

1 Introduction

- project started with purpose
- purchase is to increase organizational value
- what is the value of this project to the organization?
- abandoning projects that have little value can save a lot.
- abandoning a project with a lot of potential is a lost opportunity.
- project plan must provide scope, schedule, and budget.
- planning phase of project: move from strategic perspective to tactical.
- integrate number of sub-plans, coordinate, authorize, manage, and control.
- primary planning questions:
 - what works needs to be done
 - who will do this work
 - what resources are needed to do the work
 - when will they do the work
 - how long will it take
 - how much will it cost
- does the time/money/resources invested support measurable organizational value?
- Infrastructure: identifies project governance structure and all the project resources.
- (value to organization, project objectives, governance, resources)
- foundation to defining scope, schedule, budget, quality objectives,
- governance provides framework to guide all project decisions.
- often includes formation of a governance committee that represent interests of project stakeholders.
- group is responsible and accountable for ensuring the project aligns with org strategy and
- meets intended organizational value.

- at the end of project planning phase, organization makes a go/no-go decision.
- projects's mov, infrastructure, and project objectives are documented in project charter.
- if approved, project charter serves as an agreement among the project stakeholders.
- for outside development (contractor vs client), something equivalent of a project charter in
- the form of a legal document, that formalizes the services and fees.
- corp governmance is essentially corp steering:
- set organization strategy and objectives
- provides resources (people, process, tools, tech) to achieve org strategy and objectives
- monitor and control activities to ensure org resources are used efficiently and effectively.
- project governmance provies a framework for project manager and team for decision
- making, resource allocation:
- project decision making
- defining roles, responsibilities
- accountability
- determine effectiveness of project manager
- project governance provides framework to ensure project aligns with chosen business
- strategy, ensuring that time/money/resources provide value to org.
- project governmance: strategic alignment from project to project gov to org cov.
- authorization, oversight accountability from org gov, to proj gov, to project.
- Structure: many orgs have project management office (PMO). group within org that
- oversees all project management standards, methods, policies;
- authorization: project stakeholdesr must know their authority. who will authorize
- acceptance of project, or authorize next phase, etc.
- oversight and authority: if everyone knows their roles and responsibilities, then

- everyone can be held accountable. project must align with org values.
- decision making: stakeholders must be able to access current state of project,
- communication system must be in place to allow stakeholders to implement
- corrective action or to know when to escalate an issue/problem or risk
- resources: a good project gov framework ensures the project gets needed
- resources, including choosing the right project manager and right team.
- (if org cannot supply resources locally, it should explore external means).
- Project Team:
 - project manager: must play multiple roles:
 - managerial role focuses on planning, organizing and controlling
 - responsibility for developing project plan, organizing project resources, and overseeing execution
 - perform reviews,
 - project tracking,
 - reporting
- Project Team:
 - tech skills
 - business knowledge
 - interpersonal skills
- ORG structures:
 - functional organization:
 - tree with distinct business functions as branches. silos.
 - matrix org: business units same as functional, but they share resources.
 - (e.g. every business unit needs tech, etc.)
 - project: program manager manages multiple projects.
 - each project has project manager, with a tree of folks on that project.