Project management 101 *by Zavanak*

1. WHAT IS A PROJECT?

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1.4 Projects are different

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Operations versus projects

Operations	*Routine*
Continuing activities - eternal	
On-going performance targets	
Evolutionary change	
Permanent team	
Clear management structure	
Stable resources	
Focus on **efficiency**	

Novel	**Projects**
Time limited - finite	
Singular goals	
Revolutionary change	
Temporary and flexible team	
Adaptive management structure	
Transient resources	
Focus on **effectiveness**	

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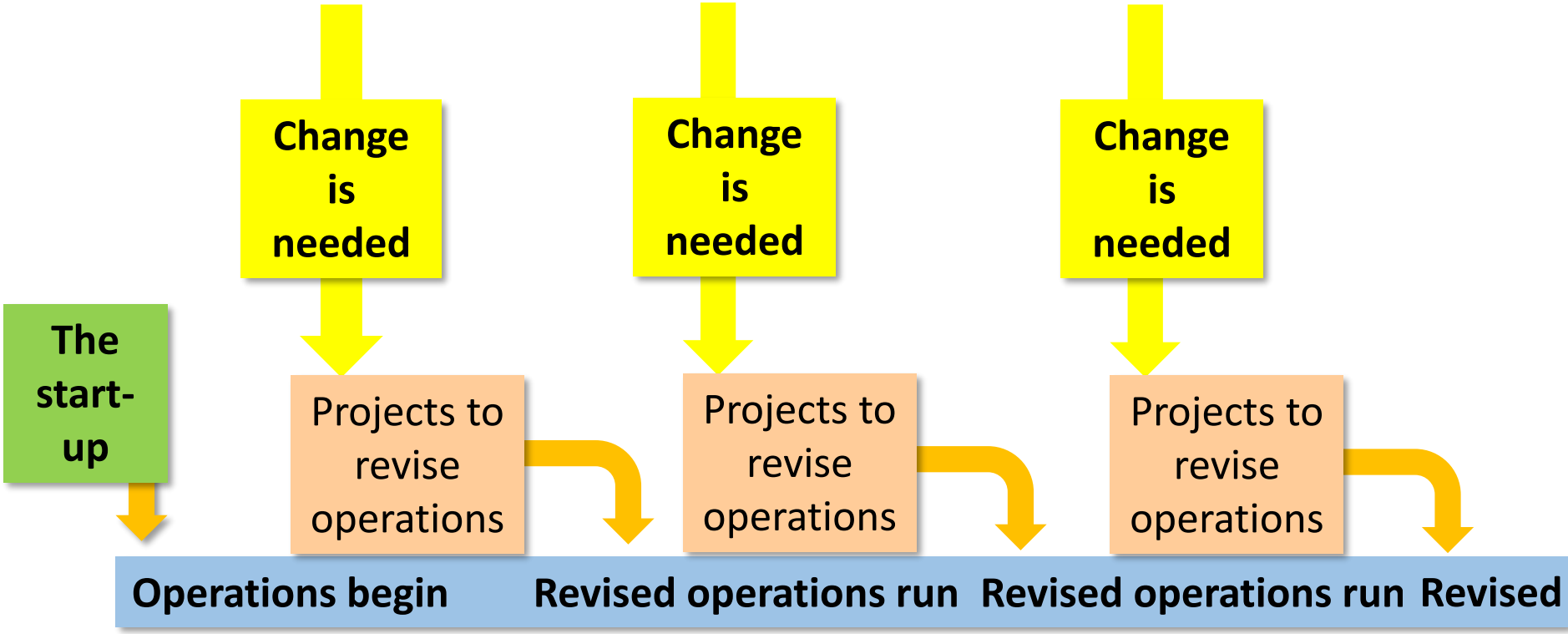
Projects and operations interact



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Projects need a different approach

Think project	Inputs, outputs, outcomes
Act project	Motivation, co-operation, goal focus
Drive project	Plan, monitor, measure, adjust
Learn project	Reflect, improve, embed

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Beware of projectization

Projectization is framing any kind of special exercise as a project

It creates a more exciting message from management

This gives a mundane activity some cachet

It is not given enough budget or resources to be managed as a project

So the exercise has a higher likelihood of failure because of this confused definition

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Elements of a project

Phases: Major parts of the project. Each one has a particular role in leading the project towards providing the client with the output they expect.

