

Project Management Curriculum

Montpellier, IAE 2020-2021
October- November sessions

[ZOOM class link](#)

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Course Objectives & approach

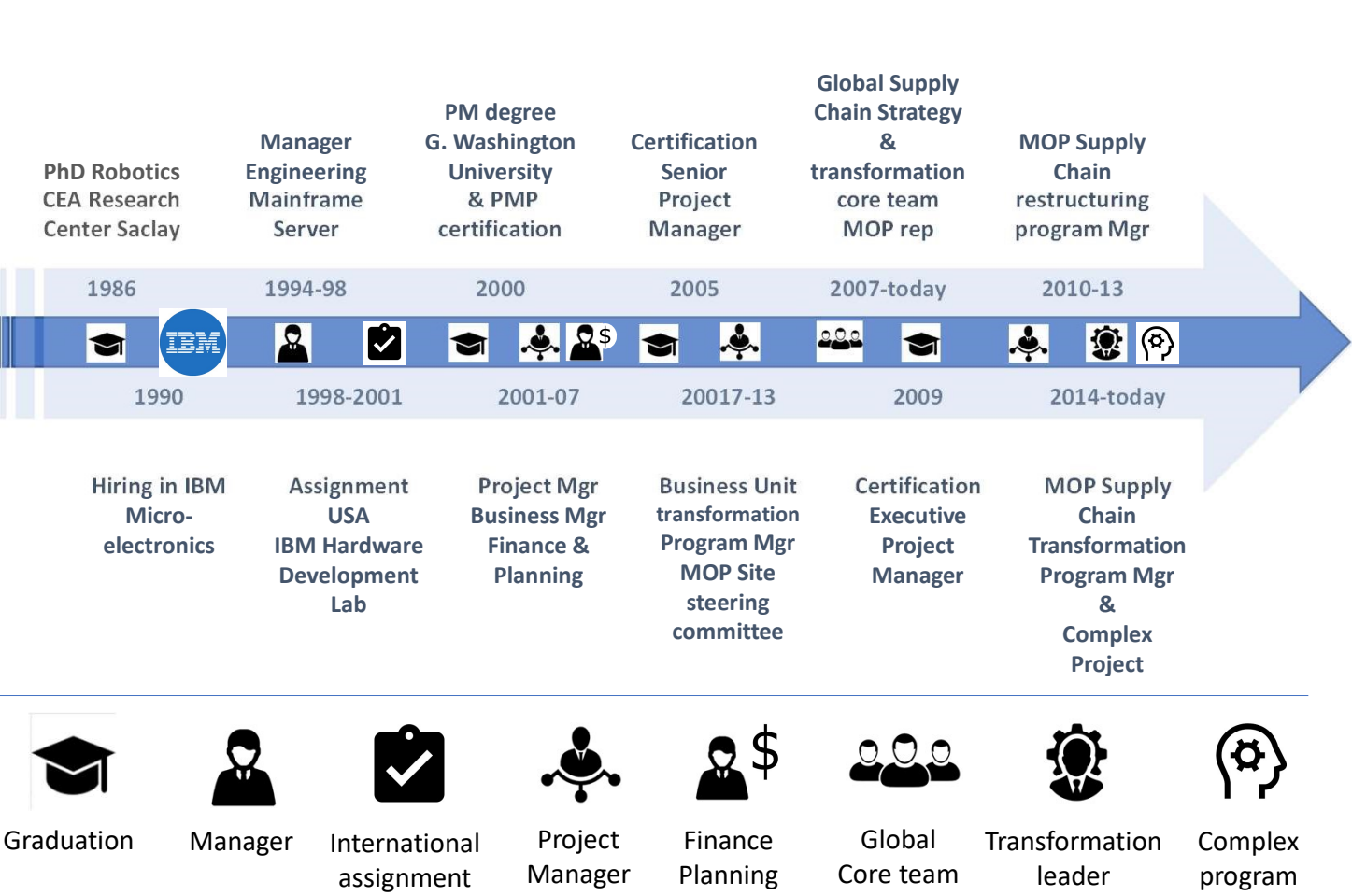
- Understand the basics and vocabulary of Project Management
- Understand Project management definitions, processes & methods
- Share experience
- Interactivity Ask questions
- Some but limited exercises

As much as possible within 3x3 hours

Course Agenda

- **Tuesday October 6th** **3:30 PM - 6:30 PM**
 - Theory, concepts, challenges about Project, Project Management, Project Manager
 - Key points to keep in mind to perform the project integration
- **Saturday October 10th** **9:00 AM – Noon**
 - Key points to keep in mind to perform the Initiating & Planning processes
- **Tuesday November 3d** **3:30 PM - 6:30 PM**
 - Other key points to keep in mind related to Project Mgt processes
 - Questions & Answers session

Who am I ? Where do I come from



Jerome Dudragne

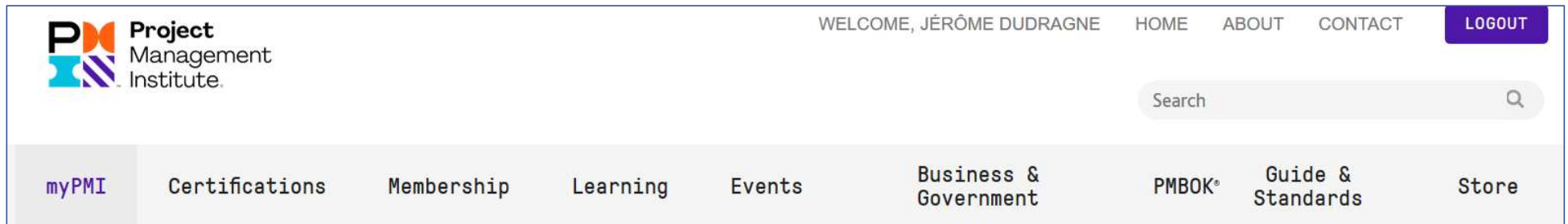
Program & Portfolio Mgr, IBM montpellier
 IBM • Phd degree - LIRMM - Montpellier University
 Région de Montpellier, France • + de 500 👤

- ✓ *IBM Certified Executive Project Manager*
- ✓ *Program Manager for Global and complex Transformation Projects*
- ✓ *Portfolio Manager of IBM Montpellier Supply Chain & Logistics Services Center*
- ✓ *Member of IBM PM certification board*
- ✓ *Local PMI Chapter creator & VP (2008-2013)*
- ✓ *PM Profession leader for IBM site (2007-2012)*

What about you ?

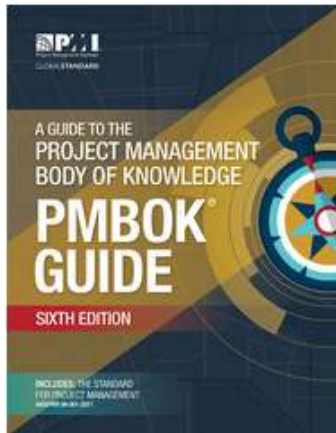
- What about you ?
- What is your Project Mgt practice knowledge ? (High Medium Low)
- What's has been your project Mgt experience so far ?
- In few words, from your personal standpoint, what are the main challenges of Project Management ?

Main referential I'm using for this course



<https://www.pmi.org/>

<https://pmi-france.org/>



not-for-profit professional membership association
for the project management profession

- Global standard for project, program and portfolio mgt
- Certifications
- Chapters and community
- Training & education
- Thought leadership
- Academic research

Main referential I'm using for this course



IBM Project Management Center of Excellence

The mission of the IBM Project Management Center of Excellence (PMCOE) is to provide IBM Project Management Professionals with the skills, education, career progression, community, processes, methods and tools to be successful in the delivery of IBM's programs and projects.

The IBM PMCOE supports you in the development of your career and skills, providing the education, profession and required resources. This support is comprised in four areas: Achieve, Grow, Adopt and Engage.

- **DO NOT HESITATE TO ASK QUESTIONS**

Any time during the class

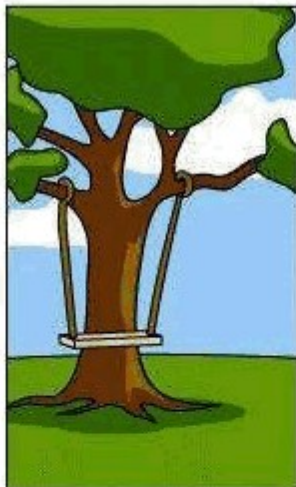


- **DO NOT HESITATE TO CONTACT ME**





Comment le client l'a souhaité



Comment le chef de projet l'a compris



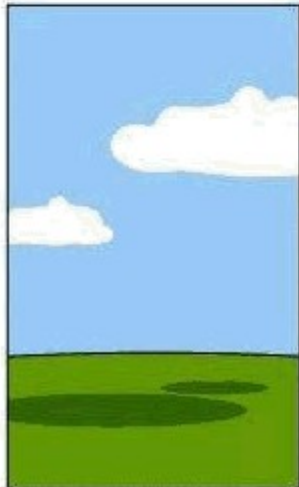
Comment l'analyste l'a schématisé



Comment le programmeur l'a écrit



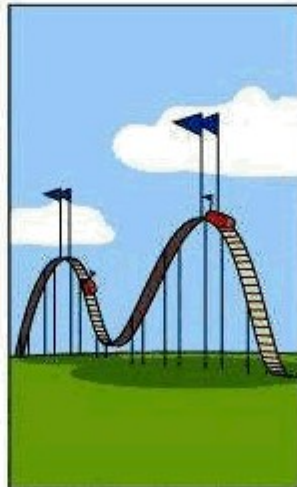
Comment le Business Consultant l'a décrit



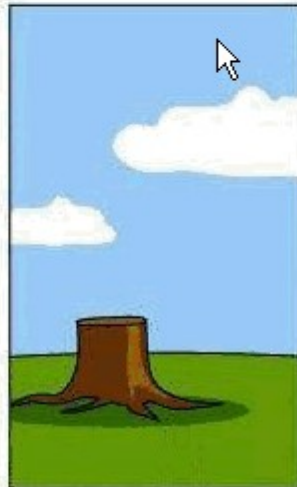
Comment le projet a été documenté



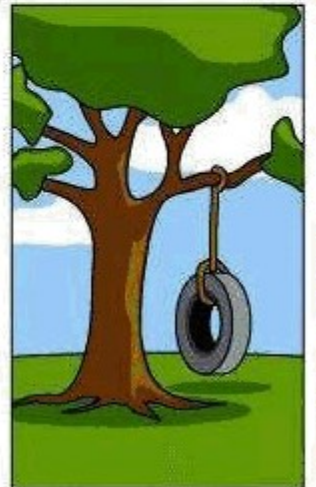
Ce qui a été installé chez le client



Comment le client a été facturé



Comment le support technique est effectué



Ce dont le client avait réellement besoin

Project Management Curriculum: Day 1

Montpellier, IAE 2020-2021
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Day Content

- **What is a Project**
- What is Project Management
- Project vs Operation / Program / Portfolio
- Project Phases and life cycle
- Project Mgt process groups
- Project knowledge area
- Processes versus Knowledge area
- The PM skills
- The PM's key activities
- Project Integration
- Organization & governance

What is a Project ?

