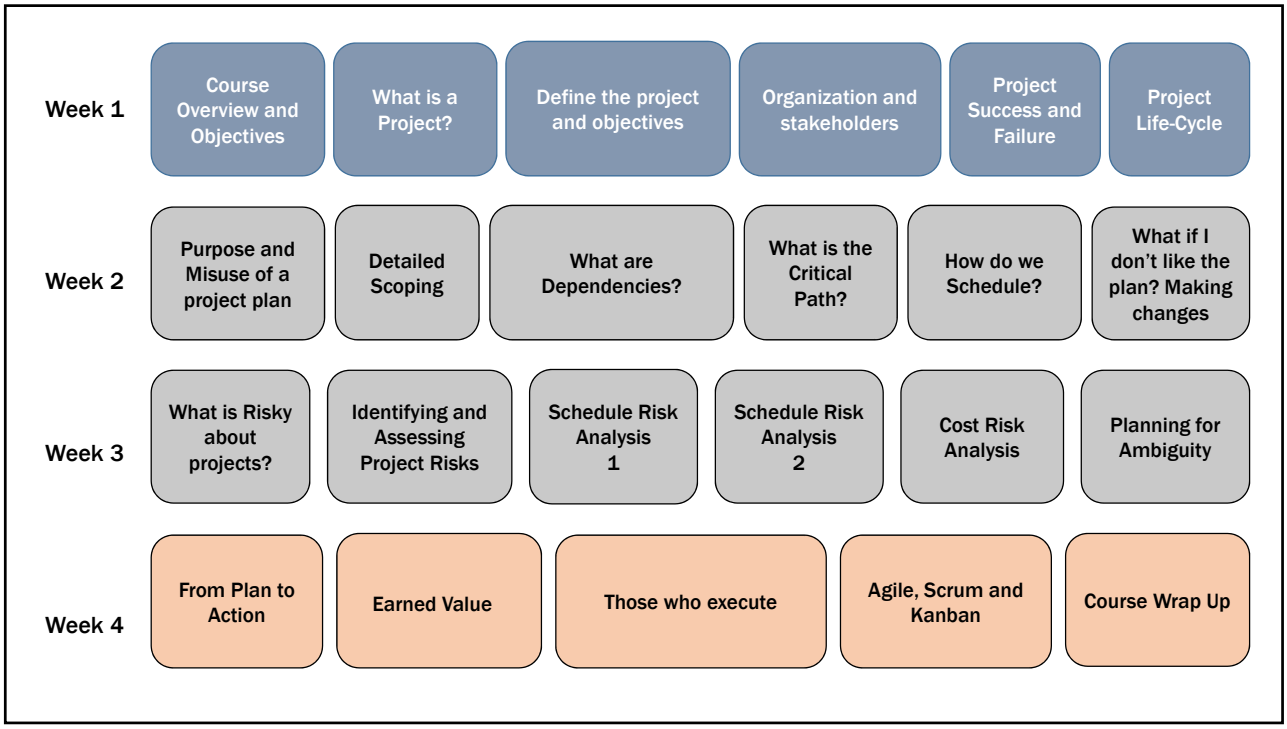
Fundamentals of Project Planning and Management

Week 1: Let's get things started!

Yael Grushka-Cockayne

UNIVERSITY of VIRGINIA
DARDEN SCHOOL OF BUSINESS



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Fundamentals of Project Planning and Management

Week 1	Week 2	Week 3	Week 4
Lets Get things Started!	Developing Plans	It's a Risky World	Ready, Set, Go!

