

UWE, Bristol

Project Management in a Nutshell

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bettertogether

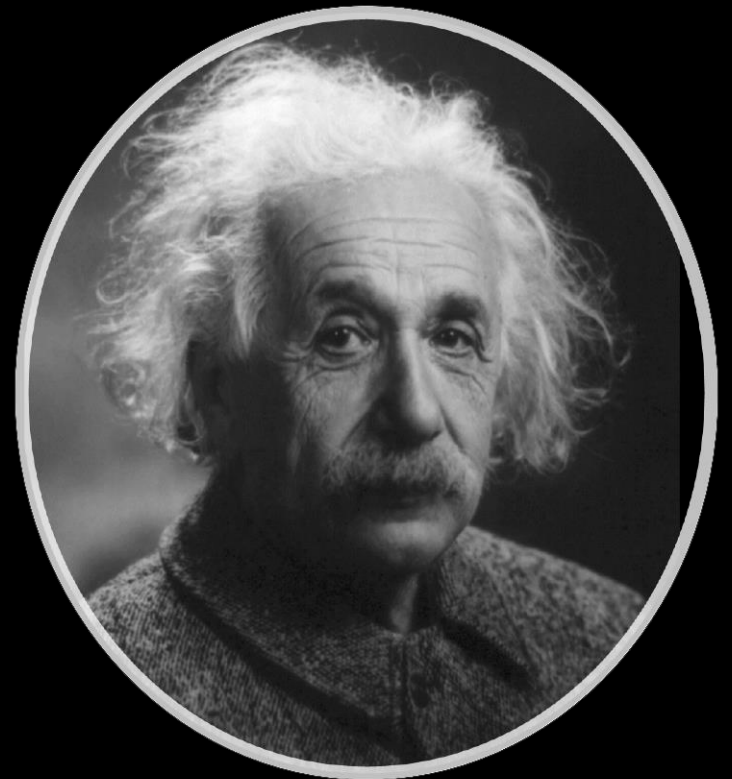






**“If we knew what it was
we were doing, it would
not be called research,
would it?”**

Albert Einstein



Definition of a project



“The principle identifying characteristic of a project is its novelty. It is a step into the unknown, fraught with risk and uncertainty”

(Dennis Lock)

Definitions of project management

“The application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder’s needs and expectations from a project”

“..the process of integrating everything that needs to be done as the project evolves through its life cycle in order to meet the project objectives”

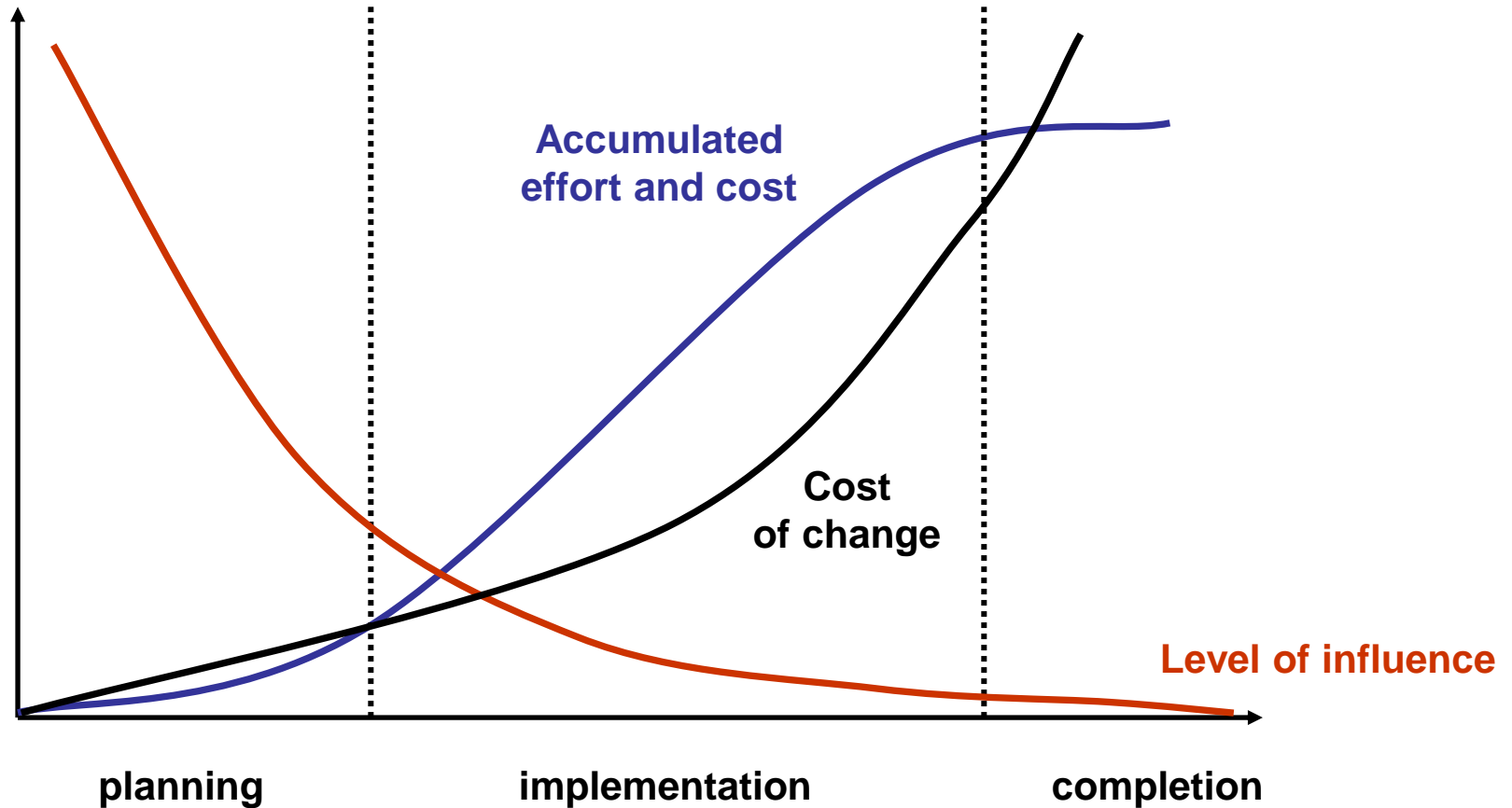
Project constraints?





