WA10: Projects

4.11 Use project management skills to accomplish implementation of a complex project with significant levels of risk

- LO114 Appreciate the importance of risks in project management and handle risks in an effective way
- LO115 Demonstrate the ability to apply skills, knowledge and competencies to manage a project using relevant (software) tools.
- LO116 Demonstrate ability to apply soft skills such as, communication, interpersonal skills and leadership to the management of projects.
- LO117 Be able to apply sector specific knowledge to the planning, implementation and evaluation of projects.
- LO118 Demonstrate ability to apply financial management competencies to the efficient and effective operation of projects.
- LO119 Demonstrate ability to predict problems during a project and provide appropriate feedback as well as to generate solutions to complex issues related to the project management of a project.

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Module Details

Work Area Code:	10
Work area title:	Projects
Unit Code:	4.11
Unit Title:	Use project management skills to accomplish implementation of a complex project with significant levels of risk
Learning Outcomes Ids:	LO0114, LO115, LO116, LO117, LO118, LO119
Learning Outcomes titles:	LO114 Appreciate the importance of risks in project management and handle risks in an effective way LO115 Demonstrate the ability to apply skills, knowledge and competencies to manage a project using relevant (software) tools. LO116 Demonstrate ability to apply soft skills such as, communication, interpersonal skills and leadership to the management of projects. LO117 Be able to apply sector specific knowledge to the planning, implementation and evaluation of projects. LO118 Demonstrate ability to apply financial management competencies to the efficient and effective operation of projects. LO119 Demonstrate ability to predict problems during a project and provide appropriate feedback as well as to generate solutions to complex issues related to the project management of a project.
Recommended Duration:	9 hours
Trainer:	

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Revision: why is pm relevant?

Recent studies in the corporate environment clearly demonstrate that more than 50% of employees undertake tasks that require knowledge and skills in Project Management.

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Revision: What is a project?

- A defined sequence of events with a predetermined starting and ending point
- A project is a temporary venture aimed at creating a unique product or service.
- Temporary: Each project has a fixed ending point (duration)
- Unique: the product or service produced by the project is distinctive, different than all other similar products and services available.

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Revision: What is a project?

Project is the endeavor in which human resources, machinery, funds and raw materials are organized in a novel way, towards the aim of undertaking a specific task, with given specifications, and explicit cost and time constraints, in order to produce a beneficial change, which is clearly defined through quantitative and qualitative methods.

Organizing tasks towards the achievement of a predefined goal, which requires resources, effort and coordination in a design!

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Revision: Basic principles of project management

- Adopt a step-by-step approach
- Take small and cheap decisions early
- Provide a clear definition of the project objectives
- Decide on measurable goals
- Clarify roles and responsibilities
- Adopt Simple procedures for decision-making and communication

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What is a project risk? Definition*

* Wiley et al. Project Management for Instructional Designers

Risk is the possibility of loss or injury.
Project risk is an uncertain event or condition that, if it occurs, has an effect on at least one project objective.

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There is absolutely no way to eliminate risks, thus we have to learn how to deal with them

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What is the remedy?

RISK MANAGEMENT!

Risk management focuses on identifying and assessing the risks to the project and managing those risks to minimize their impact on the project. Risk management is **not** about eliminating risk but about identifying, assessing, and managing risk.

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Managing risks effectively

- a process that includes risk assessment and a mitigation strategy.
  - *Risk assessment* includes the identification of potential risk and the evaluation of the potential impact of the risk
  - A ***risk mitigation plan*** is designed to eliminate or minimize the impact of the ***risk events***—occurrences that have a negative impact on the project.
  - Identifying risk, at an initial stage, includes brainstorming sessions where the team is asked to create a list of everything that could go wrong.

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Identifying Risks

- 1st Method: Lessons learned
  - checklists based on experience from past projects
- 2nd Method: Identifying the sources of risk by category. Possible categories:
  - Technical
  - Cost
  - Schedule
  - Client
  - Contractual
  - Weather
  - Financial
  - Political
  - Environmental
  - People:
    - skills needed not found
    - People unavailable
    - Resignation or termination in the middle of the project
    - Death or illness
    - Etc.

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Identifying Risks, RBS

A risk breakdown structure (RBS) organizes the risks that have been identified into categories using a table with increasing levels of detail to the right.

Lvl. 1	Lvl .2	Lvl. 3
Focus group with stakeholders	Contact stakeholders	Stakeholders not interested
		Stakeholders not available
	Book venue	Suitable venues fully booked
		Wrong choice of snacks for the coffee break
		Stakeholders have allergies or different preferences
	Develop schedule	Wrong estimation for each session
		Non practical approach

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Methodological tool

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Can you identify the risk?

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Evaluating Risks

- Not all risks are equal.
- After identifying risks, we will have to evaluate them based on:
  - Likelihood
  - Potential cost/impact

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How to Evaluate Risks?

- Having criteria for both:
  - Likeliness to occur
  - Potential cost
- GOAL: To understand which potential risks:
  - have the greatest possibility of occurring
  - can have the greatest negative impact on the project.

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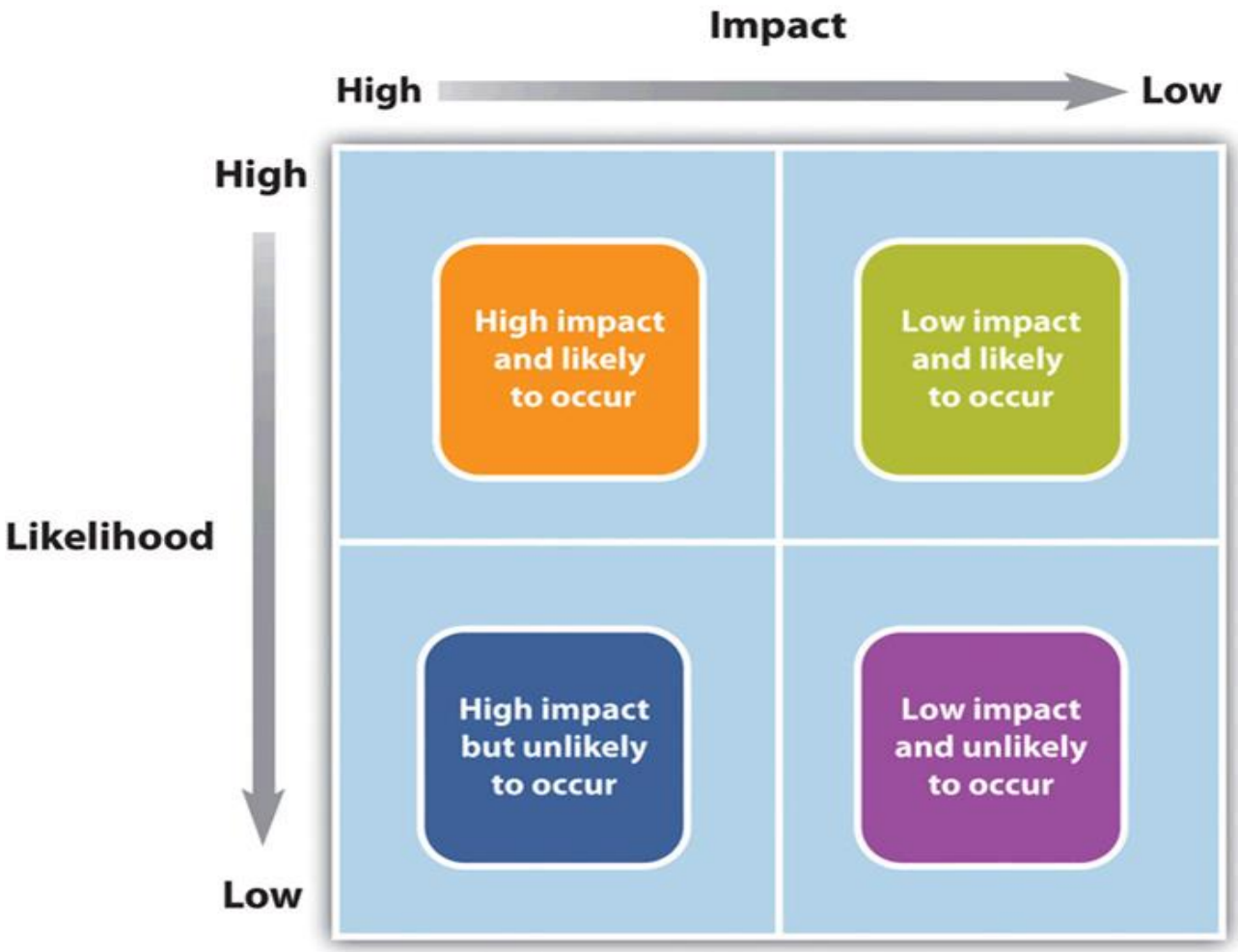
How to Evaluate Risks?



