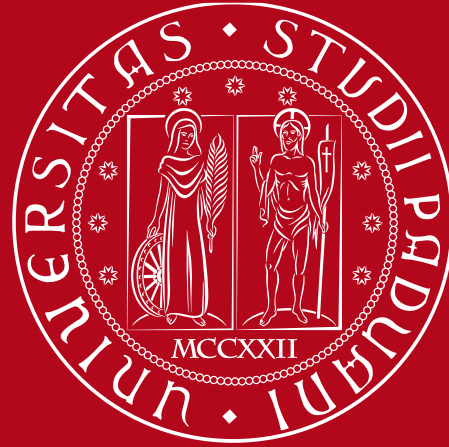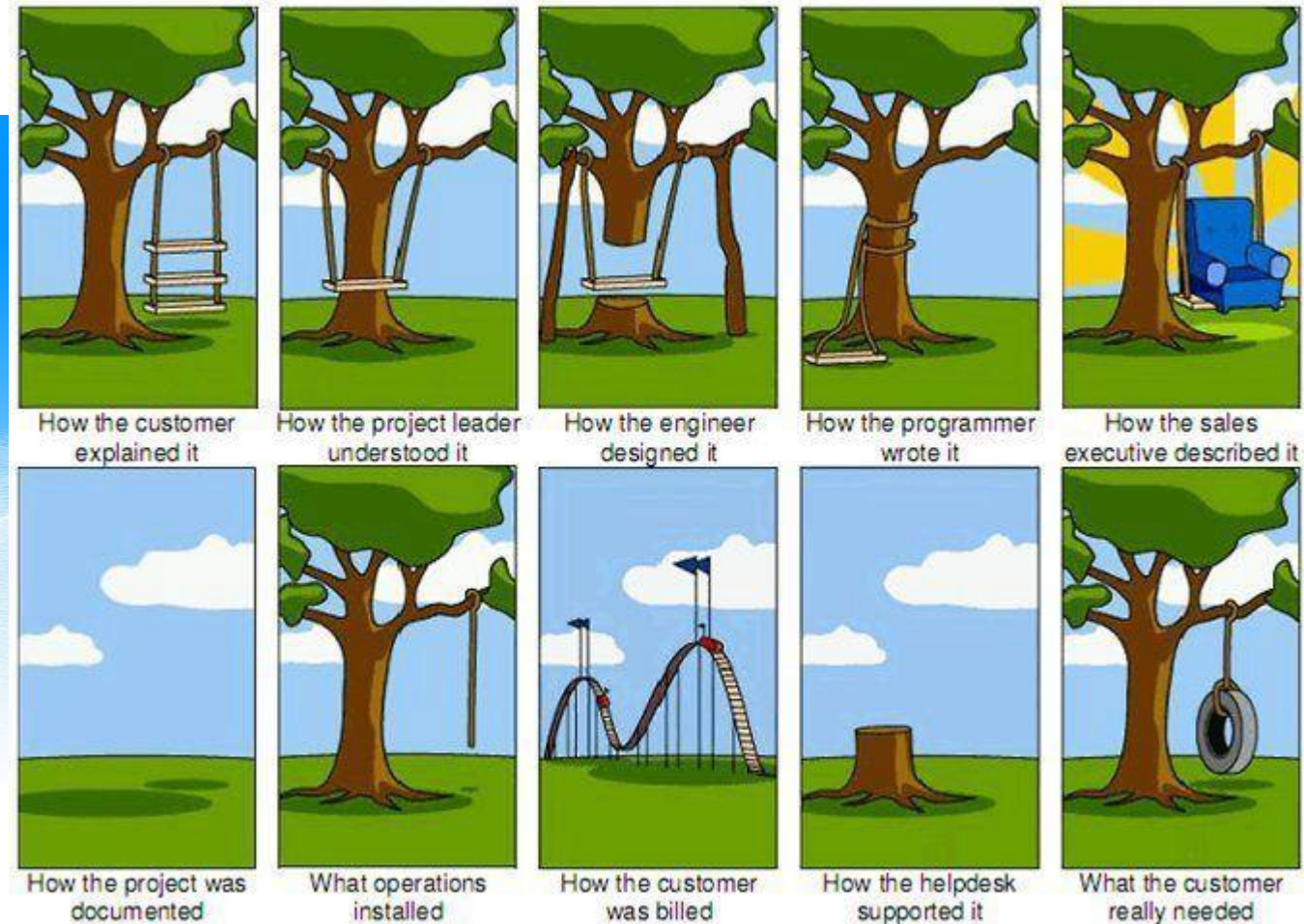1222 • 2022
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Project management: basic elements