Fundamentals of Project Planning and Management

Week 1			
Define and Organize			
Project Goal The Three Objectives and their Priorities Organization			

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Fundamentals of Project Planning and Management

Week 1 *Define and Organize*	Week 2 *Plan*	Week 3 *Improve Plan*	Week 4 *Execute*
Project Goal The Three Objectives and their Priorities Organization	Project Scoping Dependencies Schedule Trade-Offs	Assessing Risks and Planning for Ambiguity	Modes of Execution And those who execute





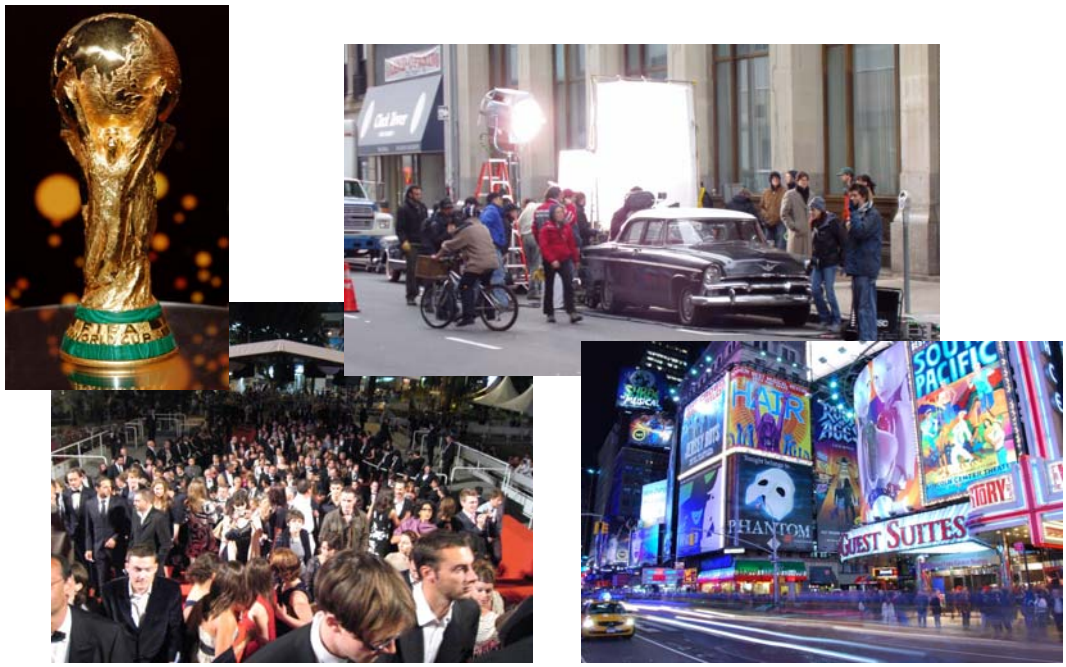





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What do all these have in Common?

- Create a specific and unique product or service
- Temporary:
  - Specific start and finish
  - Temporary organization
- Require multi-disciplinary coordination
- Constrained by time, cost or resources

What is a Project?

- "A unique set of activities meant to produce a defined outcome within an established time framing specific allocation of resources." (*Harvard Business Review*)

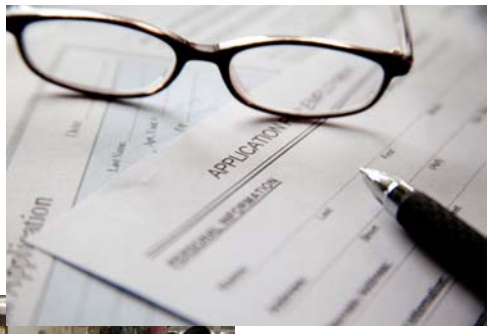
- "A project is a temporary endeavour undertaken to create a unique product or service." (*Project Management Institute*)

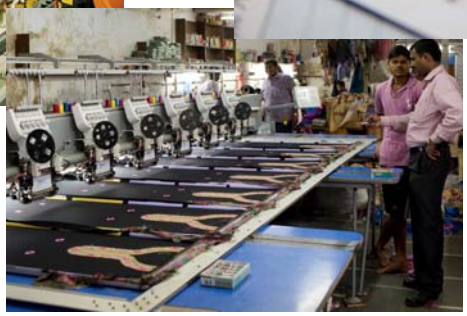
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What is not a Project?