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Mitigating Risks

- Development of a risk mitigation plan, which is a plan to **reduce** the impact of a risk.
- The risk mitigation plan describes the risk mitigation approach for each identified risk event and the actions to be made in order to reduce or eliminate the risk.

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Risk Mitigation techniques: Avoidance

- ***Risk avoidance*** refers to the development of an alternative strategy with a higher probability of success
- It usually comes at a higher cost
- E.g. using expensive software instead of open – source, free software for statistical analyses (R), because our staff is familiar with the former

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Risk Mitigation techniques: Risk Sharing

- Partnering with others to share responsibility for the risk activities.
- If the risk event occurs, the partnering company absorbs some or all of the negative impact of the event.

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Risk Mitigation techniques: Risk Reduction

- an investment of funds to reduce the risk on a project.
- E.g. hiring an expert
- Assigning highly skilled project personnel to manage the high-risk activities is another risk reduction method.

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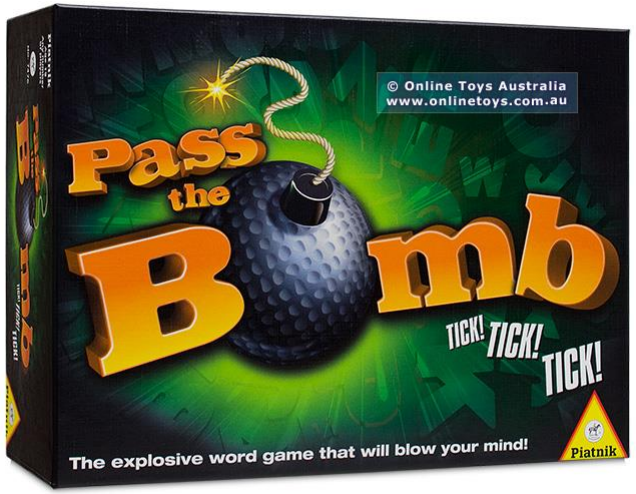
Risk Mitigation techniques: Risk Transfer

- a risk reduction method that shifts the risk from the project to another party.
- E.g. insurance so that the risk is transferred from the project to the insurance company.
- E.g. 2: subcontracting



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Documenting risks: Best practices*

https://lokesh12.wordpress.com/2012/12/14/4-best-practices-for-documenting-project-risks/

Hypothetical project risks:

ID	Risk Description
R01	Web developers might quit prior to project completion
R02	Project funding not available
R03	Client not available to resolve queries

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Documenting risks: Best practices*

https://lokesh12.wordpress.com/2012/12/14/4-best-practices-for-documenting-project-risks/

1. Use a more suitable language:

ID	Risk Description
R01	Due to high demand for web developers, they might leave the project prior to its completion. This will lead to delay in project completion.
R02	Due to cost reduction directive from top management, Project may be denied further funding, which will lead to scope reduction and/or early project termination.
R03	Due to client sponsor's busy schedule and frequent travel, he/she may not be available to resolve project queries, leading to delays in completing the requirements specifications.

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Documenting risks: Best practices*

https://lokesh12.wordpress.com/2012/12/14/4-best-practices-for-documenting-project-risks/

2. Describe the impact:

ID	Risk Description
R01	Due to high demand of web developers, they might leave the project prior to its completion. This will lead to delay in project completion ***by 2 months.***

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Documenting risks: Best practices*

https://lokesh12.wordpress.com/2012/12/14/4-best-practices-for-documenting-project-risks/

3. Assess different perspectives:

ID	Risk Description
R01	Due to high demand of web developers, they might leave the project prior to its completion. This will lead to delay in project completion by 2 months, budget overrun by $25,000 and loss of knowledge of XYZ application.

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Documenting risks: Best practices*

https://lokesh12.wordpress.com/2012/12/14/4-best-practices-for-documenting-project-risks/

4. Improve risk register:

Risk Identification				
#	Risk Category	Cause	Risk Event	Effect
01	Resource	High demand of web developers	Web developers might leave the project prior to its completion	Project completion will be delayed by 2 months, budget overrun by $25,000 and loss of knowledge of XYZ application

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Contingency planning

- alternative methods for accomplishing a project goal when a risk event has been identified.
- E.g. The risk of a farmers' road block in Larissa may be mitigated with a contingency plan that uses a train to transport the needed equipment for the project.
- Contingency funds are set aside to address unforeseen events that cause the project costs to increase.

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Project management IT tools

- There are many IT tools for project management and many of them are free, online-based tools.
- The one we are going to focus on is Trello

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What is Trello according to its “dad”

https://www.youtube.com/watch?v=aaDf1RqeLfo

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What is Trello?

- Trello is an online corkboard.
- You use it to organize "cards" into lists
- cards can be tasks, notes, projects, shared files, or anything else
- Trello is a great tool to **replace your team's use of email and chat** for task-based communication.

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What can we use it for?

- Trello is a project management tool
- If you have to handle a team workflow, you can use it in any area of your business
- It is online and collaborative, thus it offers itself for teams that are disperse
- it can be used for pretty much any **productivity or time management strategy**.

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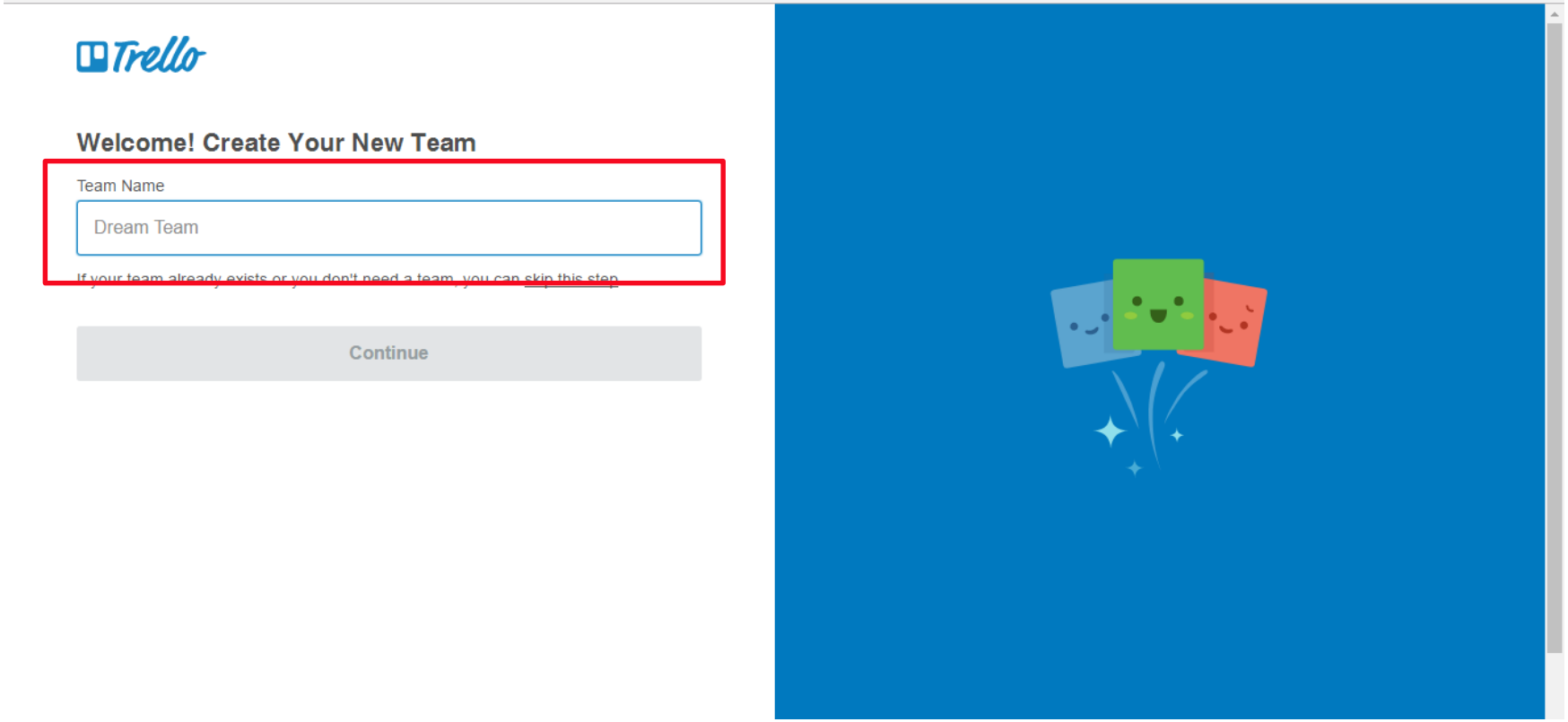
Trello step-by-step: Teams

