MS Project Management

Seminar In Project Management

Course Code - 707

Introduction

Lecture # 1
Introduction of Instructor (Professional Experience)

ENGR. TABJEEL ASHRAF, PE, PMP, PMI-RMP

BSc. (Civil Engg), MSc (Civil Engg), MPM
MPEC, MPMI, MIEP, MASCE

My Employers

- 2006-2007: Project Engineer, DES, Lahore
- 2007-2010: Assistant Director, NHA, Islamabad
- Since 2010: Deputy Director, NHA, Islamabad

My Professional Work Experience

- Completed more than 60 projects in Transportation / Highway Planning, Engineering & Management field in the capacity of individual consultant.
- Completed more than 35 projects in Project Management field in the capacity of individual consultant.
- Has successfully worked and completed eight (8) Programs
Introduction of Instructor
( Teaching Experience)

I have taught courses of;

- Construction Project Administration (NUST, Islamabad)
- Risk Management in Construction (NUST, Islamabad)
- Development & Management of Complex Projects (CIIT, Islamabad)
- Project Cost Management (Different Institutions)
- Project Time Management (Different Institutions)
- Project Risk Management (Bahria University, Islamabad)
- Pavement Management System in Pakistan (Different Institutions)
- Procurement Management of projects (Different Institutions)
- MS Project 2007 & Primavera P6 (Different Institutions)
- Software Aided Quantitative Risk Analyses (NUST, Islamabad)

*(institutions include, CIIT, Islamabad. NUST, Islamabad. UET, Lahore. PIDE, Islamabad. IEP, Islamabad Chapter. & different project executing government agencies)*
Course Conduct

- 32 Lectures each of one hour (total 32 hour lectures)
- Video recordings of the lectures
- Advanced Level project management framework and holistic view
- Interaction between Project, Program and Portfolio Management
- Extensive exposure to Business Analysis Body of Knowledge
- Completion of course outlines
- MS Powerpoint presentations supplemented with the PM literature
- Review of case studies
- Implementation of tools to real world project problems
- Advance level software usage for project management
- Lectures slides in English
- Lectures are bi-lingual for better and maximum understanding of students
- Quizzes, Assignment, Mid Term and Final Examination
- Overall student evaluation
Some Guiding Points

- Do listen to lectures very attentively and carefully.
- Be inquisitive, analytical, critical and creative in your approach for learning project management.
- Do read the prescribed course literature.
- Do google/wiki/surf things related to lectures and project management.
- Read related research papers, blogs, discussions and journals.
- Don’t use cell phones while watching lectures (switch them off!).
- Don’t use any other applications unless and otherwise advised so during watching lecture videos.
- Don’t miss out on your assignments and examinations.
- Don’t cheat in the Mid, Quizzes, Assignments or final examinations.
The Code of Ethics and Professional Conduct of this course describes the expectations that we have of ourselves and our fellow practitioners in project management field. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.

Responsibility, Respect, Fairness & Honesty are the prime consideration in addition to professionalism at our workplaces, learning institutions and at community level.

(Adopted from PMI, USA)
Objectives of This Course

➢ To give participants a broad introduction to the subject of advanced level project management to manage requirements to meet project objectives in a novel way.

➢ To acquaint the course participants comprehensively and at considerable depth with project management tools to be applied to project activities to maximize the probability of success of such projects.

➢ To motivate the class participants to apply their acquired knowledge to projects of different types and levels of complexity which they will be directly or indirectly involved in and to help them undertake their projects systematically and more effectively and efficiently.
Objectives of This Course Module

 To demonstrate an appreciation that the development of a country’s economy and society is dependent in part on executing projects of varying complexities.

 To encourage participants to apply their knowledge, skills, competencies on project activities and enhance them through continuously learning from different projects.

 To creat an enthusiasm among the participants for usage of different practical tools and techniques to real world project activities.
Course Outline

- The program, Program management, Program management benefits, Project, program, portfolio interaction, Relationship between project, program & portfolio management, Competencies and role delineation study of program manager

- Program management performance domains, Program life cycle management, Program management supporting processes, Program Strategy Alignment, Elements of Program Strategy Alignment, Program Benefit Management, Program Life Cycle and Program Benefits Management, Business Analysis

- Business Analysis Body of Knowledge, Business Analyst, Key Concepts (Domain, Requirements and Solutions), Requirement Classification Scheme, Knowledge Areas, Business Analysis Planning and Monitoring, Elicitation,
Course Outline

- Requirements Management and Communication, Enterprise Analysis, Requirements Analysis, Solution Assessment and Validation, Underlying Competencies

- Project Portfolio Management, Definition of Portfolio Management, Need of Project Portfolio Management, Goals of Project Portfolio Management, Benefits of Project Portfolio Management, Limitation of Project Portfolio Management, Project Portfolio Management Examples, Literature on Project Portfolio Management, OPM3

- PMO, Functions of Mature PMO, Types of PMO, Setting Up PMO, Software Support in PMO

- Earned Value Management and Network Diagrams

- Training on MS project 2007 & WBS Chart Pro softwares
Recommended Text Books

Project Management Body of Knowledge (PMBOK5)
Project management Institute, USA
PMI, 5th edition, 2013

Business Analysis Body of Knowledge (BABOK)
IIAB, Canada
2nd edition

The Standard on Program Management
Project management Institute, USA
PMI, 3rd edition

The Standard on Portfolio Management
Project management Institute, USA
PMI, 3rd edition
Recommended Course Books

Assessment of SPM Participants
(Distribution of Course Marks)

1 x Assignments (10 Marks)
Participants are expected to show that they can convincingly relate concepts discussed in class with their project management related professional work. Assignment can be written in typed form and must be submitted in due course of time.