- **Important to understand the constraints on your project**
- **Be realistic: plan within constraints**

Project Manage from the start



Plan earlier rather than later – but never too late!

Planning a project



Who? &
What?

- identifying the stakeholders
- defining the scope

Get the detail

- identifying the tasks
- identifying the risks

Put plans
together

- planning
- implementing
- review

Who are the stakeholders?

“Any individual or organisation who has interest in the performance or outcome of the project ”

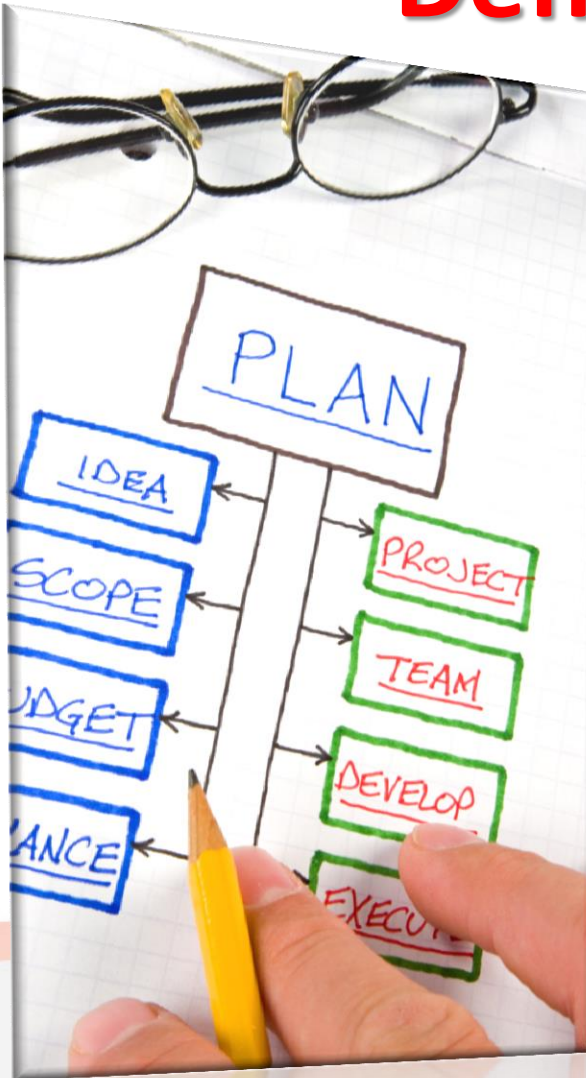
Stakeholders usually input resources into the project (towards success or failure!)

