



**Multidisciplinary Projects
in an International Context**

Module 4

Project Management

Mupic pilot 2 kick-off – 5.10.2020



Co-funded by the
Erasmus+ Programme
of the European Union

PROJECT NUMBER: 2018-1-CZ01-KA203-048151

This project has been funded with support from the European Commission.

Literature

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This presentation

1. Few words about Project Management
2. MuPIC & Project Management
3. Project - Initiating phase
4. Next steps



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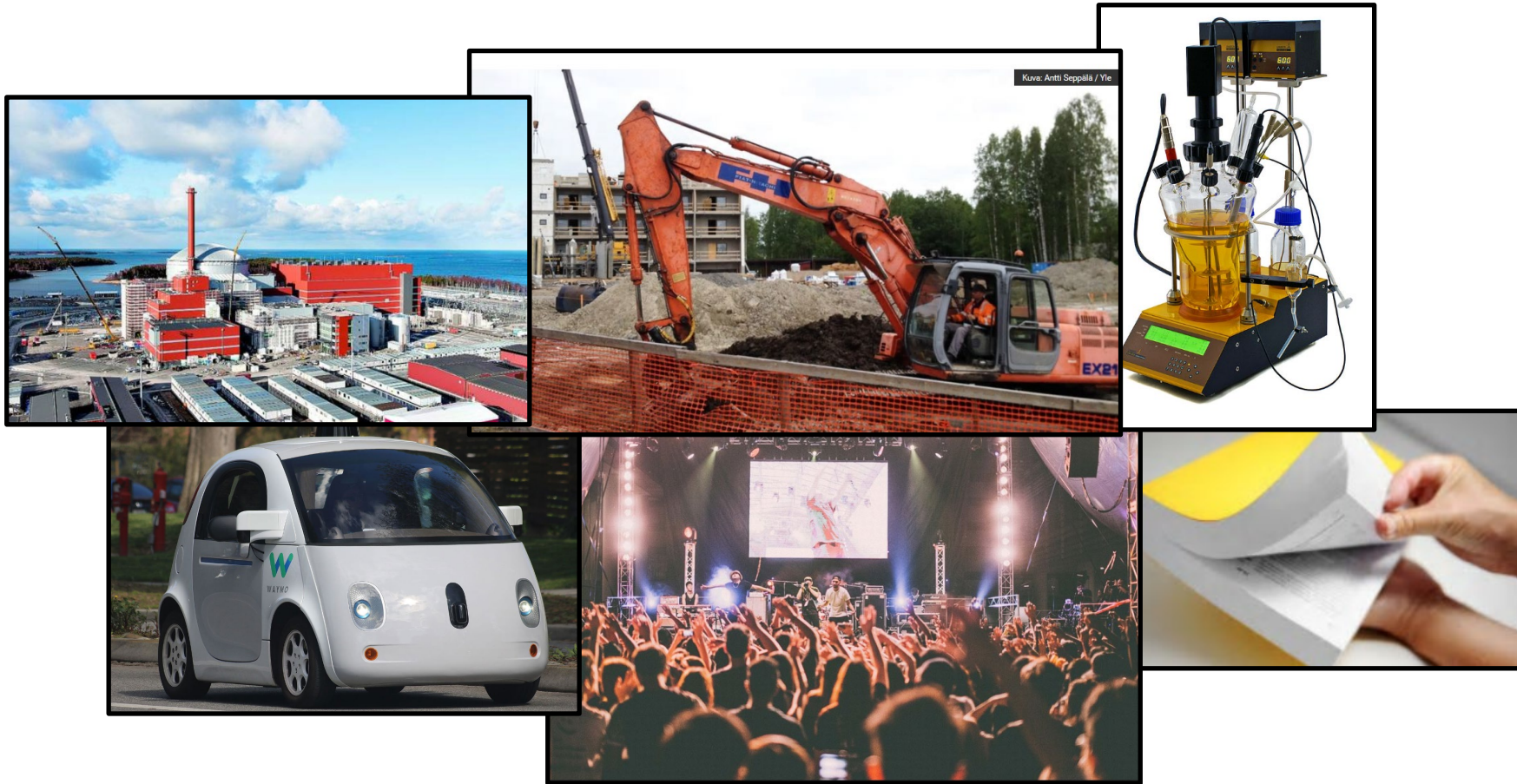
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Differences between projects and continuous operations

Distinctive features	Projects	Repetitive processes
Requirements that the business environment imposes on the activity	Flexibility, renewal, change	Durability, continuity, predictability
Relationship to change	Aims at an extensive change by creating disequilibrium between status quo and the goal	Aims at an incremental change by maintaining and seeking a balance between various requirements
Target, scope	Unique solution according to customer need	Products and batches according to volume and efficiency goals
Time limitation	Limited in time	Continuous
Resources	Specific and varying resource needs according to purpose (scope)	Stable and constant resource usage
Budget	Budget according to purpose (scope)	Annual budget allocation, production volume-dependent or batch-specific budgets
Perspective on effectiveness and efficiency	Doing the right things (effectiveness), seeking novel solutions and differentiation	Doing the things right (efficiency), seeking cost-effective execution and cost reduction
Directing people to assignments	Project goals set specific needs for individual skills; assignments may vary as the project progresses.	Job descriptions and roles regulate work; assignments are relatively stable and predefined.
Predictability of results	Results are uncertain and susceptible to risks. Experience increases ability to take risks; risk management helps in predicting results.	Results are predictable and can be anticipated. Information from previous repetitions allows predictability; risks are minimized through repetition and through reliance on learning curve.

