

COURSEWARE

IPMA-C BASED ON ICB 4

Courseware

IPMA-C based on ICB 4
Courseware

Colophon

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Authors: John Hermarij

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Agenda:

Day part: Topics Day 1 – Starting the Project Topics Day 2 – Planning and Delivery Topics Day 3 – People Skills Topics Day 4 – People and Context Topics Day 5 -

	What is Project Management?	Methods of Estimation	The Core quadrant	Organisational Culture	Investment Appraisal
1	Project Management Success	The Critical Path	Johari Window	Cultural Dimensions	Internal Rate of Return
	The Idea: What is project management	Resource Scheduling	The 4 Layers of a message	Type of Conflicts	Critical Chain
	Involve Stakeholders	Budget	Asking the right question	Conflict Management	Critical Chain - Buffers
	Requirements and Goals	Roles and responsibilities	The uses of argument	Negotiation: Mutual gains	Decision Tree
Lunch					
2	Scope & Deliverables	Concepts of Risk	Active Listening	Creativity Techniques	Introduction - Earned Value
	Work Breakdown Structure	Risk Management Processes	Types of Ethics	Leadership	EVA - Indicators and variances
	Quality	Control and Reports	Motivation	Projects, Programs and Portfolio	EVA - Progress
	The Project Lifecycle	Project Control – Slip Charts	Hersey & Blanchard	SWOT Analyses	EVA - Forecasting
	The Agile approach	Close Out	Teamwork - Tuckman		Program Evaluation Review Technique
	Project Management Plan				Seven Instruments of Quality




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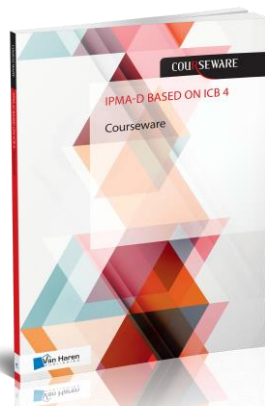
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About the course



Study book



Courseware




Trainer slides

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Day 1

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Content Day 1

- What is project management?
- Project management succes
- The idea: What is project management
- Involve stakeholders
- Requirements and goals
- Scope & Deliverables
- Work breakdown structure
- Quality
- The project lifecycle
- The Agile approach
- The project management plan

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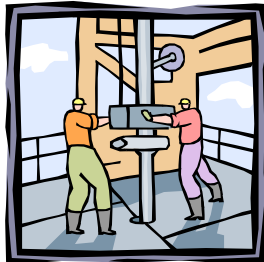
Day 1

What is project management?

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Ways to organise activities

- Routine
 - For standard work
- Improvise
 - For short jobs
- Project/Planned
 - When the duration is longer
- Project Management
 - The management of project work



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Project Management is ...

A way of achieving something new/deviating/outside the routine.



Think before you do.

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Who is going to manage the project?

Do you do it yourself, or appoint a project manager?



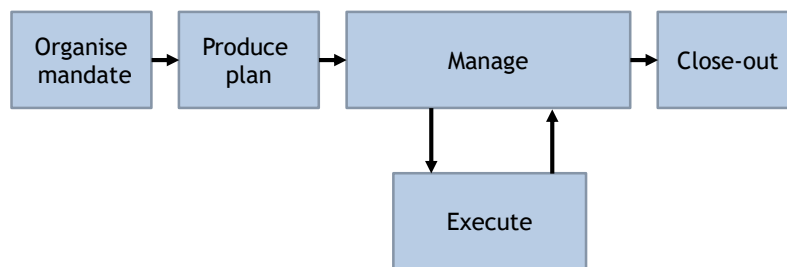
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Project Management in general

Organise a mandate for the person who is responsible
 Reflect on it, think about it and produce a good plan
 Manage the execution of that plan
 Formally close-out a project



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Day 1

Project management success

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When is ...



A project successful?

A project manager successful?

Two definitions of success

Teun van Aken

- **Project success** is the extent to which the (delivered) project result satisfies the actors involved.

IPMA

- **Project management success** is the recognition of the project management results by the relevant interested parties.



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Success factors according to the Standish Group

1999

- User Involvement
- Senior Management Involvement
- Clear Business Objective
- Experienced Project Manager
- Smaller Project Milestones
- Set Programme of Requirements
- Competent Team
- Proper Planning
- Ownership
- Other

2001

- Senior Management Involvement
- User Involvement
- Experienced Project Manager
- Clear Business Objective
- Limited Scope
- Standard Software Infrastructure
- Program of Requirements
- Formal Methodology
- Reliable Estimates
- Other

2015

- Executive Support
- Emotional maturity
- User Involvement
- Optimization
- Skilled staff
- Standard Architectural Management Environment
- Agile
- Modest execution
- Project management expertise
- Clear Business Objectives
- Other

Start at the beginning

Who is my customer/sponsor?