Once you create your free Trello account (or log in with your Google account), you will be greeted with this screen:



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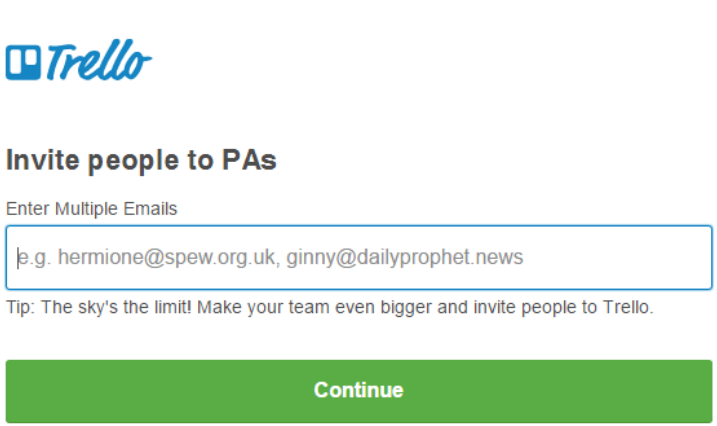
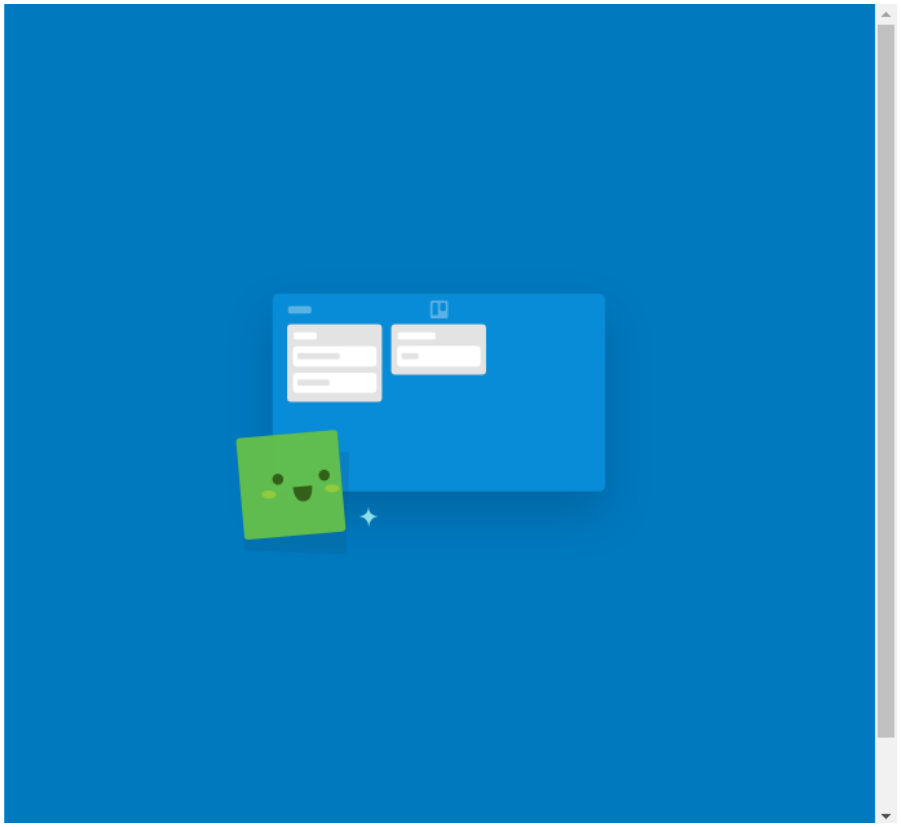
Trello step-by-step: people

Once you have named your team, it's time to invite people





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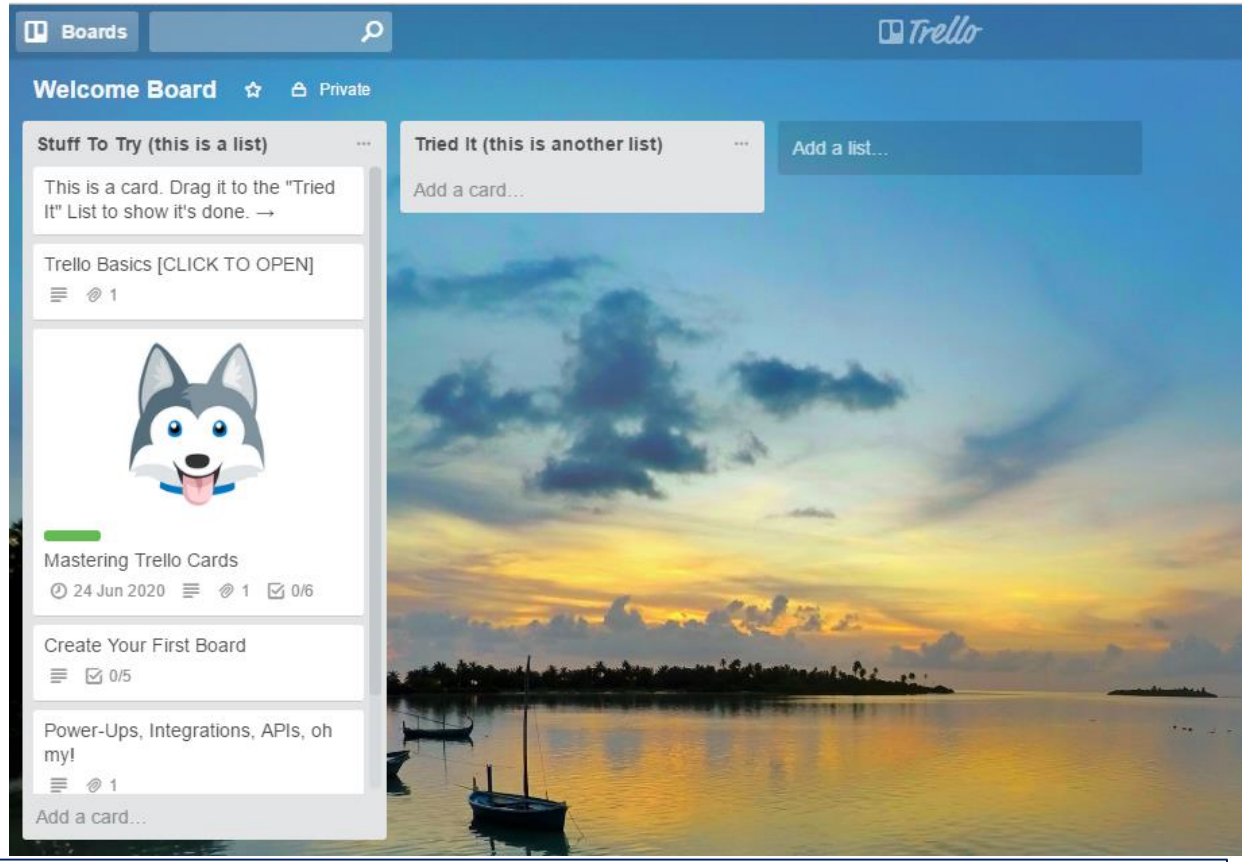
Trello step-by-step: boards

Trello works using "boards", where each board is similar to a single project you're working on, either on your own or with others. It starts you off with a *Welcome Board* that looks like this:



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Trello step-by-step: boards

- the Board is the main working unit. It looks and feels like a whiteboard where you manage your work with sticky notes.
- Write new ones, move them around (drag and drop), and archive old ones.
- Boards can be dedicated to the **whole workflow** of a team or **separate activities** within it.
- they can focus on a **single project or event**.
- You can add members to any board.
- Boards can be private or public, and you can identify them with a star to bookmark them as important.

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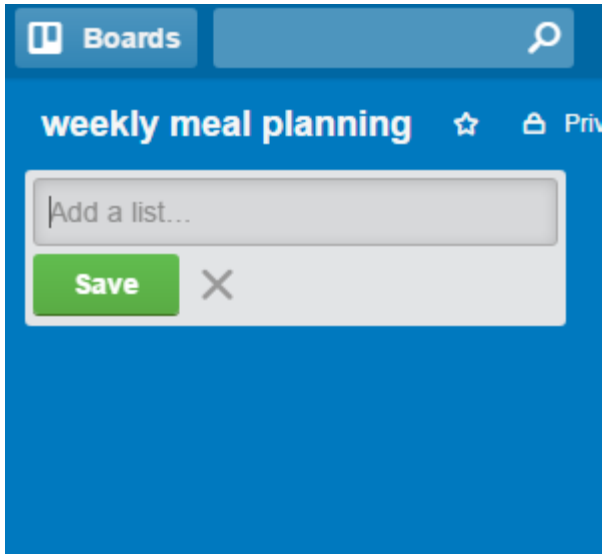
Trello step-by-step: lists

- Lists are the classifiers of your activities within a Board.
- There are numerous ways to go about using Lists.
- your lists hold your to-dos, in-progress tasks, and things you've finished.
- Each list can represent any way of grouping tasks that makes sense for your work.
- This can be their subject area, priority level, responsible person, or other classifying criteria.



