

Project Mgmt. Framework

What is a project?

Strategic planning authorizes projects by...

- Market demand
- Strategic opportunity
- Business need
- Customer request
- Technological advance
- Legal requirements

Objectives/Constraints

Relationship to projects

OPM3

- Organizational Project Mgmt Maturity Model
- Helps understand P mgmt. processes
- Ensures P are tied to Orga strategy
- Measures & guides capability for improvement

Project Life Cycle Overview

Project Mgmt?

Process Groups

- 1 Initialisation
- 2 Planing
- 3 Execution
- 4 Monitoring & Controlling
- 5 Closing

Role of PM

- Characteristics
 - Knowledge: What PM knows about P mgmt
 - Performance: What PM is able to do or accomplish
 - Personal: How PM behaves during P mgmt activities
- Assigned by organization to achieve projects objective
- Way of reporting/accountability depends on organizations structure
- Must be proactive
- Must protect the project from changes / added scope
- Has an integration function
- Guide the team
- Remove roadblocks
- Must manage stakeholders throughout the project
- Is measured against the performance baseline

Stakeholders

Enterprise environmental factors

- Organizations culture, structure & processes
- Government or industry standards
- Infrastructure
- Existing HR
- Personnel administration
- Work authorization systems
- Marketplace conditions
- Stakeholder risk tolerances
- Political climate
- Communication channels
- Commercial database
- PM information system

Organizational Process Assets

Organizational influences

- Enterprise environment factor
 - Shared visions, values, norms, beliefs, expectations
 - Policies, methods, procedures
 - View of authority relationships
 - work ethic, work hours
- Manifestation of cultures
- Enterprise environment factor [PMBOK p. 28]
- Organizational Structure
 - May affect availability of resources
 - Influence how project is conducted