Every project is unique...



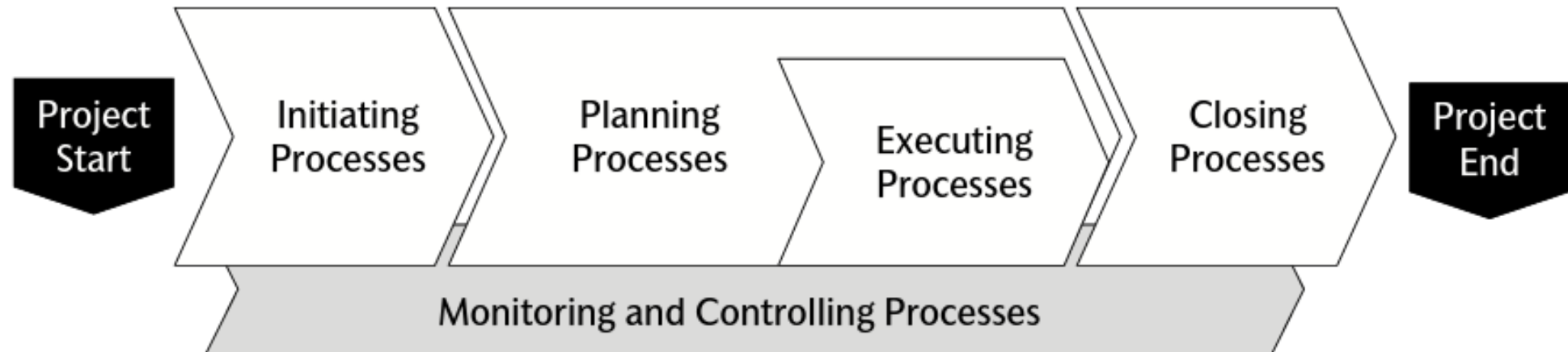
...but all projects share the same management knowledge areas and competence characteristics

Project

- According to ISO 21500:2012 standard

”A project consists of a **unique set of processes** consisting of coordinated and controlled activities with **start and end dates**, performed to achieve project objectives. Achievement of the project objectives requires the provision of **deliverables** conforming to specific **requirements**”