Key to project management is meeting stakeholder expectations

Understanding stakeholders

- Who are the stakeholders of your project?
- What resources do they bring to the project?
- What do they expect in return?
- How much influence do they have in setting
 - the outcomes of the project?
 - how these are achieved?
- How can the stakeholders be managed?
- Are there conflicts between the interests of stakeholders?

Defining the scope



- **Scope – what needs to be done**
- **Defines the boundaries of the project (what is / isn't expected)**
- **Scope should be agreed by all**
- **Get this agreed up front**

Changing the scope

- **Most common** reason for projects delivering late/over budget

When changing scope ensure that:

- Changes are beneficial to the project
- Everybody is aware of the impact on the schedule and outcomes of the project

Project Planning

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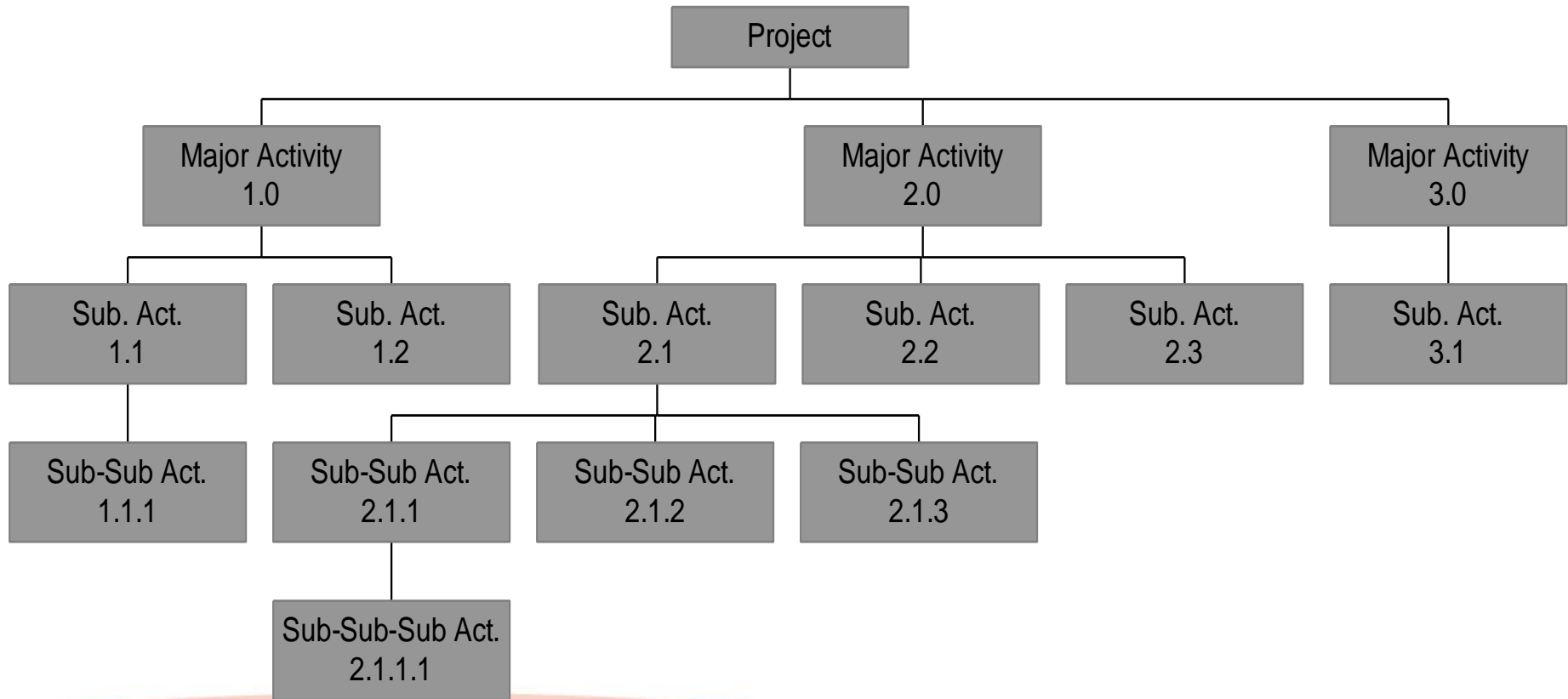
Put plans
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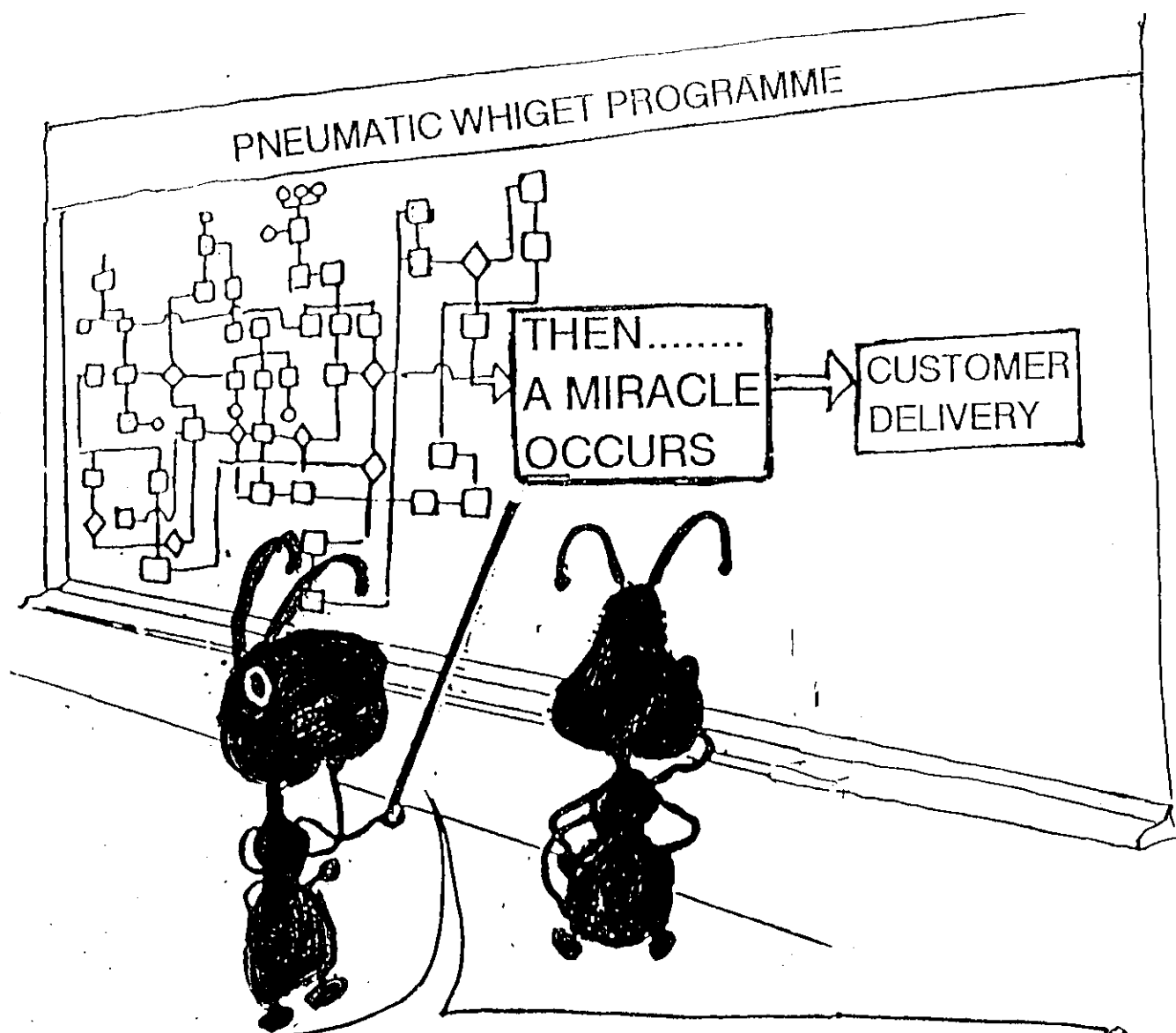
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Identify Tasks

- **Once you've identified the scope, you can now identify the tasks you need to perform to complete your project**
- **Break your project down into tasks and subtasks**
- **The subtasks should be small enough chunks so that you can easily assess your progress**

