

# Project Management for Non Project Managers

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# Outline

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- About us
- Project Management Body of Knowledge
- How to leverage Project Management practices
- Develop Competency
- Practice what we learned
- Q&A

# About Us

Advance our clients' organization performance by improving the effectiveness and efficiency of management of projects, programs, portfolios, and business processes through effective change management and project management practices to contribute immediately and directly to organization's bottom line through establishment of PMO's that helps the alignment of strategy and execution of clients' investments. Our quality tailored services, pragmatic hands-on approach, customized education programs, templates, tools and techniques, allow us to partner with our clients to improve their organizational performance.

- Waffa karkukly, PhD, PMP, ACP, CMP



[Globalpmosolutions.ca](http://Globalpmosolutions.ca)

# What is a Project?

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A **project** is “a temporary endeavor undertaken to create a unique product, service, or result”

- Projects end when their objectives have been reached or the project has been terminated
- Operations is work done to sustain the business

Project creates unique products, services or results

- Is Progressively elaborated
- Projects can be large or small and take a short or long time to complete

# What is Project Management?

“Project Management is the skills, tools and management processes required to undertake a project successfully”

Project Management comprises of:

- A set of **skills**. Specialist knowledge, skills and experience
- A suite of **tools**. Various types of tools are used by project managers.
- A series of **processes**. Various management techniques and processes are required to monitor and control time, cost, quality, scope, etc.



## Examples of a Project

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- Environmental remediation of a contaminated site
- Designing a new energy-efficient vehicle
- Constructing an office building
- Organizing an office move
- Running a fundraiser campaign
- Designing a new software system
- Designing and producing a marketing brochure
- Redesigning screening procedures in the emergency department of a hospital
- Designing and implementing new quality improvement processes