Process View of Project Management, Project life-cycle



Project management knowledge areas and process groups

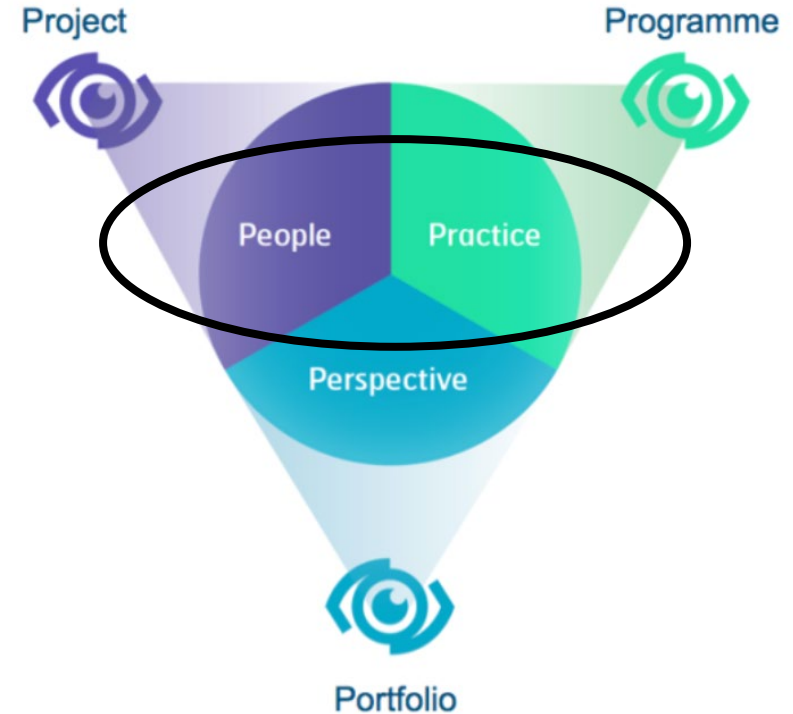
ISO 21500:2012

Subject groups	Process groups				
	Initiating	Planning	Implementing	Controlling	Closing
Integration	4.3.2 Develop project charter	4.3.3 Develop project plans	4.3.4 Direct project work	4.3.5 Control project work 4.3.6 Control changes	4.3.7 Close project phase or project 4.3.8 Collect lessons learned
Stakeholder	4.3.9 Identify stakeholders		4.3.10 Manage stakeholders		
Scope		4.3.11 Define scope 4.3.12 Create work breakdown structure 4.3.13 Define activities		4.3.14 Control scope	
Resource	4.3.15 Establish project team	4.3.16 Estimate resources 4.3.17 Define project organization	4.3.18 Develop project team	4.3.19 Control resources 4.3.20 Manage project team	
Time		4.3.21 Sequence activities 4.3.22 Estimate activity durations 4.3.23 Develop schedule		4.3.24 Control schedule	
Cost		4.3.25 Estimate costs 4.3.26 Develop budget		4.3.27 Control costs	
Risk		4.3.28 Identify risks 4.3.29 Assess risks	4.3.30 Treat risks	4.3.31 Control risks	
Quality		4.3.32 Plan quality	4.3.33 Perform quality assurance	4.3.34 Perform quality control	
Procurement		4.3.35 Plan procurements	4.3.36 Select suppliers	4.3.37 Administer procurements	
Communication		4.3.38 Plan communications	4.3.39 Distribute information	4.3.40 Manage communications	



Talent Triangle

Project Management Institute (PMI)



Individual Competence Baseline

International Project Management Association (IPMA)

2. MuPIC & Project Management

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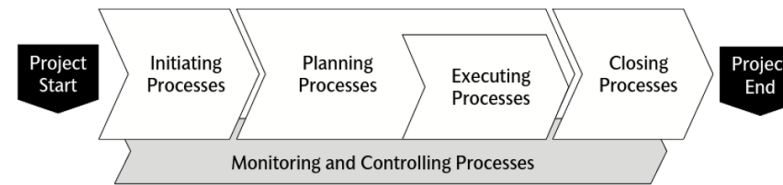


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MuPIC

Module 4: Project Management - Content

- *Topic 1:* Project initiating
- *Topic 2:* Project planning
- *Topic 3:* Project implementation (execution)
- *Topic 4:* Project closing and lessons learned
- Literature and information sources for project management