Who are my users?

Who are my suppliers?

What do they want from this project?


- Goal (effect) : What is expected of the project
- Result : What should the project deliver

What is expected of me?

- Approach or project strategy



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Day 1

The idea: What is project management

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The beginning



Organisational issue

An idea

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The idea can be ...

Another way of working
Moving to a different office
Developing a new product
A marketing campaign
A training programme
A renovation
The purchase of a piece of software
A structural solution to wastage



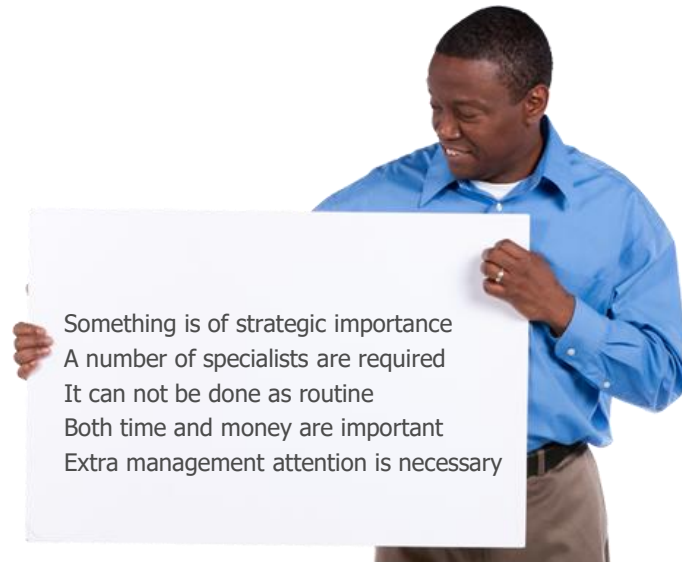
Two important questions

Is it a project or a small job?
Shall I do it, or shall I delegate it?



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Something is a project when ...



Are you going to do it yourself

Self	Delegate
------	----------

If you find it very important
 You are wearing many hats
 And you will become extremely busy

With a sufficient mandate
 Someone takes the work out of your hands
 Can give it his full attention



If it is not too complex then this can really work.

Project management is a role, just as project sponsor is.

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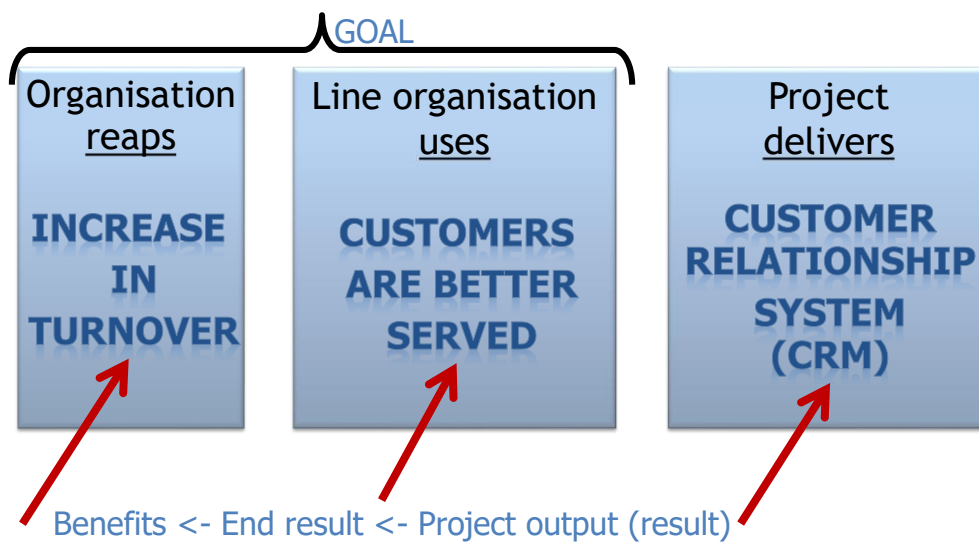
When you delegate, ensure there is a mandate



- Organise and record:
- Goal of the project
 - Required result
 - Responsibilities
 - Constraints
 - Phasing



The goal and the result of a project



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Responsibilities

Responsibilities require authority
 What do you delegate
 Where do you let people assist you

What	Project sponsor	Project manager	Team members
Negotiation with suppliers	Delegate	Execute	Advise
Signing of contract	Execute	Advise	Inform



Constraints: Criteria for the plan

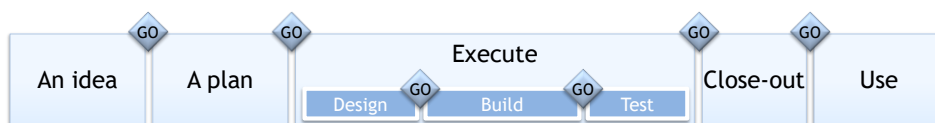
When must it be ready?
 What is the budget?
 What must it be able to do?
 What do you have to take account of?