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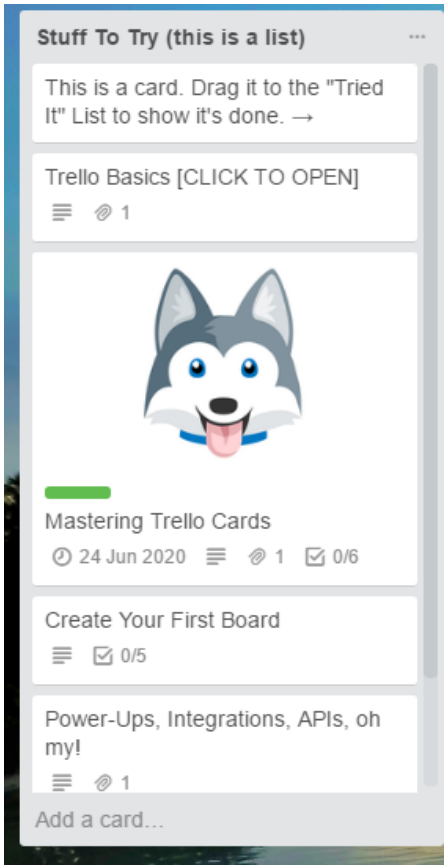
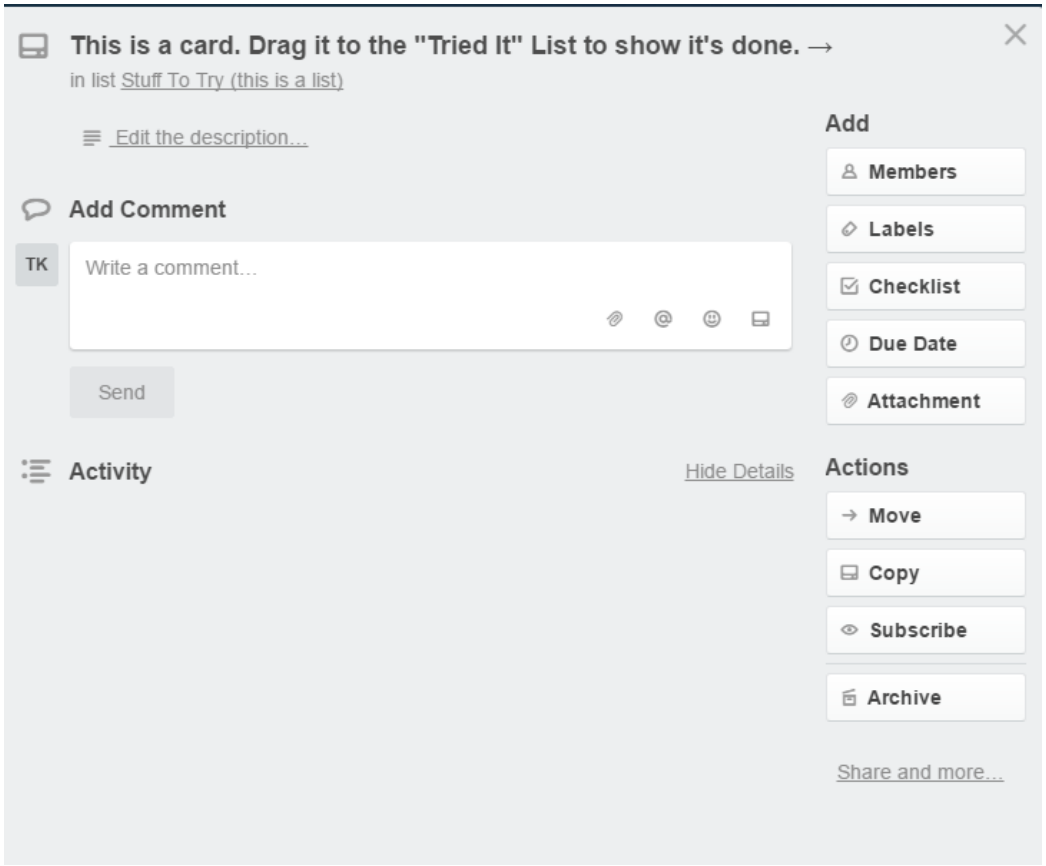
Trello step-by-step: cards

the board is divided into stacks of “cards”.





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Trello step-by-step: cards

- Cards are flexible and allow you to include **descriptions**, **attachments**, **subtasks or checklists**, **due dates and times**, **assignees**, and **labels**.
- A card typically represents a single task in your workflow.
- You can **upload images and files** from your device, or from Google Drive, Dropbox, Box, or OneDrive.
- with a click-and-drag, cards can be moved from one list to another.
- they allow people to talk about the task at hand. You can **mention team members** in a comment by typing "@" and their username.

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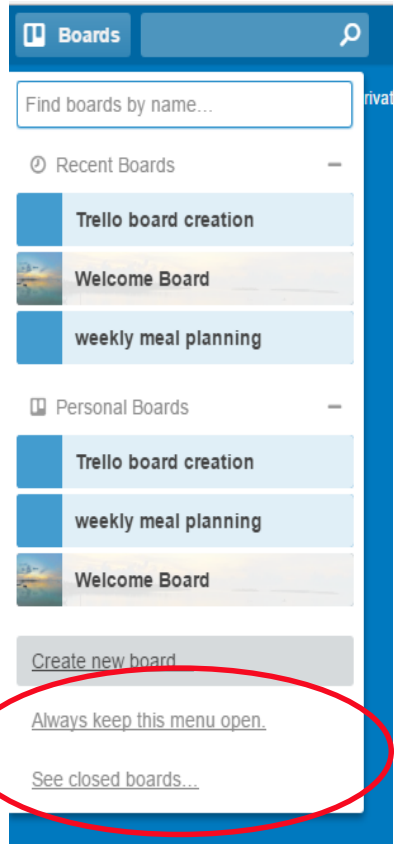
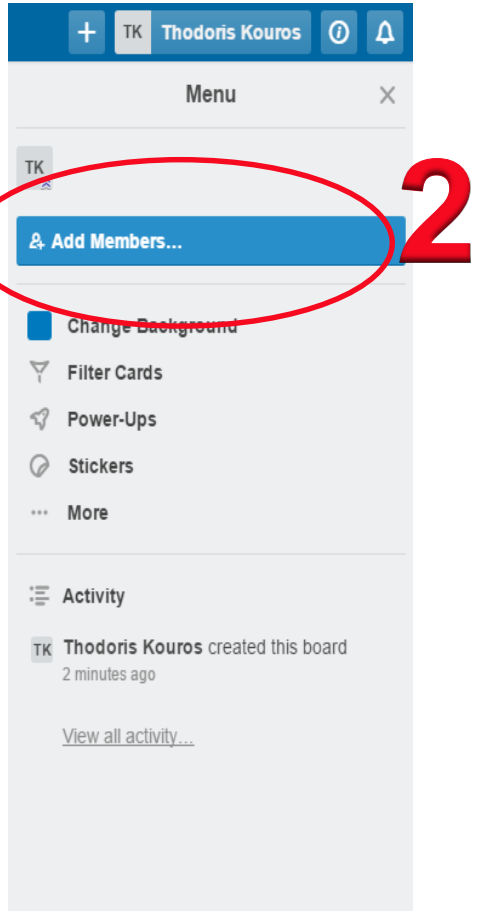
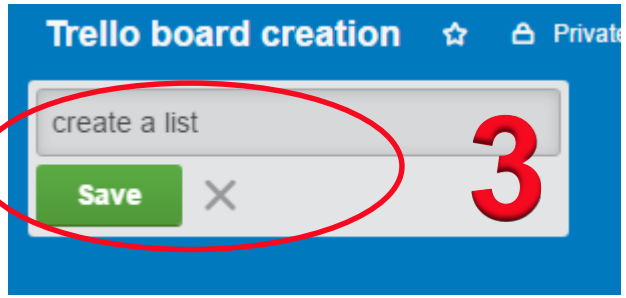
Let's set up a project on trello