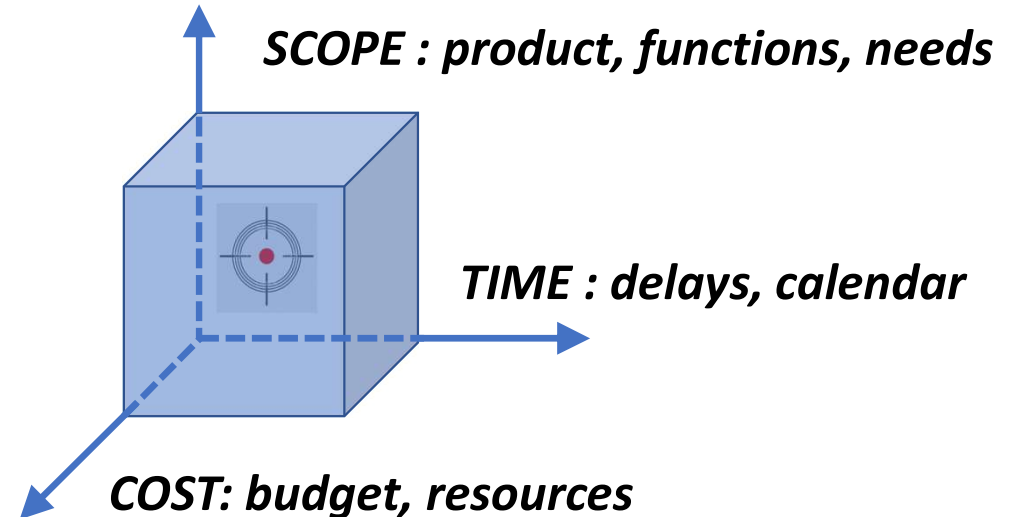
- PMI (Project Management Institute) defines a PROJECT as
“... a **temporary endeavor** undertaken to **produce a unique product, service, or result.**”
- A PROJECT is
 - ✓ **unique venture** with a **beginning and an end,**
 - ✓ conducted by people to meet **established goals**
 - ✓ **within parameters of cost, schedule, quality and customer expectations**

Triple Constraints Triangle

- **The Triple constraints triangle.**
- **You Can't Have It All!**

One of the common causes of project failures is that the project sponsor demands that the project manager must finish the job by a certain time, within budget, and at a given magnitude or scope, In other words, the sponsor dictates all the project constraints.

In real word, it doesn't work that way.



Project Management Curriculum: Day 1

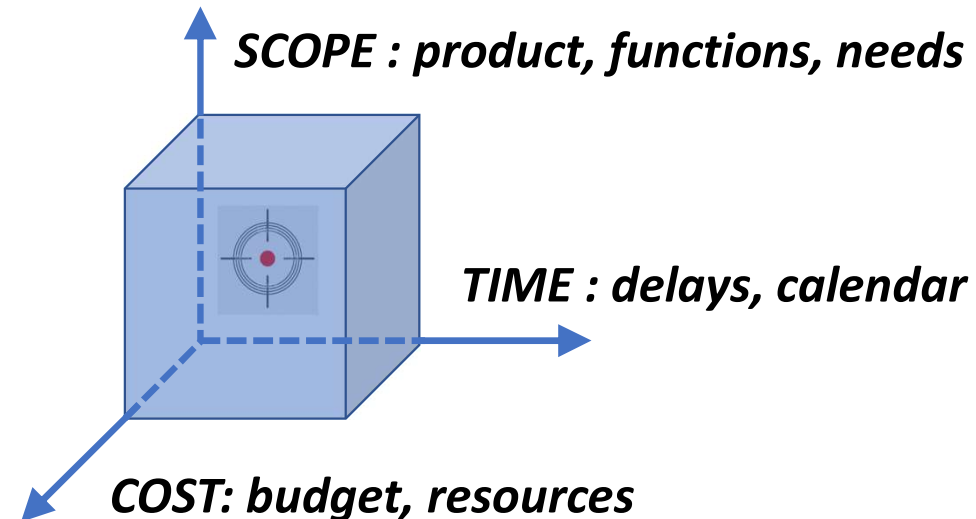
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What is managing a project ?

- ✓ **it's closing the box**, accepting the formalization of commitments. This closes the study.
- ✓ **it's providing everything in the box and nothing more** that's in the box
- ✓ **it is to prevent the box from being deformed**, in an uncontrolled way



What is managing a project ?

- What is **Project Management**?

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

- What is typically **included in managing a project**, but not limited to?

- *Identifying requirements*
- *Addressing needs, concerns, and expectations of the **stakeholders*** in planning and executing the project*
- *Setting up, maintaining, and carrying out communications among stakeholders*
- *Managing stakeholders towards meeting project requirements and creating project deliverables*
- *Balancing the competing project constraints which include, but are not limited to:*
 - *quality,*
 - *scope,*
 - *schedule,*
 - *budget,*
 - *resources, and*
 - *risks*

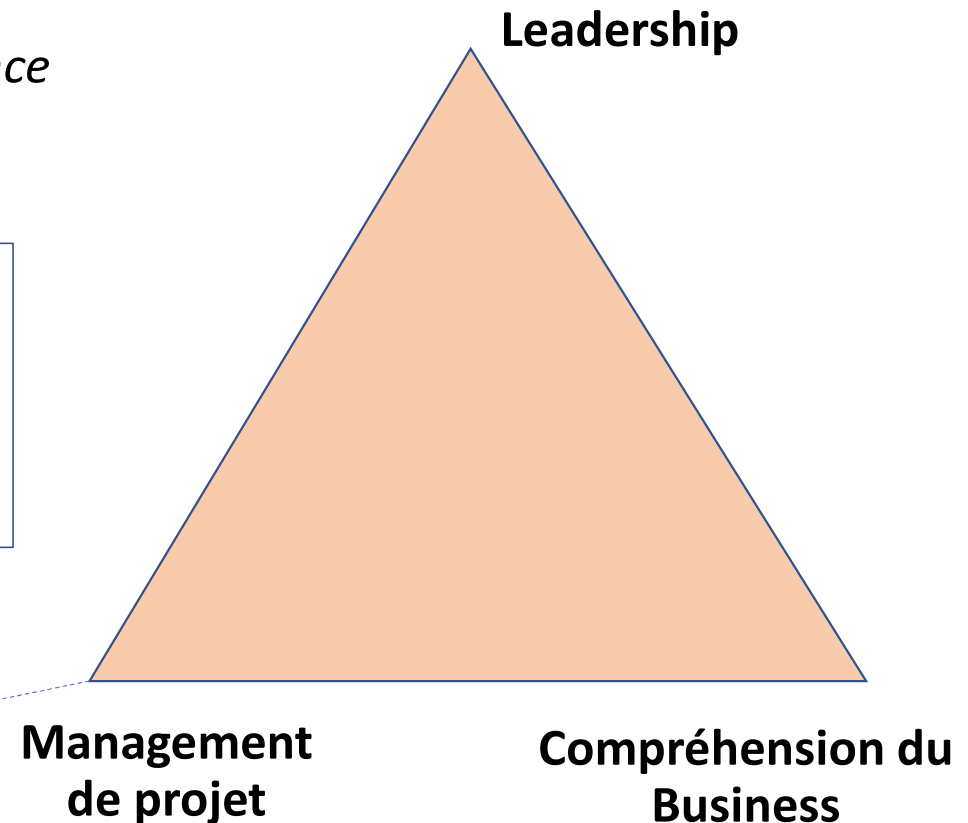
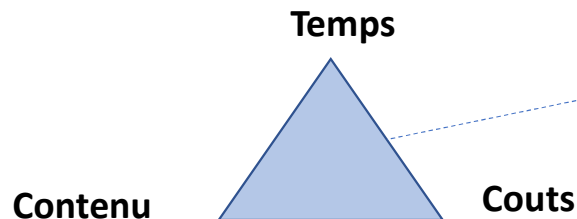
Definition: Project Stakeholders are the people that could impact or be impacted by the project, positively or negatively.

Other way to describe/position the project mgt

Source: DantotsuPM.com

*articles, méthodes, conseils, partages d'expérience
et rdv du management de projet **en Français***

« *Le Management de Projets n'est que l'un des angles d'un plus grand triangle dont les deux autres angles sont la **Compréhension du business** et le **Leadership*** »



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What is a Project ?

Projects and Strategic Planning

Projects are often utilized to directly or indirectly achieve objectives within an organization's strategic plan.

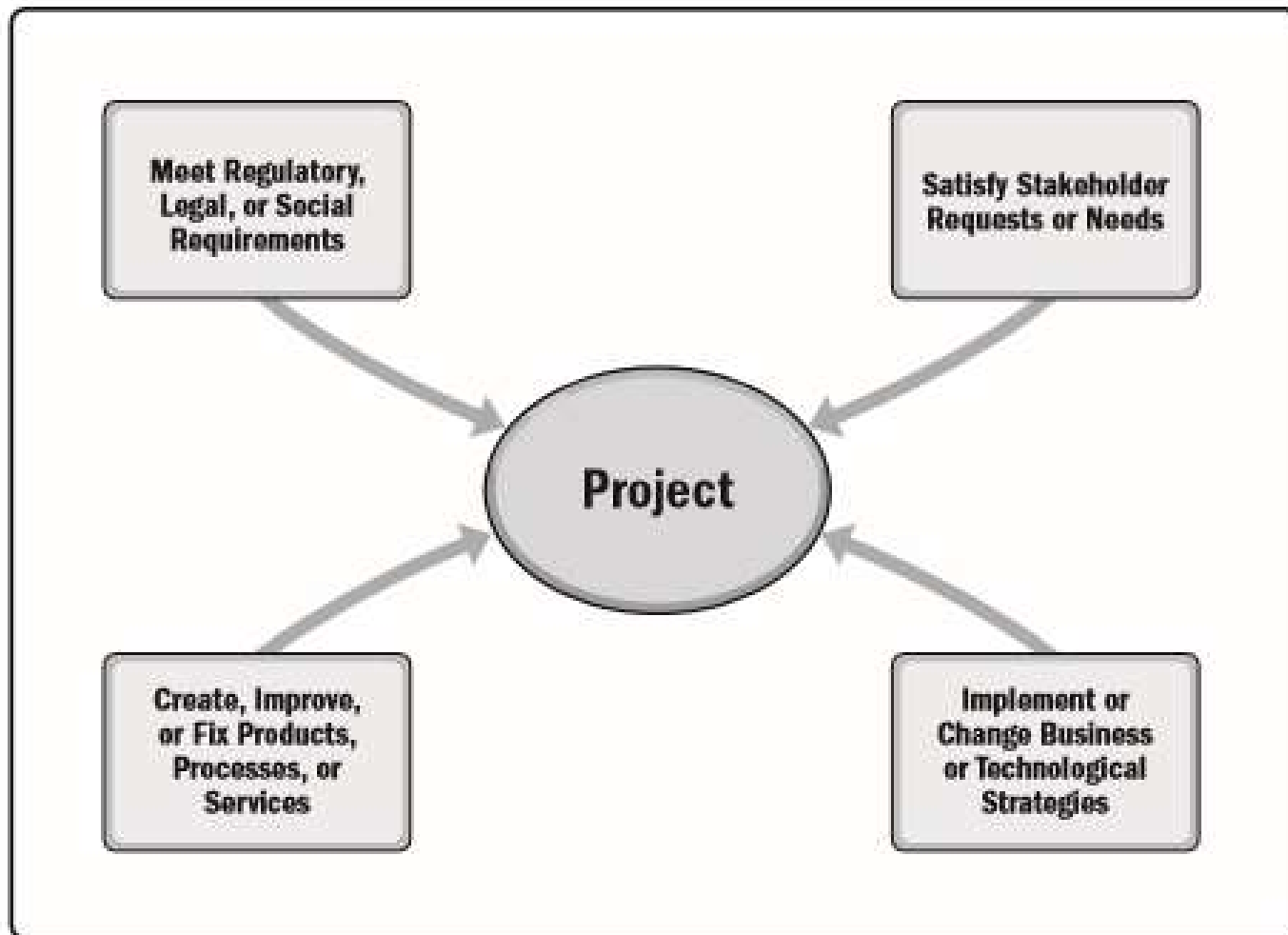
They are typically authorized based on one or more of the following strategic considerations :

- Market demand
- Strategic opportunity/business need
- Social need
- Environmental consideration
- Customer request
- Technological advance
- Legal requirements

Projects drive changes

Projects enable business value creation

Project initiation contexts



Source PMI

Project versus Operations

Operations Management

- Responsible for overseeing, directing, and controlling business operations.
- Operations evolve to support the day-to-day business and are necessary to achieve strategic and tactical goals of the business.
- Examples : production operations, manufacturing operations, accounting operations, software support, and maintenance.

