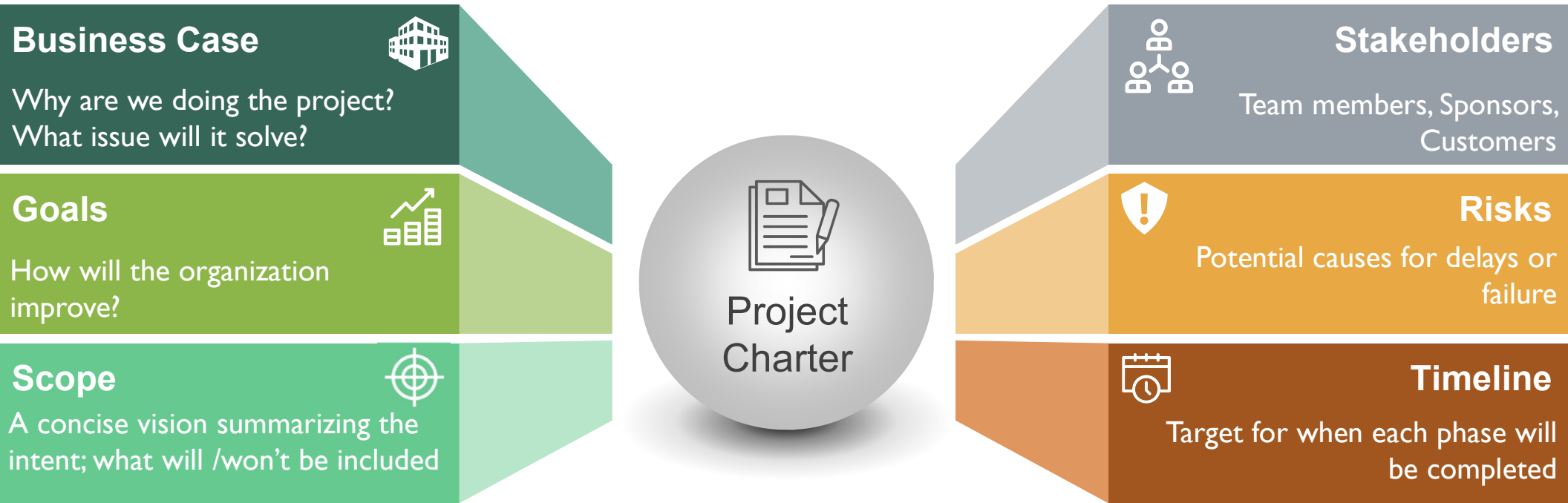
CHEAP





# WHAT IS A PROJECT CHARTER?

- Central document that guides the work of the project; structure
- When done well, it can keep the project on track throughout the multiple phases





# SMART OBJECTIVES

S

M

A

R

T



Specific



Measurable



Attainable



Relevant



Time Based



# EXERCISE I: BEGIN DRAFTING THE PROJECT CHARTER

## CHARTER TEMPLATE

State the business concern to be solved. How will it be solved?  
Summarize the purpose and intent of the project. What will and will not be included in the project?



# PROJECT LEADERSHIP

- The outcome of a project is heavily influenced by the project sponsor's continuous involvement, support and campaigning.
- Sponsors need to use their executive status and political clout to help the project manager remove barriers to progress.
- Executive leadership needs to be strategically placed within the hierarchy of some of your team members to be able to effectively apply pressure when needed.
- Provides an incentive for people to want to do well and visibly show their value to executive leadership