Work Breakdown Structure



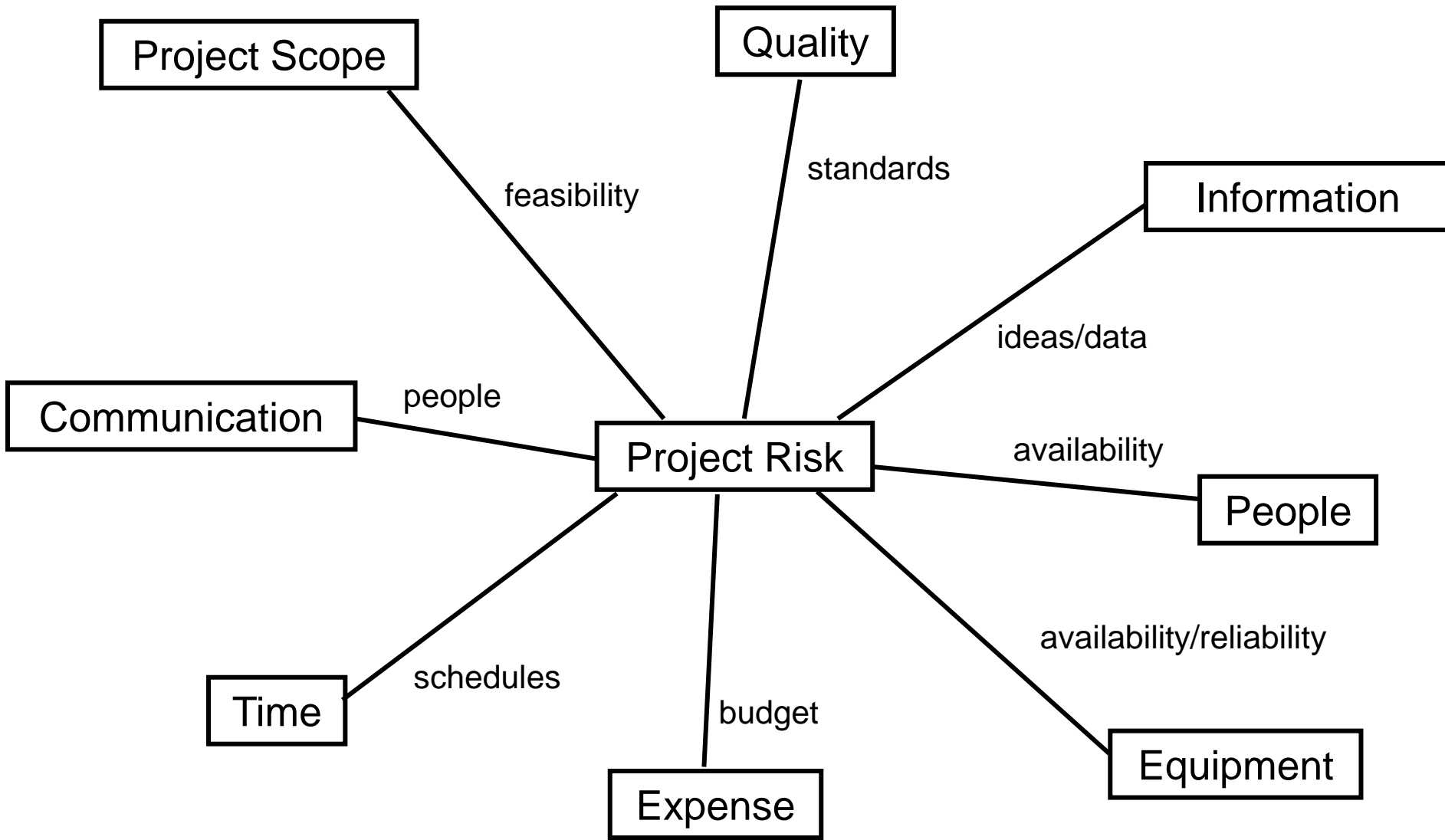


GOOD WORK!.....BUT I THINK WE NEED JUST A LITTLE MORE DETAIL RIGHT HERE!!

Identify the risks



- Identify sources of risk
- Assess the likelihood of risk
- Assess magnitude of risk
- Develop response