Operations and Project Management

- Projects can intersect with operations at various points during the product life cycle, such as:
 - When developing a new product, upgrading a product, or expanding outputs;
 - While improving operations or the product development process;
 - Until the end of the product life cycle.
 - At each closeout phase;
- Operational stakeholders must be taken into account by PM. i.e. line manager, service desk, etc.

Project versus Operations

PROJECT

Environment

Unknown, Innovative, temporary organization

Strong uncertainty

Exogenous variables, degrees of freedom

Negative cash flow

It is necessary to invest before having a return

Create future activities

who ensure the future of the company

Processes

Dedicated Project Mgt processes

Difficulty

Manage a "leap into the unknown"

Complexity

OPERATIONS

Environment

Repetitive, stable organization, Operations

Low uncertainty

endogenous variables, controlled actions

Positive cash flow

the operation makes a profit

Maintains existing activities

those who make the company live

Processes

Dedicated operational processes

Difficulty

quick impact & intervention in case of blocking

Project versus Program versus Portfolio

Definitions : Project (Mgt) vs. Program (Mgt) vs. Portfolio (Mgt)

Project	Project Management
Temporary endeavor undertaken to create a unique product, service, or result	Application of knowledge, skills, tools and techniques to project activities to meet project requirements
Program	Program Management
A group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually	Application of knowledge, skills, tools and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually
Portfolio	Portfolio Management
projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives	The centralized management of one or more portfolios to achieve strategic objectives

Organizational Project Management (OPM): Provides a *strategic* framework to use and guide portfolio, program and project management to achieve the organization's *strategic* goals

Project versus Program versus Portfolio

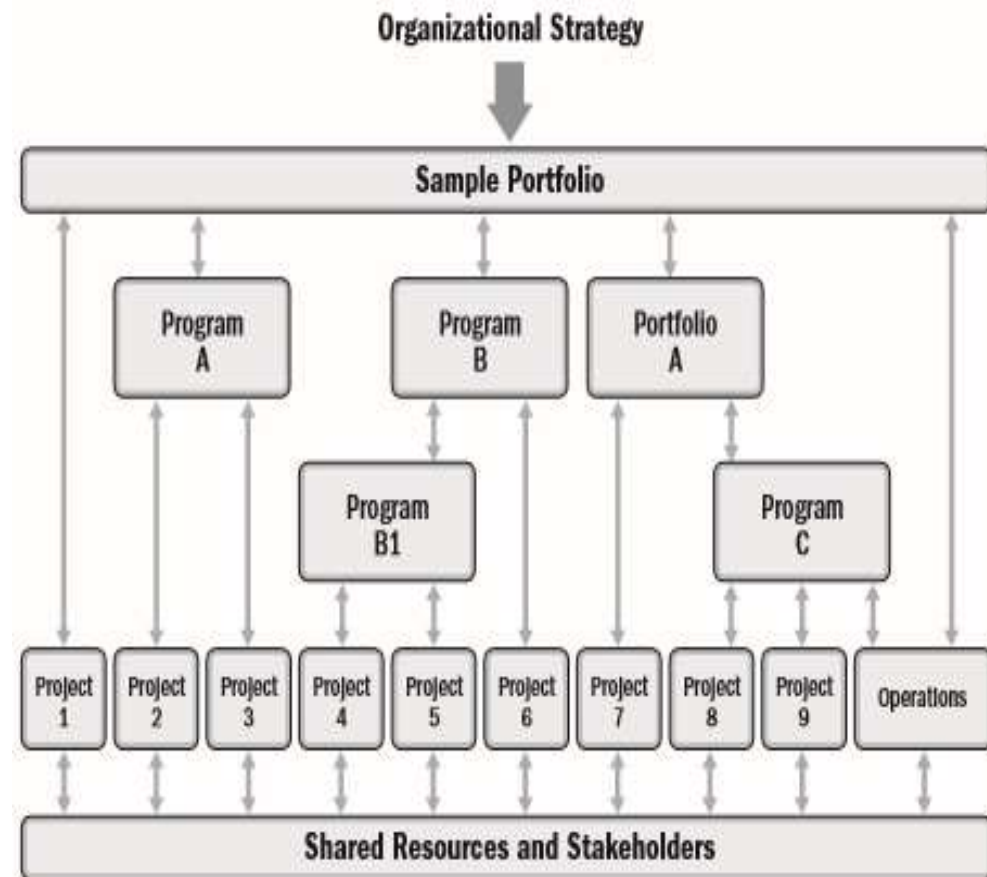
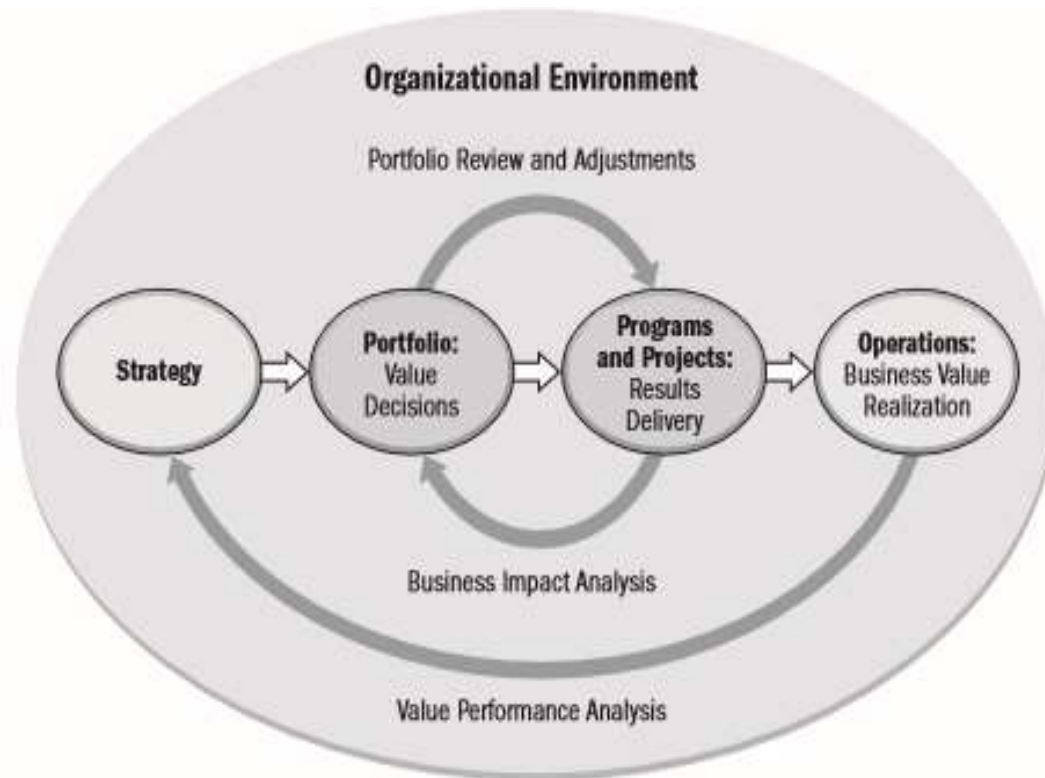
Portfolio management is defined as the **centralized management** of one or more portfolios **to achieve strategic objectives**. The programs or projects of the portfolio may not necessarily be interdependent or directly related.

Program management focuses on the **interdependencies** between projects and between projects and the program level to determine the optimal approach for managing them.

- WHY**
WHAT ➤ **Portfolio** management focuses on **doing the “right”** programs and projects to achieve the strategy.
- WHAT**
HOW ➤ **Program and Project** management focus on doing & coordinating interconnected programs & projects **the “right” way**

Project versus Program versus Portfolio

Organizational Project Management (OPM): Provides a *strategic* framework to use and guide portfolio, program and project management to achieve the organization's *strategic* goals



Source : PMBOK 6th edition

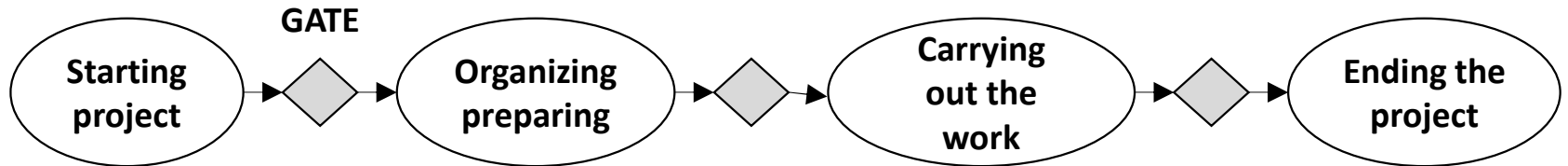
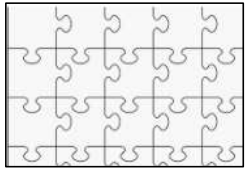
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Projects (Program) Phases



PROJECT PHASE :

is a set of project activities that leads to one or more deliverables completion.

Phase can be described by measurable and unique attributes such as:

- Name, Number, Duration, Resource, Entrance criteria, Exit criteria(not limited)

A PHASE GATE :

held at the end of a phase when project's performance and progress are compared to project and business documents.

Decision (e.g., go/no-go decision) is made as a result of this comparison to (no limited):

- Continue to the next phase, Remain in the phase, End the project....

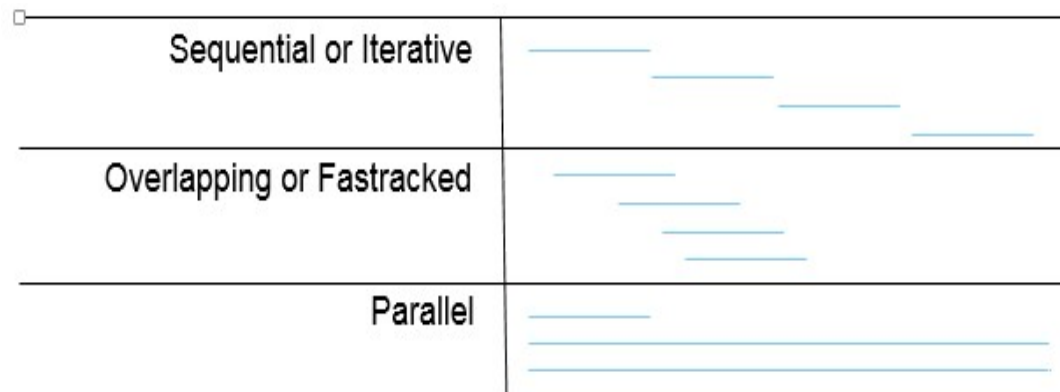
Projects (Program) Phases relationships

Phase to Phase Relationships

- Sequential relationship
- Overlapping relationship
- Parallel relationship

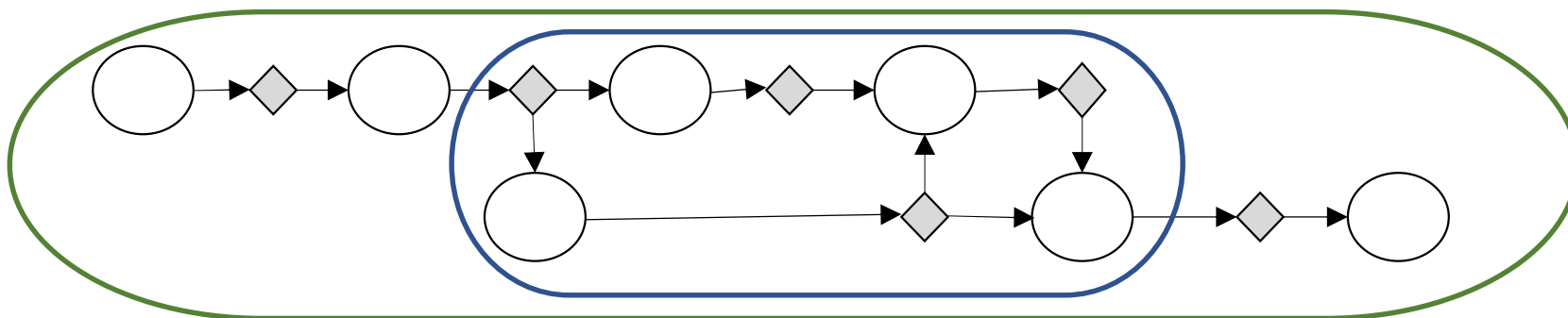
Fast-tracking definition

The practice of further overlapping project phases when the risks are deemed acceptable