# ESTABLISHING PROJECT TEAMS

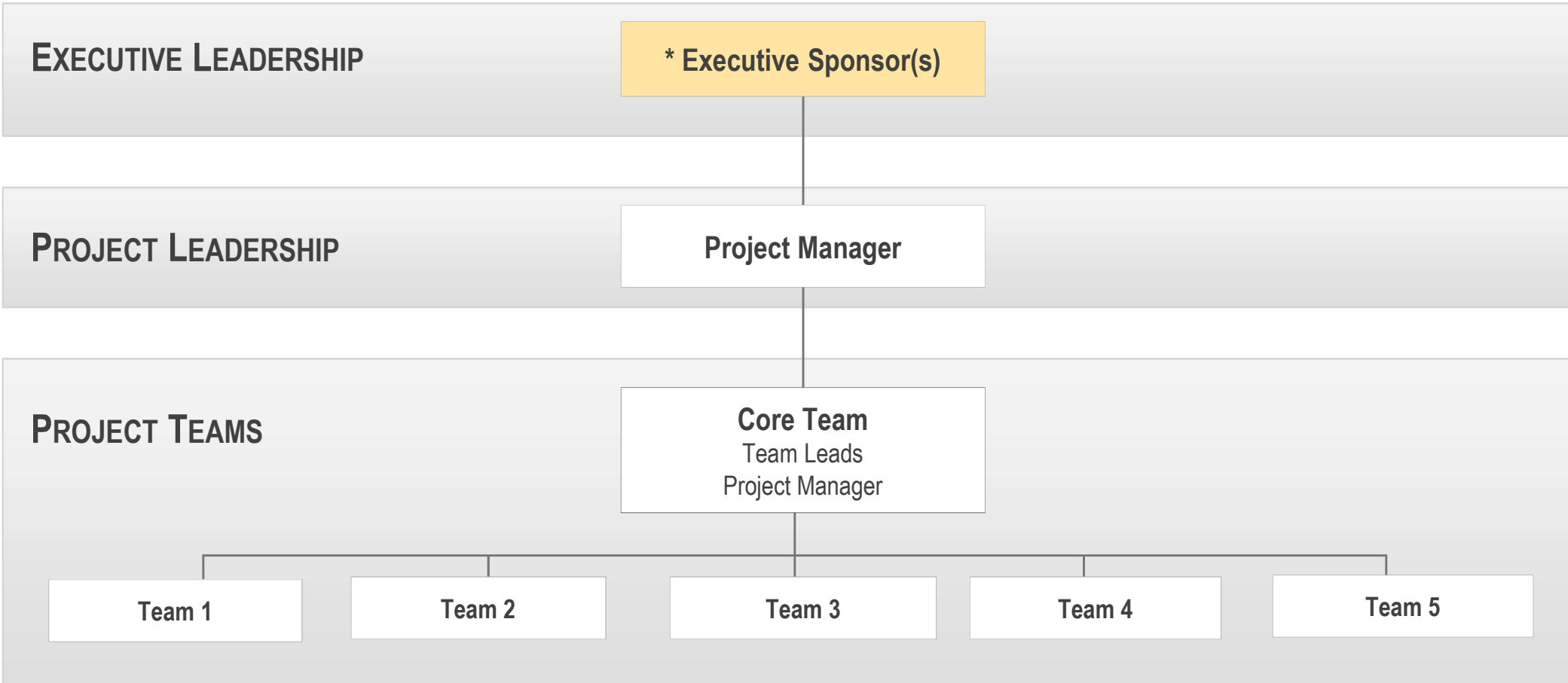
Projects because of their nature, requires people from all areas, which exposes the project to competing priorities.

- Need strong team leads that are true believers and task managers, not just knowledge experts
- Must balance roles with personalities as best you can
- Make sure the right skills and knowledge are represented
- DON'T be afraid to add / modify the team
- Reach out to other support areas not represented on the team, to discuss potential risks and impacts





# PROJECT ORGANIZATION CHART







# EXERCISE 2: PROJECT ORGANIZATION STRUCTURE

## PROJECT ORGANIZATION STRUCTURE TEMPLATE

Identify the stakeholders or groups that will be involved in the project.  
Think of the escalation process and how the project will be managed?



WHAT DO YOU DO WHEN...

YOU HAVE TEAM MEMBERS THAT HAVE TO WORK TOGETHER AND SEEM TO BE AT ODDS WITH WHAT THEIR PRIORITIES ARE?





WHAT DO YOU DO WHEN...

THE PROJECT TEAM HAS PEOPLE THAT DON'T  
WANT TO WORK... HOW TO GET THEM TO  
ENGAGE?