Stages (within phases): Periods of effort which take output from a previous stage (or stages) and translate it into what is required for a subsequent stage (or stages).

Tasks (within stages): Packages of work which break down into manageable elements what is needed to complete the stage.

Milestones: Intermediate points in the project which are objectives in themselves, can be used to assess progress, and permit progress to the next stage.

Gateways: Points at which significant decisions have to be made. Examples include sanctioning progress to the next phase, approving substantial financial commitments, and formally accepting delivery of the final project output.

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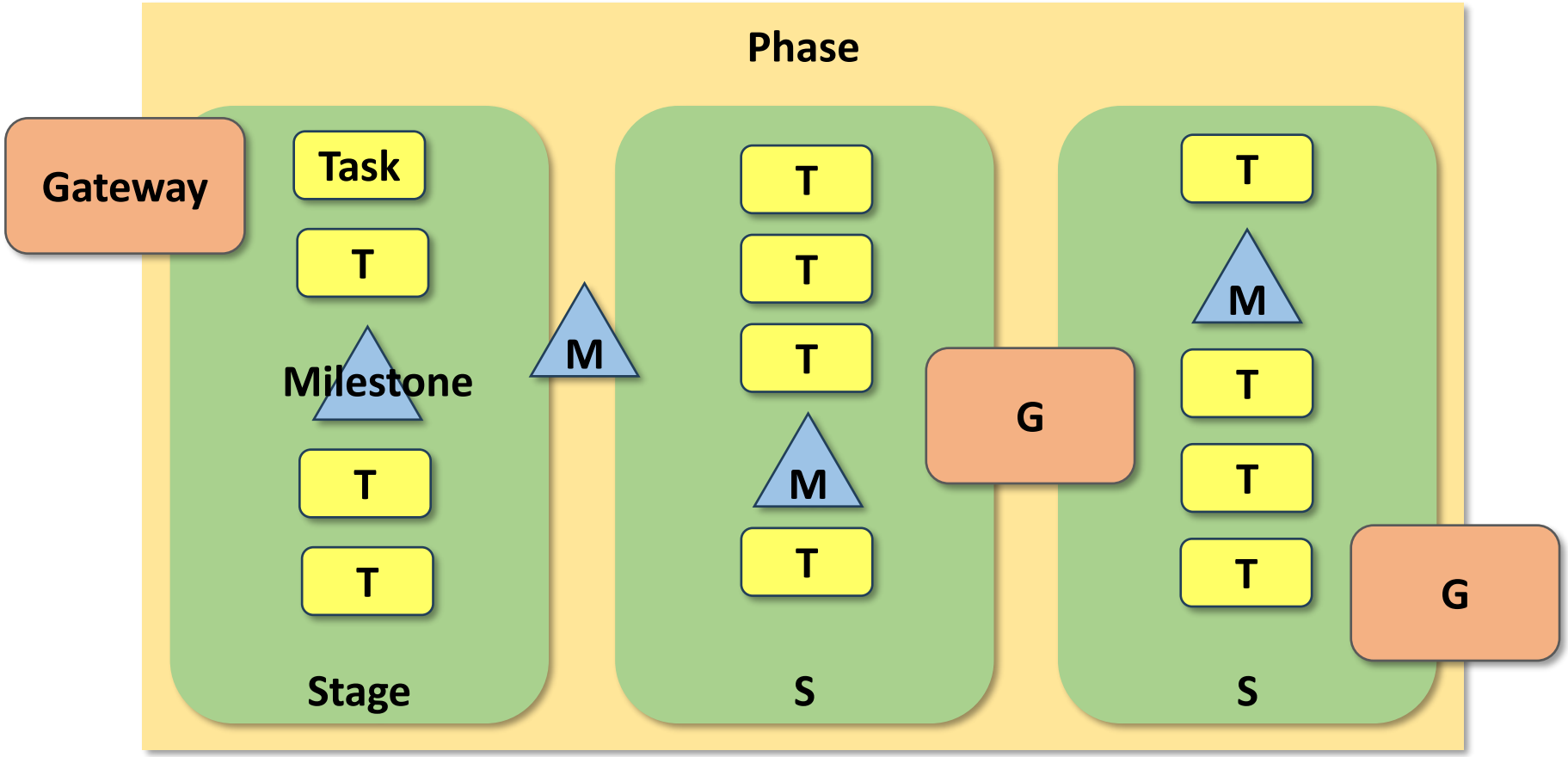
Elements of a project