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Why does it matter?

- With the appropriate set of tools we can execute better
- Projects and Processes:
  - Different objectives
  - Different criteria for success
- Projects are not unique in being unique

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Project Definition

- What is the Goal?
- The three objectives:
  - Scope
  - Time
  - Budget
- Establish Organization

Three Project Objectives

Scope





Time



Budget



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Three Project Objectives



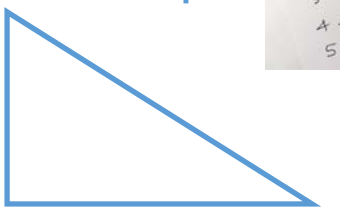






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Objectives – Priorities

	Scope	Time	Budget
Constrained		X	
Optimize	X		
Compromise			X

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Example 1: Service/Website

HealthCare.gov

	Scope	Time	Budget
Constrained			
Optimize			
Compromise			

Example 2: Wedding



	Scope	Time	Budget
Constrained			
Optimize			
Compromise			

Image Credit
Lloyd Dobbie, UK

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Example 3: New Facility and product development





	Scope	Time	Budget
Constrained			
Optimize			
Compromise			

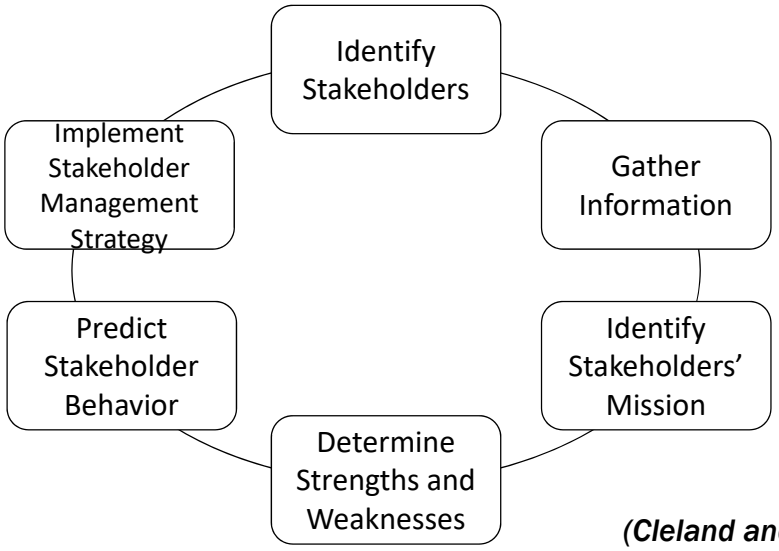
Image Credit
Hillary Lewis, Lumi

Project Organization and Stakeholders

- Who will be doing the work?
- Who is the Project Manager?
- Who is paying for the project?
- Who will consume the product or service?
- Who are those affected by the project?

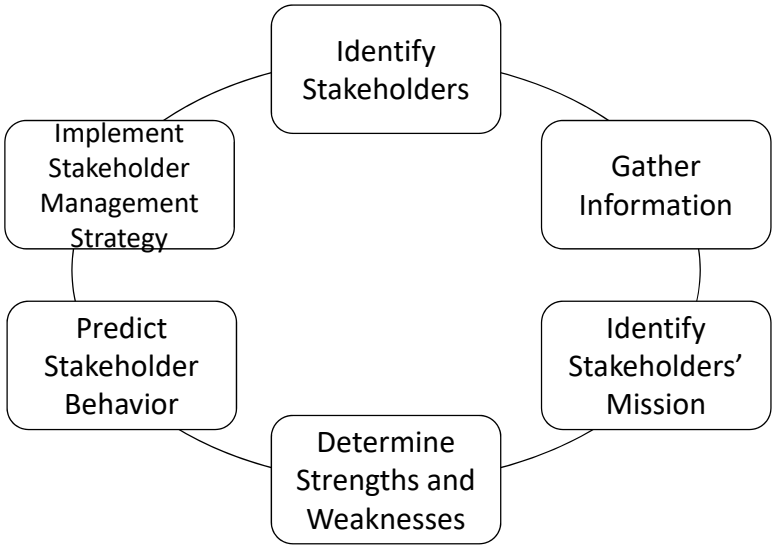
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Project Organization and Stakeholders