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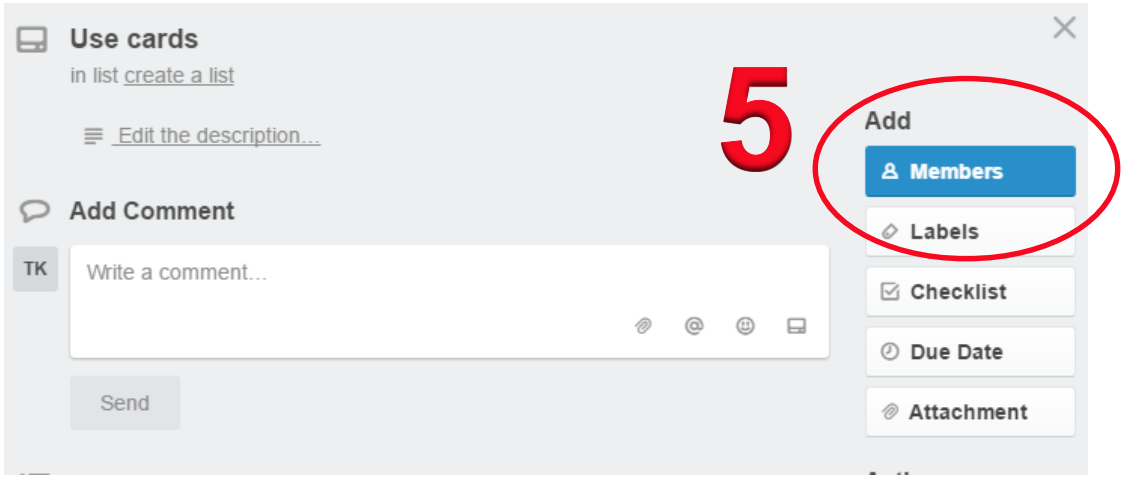

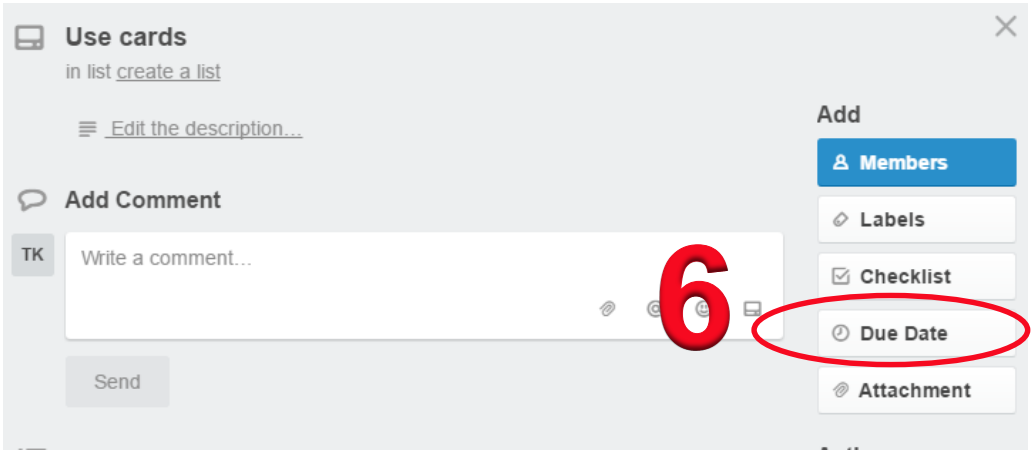

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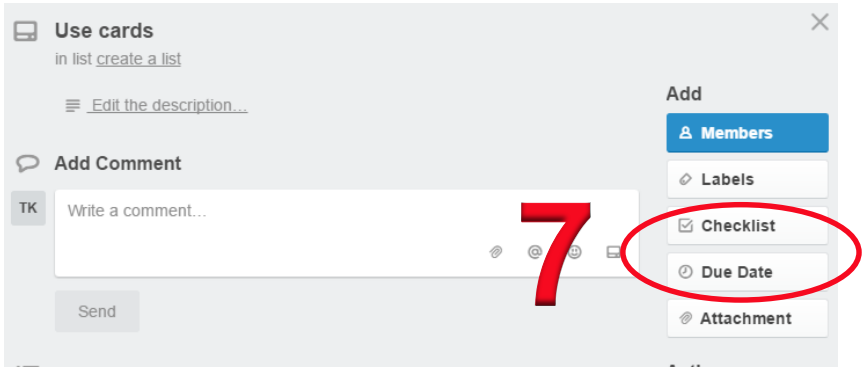
Let's set up a project on trello



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Methodological tool

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Create a trello board!

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Project management

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Project management skills overview

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Professionalism
Leadership & Management Skills
Goals & Vision
Strategy & Planning
Analytical Approach
People Skills
Environment Awareness

Project Skills
Structured Methodologies & Procedures
Broad Methodology
Emphasize Project & People Management
Measure Project Risk
Formally Communicate
Manage Project Change
Evaluate Successes & Failures

Effective Project Manager

Background
Experience
Education

Character
Honesty
Desire to Lead
Service Attitude
Intelligence
Self-Confidence
Drive Emotional Stability

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The role of the project manager

- Forecasting, Budgeting and Planning
- Organising the Group
- Updating and Communicating
- Applying Command and Control Tools
- Managing and Coordinating
- Implementing changes

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- Have you ever participated in or managed a project team?
  - What are the must-have skills of a pm?
  - Prioritise the skills identified

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What are the most necessary skills?

1. Analytical skills
2. Communication
3. Leadership
4. Team management
5. Negotiation
6. Risk management
7. Critical thinking
8. Planning skills
9. Time management skills
10. Empathy

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Analytical skills

abilities that contribute to a strong analytical capability:

- Break Down Problems. Analytical skills help to break down problems into smaller parts which are easier to solve.
- Gathering & Evaluating Information.
- Managing Information Effectively.
- Generate Alternatives & Solutions.
- Comprehend Difficult Reading Material.

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1. Empathy

- Empathy is the most important skill for any frontline role
- In project management, both the customer and the project team have to be treated with empathy
  - We have to be able to walk with the customer's shoes in order to deliver high quality
  - And with the project team's shoes in order to motivate them and understand their point of view

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2. Communication

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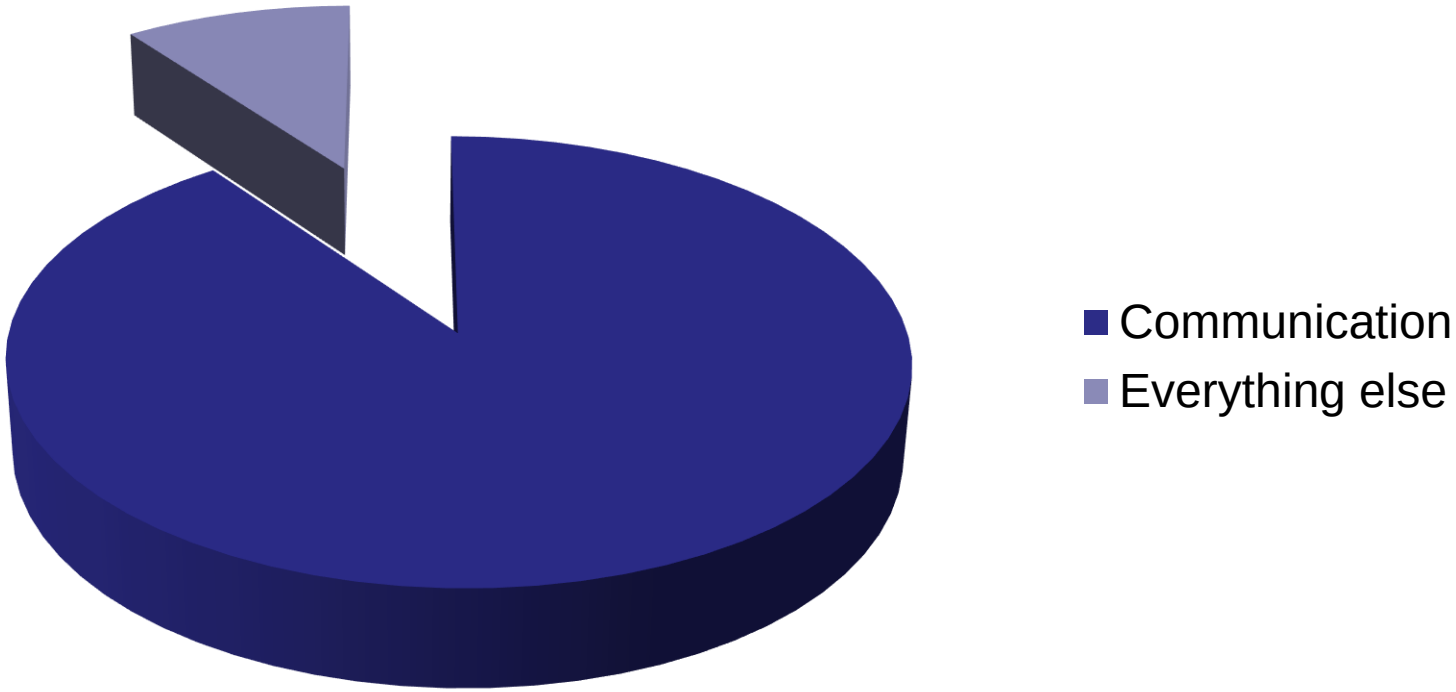
90% of a project manager's time is spent communicating



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2. Communication, cont.

