

ZW9 Media Accelerator Program

PROJECT MANAGEMENT WORKSHOP

[FULL TEXT]



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What is Project management?

It is designing, developing, implementing, monitoring, evaluating, analysing a project.

Project management is divided into a cycle with five phases namely :

- Project Initiation
- Project Planning
- Project Execution
- Project Monitoring and Control
- Project Closure

This presentation selects the important elements of the cycle for the ZW Accelerator programme.

Project Initiation

The initiation phase of a project;

- Clearly defines a project's objectives, scope and requirements.
- Estimates and plans personnel, equipment and financial resources
- Develops meaningful and workable project plan

The process involves:

1. A Business Case

What is a Business Case?

It is important for the overall success of the project. It justifies the start-up of a project. It includes a description of the problem or opportunity that the project seeks to address.

In coming up with **Business Case** you must:

- Research carefully on problem or opportunity that your project seeks to change or take advantage of
- Identify any risks and issues that the project will encounter as you implement
- Include a step-by-step of the processes that will be involved during the implementation.
- Demonstrate the benefits and costs of the project

2. Feasibility study

A feasibility study ensures that the project is doable

What is a Feasibility Study?

It involves documenting the likely solutions to a particular business problem or opportunity. The outcome of the feasibility study is a confirmed solution for implementation.

Feasibility Studies :

- Research in detail the business problem or opportunity
- Note the requirements for the solutions and their alternatives
- Study each of the solutions to determine that they are ideal
- List any risks and issues with each solution

3. Project Charter

What is a Project Charter?

It is an outline the purpose and structure of the project and how it will be successfully implemented. It contains the project vision, objectives, scope and deliverables. It also lists the stakeholders, roles and responsibilities.

In summary the **Project Charter** :

- Identifies the project vision and objectives
- Demonstrates the complete scope of the project
- Lists all the important project deliverables
- States the clients and project stakeholders
- Helps you create an organizational/company structure for the project

4. Project team

From the onset it is important to be clear of the project team and appoint them at the beginning of the project. This ensures that everyone is on board and knows what their contribution is to the overall project.

To ensure that this happens, there should be job descriptions for each of the team members. A job description outlines each persons responsibilities their skills, experience and qualifications in order to assist them to understand their role.

In summary a **Job Description** should:

- Define the real purpose of the position
- List the skills and experience needed for the position
- List the key responsibilities of the position
- State the reporting structure

Project Planning

Planning a project includes setting out the phases, activities and tasks that are necessary in the delivery of the project results or success. It also specifies timeframes, resources and milestones for the project. The project plan is a reference throughout project as progress of the project is measured against its against plan.

The planning process involves a look at the different stages of project management and plans around them. I have chosen the following to focus on the following :

Project Plan

A project plan helps you:

- Lay out all of the phases, activities and tasks involved in the project
- Record all the resources needed to complete each individual task in what is known as a Work Breakdown Structure
- Create a detailed project planning schedule that sets out target completion dates
- Monitor and control the allocation of resource
- Report on the progress of the project, to the sponsor

Resource Plan

The plan summarises the resources needed to implement and complete the project. It specifies the personnel to provide labor, equipment and materials needed to complete the project. This plan is also important for you donor or sponsor and should be convincing enough for them to buy into the project. It is also important for budgeting and forecasting of the projects expenditure.

Your **resource planning** should identify:

- The types of labor you require, including the number of people required to fill each role
- The roles and key responsibilities for each labor type
- The equipment needed and for what purpose

What is a Financial Plan?

Summs up the money needed to meet the project objectives. Its covers the expenses that a project will incur including labor, equipment, materials and administration costs through an estimation. It should summarise the total expense to be incurred across the project, specifically showing the amount of money needed during each stage/activity of the project in order to come up with the total project budget.

The financial plan accompanies the business plan and project charter, when you seek sponsorship/funding.