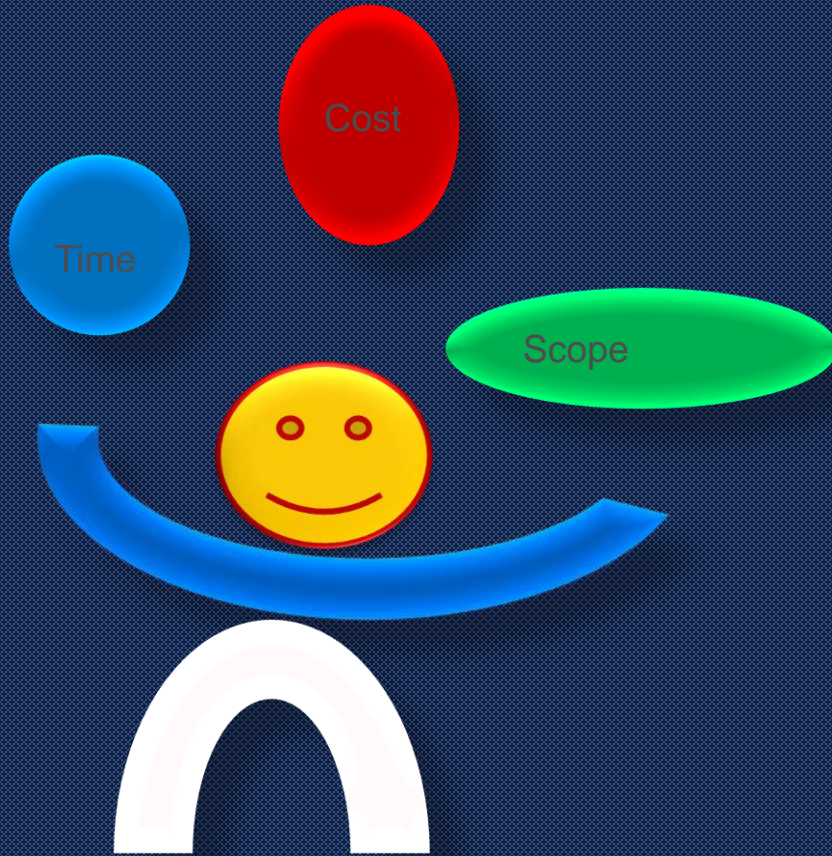


## Who do we call a Project Manager?

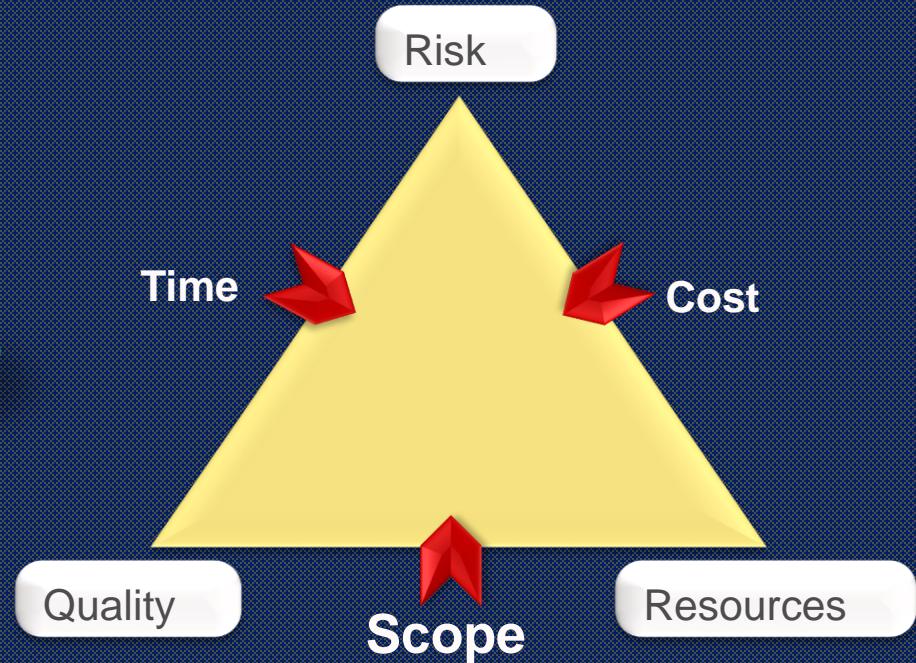
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- A professional in the field of project management. Project managers can have the responsibility of the planning, execution and closing of any project,
- A project manager is the person responsible for accomplishing the stated project objectives.
- Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the constraints of the project management triangle, which are *cost*, *time*, *scope*, and *quality*.
- Designations and certifications for project managers
  - ✓ Project Manager Professional (PMP)
  - ✓ Certified Associate in Project Management (CAPM),
  - ✓ Program Manager Professional (PgMP)
  - ✓ PMI Risk Manager Professional (PMI-RMP), and
  - ✓ PMI Scheduling Professional (PMI-SP)

# Project Golden Triangle



Project Manager in action!



- The “Triple Constraints” are commonly described as:

**Scope, Time, and Cost**

- Additional competing demands include:

**Quality, Resources and Risks**



# Project Management Knowledge Areas

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- Integration Management
- Scope Management
- Time Management
- Cost Management
- Human Resource Management
- Quality Management
- Communication Management
- Risk Management
- Procurement Management
- Stakeholder Management

# Scope Management

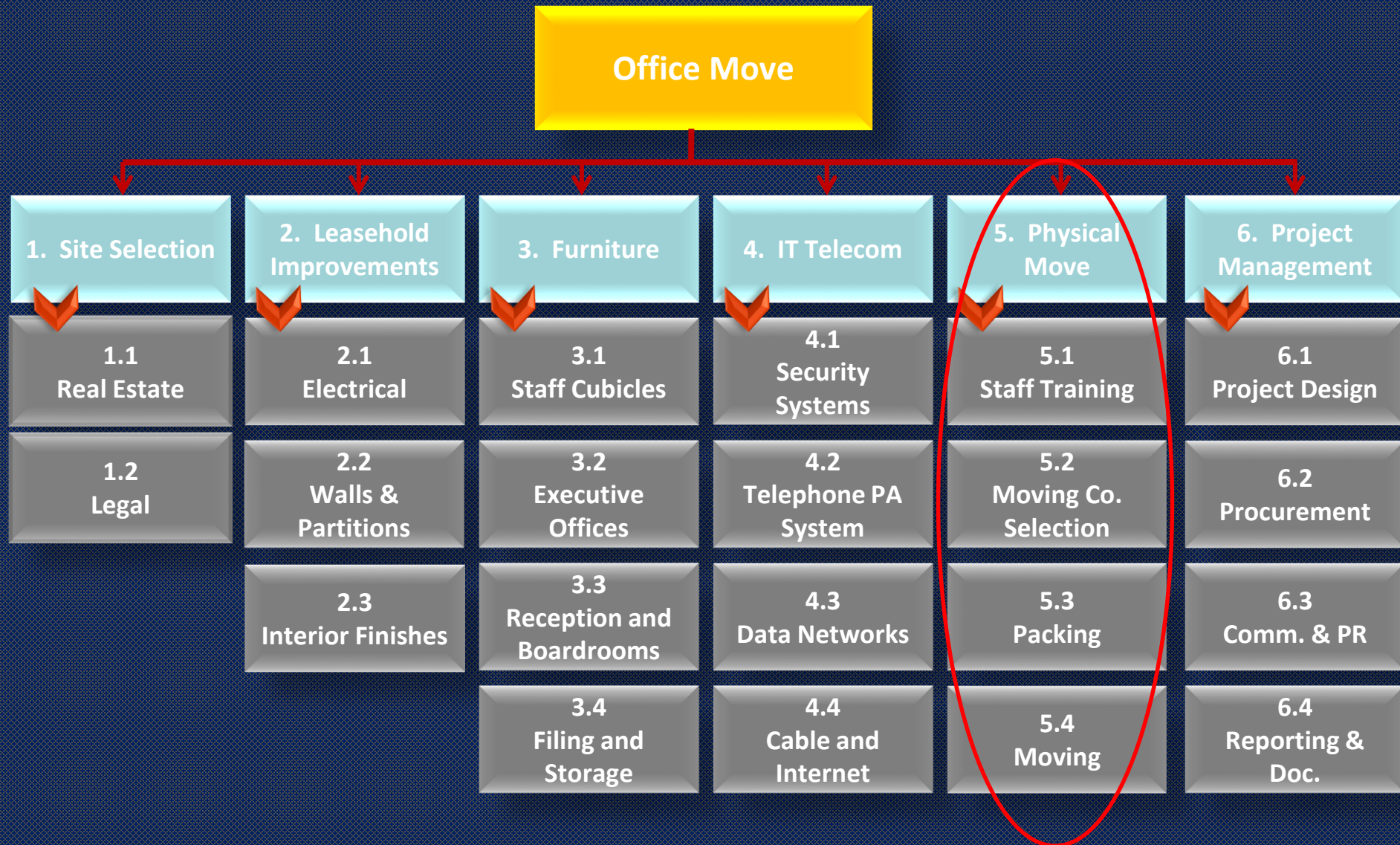
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“The processes required to ensure that the project includes **all** the work required and **only** the work required to complete the project successfully”