Project & development life cycles 1/4

Project
Life
Cycle



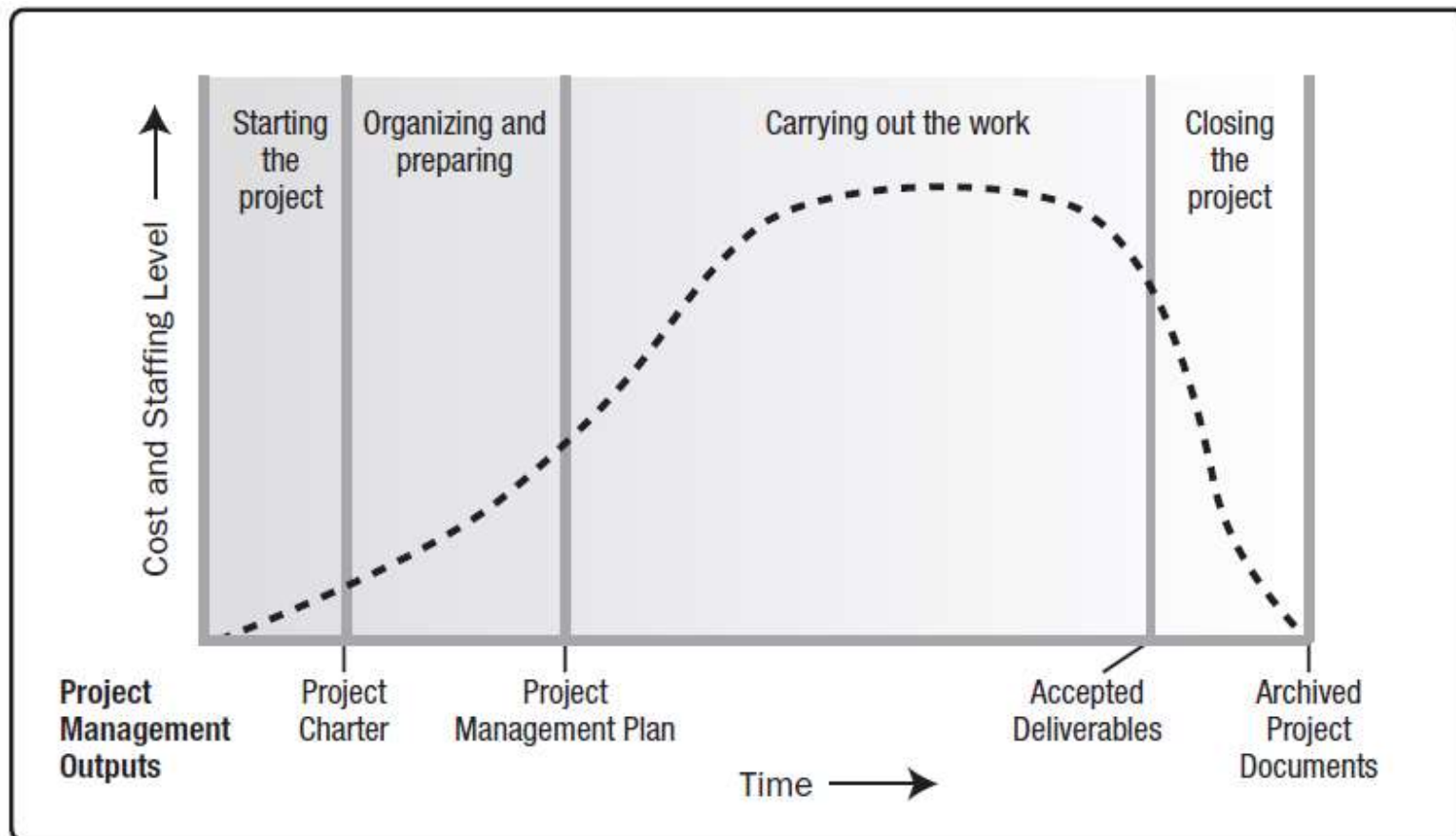
A project life cycle

- is the series of phases a project passes through from start to closure
- Divide projects into phases to provide better management control
- Ability of the stakeholders to influence the final characteristics of the project product is highest at the start

Development life cycle

- includes phase associated with the **development of the product or service**

Project & development life cycles 2/4



Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure *PMBOK®*

Project & development life cycles 3/4

Project Lifecycle characteristics

- Usually cost and staffing levels are low at the start, peak as the work is carried out, and drop rapidly as the project draws to a close
- Risk and uncertainty are greatest at the start of the project and diminish as decisions are reached and deliverables are accepted
- The ability to influence the final characteristics of the project's product, without significantly impacting cost, is highest at the start of the project and decreases as the project progresses towards completion.

It is **up to the project management team** to determine the **best life cycle approach** to be used for the project, part of the following options :

Development lifecycles management options

- **Predictive** approach Low Change, Low Risk.
- **Adaptive** approach High Change, High Risk.
- **Hybrid** approach mix of predictive and adaptative

Project & development life cycles 4/4

In a **predictive life cycle** (also be referred to as **waterfall**)

- Project scope, time, and cost determined in the early phases of the life cycle.
- Any changes to the scope are carefully managed.

Adaptive

In an **iterative life cycle**,

- Project scope is determined early in the life cycle, but time and cost estimates are modified as the project team's understanding of the product increases.
- Product development through repeated cycles (iterations), while incremental functionalities added to the product.

In an **incremental life cycle**,

- Deliverable is produced through a series of **iterations** that add functionalities within a predefined time frame.
- The deliverable contains the necessary and sufficient capability to be considered complete only after the final iteration.

Agile life cycles

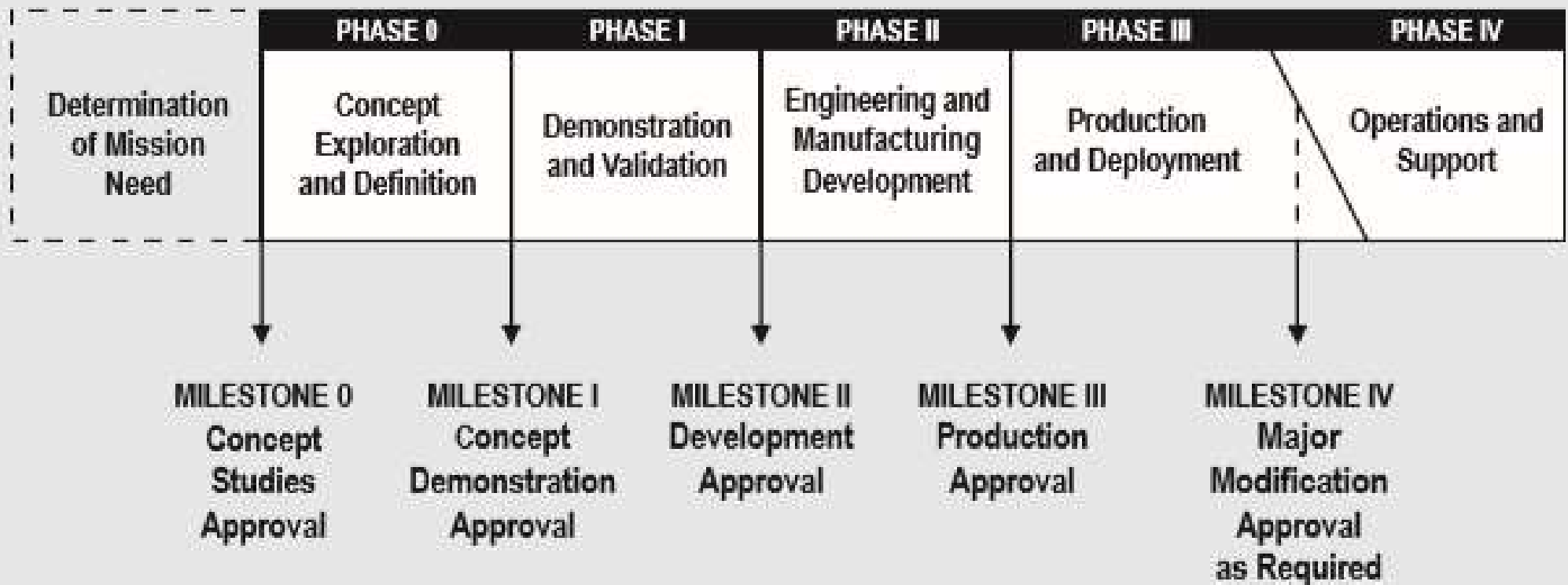
- **Mix iterative & incremental.** The detailed scope is defined and approved before the start of an **iteration**.

hybrid life cycle

Combination of a predictive and an adaptive life cycle.

- Elements of the project that are well known or have fixed requirements follow a predictive life cycle,
- Elements that are still evolving follow an adaptive development life cycle.

Example of New Product launch Life cycle



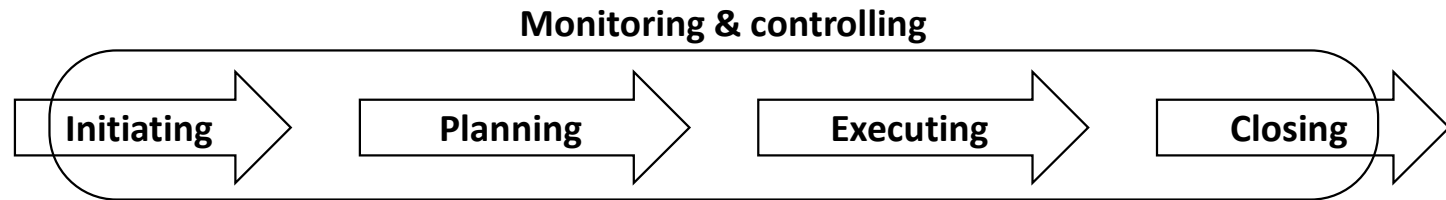
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5 x Project Processes Groups



Initiating: processes performed to define a new project (or a new phase) by obtaining authorization to start the project or phase.

Planning: processes required to establish the scope of the project, refine the objectives, and define the work to be done to attain the project objectives.

Executing: processes performed to complete the work defined in the project management plan to satisfy the project requirements.

Monitoring & Controlling: processes to track and review the progress and performance of the project; identify and initiate any changes required to the plan.

Closing: processes performed to formally complete or close the project, phase, or contract.

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10 x Project Knowledge areas



- ❑ **Project Scope Management** to ensure the project includes all the work required, and only the work required, to complete the project successfully.
Project scope management includes authorizing the job, developing a scope statement that will define the boundaries of the project, subdividing the work into manageable components with deliverables, verifying that the amount of work planned has been achieved, and specifying scope change control procedures.
Changes to project scope are often the factors that kill a project.

- ❑ **Project Schedule Mgt** to develop a schedule to manage the timely completion of the project.