A financial plan should detail the following:

- The different types of labour and costs attached to it
- Equipment and material and the costs
- Administrative costs – communication, transport etc
- Contingency cost – for unforeseen costs/emergencies

Quality Plan

Creating a quality plan is essential if you want to provide the client with confidence that you will produce a solution that meets their needs. It defines the targets, sets out quality assurance plan and defines a quality control plan.

A quality plan by:

- Identifies clients requirements
- Lists the project deliverables to be produced
- Sets quality criteria for the deliverables
- Defines quality standards for the deliverables

Risk Plan

This plan helps you to foresee actions or developments that prevent you from achieving success in your project. It lists of all potential risks and ranks their probability of occurring and notes preventative and contingent actions to be taken to not only track them , but prevent/mitigate them.

Risk plans are used anytime that risks need to be carefully managed, and is referred to throughout the project, in order to mitigate as quickly as possible.

In summary the risk plan should

- Identify risks across the project
- Categorise them
- Determine the likelihood of the risks occurring

- Identify the impact on the project if risk does occur

Communication Plan

A communications plan describes how you intend to communicate messages to your stakeholders and exactly at which point. It states the communication goals, stakeholders, strategies, activities and timeframes that the process of communicating will occur.

Communication plans include internal and external strategies and adds to the success of the project as it ensures that the project team staff and stakeholders are kept properly informed of the progress of a project.

The communications plan should:

- List your communications stakeholders
- Define the needs of each stakeholders group in terms of communication
- Identify the activities/events needed
- State the method and frequency of each event
- State the resources needed for each of the events
- Develop a schedule for the events

Execution and Coordination of the project

Monitor and Control

This includes regularly and professionally reporting each of the project activities, deliverables and milestones to management. This process aides the identification, communication and management of the risks that may occur during the implementation of the project.

For the purposes of this training we will focus only on time, cost, risk and quality management.

Time Management

Includes recording the time spent by team on a project during implementation. Timesheets are the best way to achieve effective and reliable time management. It is useful for tracking which tasks have been worked on when and for how long.

In noting whether the tasks and overall project is on course, it is ideal to record time actually spent against that which was planned.

In undergoing this process, an organisation has:

- Put in place a process for recording time within the project
- Timesheets that monitor the time spent by team members
- The capability to identify and resolve time management issues

Cost Management

Is important for the controlling of the organisations expenses and ultimately ensure that your project is delivered within budget.

Cost management assists you to control the way that expenses are incurred, by ensuring that only expenses which have been approved may be allowed during implementation.

In summary it helps:

- Identify individual costs within your project
- In the approval process before purchases are made as it determines whether your expenses were adequately budgeted
- Record of all costs incurred during the project
- Monitor and control instances of over-spending
- Schedule expense payments and invoice approvals

Quality Management

This is a set of procedures that are followed to ensure that the deliverables produced by a team are 'up to scratch'. This begins with the aforementioned setting of quality targets as agreed to with the client. This allows the team to measure and report the actual quality of deliverables.

It is also an important tool for when you want to improve the quality of your work.

In order to have a good quality management process, the team should:

- Set its own quality targets
- Define how those quality targets will be measured
- Identify how to measure that quality
- Identify quality issues and improvements
- Report on the overall level of quality achieved

Risk Management

These are the steps taken to take to identify, monitor and control risk. It involves identifying each risk, quantify its impact and taking action now to prevent it or reduce its impact should it occur.

This Risk Process includes:

- Identify likely and unlikely risks
- Documenting each risk in depth
- Logging all risks as they occur
- Taking action against occurrence and recurrence

Finalization/Closure of the project

This is the closure of the projects that confirms that the objectives have been met and the deliverables handed over to the clients. A final report of the project should be documented to indicate finalisation of the project. The report is also important for continuation of the work of the organisation as a reference of a good baseline.

The report should include:

- A measurement of the benefits and whether the objectives were met
- Rating whether the project was within its scope
- Assessing the final deliverables produced
- Reviewing the project against schedule
- Comparing the expenditure against budget
- Stating the final outcome of the project