Scope definition comprises of:

- Identifying list of expected deliverables
- Recording exclusions
- Structure your Work breakdown Structure (WBS)

# Scope Work Breakdown Structure - WBS



# Time management

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“The processes required to manage the timely completion of a project”

Time Management include:

- Defining activities and sequencing these activities
- Estimating duration and developing a schedule
- Identifying areas of overlap

# Cost Management

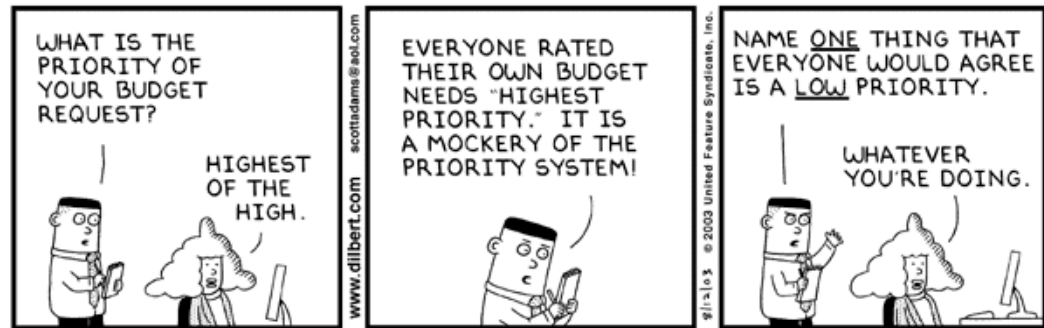
“Includes the processes involved in estimating, budgeting, and controlling costs so that the project can be completed within the approved budget.”

Cost Management include:

- **Estimate Cost:** developing an approximation or estimate of the costs of the resources needed to complete a project
- **Determine Budget:** allocating the overall cost estimate to individual work items to establish a baseline for measuring performance
- **Control Cost:** controlling changes to the project budget

Dilbert

by Scott Adams



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# Risk Management

“An uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives”

Risk Management considerations:

| Knowledge Area | Risk Conditions  |
|----------------|--|
| Scope          | Poor definition of scope or work packages; incomplete definition of quality requirements; inadequate scope control                 |
| Time           | Errors in estimating time or resource availability; poor allocation and management of float; early release of competitive products |
| Cost           | Estimating errors; inadequate productivity, cost, change, or contingency control; poor maintenance, security, purchasing, etc.     |
| Risk           | Ignoring risk; unclear assignment of risk; poor insurance management   |



# Stakeholder Management

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“Project stakeholders management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project ”