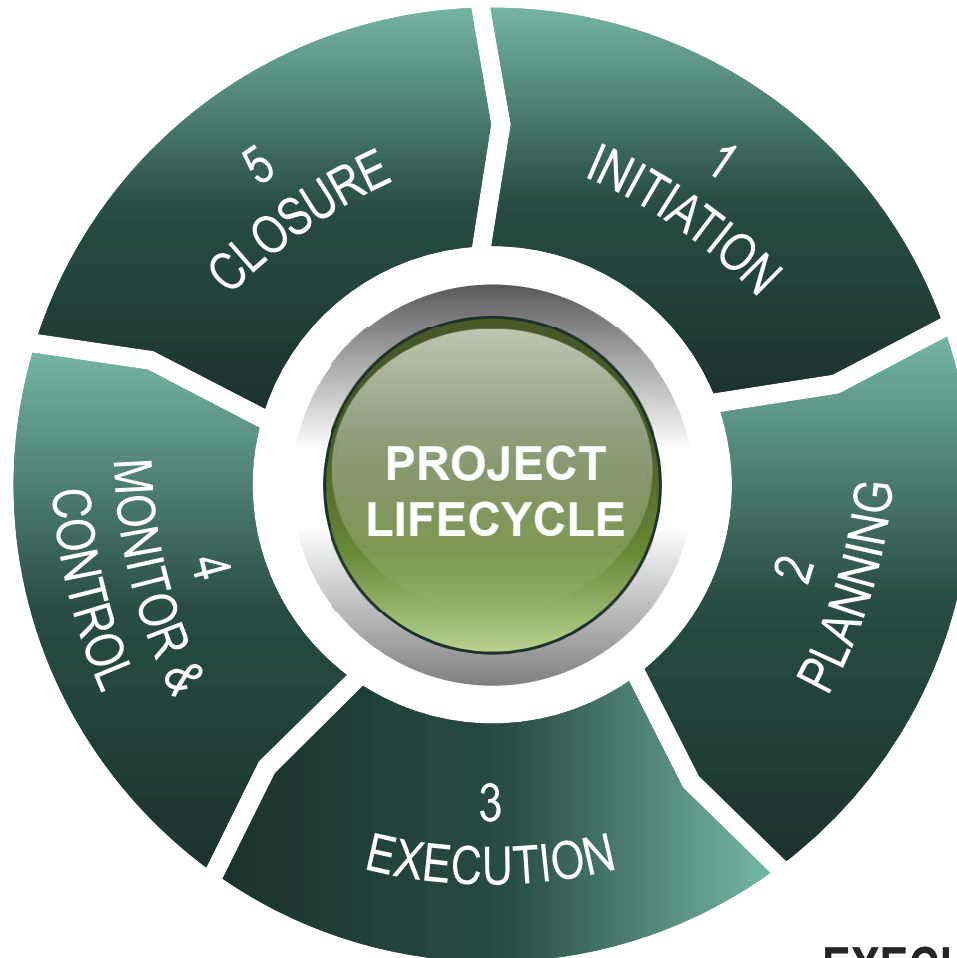


WHAT DO YOU DO WHEN...

THERE IS LIMITED TIME, THE CUSTOMER WANTS  
HIGH QUALITY DELIVERED, BUT THERE IS NO  
ADDITIONAL MONEY FOR THE PROJECT BUDGET?



# 5 PHASES OF A PROJECT



## CLOSURE

- All Issues Resolved
- Reporting
- Lessons Learned
- Customer Sign-off

## MONITOR & CONTROL

- Verify Objectives Met
- Ensure Quality Deliverables
- Budget Tracking
- Performance Tracking
- Issue Resolution

## INITIATION

- Concept
- Project Charter
- Project Initiation

## PLANNING

- Teams Defined
- Detailed Budget
- Project Plan
- Work Breakdown
- Communication Plan
- Risk Management