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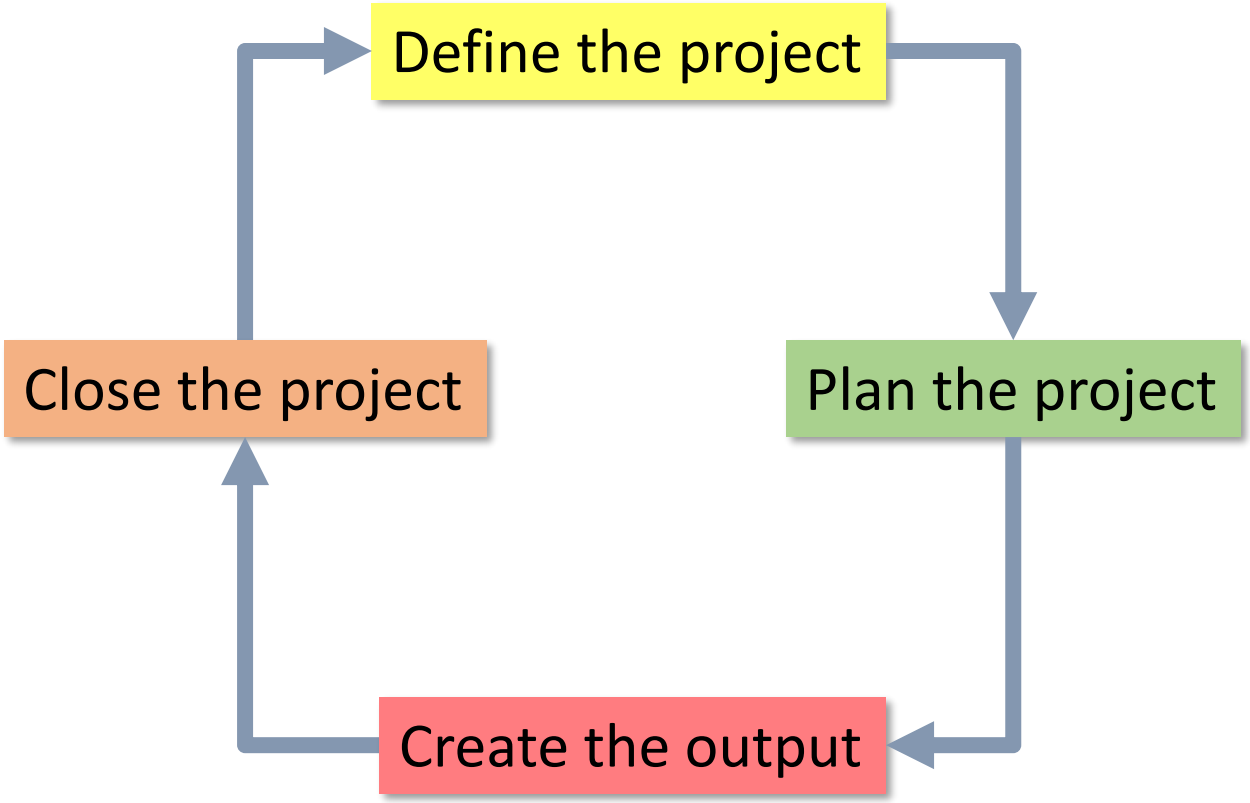
The traditional project life cycle