- ❑ **Project Cost Mgt** to plan, estimate, budget, finance, fund, manage and control costs so the project can be completed within the approved budget.

10 x Project Knowledge area



- ❑ **Project Quality Mgt** to incorporate the organization's quality policy regarding planning (quality assurance), managing, and controlling (quality control) of both project and product quality requirements, in order to meet stakeholders' expectations.
- ❑ **Project Resource Mgt** to identify, acquire, and manage the resources needed for the successful completion of the project. Identify the people needed to do the job; define their roles, responsibilities, and reporting relationships; acquire those people; and then manage them as the project is executed.
- ❑ **Project Communications Mgt** to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and ultimate disposition of project information. This information might include project status, accomplishments, and events that may affect other stakeholders or projects.

10 x Project Knowledge area



- ❑ **Project Risk Mgt** to identify, quantify, analyze, response and monitor risks on a project. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives.
- ❑ **Project Procurement Mgt** to purchase products or services needed from outside the project team. Covers contracting and logistics aspects of managing project activities.
- ❑ **Project Stakeholder Mgt** to identify the people & organizations that could impact or be impacted by the project, to develop appropriate management strategies for effectively engage stakeholders in project decisions and execution.
- ❑ **Project Integration Mgt** identify, define, combine the various processes and project management activities (within the Project Management Process Groups), allowing to insure project is properly planned, executed, and controlled, including the exercise of formal project change control.

Project Management Curriculum: Day 1

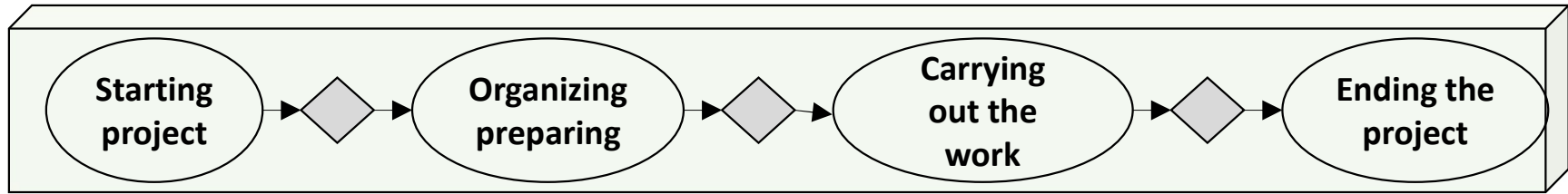
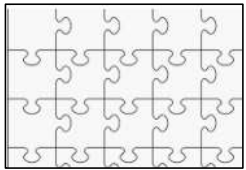
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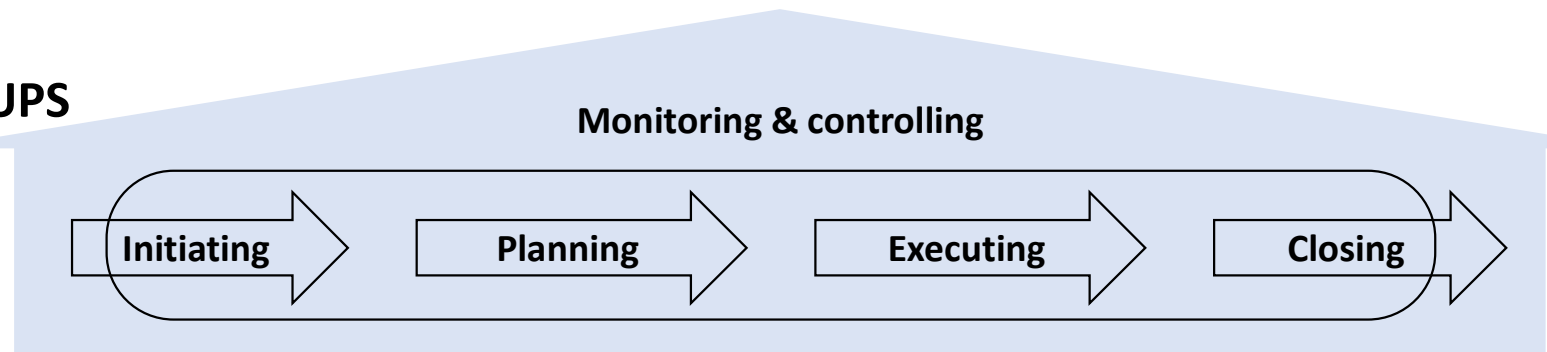
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Phases, Processes, knowledge integration challenge

N x PHASES



5 x PROCESSES GROUPS

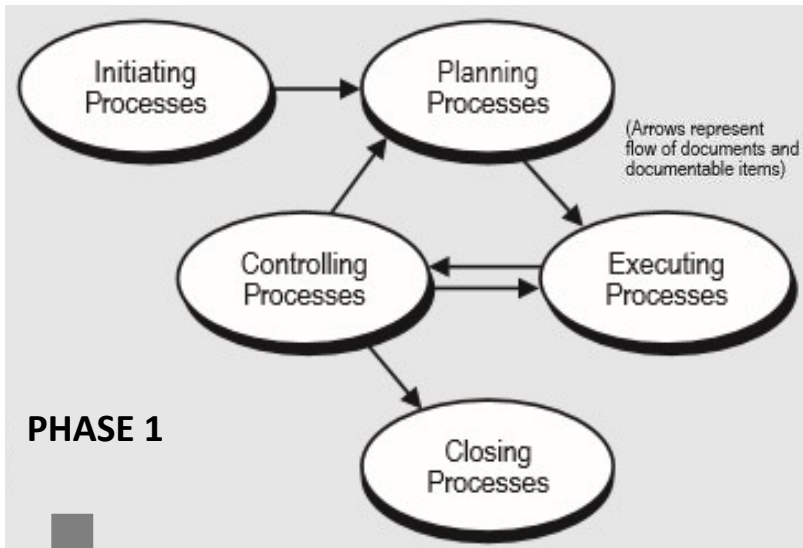


10 x KNOWLEDGE AREAS



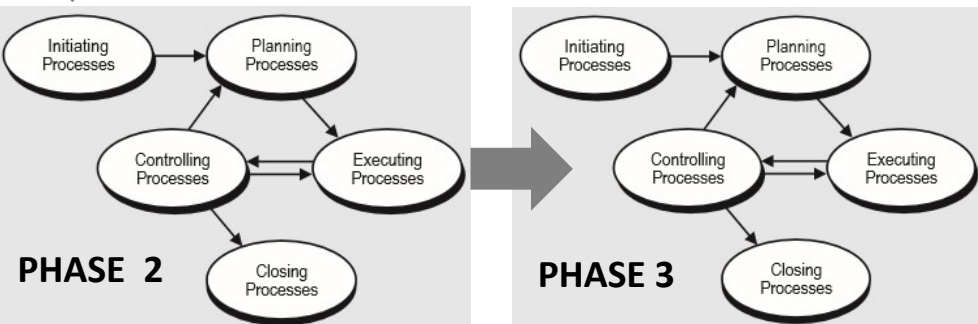
- Integration Mgt
- Scope Mgt
- Quality Mgt
- Risk Mgt
- Schedule mgt
- HR mgt
- Procurement Mgt
- Cost Mgt
- Communication Mgt
- Stakeholder mgt

Phases & Processes always do overlap



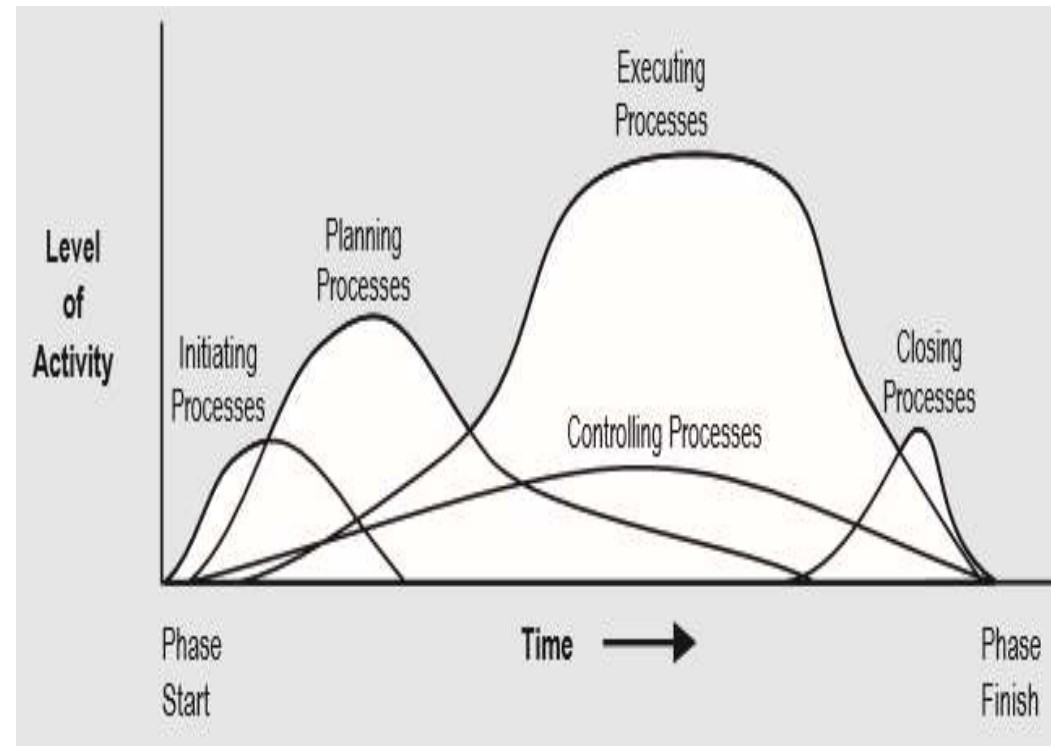
PHASE 1

PM process repeat & tuned over phases



PHASE 2

PHASE 3



Overlap of PM processes within in a phase

Source : PMBOK 4th edition

Processes & Knowledge area overlap mapping

Source :
PMBOK 6th edition

	Integration Mgt	Stakeholder Mgt	Scope Mgt	Schedule Mgt	Cost Mgt
Initiating	<ul style="list-style-type: none"> • <i>Develop Project charter</i> 	<ul style="list-style-type: none"> • <i>Identify stakeholders</i> 			
Planning	<ul style="list-style-type: none"> • <i>Develop Project Plan</i> 	<ul style="list-style-type: none"> • <i>Plan stakeholder engagement</i> 	<ul style="list-style-type: none"> • <i>Plan for Scope Mgt</i> • <i>Collect Requirements</i> • <i>Define Scope</i> • <i>Create WBS</i> 	<ul style="list-style-type: none"> • <i>Plan for Schedule Mgt</i> • <i>Define Activities</i> • <i>Sequence Activities</i> • <i>Estimate Activity Durations</i> • <i>Develop Schedule</i> 	<ul style="list-style-type: none"> • <i>Plan for Costs Mgt</i> • <i>Estimate Costs</i> • <i>Determine Budget</i>
Executing	<ul style="list-style-type: none"> • <i>Direct and Manage Project Work</i> • <i>Manage Project Knowledge</i> 	<ul style="list-style-type: none"> • <i>Manage stakeholder engagement</i> 			
Controlling	<ul style="list-style-type: none"> • <i>Monitor and Control Project Work</i> • <i>Perform Integrated Change Control</i> 		<ul style="list-style-type: none"> • <i>Validate Scope</i> • <i>Control Scope</i> 	<ul style="list-style-type: none"> • <i>Control schedule</i> 	<ul style="list-style-type: none"> • <i>Control Costs</i>
Closing	<ul style="list-style-type: none"> • <i>Close project or phase</i> 				