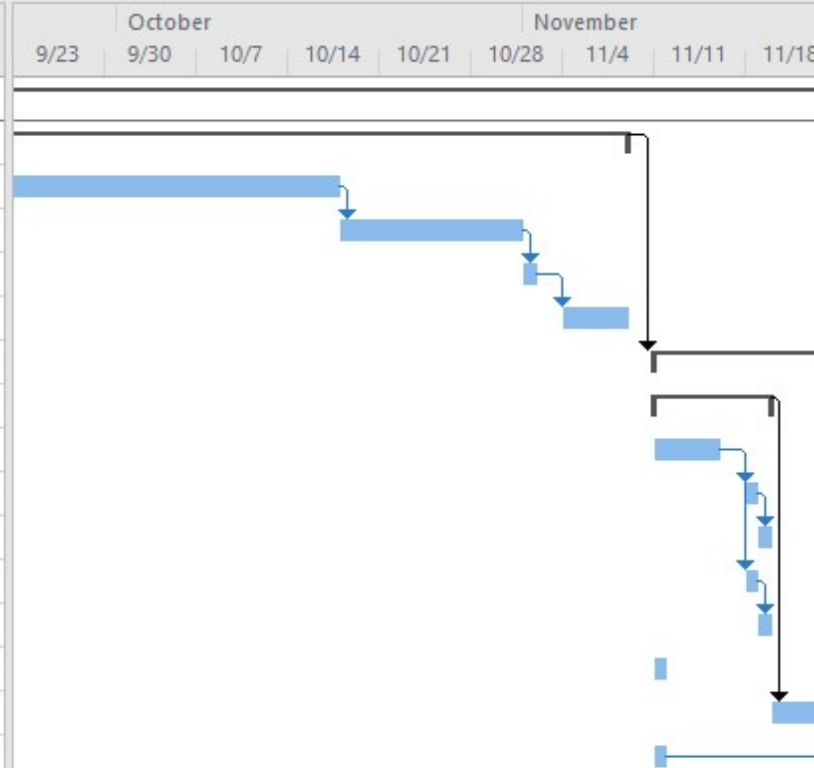
## EXECUTION

- Design, Develop, Test, Launch
- Status Updates
- Task Tracking



# PROJECT PLAN

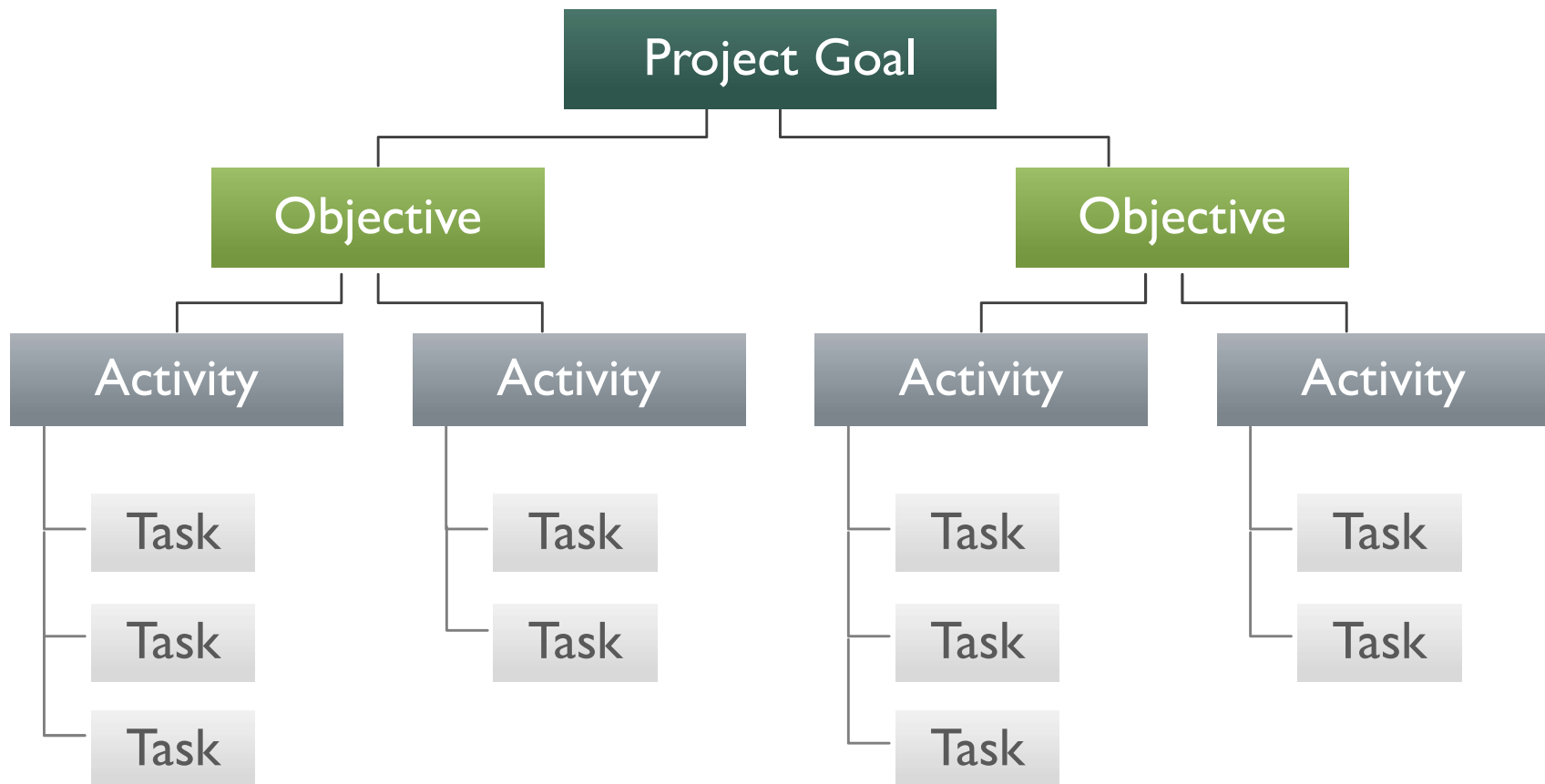
Task Name	Duration	Start	Finish
<b>Leadership Project</b>	<b>125 days</b>	<b>Fri 9/20/19</b>	<b>Thu 3/12/20</b>
<b>Initiation</b>	<b>36 days</b>	<b>Fri 9/20/19</b>	<b>Fri 11/8/19</b>
Information gathering	4 wks	Fri 9/20/19	Thu 10/17/19
Establish charter	2 wks	Fri 10/18/19	Thu 10/31/19
Define Org Structure	1 day	Fri 11/1/19	Fri 11/1/19
Project kick-off meeting	1 wk	Mon 11/4/19	Fri 11/8/19
<b>Planning</b>	<b>13 days</b>	<b>Mon 11/11/19</b>	<b>Wed 11/27/19</b>
<b>Create project schedule</b>	<b>7 days</b>	<b>Mon 11/11/19</b>	<b>Tue 11/19/19</b>
Define Activities	1 wk	Mon 11/11/19	Fri 11/15/19
Assign resources for each task	1 day	Mon 11/18/19	Mon 11/18/19
Estimate time for each task	1 day	Tue 11/19/19	Tue 11/19/19
Organize task dependencies	1 day	Mon 11/18/19	Mon 11/18/19