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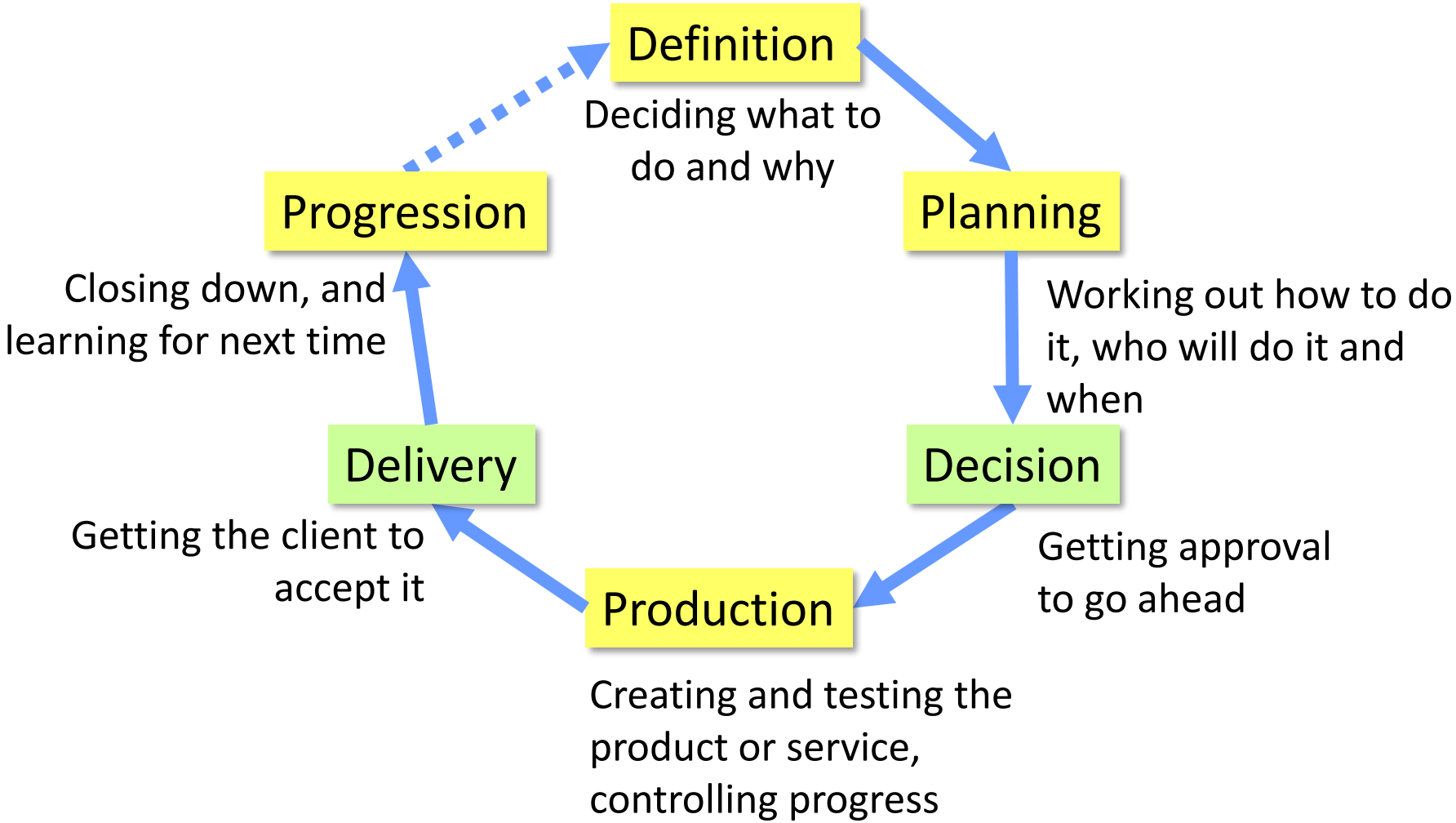
The real project life cycle