(Cleland and King, 1988)

Stakeholder Management Cycle: Lumi Juice Plant Example



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Stakeholder Management Cycle: Lumi Juice Plant Example



- Implement Stakeholder Management Strategy
- Gather Information
- Predict Stakeholder Behavior
- Identify Stakeholders' Mission
- Determine Strengths and Weaknesses

Stakeholder Management Cycle: Lumi Juice Plant Example



- Implement Stakeholder Management Strategy
- Gather Information
- Predict Stakeholder Behavior
- Identify Stakeholders' Mission
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Stakeholder Management Cycle: Lumi Juice Plant Example



Implement Stakeholder Management Strategy

Gather Information

Predict Stakeholder Behavior

Healthy Eating! Organic and Safe!

Determine Strengths and Weaknesses

Image Credit: Simon Shek, Flickr.com

Stakeholder Management Cycle: Lumi Juice Plant Example



Implement Stakeholder Management Strategy

Gather Information

Predict Stakeholder Behavior

Healthy Eating! Organic and Safe!

Determine Strengths and Weaknesses

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Stakeholder Management Cycle: Lumi Juice Plant Example



Implement Stakeholder Management Strategy

Gather Information

Identify Stakeholder Strategy

Healthy Eating! Organic and Safe!

Determine Strengths and Weaknesses

Image Credit: Simon Shek, Flickr.com

Stakeholder Management Cycle: Lumi Juice Plant Example



USDA ORGANIC

Gather Information

Identify Stakeholder Strategy

Healthy Eating! Organic and Safe!

Determine Strengths and Weaknesses

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Stakeholder Power/Interest Grid



(Freeman, 1983)

Horror Stories *(Not Hard to Find)*

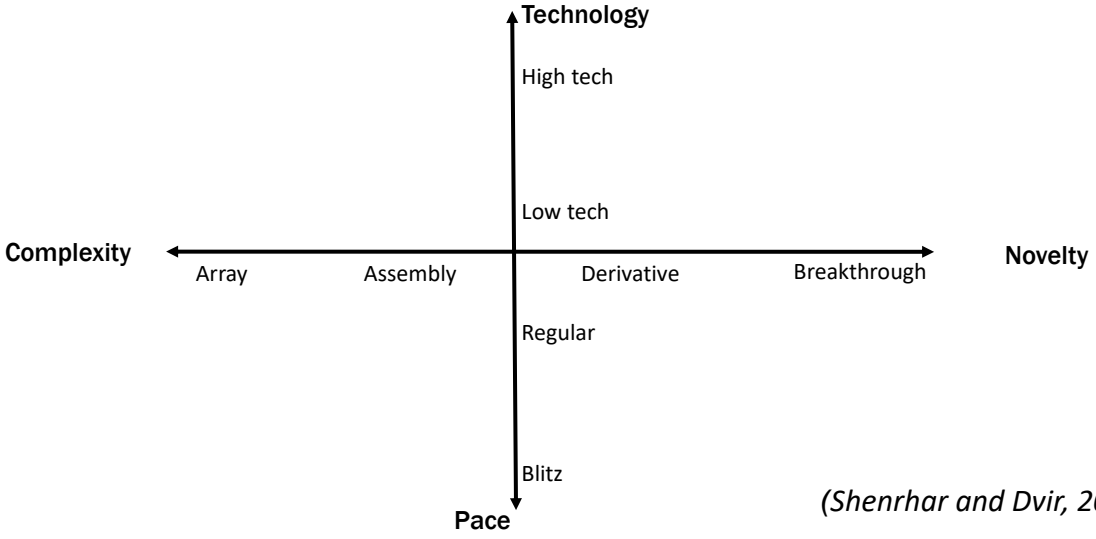


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Main Reasons for Failure

- Little or no planning: no clear goal, scope or estimated timeline
- Lack of leadership and commitment by stakeholders
- Lack of training on new technology
- No lessons learned from historical projects
- Lack of proper project management training
- Biases: optimism, sunk costs, confirmation