- Presentation skills
- Relationships
- Effective communication
  - Mutual understanding
  - Make sure you always choose the right channel

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PROJECTS ARE UNDERTAKEN BY TEAMS!

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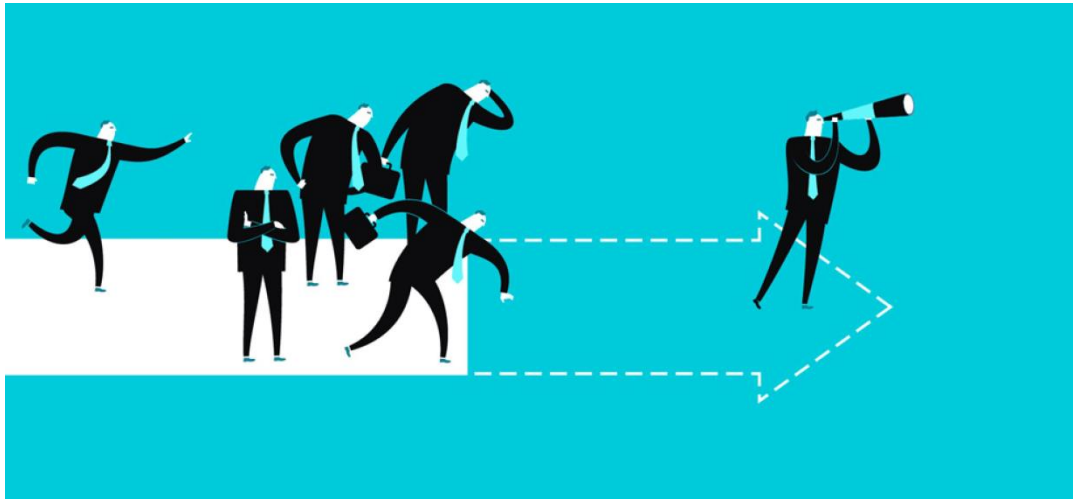
3. Leadership, cont.

- A successful project manager has to be a leader, to lead the team
- To inspire others
- To set the vision
- To motivate team members



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Methodological tool

EUROPEAN PERSONAL ASSISTANT LEVEL 4

Leader material video

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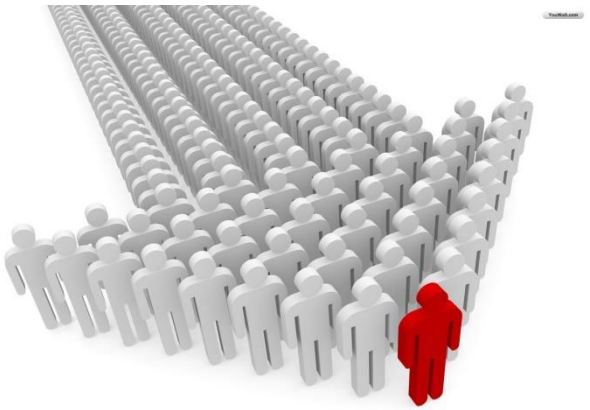
4. Team management

- Manage a team:
  - Strategically
  - Operationally
- administering and coordinating groups of individuals by:
  - promoting teamwork,
  - delegating tasks,
  - resolving conflict,
  - setting goals,
  - evaluating performance.



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Team management vs. leadership

"Leadership is about inspiring others to walk with you; team management makes sure your team has the right shoes"

Cesar Abeid

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5. Negotiation

- "Knowing how to negotiate well so that all parties are satisfied is a key skill for the successful project manager." (Cesar Abeid)
- Finding win – win situations, middle ground by:
  - understand relationships
  - stakeholders' interests,
  - identifying what is needed to move our projects forward

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6. Risk management

- Project managers are always an easy target when projects don't go to plan
- "The project management risk management skill to master is the ability to identify risks well before they become issues, and come up with effective mitigation plans so that the risk of them ever becoming issues is nullified" (Ben Aston)

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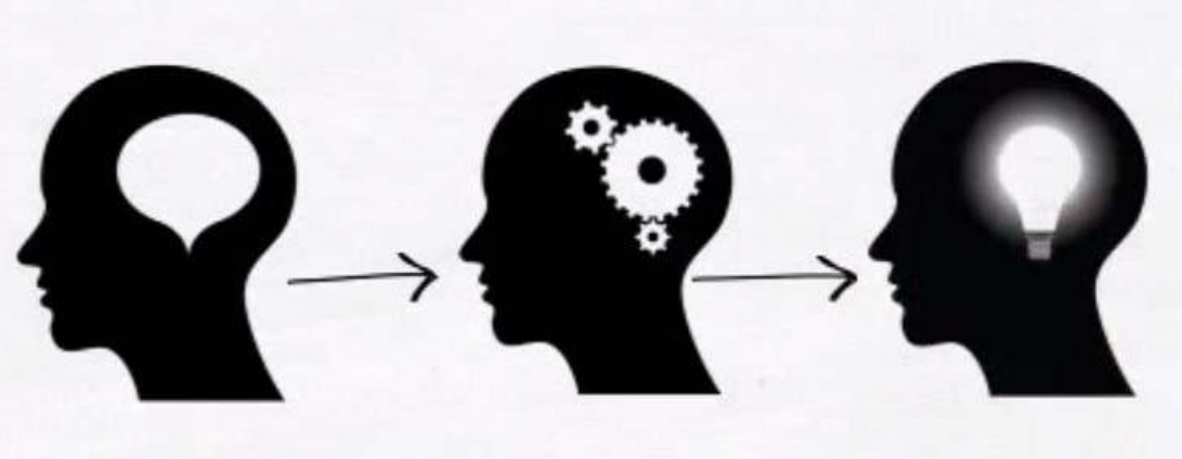
7. Critical thinking

- The process of breaking down what you know and information you have, and then evaluating and critically analyzing it in order to make an informed decision without bias.
- Critical thinking is a catalyst to decision making.
- It helps in weighing up the pros and cons of solutions to problems



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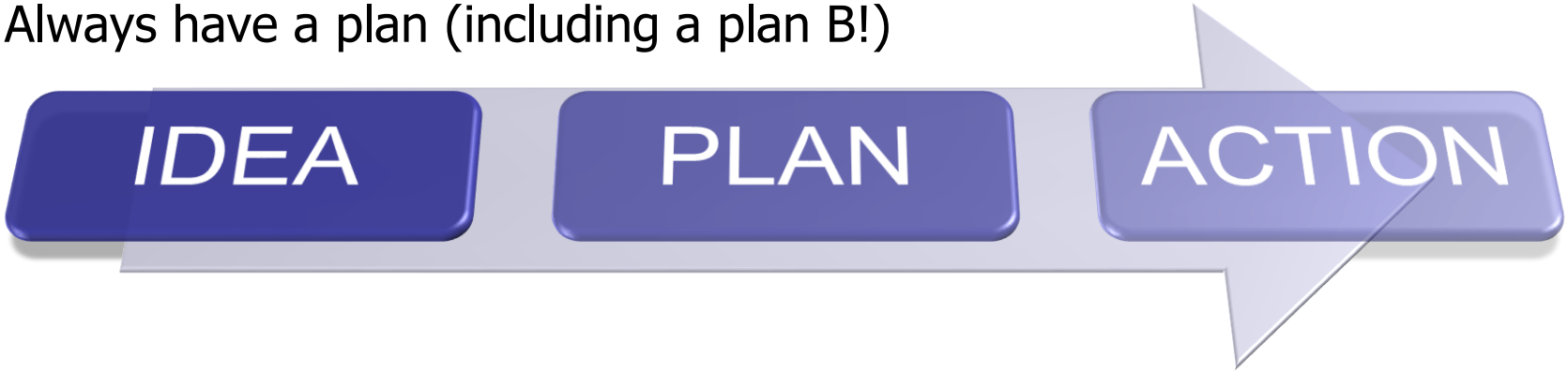
8. Planning skills

- Also called scheduling, is:
- "Our ability to organize tasks in the right order, to hit the right outcome at the right time"
- **plan "to the extent that you're always ten steps ahead and always know 'what's next'" (Ben Aston)**
- Not only for the good, but also for the bad (risk planning)
- Always have a plan (including a plan B!)



