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Foundations of Project Management

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SESSION ONE

Introduction: General welcome and agenda

PM Basics: 40 minutes from the fire hose

- What is a project?
 - Temporary
 - Unique
 - Progressively elaborative
- How do we synthesize our goals, objectives, and deliverables?
 - Project
 - Program
 - Portfolio (PMO)
- How does PM fit within an organization's structure?
 - Functional
 - Combining and communicating information across silos
 - Getting deliverables from functional managers
 - "Project Coordinator"
 - Matrixed
 - Driving deliverables across silos
 - Functional managers still control time, priorities, salary, promotion, performance reviews, etc.
 - "Project Manager"
 - All the responsibility
 - None of the authority
 - (Weak, balanced, and strong)
 - Projectized
 - Driving deliverables within a silo
 - PM now controls time, priorities, salary, etc.
 - (The PM is, basically, the functional manager...)
 - Example: Road construction, house construction, NASA
- What constitutes a project manager?
 - Knowledge
 - Performance
 - Interpersonal skills

- Why does formalized project management matter?
- What is “the pain curve”?
- What does it mean?
 - PMI
 - PMBOK
 - PMP
 - “Triple constraint”
 - “Scope creep”?
- What are the phases of a project?
- What are phase gates?

Problems and Solutions: 20 minutes in small groups

- Lindstedt puts you in groups of five-ish
- 1 min: Identify at least one problem you are having either within a project or that might be solved by using PM
- 4 mins: Share at least one problem you are having either within a project or that might be solved by using PM – Take turns
- 10 mins: Brainstorm solutions to at least one problem identified by a member of your group
- 5 mins: Share-out

SESSION TWO

Welcome back!

The Project Charter

- Contents
- Drivers

Get your feet wet: 15 minutes sketching out a Project Charter

- 1 min: Identify some work in your department or life that could be a project
- 9 mins: Sketch out a project charter for this work
- 5 mins: Share-out

The Project Management Lifecycle

- The work breakdown structure (WBS)
 - Hierarchical decomposition
 - Top-down and bottom-up approaches
 - Categorization options
- The project schedule
 - Sequencing and dependencies
 - Work and duration estimations
 - Milestones
 - The critical path
 - (Weeping)
 - Leveling
 - Baselining
- Executing, Monitoring, and Controlling: PMBOK Knowledge Areas
 - Scope Management
 - Time / Schedule Management
 - Cost / Budget Management
 - Change Control
 - Quality Management
 - Communications and Stakeholders
 - Tool: Communication Plan:
 - Who are your stakeholders?
 - What should you communicate?
 - How will you communicate?
 - How often should you communicate?
 - Tool: Stakeholder Analysis
 - Communicate, communicate, and communicate!
 - Procurement Management
 - Human Resources Management
 - Risk Management
- Project close
 - Collect and archive documentation
 - Document lessons learned

- Capture and implement intellectual capital
- Celebrate!
- (Roll off the resources)

Special Topic (if time allows): The changing face of project management methodology

- Traditional / “waterfall”
- PM 2.0 (Dr. Harold Kerzner)
- Agile

What Else?

- Q&A
- Closure
- Resources
 - lindstedt.1@osu.edu
 - Prezi Presentations:
 - <http://bit.ly/pmLNL1>
 - <http://bit.ly/1G5zubJ>
 - YouTube lectures:
 - <http://bit.ly/1HyPK9m>
 - <http://bit.ly/2qTbAPV>