Project Planning



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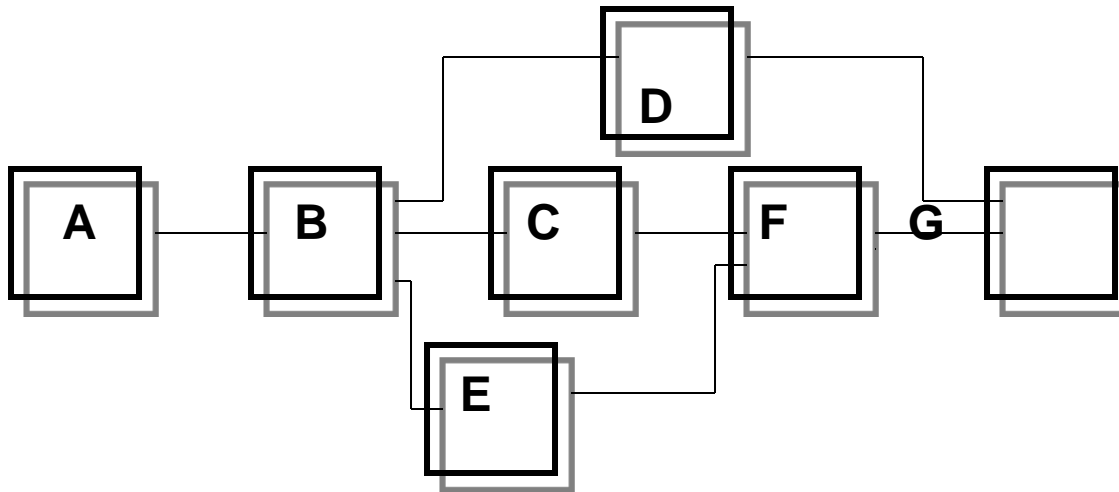
- **planning**
- **implementing**
- **review**

What's the project plan going to look like?



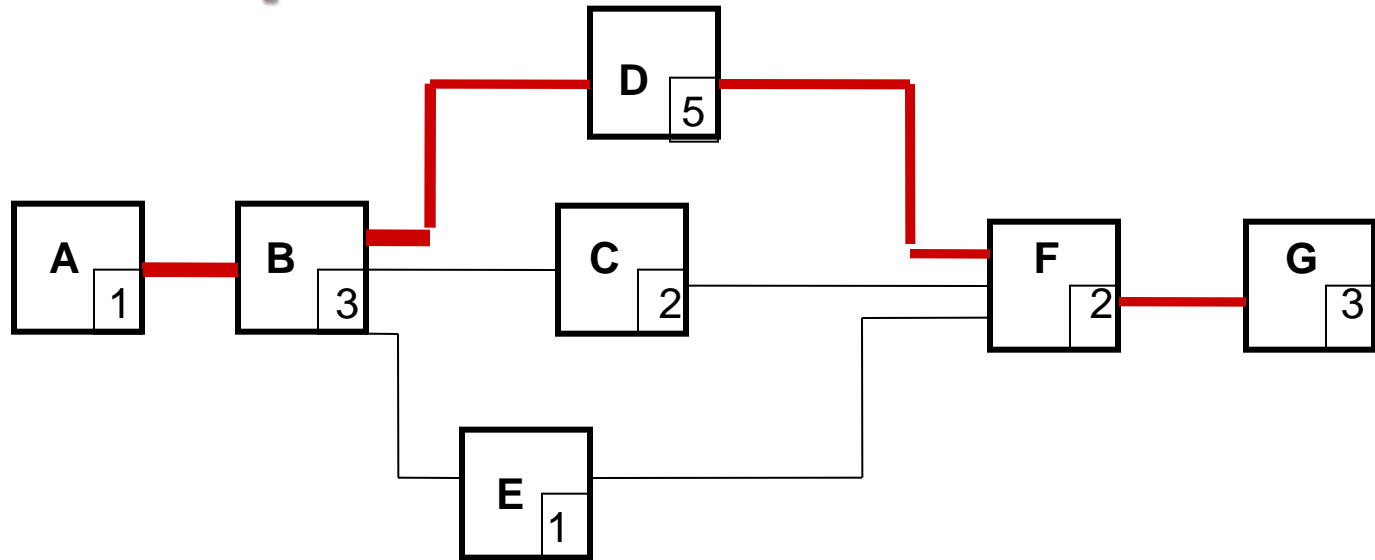
- **Diary?**
- **PERT chart?**
- **Gantt chart?**
- **Pen and paper!**