Processes & Knowledge area overlap mapping

Source :
PMBOK 6th edition

	Quality Mgt	Resource Mgt	Communication Mgt	Risk Mgt	Procurement Mgt
Initiating					
Planning	<ul style="list-style-type: none"> • Plan for quality Mgt 	<ul style="list-style-type: none"> • Plan for Resource Mgt • Estimate Activity Resources 	<ul style="list-style-type: none"> • Plan for communication Mgt 	<ul style="list-style-type: none"> • Plan for Risk Mgt • Identify Risks: • Perform Qualitative Risk Analysis • Perform Quantitative Risk Analysis • Plan Risk Responses 	<ul style="list-style-type: none"> • Plan for procurement Mgt
Executing	<ul style="list-style-type: none"> • Manage quality 	<ul style="list-style-type: none"> • Acquire Resources • Develop Team • Manage Team 	<ul style="list-style-type: none"> • Manage communication 	<ul style="list-style-type: none"> • Implement risks responses 	<ul style="list-style-type: none"> • Conduct Procurement
Controlling	<ul style="list-style-type: none"> • Control quality 	<ul style="list-style-type: none"> • Control resource 	<ul style="list-style-type: none"> • Monitor communication 	<ul style="list-style-type: none"> • Monitor Risks 	<ul style="list-style-type: none"> • Control procurement
Closing					

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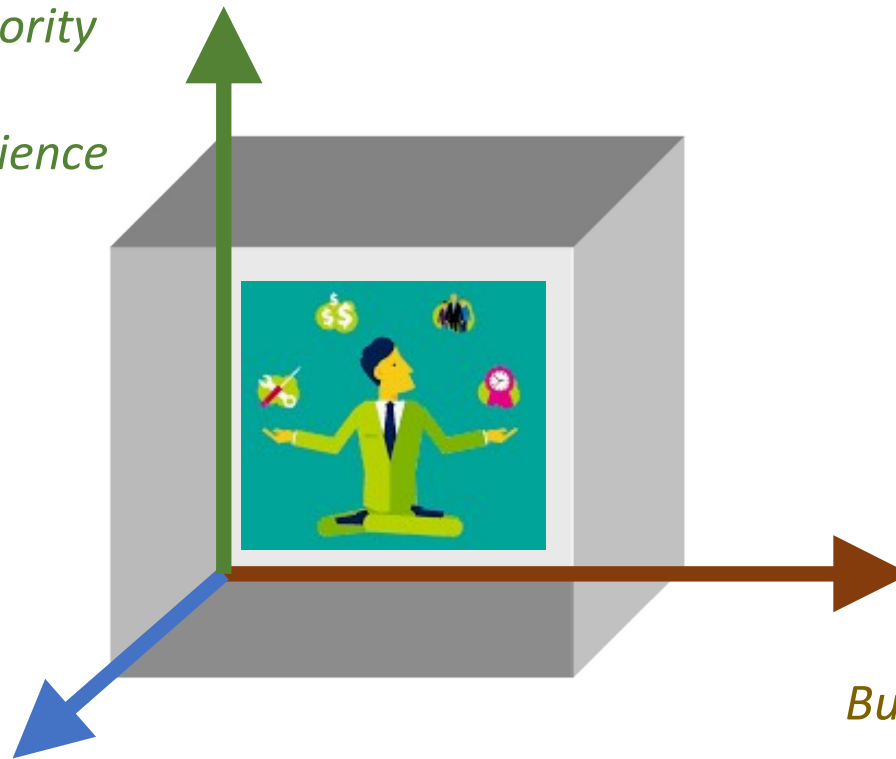
Day Content

- What is a Project
- What is Project Management
- Project vs Operation / Program / Portfolio
- Project Phases and life cycle
- Project Mgt process groups
- Project knowledge area
- Processes versus Knowledge area
- **The PM skills**
- **The PM's key activities**
- Project Integration
- Organization & governance

Project Manager skills & experience dimensions

LEADERSHIP

*Recognized authority
Soft skills
Leadership experience*



BUSINESS AREA

*Business expertise & background
Technical & Organization*

PM PRACTICES

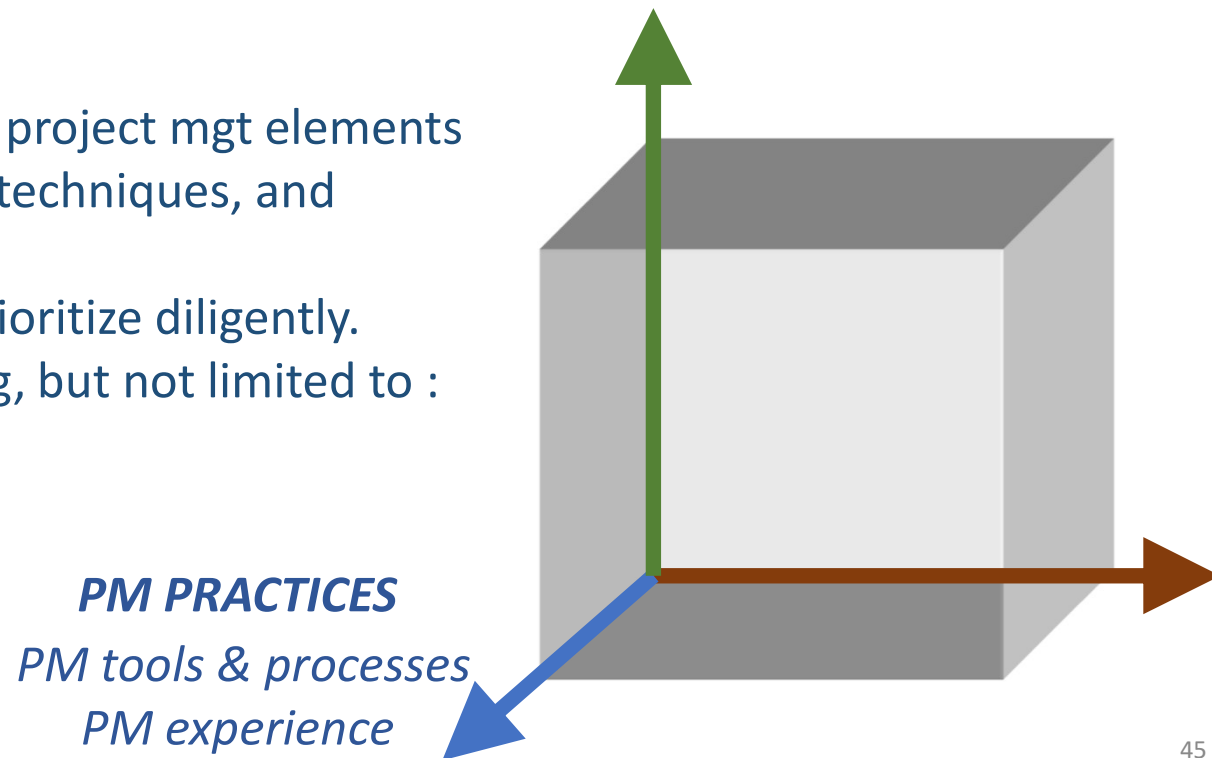
*PM tools & processes
PM experience*

Project Manager skills & experience dimensions

PM technics, tools, practice knowledge to effectively apply project management to deliver the desired outcomes for programs or projects. (PM processes and knowledge areas)

Key PM skills of TOP PM (research)

- Select & focus on the critical technical project mgt elements
- Tailor both traditional and agile tools, techniques, and methods for each project.
- Be available to plan thoroughly and prioritize diligently.
- Manage all project elements, including, but not limited to :
 - schedule
 - Cost
 - Resources
 - risks



Project Manager skills & experience dimensions

PM should be knowledgeable enough **to explain to others the key aspects of the organization and the business :**

- Strategy; Mission; Goals; Products and services;
- Operations (e.g., location, type, technology);
- The market and the market condition;
- Competition (e.g., what, who, position in the marketplace)

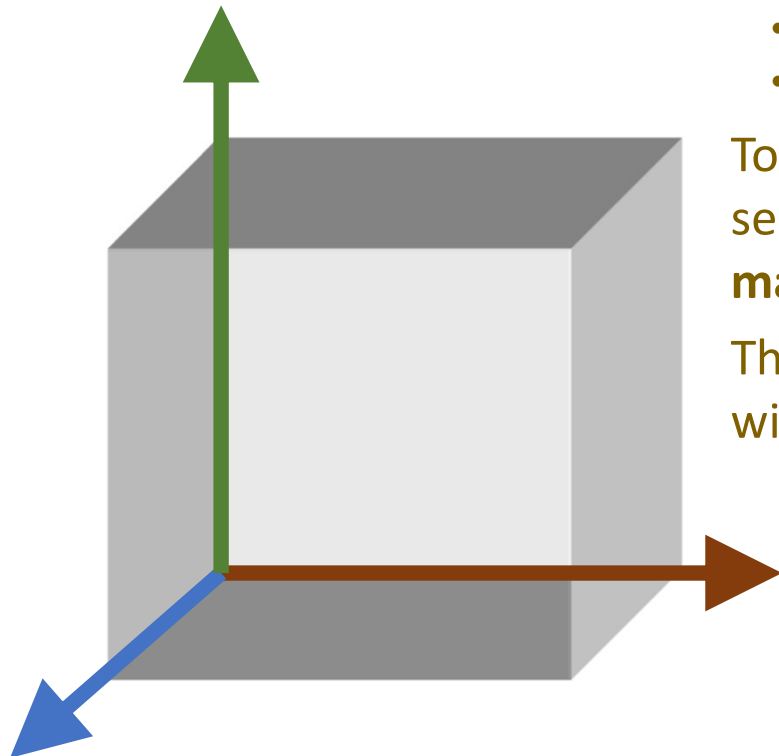
To make the best decisions about projects delivery, PM should seek out and **consider the expertise of the operational managers** who run the business in their organization.

These operational managers should know how project plans will affect their organization work.

BUSINESS AREA

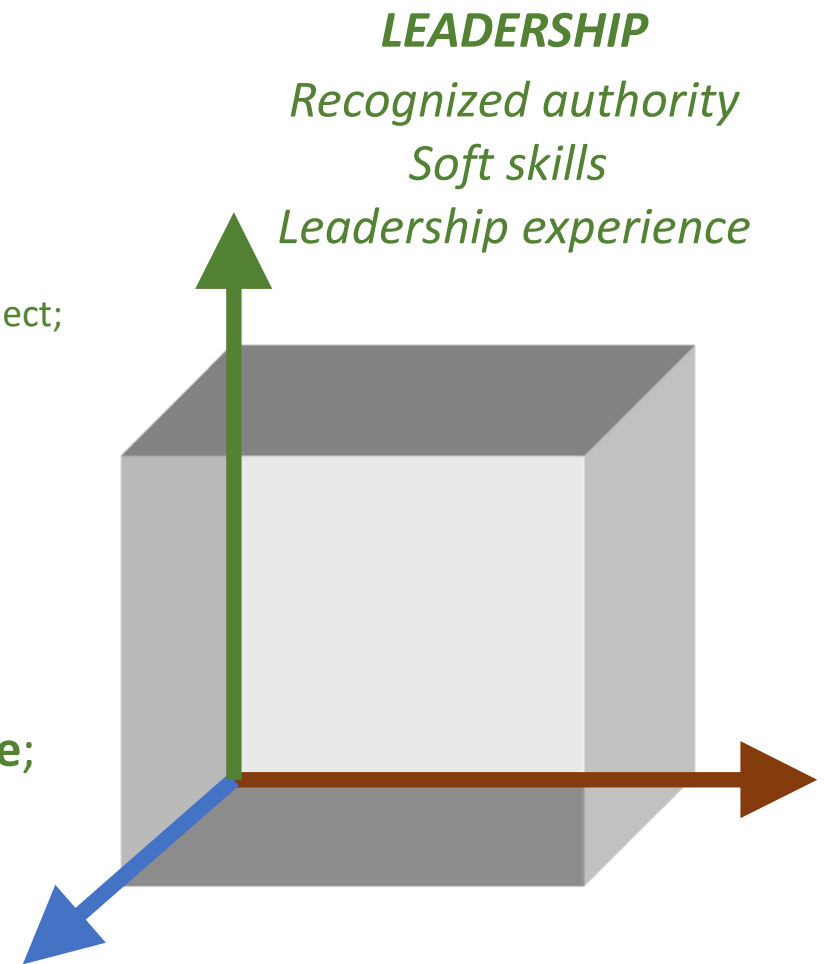
Business expertise & background

Technical & Organization



Project Manager skills & experience dimensions

- **Visionary; optimistic and positive; collaborative;**
- **Managing relationships and conflict by:**
 - Building trust; Satisfying concerns; Seeking consensus;
 - Balancing competing and opposing goals;
 - Applying persuasion, negotiation and conflict resolution skills;
 - Developing and nurturing personal and professional networks;
 - Taking a long-term view that relationships as important as the project;
 - Continuously developing and applying political acumen.
- **Communicating by:**
 - Spending sufficient time communicating
 - Accepting feedback graciously; Giving feedback constructively;
 - Asking and listening.
- **Enabler** helping others retain their autonomy;
- **Respectful, honest, trustworthy, loyal, and ethical;**
- **Integrity, courageous, a problem solver, and decisive;**
- Giving credit to others where due;
- Life-long learner, **results- and action-oriented;**



Management versus Leadership

Project managers need to employ both **leadership and management** in order to be successful. PM skill is in finding the **right balance** for each situation.