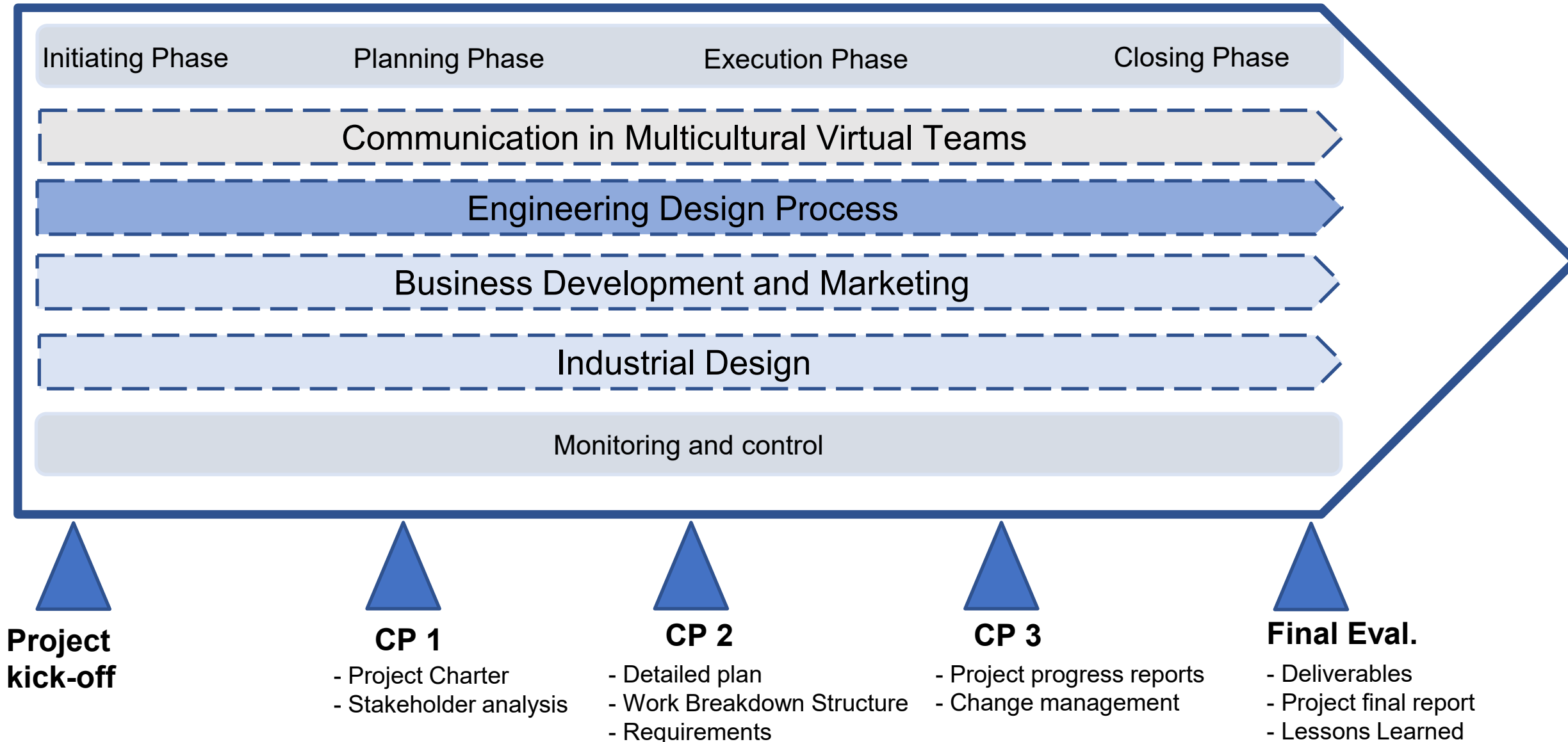
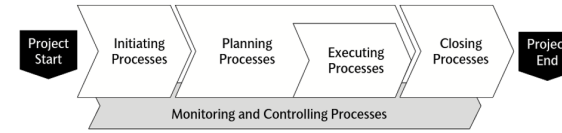
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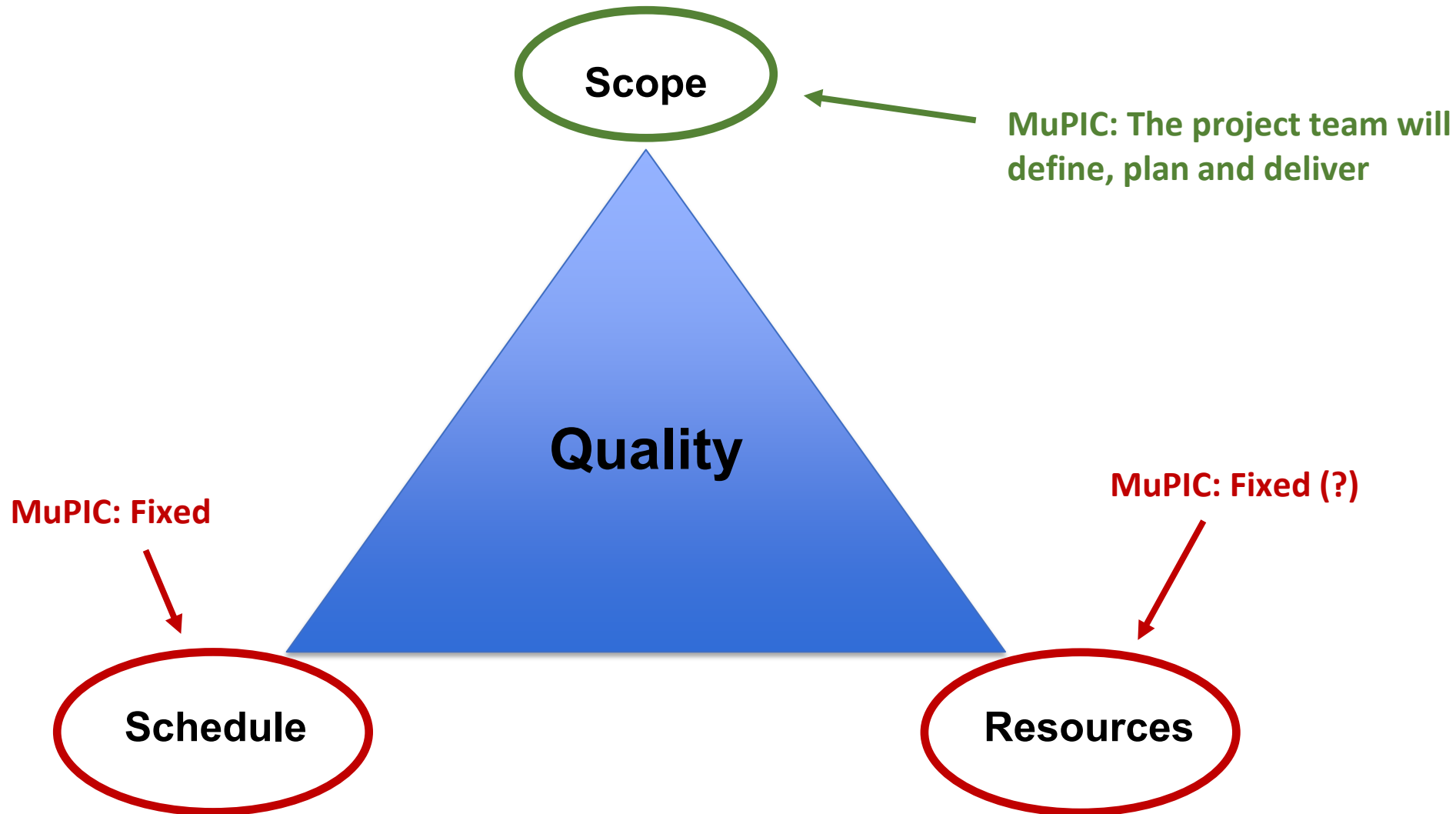
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MuPIC & Project Management