Review and finalize project schedule with team	1 day	Tue 11/19/19	Tue 11/19/19
Project schedule complete	1 day	Mon 11/11/19	Mon 11/11/19
Create WBS	1 wk	Wed 11/20/19	Tue 11/26/19
Create Communication Plan	1 day	Mon 11/11/19	Mon 11/11/19
Project planning complete	1 day	Wed 11/27/19	Wed 11/27/19
<b>Execute</b>	<b>70 days</b>	<b>Thu 11/28/19</b>	<b>Wed 3/4/20</b>
<b>DESIGN</b>	<b>12 wks</b>	<b>Thu 11/28/19</b>	<b>Wed 2/19/20</b>
<b>TEST</b>	<b>5 days</b>	<b>Thu 2/20/20</b>	<b>Wed 2/26/20</b>
Create test plan	1 day	Thu 2/20/20	Thu 2/20/20
Workflow Testing - TEST Environment	1 day	Fri 2/21/20	Fri 2/21/20
Resolve Issues - TEST Environment	1 day	Mon 2/24/20	Mon 2/24/20
Workflow Testing - PROD Environment	1 day	Tue 2/25/20	Tue 2/25/20
Resolve Issues - PROD Environment	1 day	Wed 2/26/20	Wed 2/26/20
<b>TRAIN</b>	<b>3 days</b>	<b>Thu 2/27/20</b>	<b>Mon 3/2/20</b>





# WORK BREAKDOWN STRUCTURE (WBS)

Breaking down a project into a series of tasks that need to be completed in order to reach a specific outcome.