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9. Time management skills

- Doing the right thing at the right time
- Planning ahead
- Allocating sufficient time to each task
- Planning tasks
- Creating effective and feasible timetables (Gantt Charts)
- Being flexible and open to last-minute changes

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Conflict resolution skills

3 types of conflict:

- **Personal or relational conflicts** are usually about identity or self-image, or important aspects of a relationship such as loyalty, breach of confidence, betrayal or lack of respect.
- **Instrumental conflicts** are about goals, structures, procedures and means
- **Conflicts of interest** concern the ways in which the means of achieving goals are distributed, such as time, money, space and staff.

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Conflict resolution skills

- Assertiveness
- Active listening
- Empathy

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Sector-specific knowledge

- One of the most important project management skills
- Sometimes called “subject matter expertise”

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Sector-specific knowledge

- Project management is considered to be an established pan-sector discipline
- The question is: Does a project manager need technical, sector-specific knowledge?

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Sector-specific knowledge

- Sector specific knowledge can be gained:
  - By performing a business or technical role before becoming a project manager
  - By managing projects in a certain sector

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Sector-specific knowledge: Do we need it?

EVEN THOUGH…

- There is a common basis for all projects
- Project management is one of the most portable skill sets

- Applying ourselves to the area of our expertise is wise.
- Knowing the sector is an ADVANTAGE

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Why do we need to know enough about the products/services related to the project?

- In order to hold informed and intelligent conversations with
  - customers
  - stakeholders
  - suppliers
  - functional leaders within the organization

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Why do we need to know enough about the products/services related to the project?

- In order to be able to plan feasibly and allocate for each task:
  - Responsibilities (who?)
  - Time (How long?)
  - Resources (How much? How many?)

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Why do we need to know enough about the products/services related to the project?

BECAUSE:

- What is being discussed is understood
- Issues about what is or isn't possible and realistic are rapidly appreciated
- Knowledgeable discussions are possible about the issues to hand with sector specific input
- It is possible to make decisions with some confidence
- Previous experience can help identify the type of risks that arise, how to manage them etc.

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Why we don't need to know enough about the products/services related to the project?

BECAUSE:

- Sometimes the best technical experts make very poor project managers. Technicians can be focused on the technical aspects of a problem while many believe that 90%+ of project management is focused on people or satisfying stakeholders.

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Sector-specific knowledge: How to acquire it

- Be great listeners!
- Conversations and relationships with customers, leaders, stakeholders and suppliers can teach us many things about the project products and processes
- Think of these conversations and relationships as opportunities to learn from the best!

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Sector-specific knowledge: How to acquire it

- These learnings are valuable, as they will eventually help you:
  - Make the right decisions
  - Manage time and resources more effectively
  - Manage the project in general more effectively
  - Evaluate outcomes, products and deliverables

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Sector-specific knowledge: How to acquire it

- Do some research!
  - Focus on elements of the sector related to the project objectives
  - Make sure you have achieved a satisfactory level of knowledge before planning the project
  - Set up Google alerts for your topics of interest

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Sector-specific knowledge: How to acquire it, 2

- Bookmark a few industry blogs, websites and forums
- Create a LinkedIn profile and a business Twitter account, and follow other business accounts in the industry

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Sector-specific knowledge: How to acquire it, 3

- Find a mentor.
  - formally (mentorship scheme)
  - Informally (as a relationship with a colleague)
  - Consider what you can offer a mentor in return for advice (skills s/he lacks, etc.)

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Sector-specific knowledge in planning

- While planning a project, sector specific knowledge is important, because:
  - It helps us understand the scope
  - It helps identify the relevant stakeholders
  - We can allocate time and resources to each task in a feasible way
    - Think of a pa planning a construction project or a civil engineer planning a conference
  - We can conceptualize the expected products/outcomes in a better way

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Sector-specific knowledge in planning, cont.

- We can limit the unknown risks, since we will be in a better position to identify the known ones
- We can come up with a better contingency plan, since we will know what are the alternatives
- We will be in a better position to predict what could go wrong and to avoid some risks

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Sector-specific knowledge in implementation

- While implementing a project, sector specific knowledge is important, because:
  - We can handle unexpected problems and issues more effectively
  - We can show empathy and walk in other people's shoes more easily, including:
    - Team members
    - Stakeholders
  - Conversations and meeting concerning the products/outcomes of the project can be more meaningful
  - We can re allocate time and resources, if needed, more effectively

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Sector-specific knowledge in evaluation

- While evaluating a project's results, sector specific knowledge is important, because:
  - We can assess the quality of the products/outcomes more effectively
  - We can assess the time and resource consumption more effectively and reflect on the budget
  - We can understand feedback better, from:
    - Team members
    - Customers
    - Stakeholders

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Methodological tool

EUROPEAN PERSONAL ASSISTANT LEVEL 4

Hypothetical projects and the importance of sector-specific knowledge

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Financial project management

Project Financial Management includes the processes to acquire and manage the financial resources for the project and, compared to cost management, is more concerned with revenue sources and monitoring net cash flows for the construction project than with managing day-to-day costs. (PMBOK Guide® Fifth Edition)

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Skills required for financial project management

- Teamwork
- Technical skills related to financial management
- Time management
- Organisational skills
- Attention to detail
- Leadership
- IT skills
- Financial planning skills
- Knowledge area

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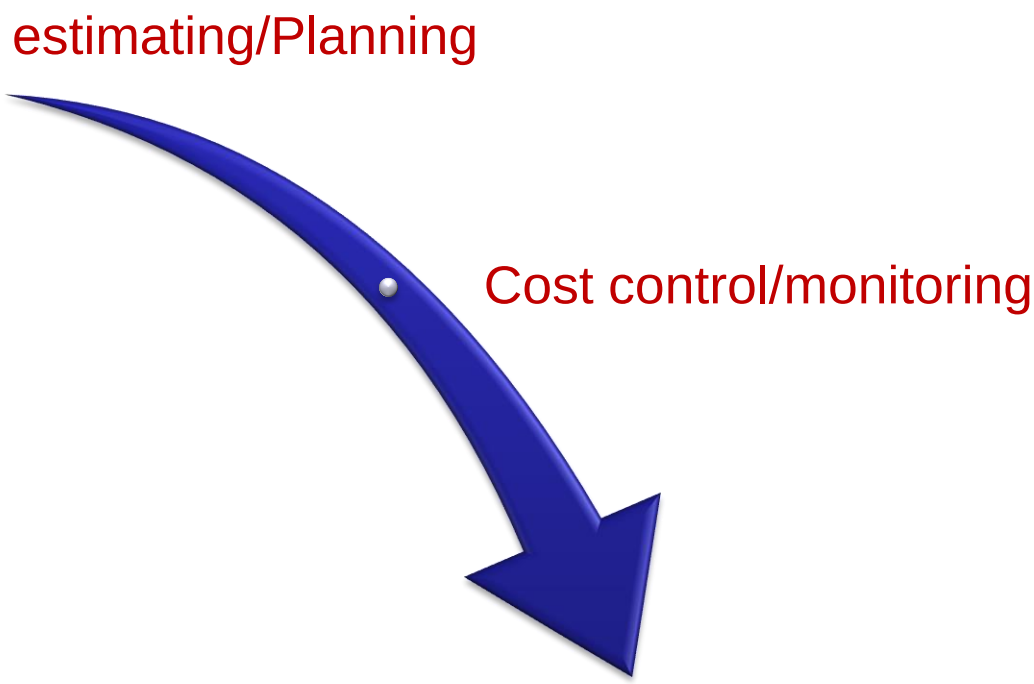
The proccess



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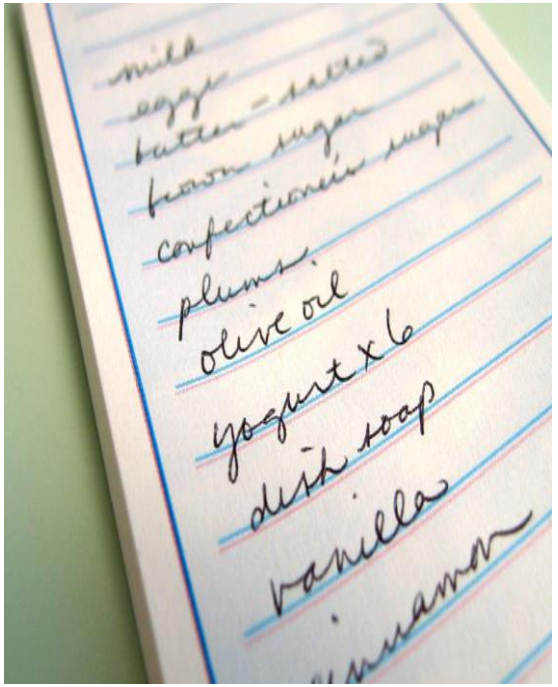
Creating a project financial plan, step 1

- **List the Financial Expenses**
  - **identify all of the types of expenses that are likely to be incurred throughout the Project Lifecycle.**
  - **Typically, most projects spend the majority of their budget on:**
    - purchasing,
    - leasing,
    - renting
    - contracting the resources to the project (e.g. labor, equipment and materials).