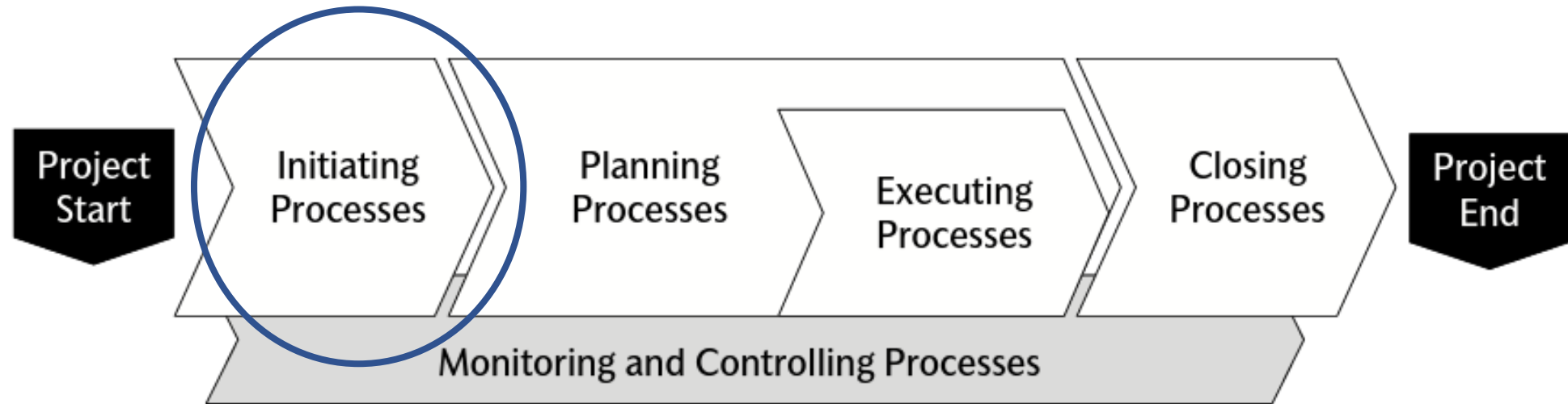
Project Management Triangle in MuPIC



3. Project – Initiation phase



Process View of Project Management, Project life-cycle



Project Initiating



Project Stakeholder

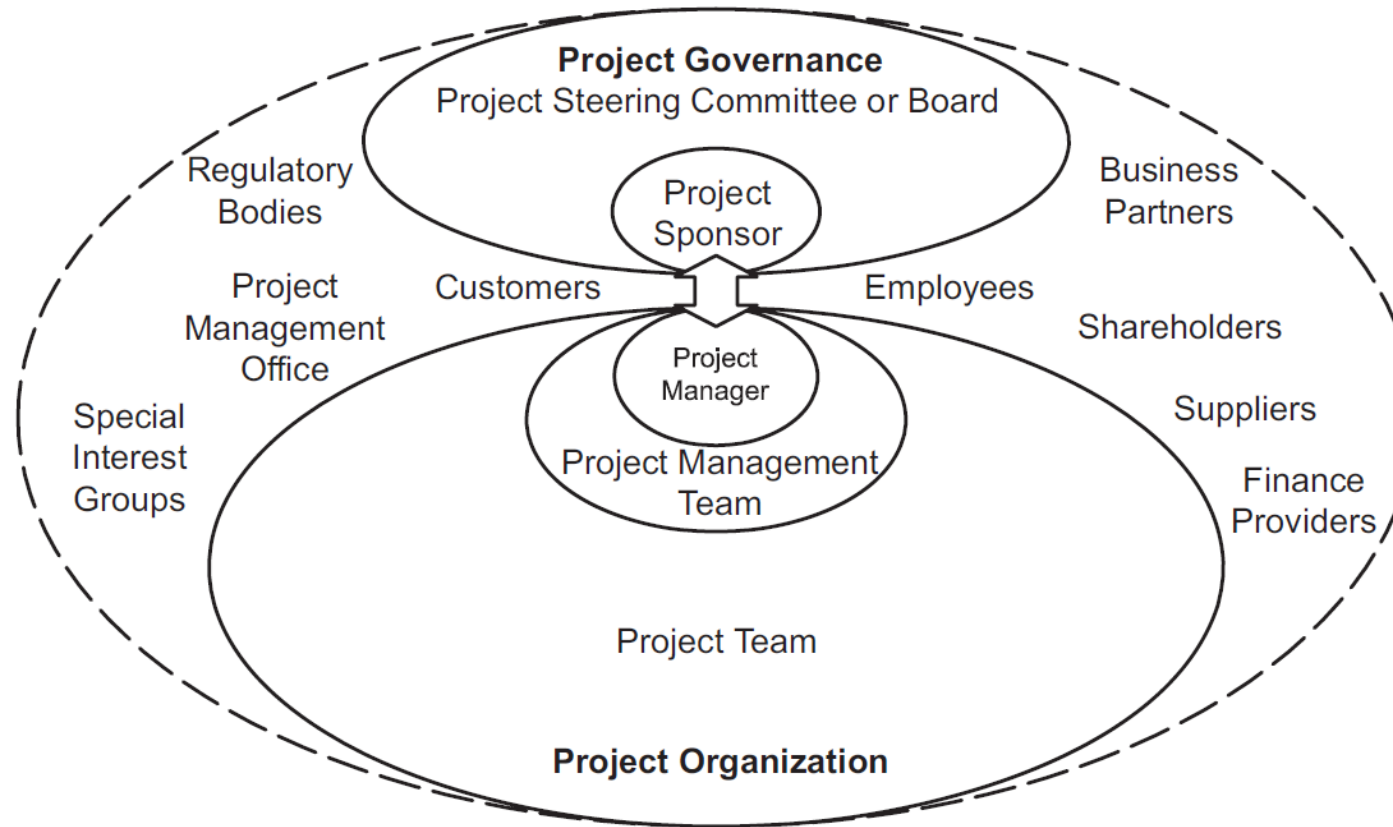
“Person, group or organization that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of the project” (ISO21500:2012)