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You solve uncertainty by phasing

The more uncertain a project is, the more phases
At the end of each phase, you decide if you carry on further

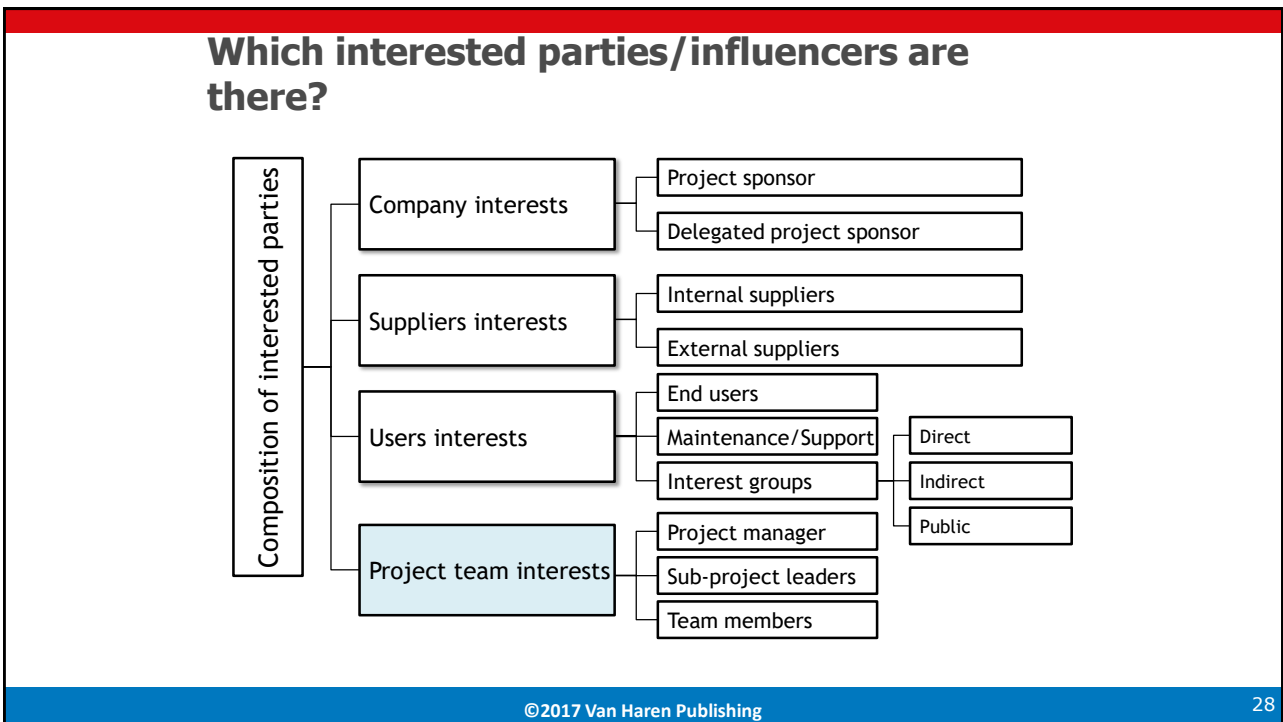
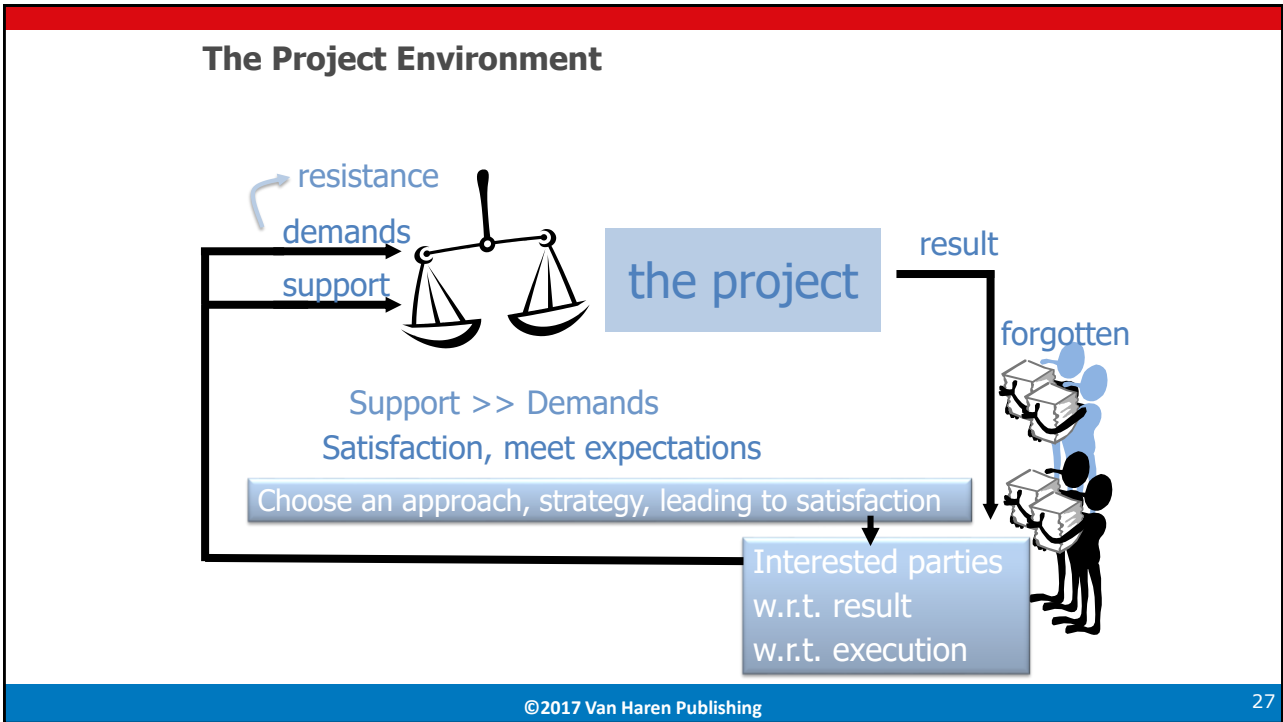