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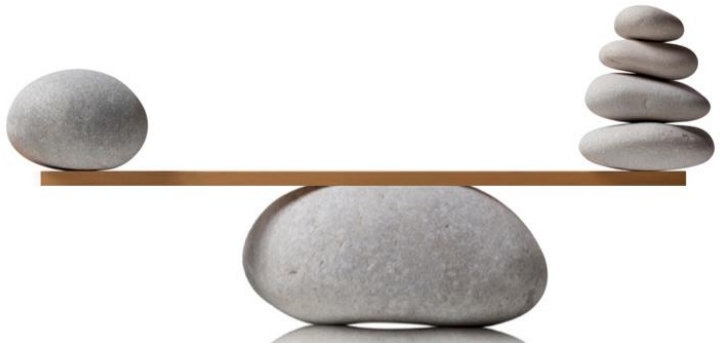
Creating a project financial plan, step 2

- **Quantify the Financial Expenses**
  - forecast the **unit cost** of each expense type.
  - The unit cost is simply the cost of a single unit of a particular expense item.
  - For instance, the unit cost for labor may be calculated as the cost per hour, supplied equipment may be calculated as the rental cost per day, etc.
  - calculate the total amount of each expense item needed to undertake the project.



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Creating a project financial plan, step 3

- **Construct an Expense Schedule**
  - create an Expense Schedule, build a table which lists all of the expense types down the left hand side of page, and all of the weeks in the year across the page.
  - Then identify for each week and for each expense type, the amount of financial expenditure to budget.
  - Once complete, you can sum up all of the expenses for any particular week to gain a weekly budget for the entire project.

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Project Cost Estimating

- The process involves developing an approximate cost calculation for each planned action
- We need to take into account the various causes / risks that can cause changes
- Various alternatives such as higher cost in the design phase may mean lower execution costs

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Project Cost Estimating

- All costs involved in the implementation of the action are calculated, for example:
  - Quality related activities
  - Efforts to control risks
  - Management costs
  - Costs that are directly related to the project such as office supplies
  - Overheads

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Analogous Estimate

- An estimate that is based on other project estimates is an ***analogous estimate***.
- If a similar project cost a certain amount, then it is reasonable to assume that the current project will cost about the same.
- The selection of projects that are similar and the amount of adjustment needed is up to the judgment of the person who makes the estimate.

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Estimating costs, 2

Parametric Estimate

- If the project consists of activities that are common to many other projects, average costs are available per unit
- ***Parameters*** are measurable factors that can be used in an equation to calculate a result.
- Estimates that are calculated by multiplying measured parameters by cost-per-unit values are ***parametric estimates***.

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Budgeting and cost control

- Budgeting and cost control comprise the estimation of costs, the setting of an agreed budget, and management of actual and forecast costs against that budget.
- Initial cost estimates can be analogous or parametric.

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Budgeting and cost control, 2

The three major components of a budget are:

- the base cost estimate;
- contingency;
- management reserve.

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Budgeting and cost control, 3

The base cost estimate is made up of known costs such as:

- resourcing (e.g. staff costs or consultants' fees)
- accommodation
- consumables (e.g. power or IT supplies)
- expenses (e.g. travel and subsistence)
- capital items.

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Budgeting and cost control, 4

Costs have four possible attributes. They may be direct, indirect, fixed or variable:

- direct costs are exclusive to the project. They include resources directly involved in delivering and managing the work;
- indirect costs include overheads and other charges that may be shared out across multiple activities or different departments;
- fixed costs remain the same regardless of how much output is achieved, such as the purchase of an item of plant or machinery;
- variable costs, such as salaries, fluctuate depending on how much resource is used.

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Budgeting and cost control, 5

- Contingency reserve is money set aside for responding to identified risks.
- A management reserve covers things that could not have been foreseen, such as changes to the scope of the work or unidentified risks.
- The more uncertainty there is, the more management reserve is required

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Monitoring, 1

The normal payment process means that three types of costs must be tracked:

- committed costs – these reflect confirmed orders for future provision of goods and/or services;
- accruals – work partially or fully completed for which payment will be due;
- actual costs – money that has been paid.

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Monitoring, 2

During the implementation of the project, the person in charge for financial monitoring, has to make sure that:

- **The project is not over budget**
  - **Avoid this risk by** submitting financial reports on a regular basis which are monitored against the budget.
- **Actual costs are monitored regularly against the budget**

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Monitoring, tools and tips

During the implementation of the project, the person in charge for financial monitoring, has to make sure that:

- **The project is not over budget**
  - **Avoid this risk by** submitting financial reports on a regular basis which are monitored against the budget.
- **Actual costs are monitored regularly against the budget**

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In a nutshell

To create a project budget:

- **Use the task list!**
- **Estimate each component**
- **Add estimates together**
- **Add contigency, taxes, etc.**

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Methodological tool

EUROPEAN PERSONAL ASSISTANT LEVEL 4

Creating a budget

EUPA_LO_118_M_001

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Common project problems

1. **Poor Planning**
2. **Lack of Leadership**
3. **People Problems**
4. **Vague/Changing Requirements**
5. **Lifecycle Problems**
6. **Inefficient Communication Process**
7. **Inadequate Funding**
8. **Stakeholder Approval**
9. **Schedule absence**
10. **Missed Deadlines**

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Impact of problem within the project lifecycle

- Increased costs
- Late delivery
- Quality of delivery
- Decreased trust (in and out)
- Competition
- Delay in the time schedule
- Conflict
- Frustration

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Common project problems

1. **Poor Planning** may include:

- Activities take more time than planned
- not prioritizing effectively
- not having a proper business plan
- not breaking down the development into phases.

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Common project problems

1. **Poor Planning** may be prevented by:

- Not being overly optimistic when allocating time to tasks
- Prioritizing properly
- Developing a solid business plan
- Breaking down the activities in phases, sometimes interdependent ones.

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2. Lack of Leadership

the Project Manager lacks the relevant business/management expertise resulting in poor decision making.

SOLUTION:

- Making sure that the project manager has the relevant skills described earlier in this unit

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Common project problems

3. People Problems

- unresolved conflicts could have a negative effect on the project.

- A Project Manager needs expert communication skills to keep everybody on board and in agreement.

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Common project problems

4. Vague/Changing Requirements

- it's essential that the project requirements are defined clearly and completely from the start. Change requests can cause the project to drift and miss deadlines.

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Common project problems

5. Lifecycle Problems

- often caused by poor planning or changing requirements.

- Initial testing techniques should be rigorous in order to avoid repeated errors.

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Common project problems

6. Inefficient Communication Process

- it's vital to keep everybody informed on the project status at all times. Lack of efficient communication will lead to errors and delays.

- Try to promote effective communication and mutual understanding amongst team members

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Common project problems

7. Inadequate Funding due to poor budgeting

- Ensure that cost estimating and budgeting are made consistently and effectively at the very first stages of the project planning

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Common project problems

8. Lack of Stakeholder Approval

effective stakeholder management is the ability to identify individuals affected by/likely to affect the successful outcome of the project. A skilled project manager will ensure a collaborative working environment where project phases can be analyzed and discussed by all stakeholders.

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Common project problems

9. Schedule absence

- no Established Schedule for tasks, operational activities and objectives.

- Make sure a schedule is established that is clear, mutually agreed by the project team and feasible

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Common project problems

10. Missed Deadlines

- delays in phases of the project may lead to a missed deadline for the project.

- Monitor the progress consistently on a regular basis against the Gantt chart
- Make sure all team members are on the right track as far as time management is concerned

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Methodological tool

Protect the egg!

EUPA_LO_119_M_001

EUROPEAN PERSONAL ASSISTANT LEVEL 4

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- Review Question 1
  - Can you list the main risk categories?
- Review Question 2
  - What are the main characteristics of a project?
- Review Question 3
  - Can you list the most common project documents?

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- Key Point 1
  - Sub-point 1
  - Sub-point 2
  - Sub-point 3l
- Key Point 2
  - Sub-point 1
  - Sub-point 2
  - Sub-point 3

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EUROPEAN PERSONAL ASSISTANT LEVEL 4

eupa next

Well Done!

You have completed this unit

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