# EXERCISE 3: WORK BREAKDOWN STRUCTURE

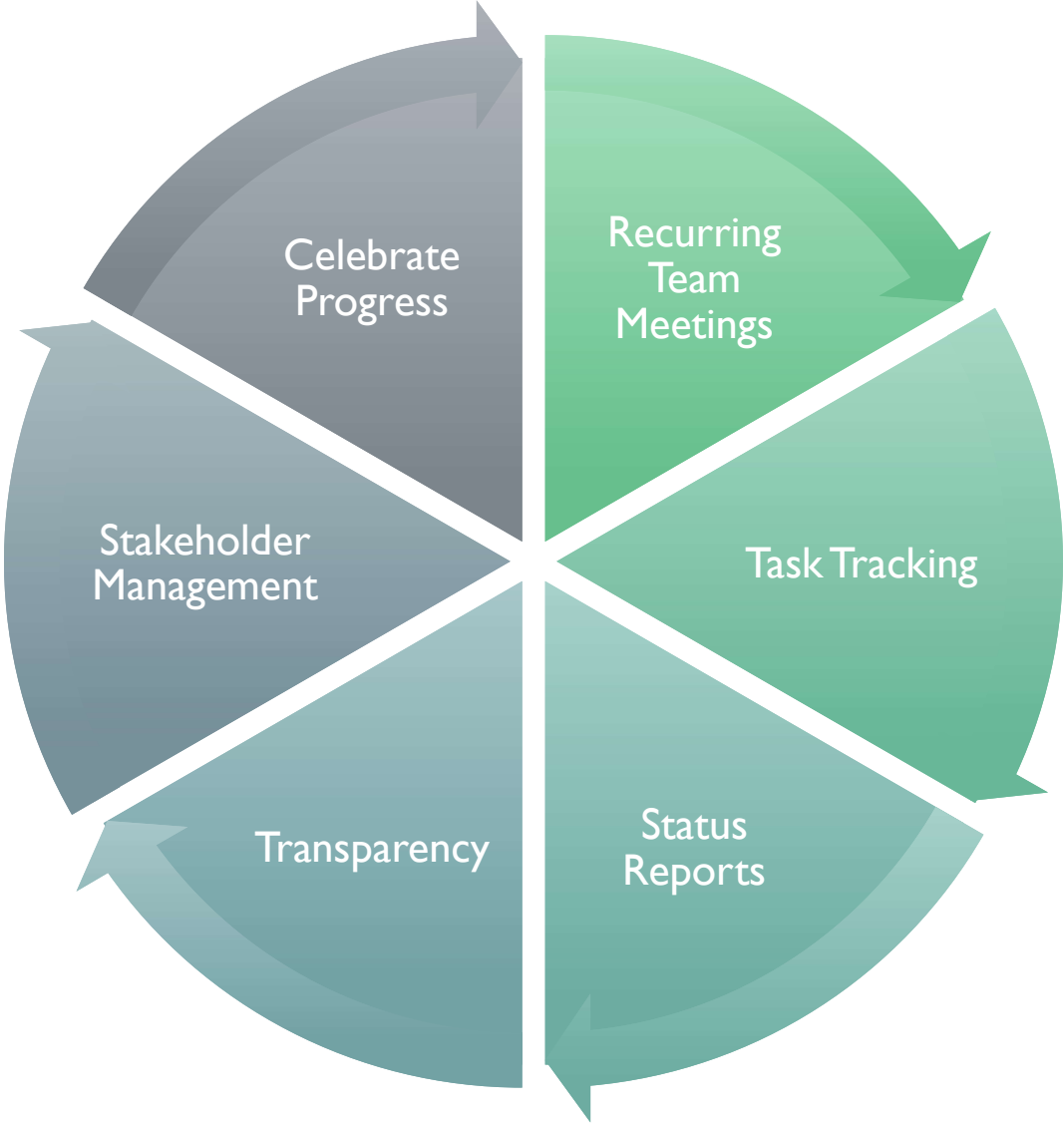
TASK MANAGEMENT LOG (WBS)

IDENTIFY TASKS THAT WILL NEED TO BE COMPLETED TO ACCOMPLISH  
EACH PHASE OF THE PROJECT





# COMMUNICATION





# KEY REMINDERS



Keep talking about the goals and work to be done



Don't be afraid to add team members or stakeholders if needed



Be transparent. Make sure everyone knows the plan and what is coming



Keep the project plan up to date



Change in plans are inevitable; be flexible but manage the triangle (scope, time, cost)