“An individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.” (PMI)

Project Stakeholders

ISO 21500:2012

Example



MuPIC project: *Who are the stakeholders?*

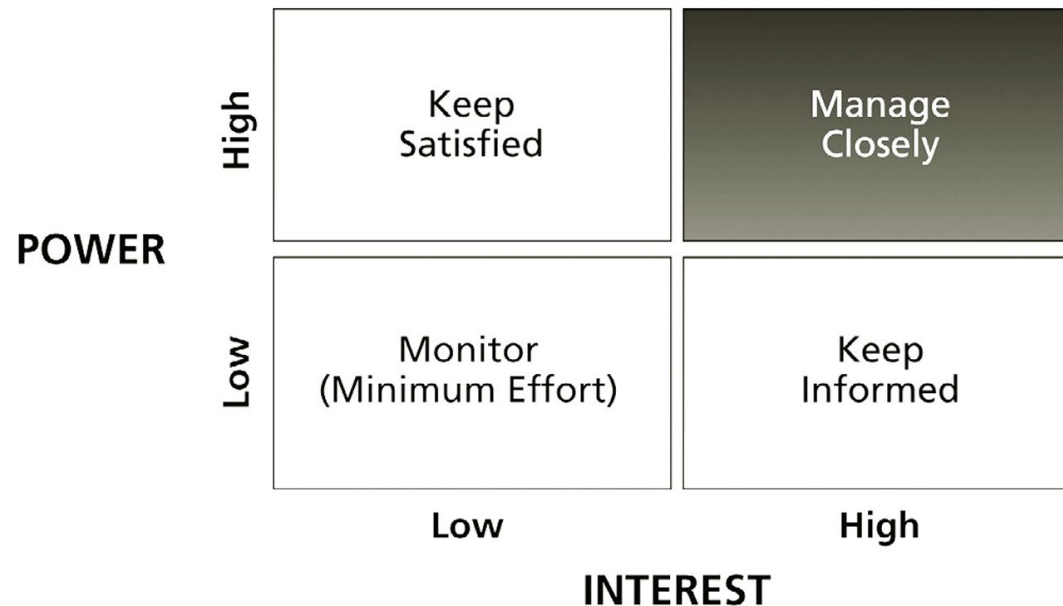
Stakeholder requirements

are identified in the initiating phase

Every stakeholder have some interests or expectations for the project. Most of the stakeholder have also **requirements for the project deliverables.**

Stakeholder Classification

- **Stakeholder classification**, assessment and prioritizing
 - How is it affecting to the project success/failure
 - How stakeholder's requirements are affecting to the project
- Prioritizing – Who are the key stakeholders?
- Plan activities to engage stakeholders
- Stakeholder management plan
- Project communication plan



Stakeholder intent (i.e. mindset towards the project)

- Unsure – not knowing the project
- Resistant – against the project
- Neutral
- Supportive – positive for the project
- Leading – actively supporting

Current vs. Desired intent – Plan actions for the desired mindset

Project Charter – The most important project document

*Serve as a baseline
throughout the project
and provide shared
understanding*

Content:

- Project purpose
- Project description
- Project organization: Roles and responsibilities
- In Scope/out of Scope definition
- Project objectives
- Project success criteria
- Deliverables
- Stakeholders and their requirements
- Project feasibility study/statement
- Preliminary project plan
 - Schedule and resources
 - What to deliver and how to deliver
 - Preliminary plan covers all relevant PM knowledge areas: Communication, documentation, meetings, etc...
- Risks
- Assumptions and critical constraints

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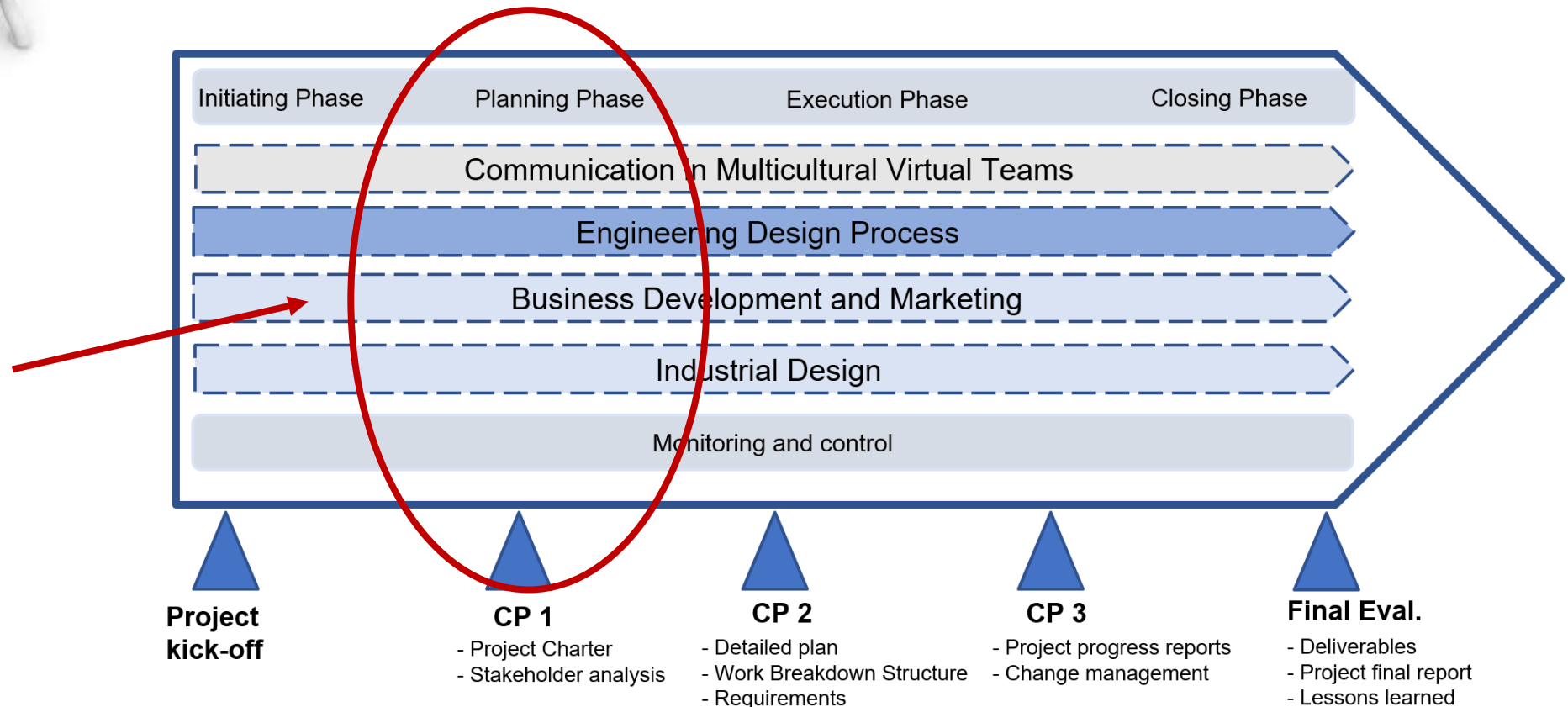
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What is this MuPIC project actually about?



Teamwork!

**Plan your project
to cover all the
study areas**



Next Steps – What is expected in Check Points?

- CP 1 - Project initiation check point
 - Project Charter
 - Stakeholder analysis
 - Preliminary requirements (from all the stakeholders)
 - Preliminary project plan

- CP 2 - Project planning check point
 - Scope -> WBS
 - Project plan
 - Requirements documentation

- CP 3 - Project implementation check point
 - Project progress report (intermediate reporting according to the communication plan)
 - Project change management documentation

- Final evaluation - Project closing
 - Deliverables according to the plan
 - Project closure report
 - Lessons Learned



It's a good idea to take learning notes right from the start of the project!