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrato	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration

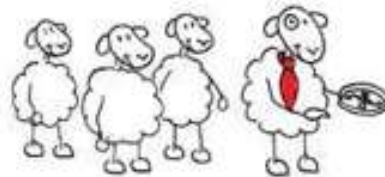
*Source :
PMBOK 6th edition*

Management versus Leadership

The Art of Leadersheep



**CREATE A
STRONG VISION**



SET THE DIRECTION



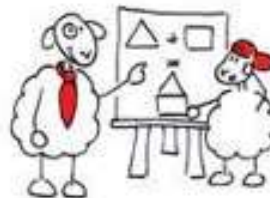
SET BOUNDARIES



ADMIT MISTAKES

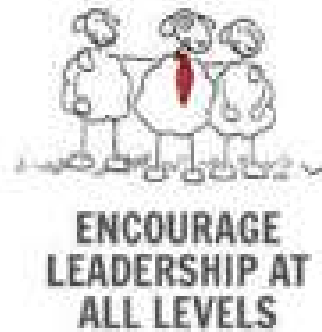


**FORGET
CARROTS & STICKS**



BE A TEACHER

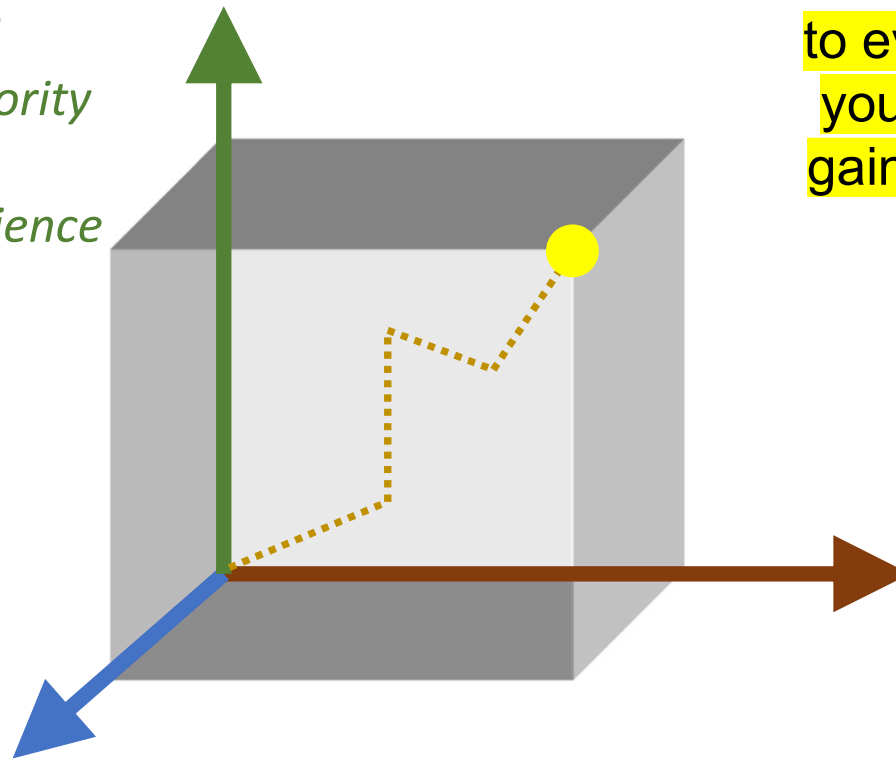
Management versus Leadership



Project Manager skills & experience growth path

LEADERSHIP

*Recognized authority
Soft skills
Leadership experience*



to evolve your PM career,
you have to explore and
gain experience on these
three dimensions

PM PRACTICES
*PM tools & processes
PM experience*

BUSINESS AREA
*Business expertise &
background
Technical & Organization*

PM role & challenges, key points to keep in mind

The **primary responsibility** of the **project manager** is to ensure that all **work is completed on time, within budget and scope**, and at the **correct performance level**.

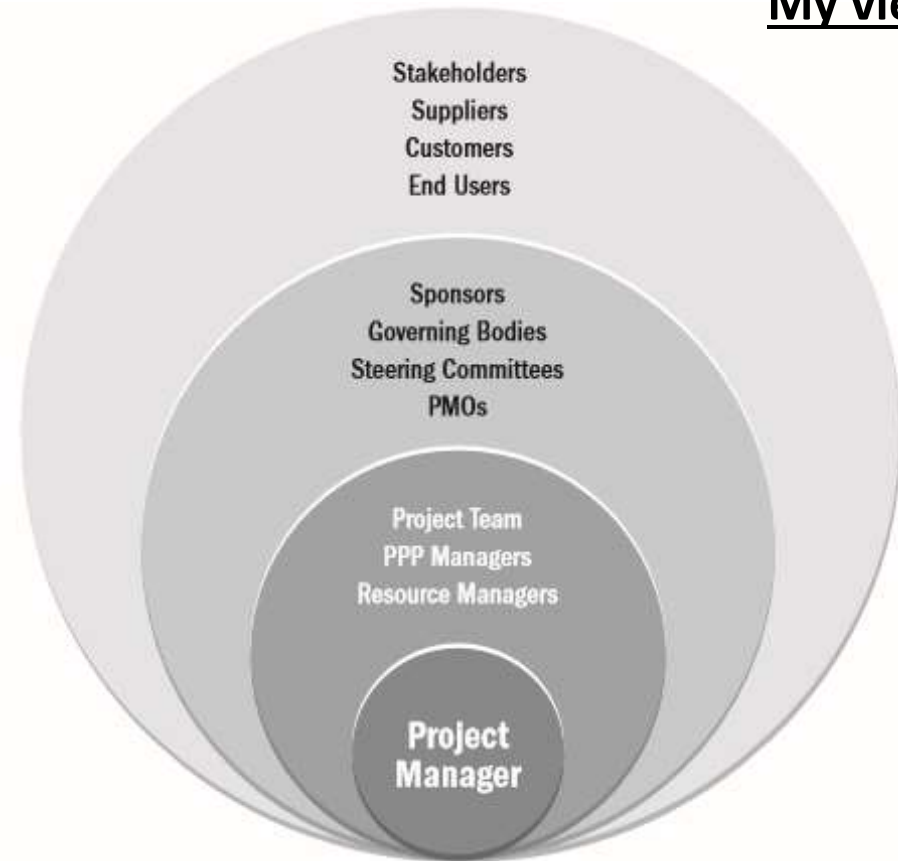
- ✓ Master the Project Management processes and tools *PM PRACTICES*
- ✓ Performs the integration of the project
- ✓ Strong advocate and promoter of Project Mgt values (contribute to PM Org maturity)

- ✓ Has a clear vision of the project and its key success factors *BUSINESS AREA*
- ✓ Has the project ecosystem holistic view with bottom-up & top down analysis capability
- ✓ Understand the project sphere of influence and enable the capability to act on it

- ✓ Master leadership and communication practices *LEADERSHIP*
- ✓ Has soft skills and self confidence to face complexity and uncertainty
- ✓ Has soft skills to balance competing stakeholder's goals in order to achieve consensus
- ✓ Understand his role as an enabler versus player (like an orchestra conductor)

PM's key skills to handle his sphere of influence

My view of project Manager key skills/profile:



The Project Manager's sphere of influence

- ✓ Capability to
 - Understand,
 - Act on,
 - Efficiently communicate with the Project sphere of influence
- ✓ Positive and solution driven attitude
- ✓ Ability to say NO,
- ✓ Ability to handle both good & bad news
- ✓ Open Mindset (active listening)
- ✓ Able to take a step back
- ✓ Not afraid to handle conflicts and politic

Project Management Curriculum: Day 1

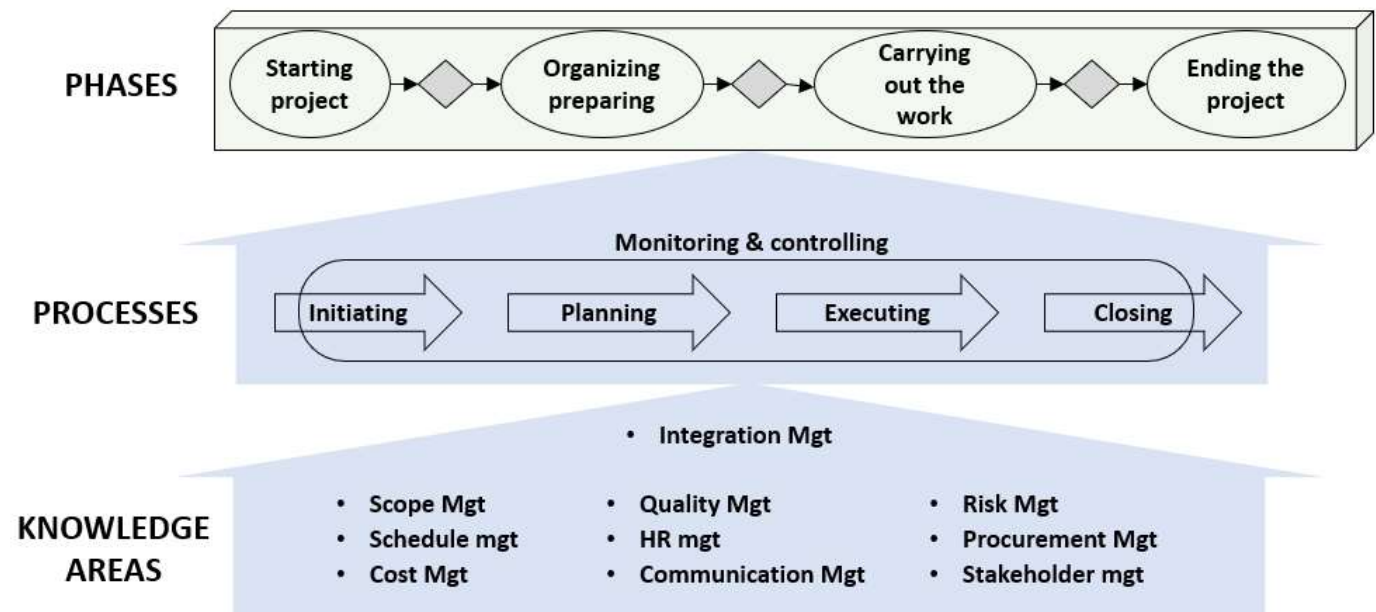
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- Organization & governance

Project Integration management

Project Integration is the primary PM role (from project start through completion) to **identify, combine and coordinate** the relevant processes and project management activities within the Project Management Process Groups.