- **Assemble the activities identified in the WBS into a project network**



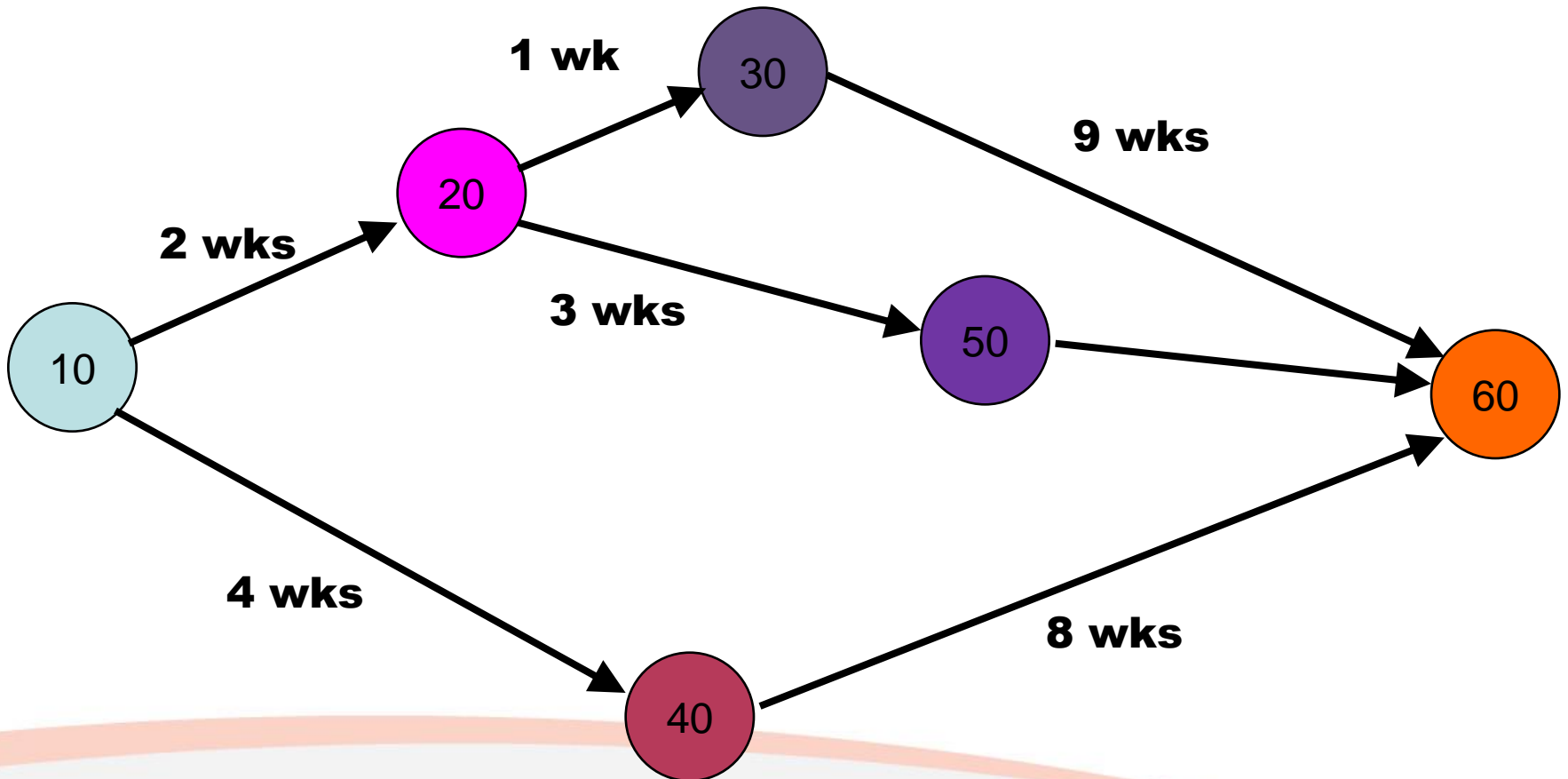
- **B can't start till A is finished**
- **C, D and E can all be happening at the same time**
- **When G is complete the project is over**

