

# **Project Management Skills**

## Project Management Skills - Content

Project Management Overview.....	3
What's Covered? .....	4
Learning Objectives.....	4
The Project World.....	5
The Project Lifecycle.....	14
Steering Groups.....	20
Feasibility.....	24
Initiation.....	30
Introduction to Definition.....	43
Definition	
Products.....	50
Processes.....	60
Estimating.....	66
Scheduling.....	82
Risk Management.....	100
Bringing it All Together.....	112
Execution.....	114
Stakeholder Management.....	128
Project Closedown.....	141
Conclusion.....	143
Personal Learning Log.....	144

## Project Management – Overview

### Who is this workbook aimed at?

This workbook is aimed at providing you with the knowledge, skills and confidence to be able to work effectively as a Project Manager or as a member of a project team. It's suitable for those:

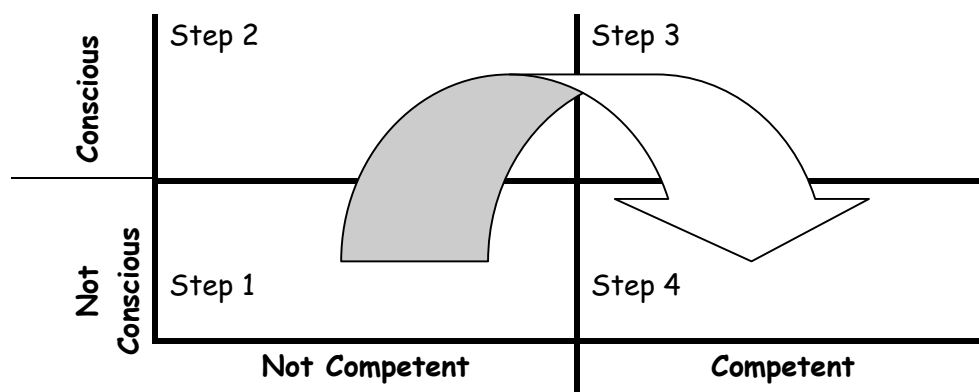
- Experienced in working within a project
- New to a Project Manager role or involvement with a project
- Interested in planning and organising a specific piece of work in a structured way

### About this workbook

The workbook provides the theory of 'Project Management' and allows you to develop your understanding by providing information and then asking you to apply the concepts you've learnt to your work through practical case study's and exercises.

- This workbook supplements the 'Leadership' workbook in this range.
- This workbook will increase your understanding and make you a more effective Project Manager.
- You are asked to read and complete the exercises in the book in order to embed your learning.

Our blend of theory and experiential learning supports the process identified by the model below. Step 1 shows a Project Manager who is not skilled and doesn't know what is expected of them, is not performing and is of little use to their team or Sponsor. By completing this workbook we will firstly increase your understanding of and then develop and embed your Project Management skills. So, as in the model, by Step 4 you are able to apply the skills without having to think about them - they just come naturally.



## Who do you contact?

If you have any questions regarding this workbook please contact a member of the Toojays Support Team by email at [info@toojays.co.uk](mailto:info@toojays.co.uk).

## How to use this workbook



The workbook provides a number of exercises for you to complete. These are highlighted by this symbol.

## Project Management - What's Covered?

The workbook covers the following topics:

- The Project Lifecycle - the basic structured approach to managing a project
- Suggested documentation procedures - for a consistent best practice approach to Project Management
- The behavioural strategies that the Project Manager should adopt to engage with key stakeholders in the project
- Case study examples to embed the key learning points

### Learning Objectives

By the end of this workbook, you will be able to:

- Understand the project environment and your role within it
- Understand the 'best practice' approach to the Project Lifecycle
- Use a variety of tools, techniques and practices to enable the effective delivery of project aims and objectives

### Terminology

The project world is rife with abbreviations and unusual terms, many of which will be used throughout this workbook. The hope is that you will gradually come to understand them, and also increase your confidence in being able to challenge people in situations when you hear jargon being used excessively!

When an acronym or piece of jargon is used in the workbook, you will find that it is explained.

## The Project World

This chapter of the workbook explains the context of projects. By the end of this chapter, you will be able to:

- List three fundamental reasons why projects should be planned in a certain way
- Give a detailed explanation of the difference between a 'project' and a 'task'
- Outline the key qualities of an effective Project Manager

The themes begun in this chapter will then be explored further throughout the rest of the workbook.

If you are reading this workbook, then it is likely that you are currently working on a project - or perhaps you are just about to be immersed into the world of Project Management for the first time.

Working on a project can be great fun and enormously rewarding. There is no better feeling in your working life, than sitting back and reflecting on a successful change that has been implemented in your organisation, and watching the benefits of that change.

Equally, project work can be incredibly frustrating; with pitfalls waiting to catch you out at every turn and challenges to make the most stalwart Project Manager cringe.

Have you ever felt that everywhere you look there is a project on the go of some sort? That every aspect of our working life seems to be impacted by a project?

But - what IS a project?



How would you define a "project"?

We define a 'project' as follows:

A 'project' is the co-ordinated activity of a team of people to achieve a business change.

The change should be predictable in terms of:

- Benefit of the result to the business
- Cost
- Quality
- Time

The key elements to this definition are that the work should be that of a number of people, and that a beneficial business change is at the heart of the reason for doing the work. If this litmus test is applied to a piece of work, it may indicate whether the work being undertaken is a 'project' as opposed to a 'task'.

Whilst a lot of the disciplines we will be discussing in this workbook can be applied to task delivery very successfully, there is often no need to go into the level of detail required of a project plan. To some extent, it is up to the individual as to whether to call the work you are doing a "project" - but as we will see later, there are certain requirements of projects that may not apply to more straightforward activities.

One of the aims of this workbook, whilst not explicit, is to allow you to gain a greater understanding of the requirements of a project and how to challenge situations where the process is being applied inappropriately or unnecessarily. We are not suggesting for one moment that you should challenge the style of management you see - only the use of the process being followed.

One of the most frequently asked questions by new participants on projects is: "why do we have to go through all these hoops to get a project going?" There are three fundamental reasons for this:

- Taking the time to plan effectively at an early stage helps to reduce problems and errors later on.
- Proper analysis of the scope of the project could lead to it not actually going ahead - if, for example, the implementation costs are predicted to be higher than the benefits likely to accrue or if an insurmountable, 'show stopping' risk is identified.
- In these days of 'value added management', we need to be able to prove to both our leaders and our shareholders the extent to which projects add value to the organisation. This can only truly be achieved by proper governance of the planning process.