2 x Quizzes (15 Marks)
At least 2 quizzes will be conducted with mentioning the date and time in advance (Quiz # 1 will be due after Lec # 5 and Quiz # 2 will be due after Lec # 12. Quizzez will include multiple choice questions. Every Quiz will contain 10 questions.
Assessment of SPM Participants
(Distribution of Course Marks)

Mid Term Examination (25 Marks)
Participants are expected to demonstrate a basic understanding of this course and all subject material covered in class until the time of the examination, which is of 2 hours duration. There shall be 2-3 questions in Mid Term. All questions are mandatory.

Final Exam (50 Marks)
Participants will be required to creatively apply their knowledge to answer five mandatory questions, each carrying equal marks. In preparing for this three-hour long examination, note that The entire course material is relevant and that the questions asked may relate to any part of it. Do not underestimate the difficulty level of this examination!
Some Definitions
What is a Project?

A project is a temporary endeavor undertaken to create a unique product, service, or result.
What Are Not Projects

Projects must not be confused with an organization‘s on-going and recurring operations. For example:

- Customer invoicing and billing
- Fabrication or assembly of automobiles
- Routine procurement of agricultural inputs for a brewery
- Airline flights
- Advising a bank client of stock market investment opportunities
- Treatment of patients in a hospital emergency ward, and
- Counselling of soldiers on a tour of wartime duty

are **not projects** even though they may exhibit project characteristics (goal, time-frame, cost).
What is a Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
The terms “program” and “program management” are used in different ways by different organizations.

Some organizations and industries refer to ongoing or cyclical streams of operational or functional work as programs.

Other organizations refer to large projects as programs. These “programs” include large individual projects or a single large project that is broken into more easily managed subordinate projects.
What is a Programme?

A programme is basically a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.
A CAPITAL INVESTMENT PROGRAMME may comprise the following projects:

- Project for Upgrading Equipment
- Project for Training Personnel
- Project for Expanding Production Lines
- Project for Acquiring Large-Scale Funding

Example of a Programme
Programmes & Projects: Similarities

- Programmes and projects have goals and objectives which define their purpose of existence.

- Programmes and projects have life-spans defining a starting and ending point in time.

- Programmes and projects consume resources and necessarily incur a cost.

- Programmes and projects require application of a methodology and must be managed properly to bolster their chances of success.

- Programmes and projects aim at helping organizations achieve their mission and adding value to them.
Programmes & Projects: Differences

X Programmes may have multiple overarching goals whereas projects have one prime goal

X A programme has a comparatively longer life-span, and obviously costs more than the combination of all the projects which constitute it

X A programme is inherently more complex than a constituting project – it has a broader scope and may require extensive coordination between its various constituting projects

X Whereas a project results in the creation of an output and is then ended, a programme must integrate and maintain the operationality of that output for a specified period of time
What are not Programs

- All projects within programs are related through a common goal, often of strategic importance to the sponsoring organization.
- If the projects have separate goals, are not characterized by synergistic benefit delivery, and are only related by common funding, technology, or stakeholders, then these efforts are better managed as a portfolio rather than as a program.
PROGRAM MANAGEMENT PERFORMANCE DOMAINS

- Program Strategy Alignment
- Program Benefits Management
- Program Stakeholder Engagement
- Program Governance
- Program Life Cycle Management
“Business analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals”.

BABOK V2.0
A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) is a globally recognized standard for the practice of business analysis.

The BABOK® Guide describes business analysis areas of knowledge, their associated activities and tasks, and the skills necessary to be effective in their execution.
Knowledge Areas in Business Analysis

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Underlying Competencies
Business Analysis Planning & Monitoring: Tasks

1) Plan Business Analysis Approach
2) Conduct Stakeholder Analysis
3) Plan BA Activities
4) Plan BA Communication
5) Plan Requirements Management Process
6) Manage BA Performance
Elicitation : Tasks

1) Prepare For Elicitation
2) Conduct Elicitation Activity
3) Document Elicitation Results
4) Confirm Elicitation Results
Requirements Management and Communication: Tasks

1) Manage Solution Scope and Requirements
2) Manage Requirements Traceability
3) Maintain Requirements for Re-use
4) Prepare Requirements Package
5) Communicate Requirements
Enterprise Analysis : Tasks

1) Define Business Need
2) Assess Capability Gaps
3) Determine Solution Approach
4) Define Solution Scope
5) Define Business Case
Requirements Analysis : Tasks

1) Prioritize Requirements
2) Organize Requirements
3) Specify and Model Requirements
4) Define Assumptions and Constraints
5) Verify Requirements
6) Validate Requirements
Solution Assessment and Validation: Tasks

1) Assess Proposed Solution
2) Allocate Requirements
3) Assess Organizational Readiness
4) Define Transition Requirements
5) Validate Solution
6) Evaluate Solution Performance
What is Project Portfolio Management?

Project Portfolio Management (PPM) is a management process designed to help an organization identify new project opportunities, acquire information about these opportunities, and rank and prioritize them against a specified set of criteria such as strategic fit, cost, risk, expected return etc.
What is a PMO?

A Project Management Office (PMO) is an organizational unit designed to coordinate the management of projects within its domain.

It may be called a:

- Project Management Office
- Project Support Office
- Program Management Office
- Project Management Group
- Project Management Center of Excellence
- Directorate of Project Management

The PMO strives to standardize and introduce repeatable project delivery process & and can be a source for documentation, guidance, and metrics on the practice of project management and execution.
Summary of This Lecture

In this Lecture, we have discussed about

- Course conduct, course outlines, students evaluation criterion
- Basic concepts of project, sub projects
- Programs, differences & similarities between projects & programs
- Portfolios and management
- Project management office
- Project management literature resources
THANK YOU!