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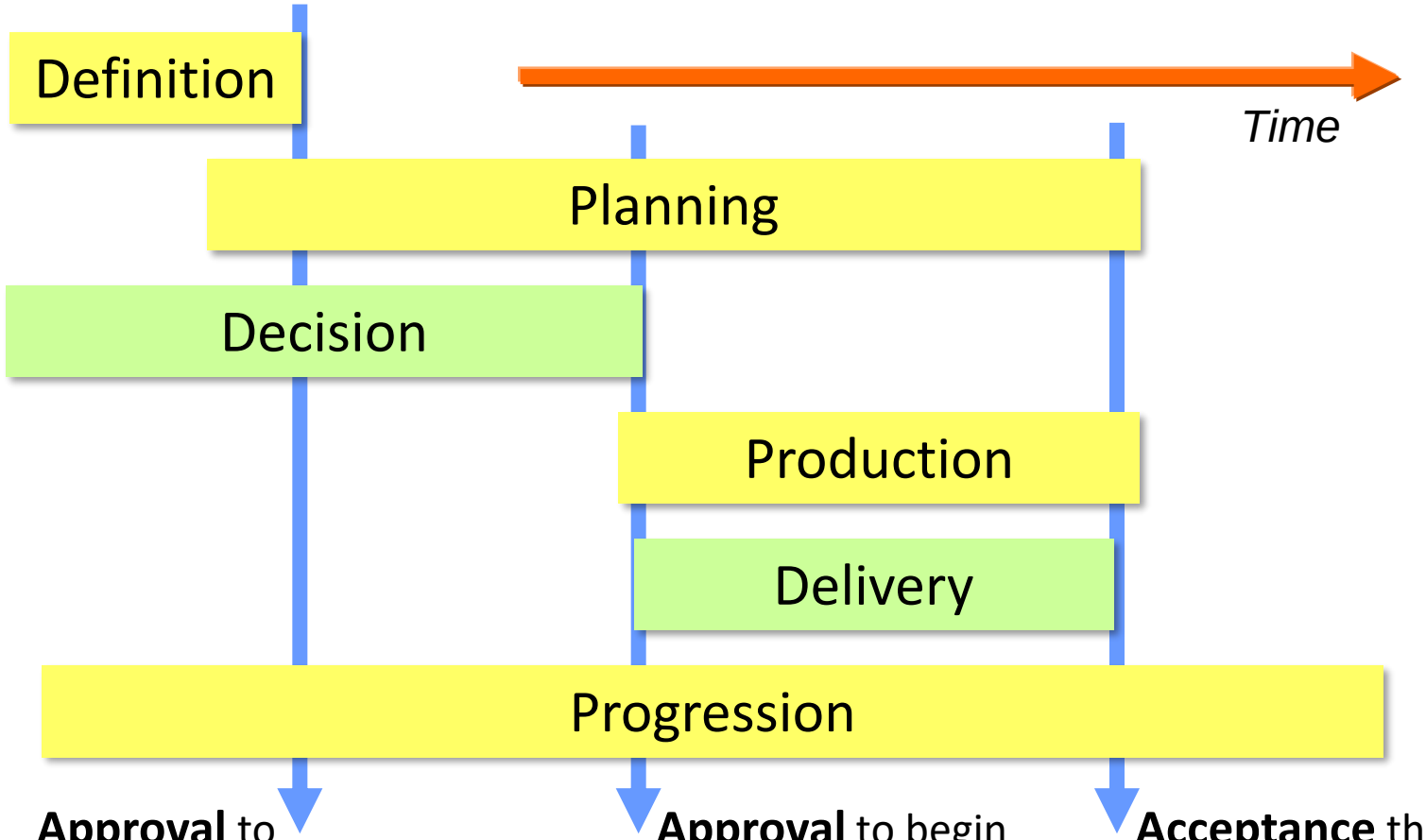
How the project life cycle unfolds



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