Four Bases for Successful Projects

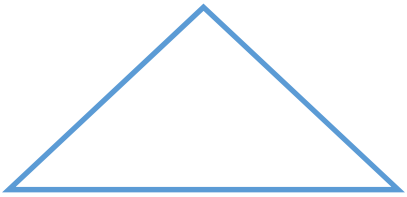


(Shenrhar and Dvir, 2007)

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Measuring Success

Deliver initial set of deliverables?
Does the outcome, at completion, satisfy the customer?



On time?

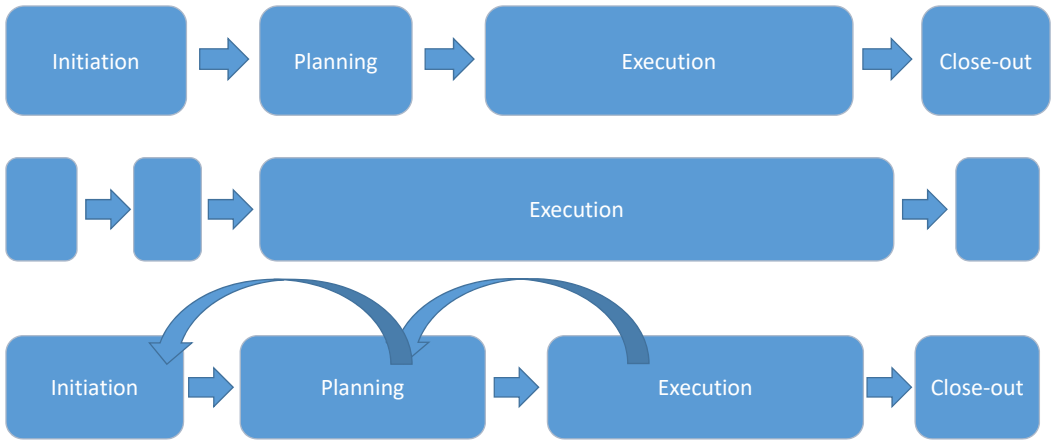
Over or under budget?
By how much?

Project Life-Cycle

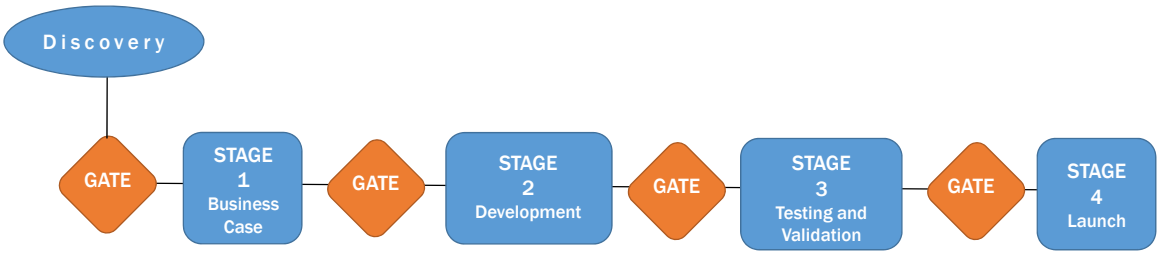
Initiate	Plan	Execute	Close
• Establish organization • Project Charter and Definition	• Identify Scope • Identify tasks, dependencies and schedule • Plan resources • Clarify trade-offs and decision making principles • Develop a risk management plan	• Monitor • Communicate and report • Correct and control	• Sign off • Conduct a formal post-mortem

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Project Life-Cycle



The StageGate™ Process



(Cooper and Edgett, 2011)

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