Some challenges ahead – How to...

Project kick-off

- ... define your project?
- ... understand real needs of all the stakeholders?
- ... communicate this all?



CP 1

- Project Charter
- Stakeholder analysis
- Preliminary plan

- ... work with limited resources? (In scope / out of scope planning)
- ... transfer requirements into the project scope?
- ... refine the complete scope into WBS?
- ... plan the project based on the WBS?
- ... communicate this all?



CP 2

- Comprehensive project plan
- WBS
- Requirements

- ... manage and lead intercultural multidisciplinary virtual team
- ... manage changes *** (There will be some!)
- ... communicate this all?



CP 3

- Project progress reports
- Change management



Final Evaluation

- Deliverables
- Project final report
- Lessons Learned

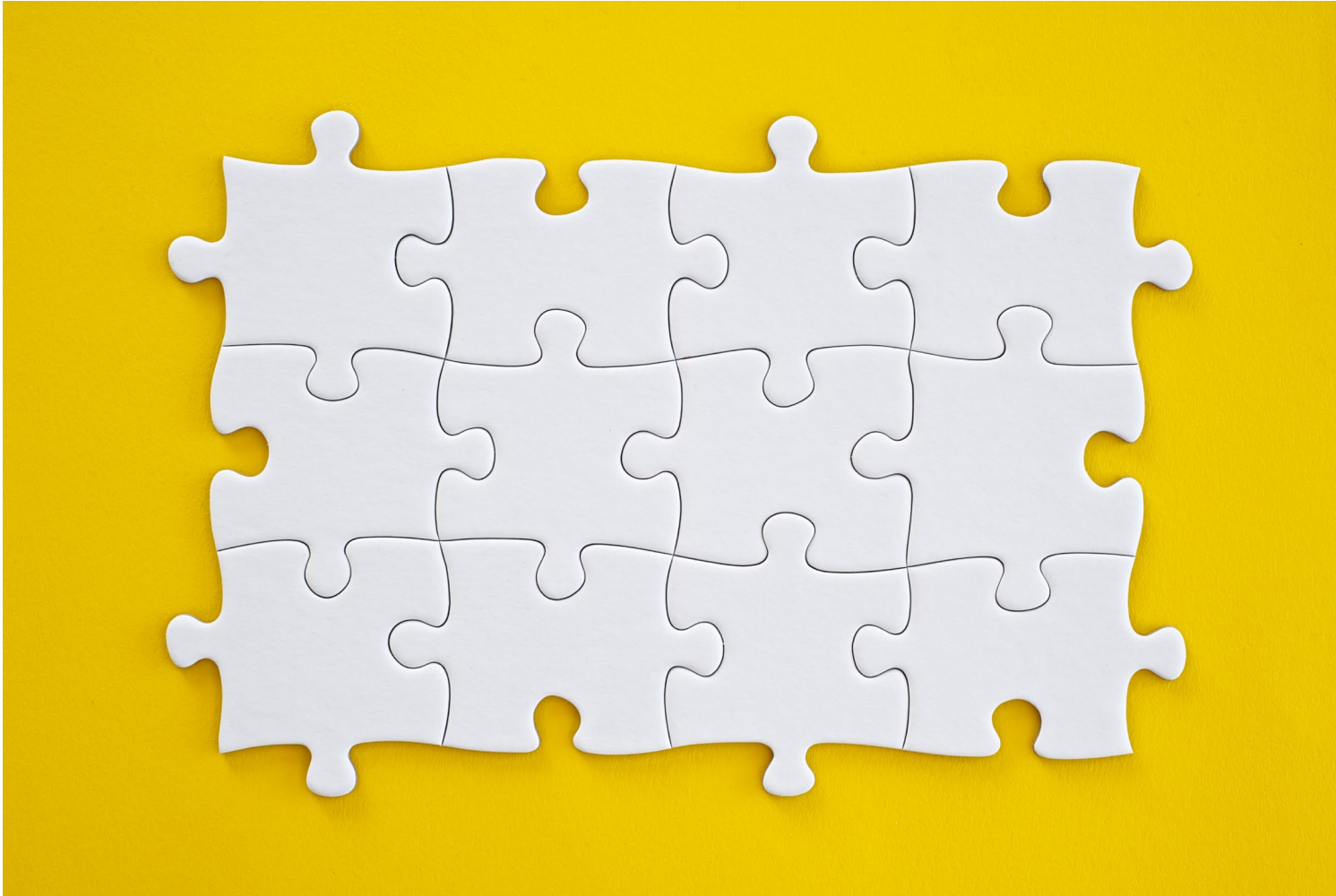
- ... close and finalize?
- ... reflect the team learnings?
- ... communicate this all?



Close the loop in the final evaluation (with taking account the changes*** in the project):

- Did we deliver what we promised?
- How well did we meet the success criteria?
- Are all the stakeholders happy?

Good luck!



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