# WORKSHOP DELIVERABLES



Analyzed project constraints



Discussed the 5 phases of the project lifecycle



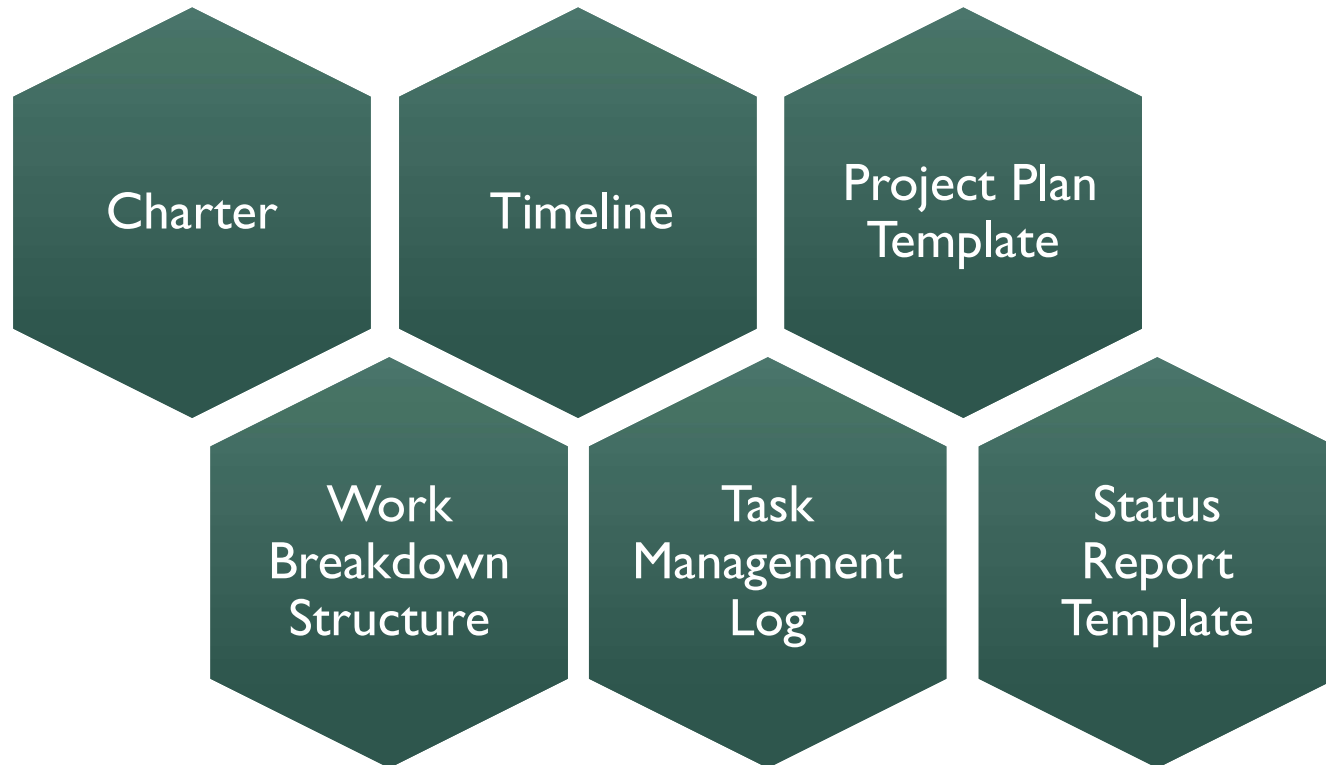
Discussed the importance of stakeholders, sponsors and the project organization structure



Helped you begin creating a plan to move the project forward



# TOOLBOX





## DAREN HUBBARD, PMP

Associate Vice President &  
Chief Information Officer  
Computing & Information Technology  
Wayne State University  
P: 313-577-9489  
daren@wayne.edu

## HEATHER KING, PMP

Enterprise Project Leader  
Computing & Information Technology  
Wayne State University  
P: 313-577-2973  
hking@wayne.edu

*Thank you for this opportunity*



# QUESTIONS & OPEN FORUM