AA 2022/23

leonardo.mazzoni@unipd.it

Rationale for project manager

Definition of a project

In 1994, Russell D. Archibald, one of the founders of PMI, described it as "A complex effort, involving interrelated tasks performed by various organisations, with well-defined objectives, schedules and budgets".

Later in 1996 PMI characterises it as "A temporary effort undertaken to create a unique product or service".

For the Harvard Business School, on the other hand, 'A project is a single set of activities designed to produce a defined result, with a start and end date, and a precise allocation of resources'.

Characteristics of a project

- Complex → many actors, different degrees of risk and unpredictable events

- Uniqueness → context and elements vary

- Temporality → starting and ending phases

- Specific Goals

- Planning and continuous control of resources considering the temporal, budget and technical constraints
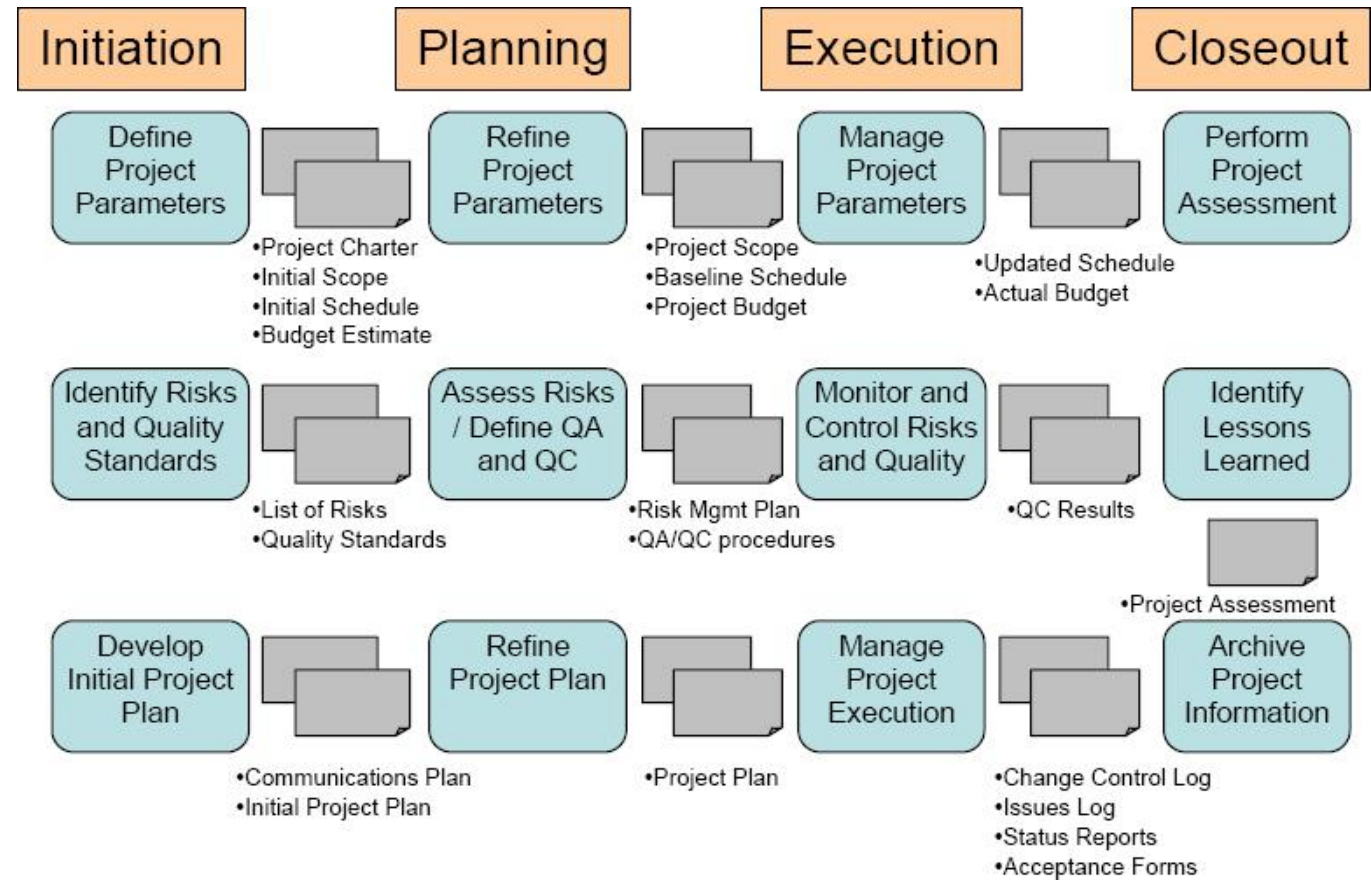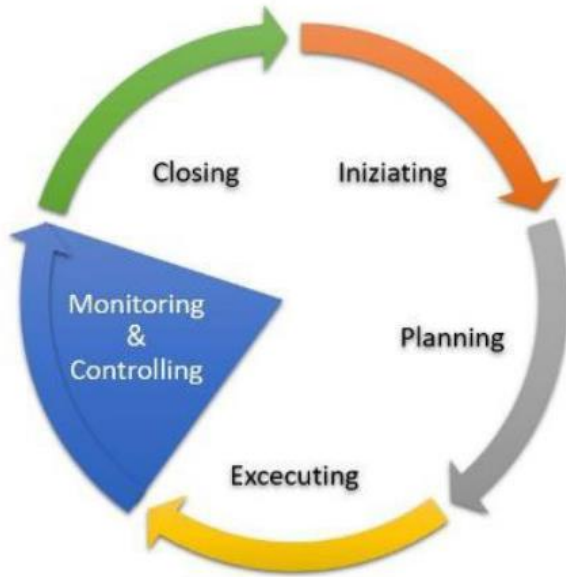
Characteristics of a project