Focus on Project Integration processes (1/3)

	Integration Mgt (7 subprocesses)	Stakeholder Mgt	Scope Mgt	Schedule Mgt	Cost Mgt
Initiating	<ul style="list-style-type: none"> • <i>Develop Project charter</i> 	<ul style="list-style-type: none"> • <i>Identify stakeholders</i> 			
Planning	<ul style="list-style-type: none"> • <i>Develop Project Plan</i> 	<ul style="list-style-type: none"> • <i>Plan stakeholder engagement</i> 	<ul style="list-style-type: none"> • <i>Plan for Scope Mgt</i> • <i>Collect Requirements</i> • <i>Define Scope</i> • <i>Create WBS</i> 	<ul style="list-style-type: none"> • <i>Plan for Schedule Mgt</i> • <i>Define Activities</i> • <i>Sequence Activities</i> • <i>Estimate Activity Durations</i> • <i>Develop Schedule</i> 	<ul style="list-style-type: none"> • <i>Plan for Costs Mgt</i> • <i>Estimate Costs</i> • <i>Determine Budget</i>
Executing	<ul style="list-style-type: none"> • <i>Direct and Manage Project Work</i> • <i>Manage Project Knowledge</i> 	<ul style="list-style-type: none"> • <i>Manage stakeholder engagement</i> 			
Controlling	<ul style="list-style-type: none"> • <i>Monitor and Control Project Work</i> • <i>Perform Integrated Change Control</i> 		<ul style="list-style-type: none"> • <i>Validate Scope</i> • <i>Control Scope</i> 	<ul style="list-style-type: none"> • <i>Control schedule</i> 	<ul style="list-style-type: none"> • <i>Control Costs</i>
Closing	<ul style="list-style-type: none"> • <i>Close project or phase</i> 				

Focus on Project Integration processes (2/3)

INTEGRATION 7 Sub Processes:	Develop 1 Project Charter	Develop 2 Project Plan	Manage 3 Project Work
INPUTS	<ul style="list-style-type: none"> • Business documents • Agreements • Environmental factors • Organizational process 	<ul style="list-style-type: none"> • Project charter • Outputs from PM processes • Environmental factors • Organizational process 	<ul style="list-style-type: none"> • Project Mgt Plan • Project documents • Approved change requests • Environmental factor • Organizational process
TOOLS & TECHNIQUES	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Data gathering</i> - <i>Team skills & Meetings</i> 	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Data gathering</i> - <i>Team skills & Meetings</i> 	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>PM information system</i> - <i>Meetings</i>
OUTPUTS	<ul style="list-style-type: none"> ➤ Project charter ➤ Assumption log 	<ul style="list-style-type: none"> ➤ Project Mgt Plan 	<ul style="list-style-type: none"> ➤ Deliverables ➤ Work performance data ➤ Issue log ➤ Change requests ➤ Project Mgt plan updates ➤ Project documents updates ➤ Organizational process updates

Focus on Project Integration processes (3/3)

4 Manage Project knowledge	5 Monitor and Control Project Work	6 Perform Integrated Change Control	7 Close Project or Phase
<ul style="list-style-type: none"> • Project mgt plan • Project documents • Deliverables • Environmental factors • Organizational process 	<ul style="list-style-type: none"> • Project management plan • Project documents • Work performance information • Agreements • Environmental factor • Organizational process assets 	<ul style="list-style-type: none"> • Project management plan • Project documents • Work performance reports • Change requests • Environmental factors • Organizational process assets 	<ul style="list-style-type: none"> • Project charter • Project management plan • Project documents • Accepted deliverables • Business documents & Agreements • Procurement documentation • Organizational process assets
<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Knowledge management</i> - <i>Information management</i> - <i>Team skills</i> 	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Data analysis</i> - <i>Meetings</i> - <i>Decision making</i> 	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Data analysis</i> - <i>Meetings</i> - <i>Decision making</i> - <i>Change control tools</i> 	<ul style="list-style-type: none"> - <i>Expert judgment</i> - <i>Data analysis</i> - <i>Meetings</i>
<ul style="list-style-type: none"> ➤ Lessons learned register ➤ Project mgt plan updates ➤ Organizational process updates 	<ul style="list-style-type: none"> ➤ Work performance reports ➤ Change requests ➤ Project mgt plan updates ➤ Project documents updates 	<ul style="list-style-type: none"> ➤ Approved change requests ➤ Project mgt plan updates ➤ Project documents updates 	<ul style="list-style-type: none"> ➤ Project documents updates ➤ Final product, service, or result transition ➤ Final report ➤ Organizational process updates

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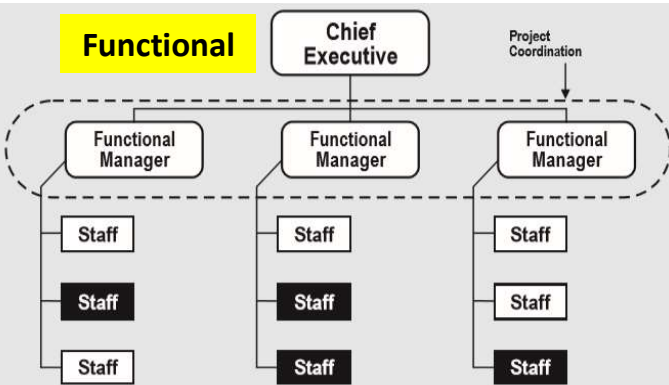
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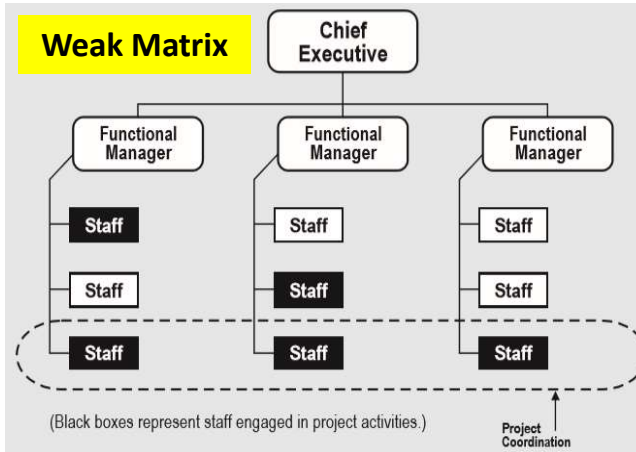
Organizational Influence

Functional



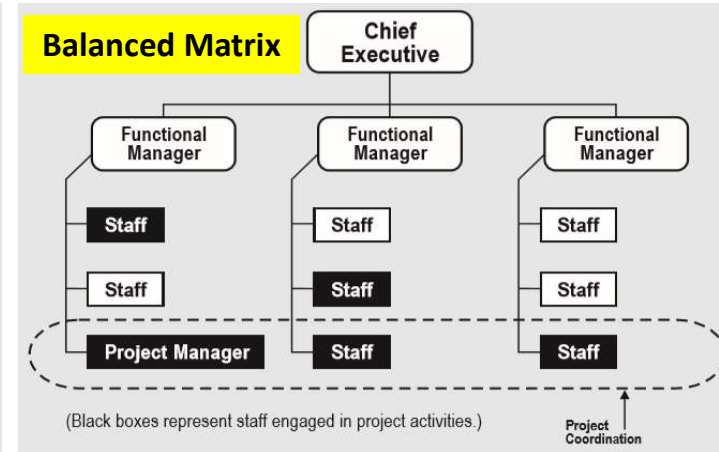
(Black boxes represent staff engaged in project activities.)

Weak Matrix



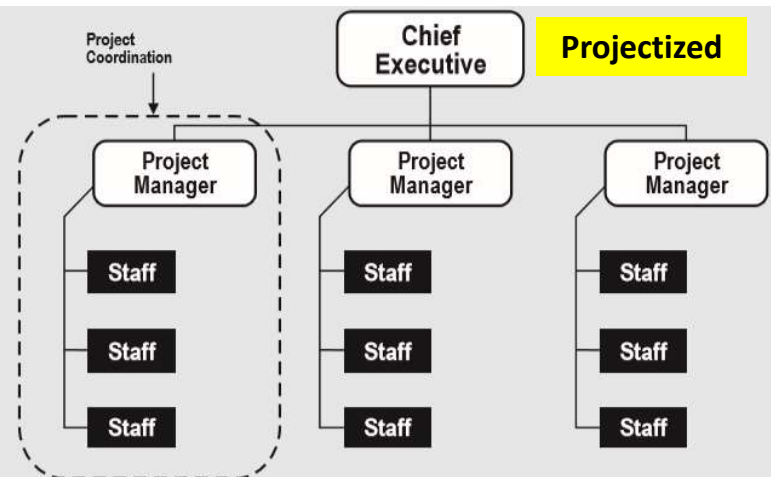
(Black boxes represent staff engaged in project activities.)

Balanced Matrix



(Black boxes represent staff engaged in project activities.)

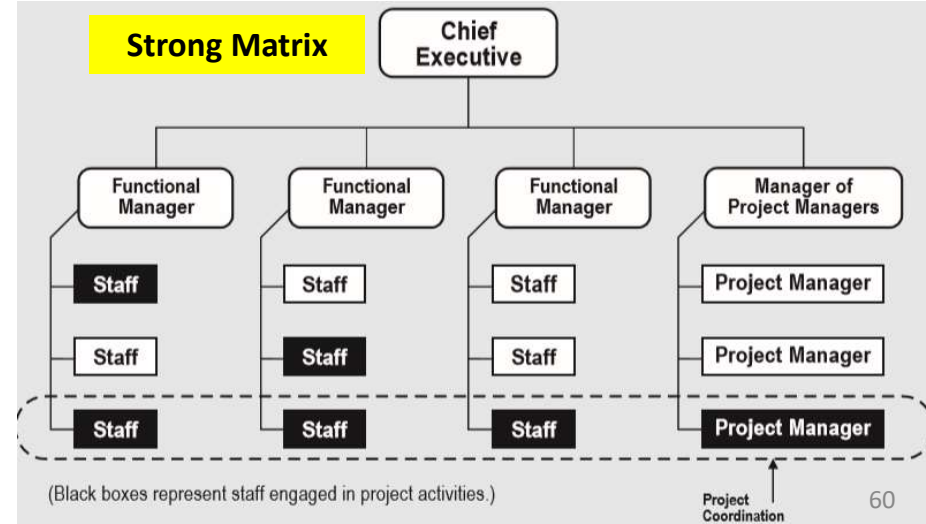
Projectized



(Black boxes represent staff engaged in project activities.)

**Organization
Project
maturity level
is a key
attribute the
PM has to
consider and
address**

Strong Matrix



(Black boxes represent staff engaged in project activities.)

Project Coordination

Organizational Influence

Project Characteristics \ Organization Type	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Percent of Performing Organization's Personnel Assigned Full-time to Project Work	Virtually None	0-25%	15-60%	50-95%	85-100%
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Common Titles for Project Manager's Role	Project Coordinator/ Project Leader	Project Coordinator/ Project Leader	Project Manager/ Project Officer	Project Manager/ Program Manager	Project Manager/ Program Manager
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

PMI source

Project Management Information System

Throughout the life cycle of a project, significant amount of data, information's, reports are produced and collected as a result of various processes and shared within the project team.

Project Management Information System (PMIS) provide access to specialized IT tools allowing to manage and control :

Project data, templates, procedures, information, deliverables repository

scheduling tools, financial baselining tools, change control tools, PM WIKI's.....

Project Governance activities

key meetings information's (what, when, who why), roles & resp, social contracts ...

Project Management Curriculum: Day 1



Do you have question ? 😊

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