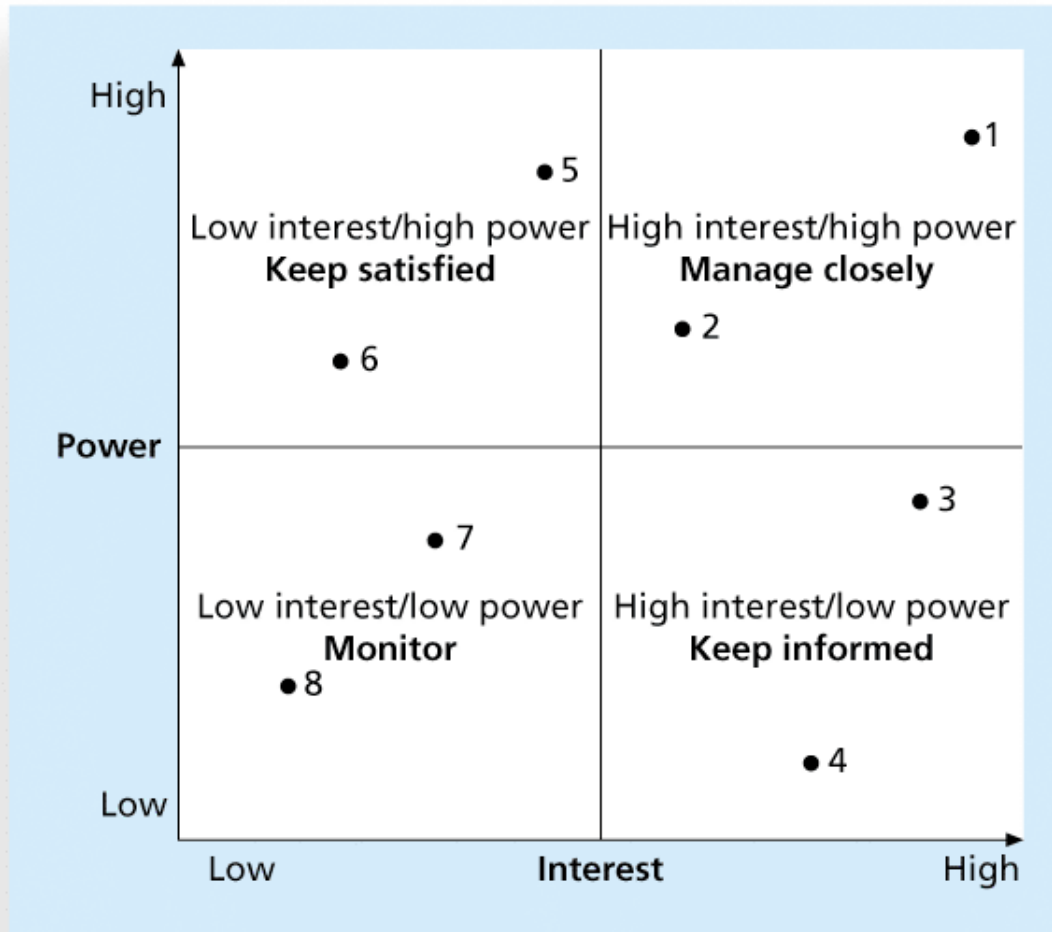
Stakeholder Management considerations:

- **Identifying stakeholders:** Identifying everyone involved in the project or affected by it
- **Planning stakeholder management:** Determining strategies to effectively engage stakeholders
- **Manage Stakeholder Engagement:** Communicating and working with project stakeholders to satisfy their needs and expectations, resolving issues, and fostering engagement in project decisions and activities
- **Controlling stakeholder engagement:** Monitoring stakeholder relationships and adjusting plans as needed

# Stakeholders Roles

| Stakeholder         | Role and Responsibility  |
|---------------------|--|
| Sponsor             | Provides approval, authority & guidance  |
| Project Manager     | Defines, plans, implements and controls project  |
| Project Team        | Provides the knowledge and skills and performs the work to implement & control project |
| Customer            | Defines product requirements and funds the project                                     |
| Functional Managers | Provide the organization's policies and sector-specific knowledge and experience       |

# Stakeholders Interest Grid



# Understand Stakeholders Intrinsic Values

*10 Intrinsic Desires of People within today's Organizations*

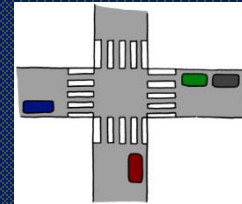
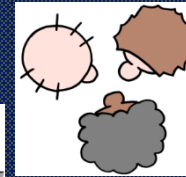


*As Managers, we need to ask ourselves how are members of my team being intrinsically motivated and how do I increase my team's intrinsic motivation?*

Management 3.0

# 7 Approaches to Competency Development

1. Self-Development
2. Coaching & Mentoring
3. Training & Certification
4. Culture & Socialization
5. Tools & Infrastructure
6. Supervision & Control
7. Management



Management 3.0

# Project Management Resources

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- PMI.org
- Project Management local chapters – SOC, Lakeshore
- Training companies
  - Coaching approach
  - Smaller classes
  - Follow-up
  - Hands-on.
- Project management Journal
- Look into your companies “learning” portal and add project management competency to your portfolio



## Q&A

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