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Involve stakeholders

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Identify (the influence) of interested parties

1. Identify interested parties
2. Identify influencers
3. Identify where you want their support

Project Sponsor: S. Johnson	•Delegated PS: R. Jaberwaki	•Internal suppliers: Egineerhg: Jan Vanderwjl Legat: John Udge	•External suppliers: ACME Ltd. Xipion Ltd.	End users Ahmed Zubala Jack Bemelmans	Maintenance & support	Other Interested parties
-----------------------------	-----------------------------	--	--	---	-----------------------	--------------------------

Demand

Support

Names of the interested parties involved

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We need support for resources

From senior management

support

RBS

People

Fees

Material

Machinery

Tools

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Analyse the influence of interested parties

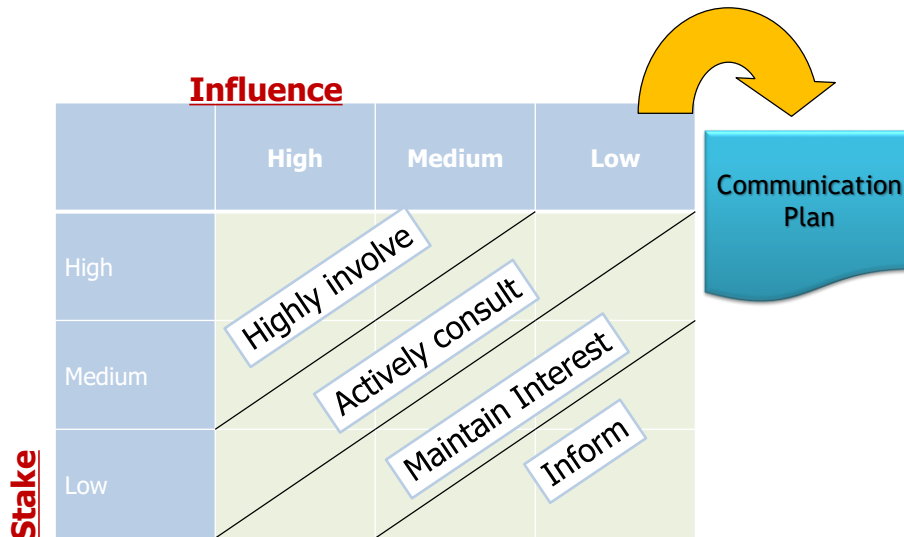
1. Horizontal Analysis
2. Vertical Analysis
3. Analyze their influence
4. Analyze conflicting interests

	Project Sponsor : S. Johnson	Delegated Ps: R. Jaberwaki	Legal: John Udge	Internal suppliers: Engineerig: Jan Vanderwif	External suppliers: ACME Ltd, Xipion Ltd.	Jack Berneimans Ahmed Zubala	End users:	Maintenance & support	Other interested parties
The workers	H	H							
Office for your team		H							
Machinery (expensive)	H			H	H				
Etc.									

↑ Influential

← Power clash?

Analysis: Stake versus Influence



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