Critical path

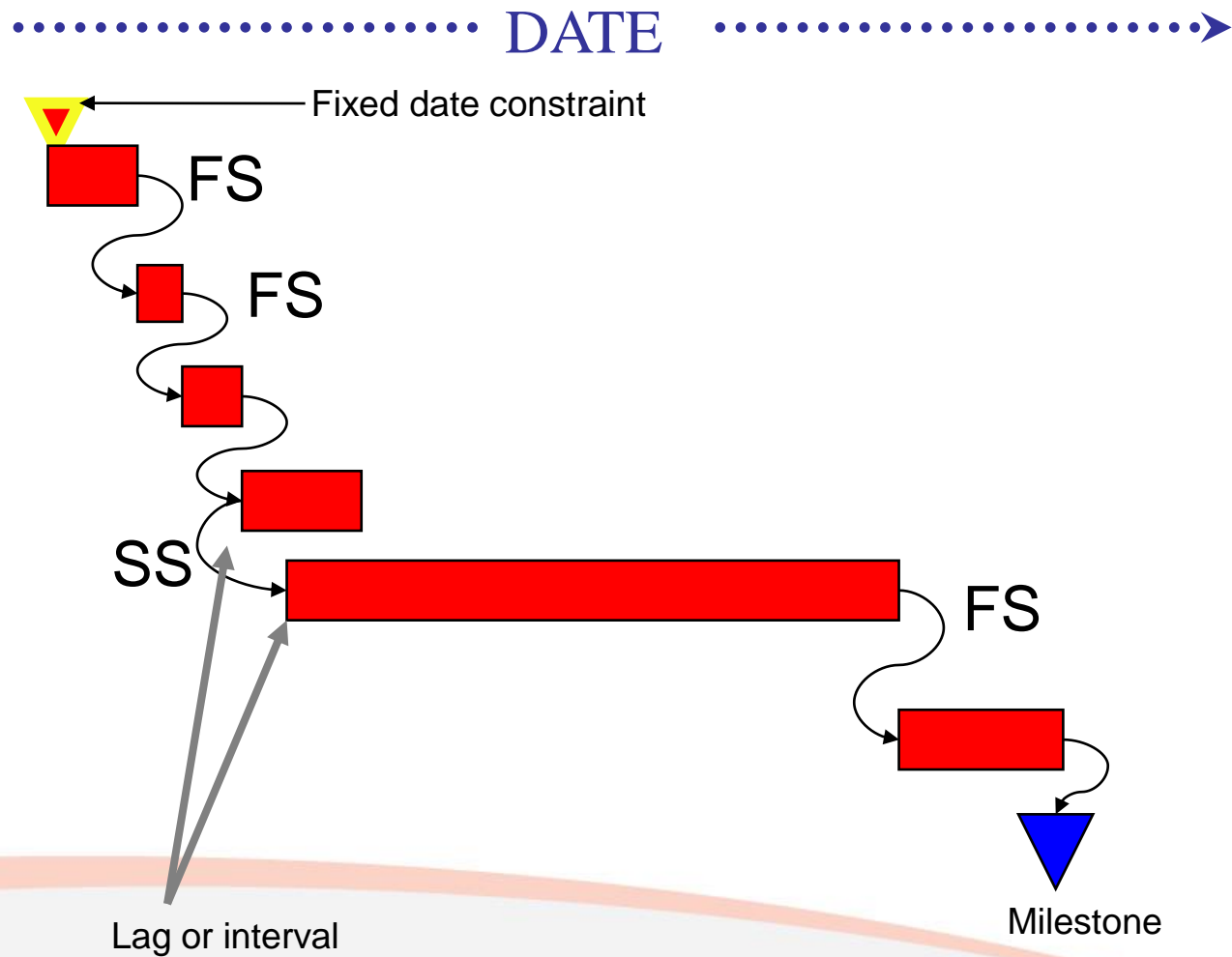


- 3 paths through the project network
- The path which takes the longest to complete is referred to as the critical path
- In this case it is **ABDFG**

PERT example



An example of a Gantt chart



Useful monitoring tools

- Research diary/Progress Reports
 - monitor progress and ideas, and note why you have made particular decisions (will help with methods chapter)
 - useful to write quarterly progress reports & identify achievements/challenges and forthcoming objectives
- Supervisions
 - important to discuss progress and project management, and record discussion/actions/outcome (email to supervisor/PI)
- Formal milestones (PGR students)
 - RD1, Progression, Annual Monitoring

A person wearing a dark suit, light blue shirt, and striped tie is holding a white rectangular sign. The sign has the text "Time for review" written on it in a bold, black, sans-serif font. The person's hands are visible at the top and bottom edges of the sign.

**Time for
review**

Not going to plan?

- **Make everybody aware of costs/implications of delays**
- **Discuss changes in plans**
- **Adding resources does not always speed things up**
- **Respond early before it is too late**
- **Remember that the plan is a plan and is not rigid -**
 - **Introduce some flexibility**
- **If the project is in crisis involve the client and stakeholders**
 - **Your supervisor / line manager**
 - **Collaborators**
 - **Colleagues**
 - **Friends**

A few lessons from my experience!

- **Be systematic – evaluate against deadlines**
- **Identify tasks which are slipping**
- **Identify areas where additional resource might help**
- **Keep critical activities on track**
- **Keep project plans updated, and always work with latest version**
- **BE HONEST with yourself and other stakeholders**

Summary



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What?

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- **defining the scope**

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Thankyou, and best of luck!