Competencies of a project manager

- Learning to face organisational inertia and instil change
- Design, plan and strategise
- Communication and negotiation with different stakeholders
- Collaboration
- Knowledge of technical aspects, market dynamics and enforced agreements

Phases of a project

Initiation

- It is necessary to set the context of the project, at both organisational and market levels

- A blueprint / project charter is defined and includes:

- The objectives of the project and their justification;
- The requirements that meet the needs and expectations of the
stakeholders;
- The results (deliverables) to be produced by the project;
- The milestones and key deadlines to be met;
- The project budget;
- The contractual assumptions and constraints;
- The project manager assigned to the project;
- The project success criteria.

Initiation

It is necessary to set the project scope:
- Objectives of the product or service;
- Characteristics of the product or service and their acceptance criteria;
- Project limitations (the opportunity space within which the project is
- moves);
- Project requirements and deliverables;
- Any standards and norms to be met;
- Initial organisation of the project (main participants);
- Most evident areas of risk;
- Milestones and deadlines;
- WBS Work Breakdown Structure
- Broad Estimates.

Initiation - Customer needs analysis

-Analysis of the current situation;
-Conceptual design of the desired situation;
-Identification of the resources and equipment needed for the
project;
-Analysis of costs and benefits, and their translation into economic terms
(project budget);
-Identification of project stakeholders: clients, protagonists
(including key users), project support staff;
-Drafting of project objectives and/or preliminary project specifications
project (sometimes in the form of a technical annex) including
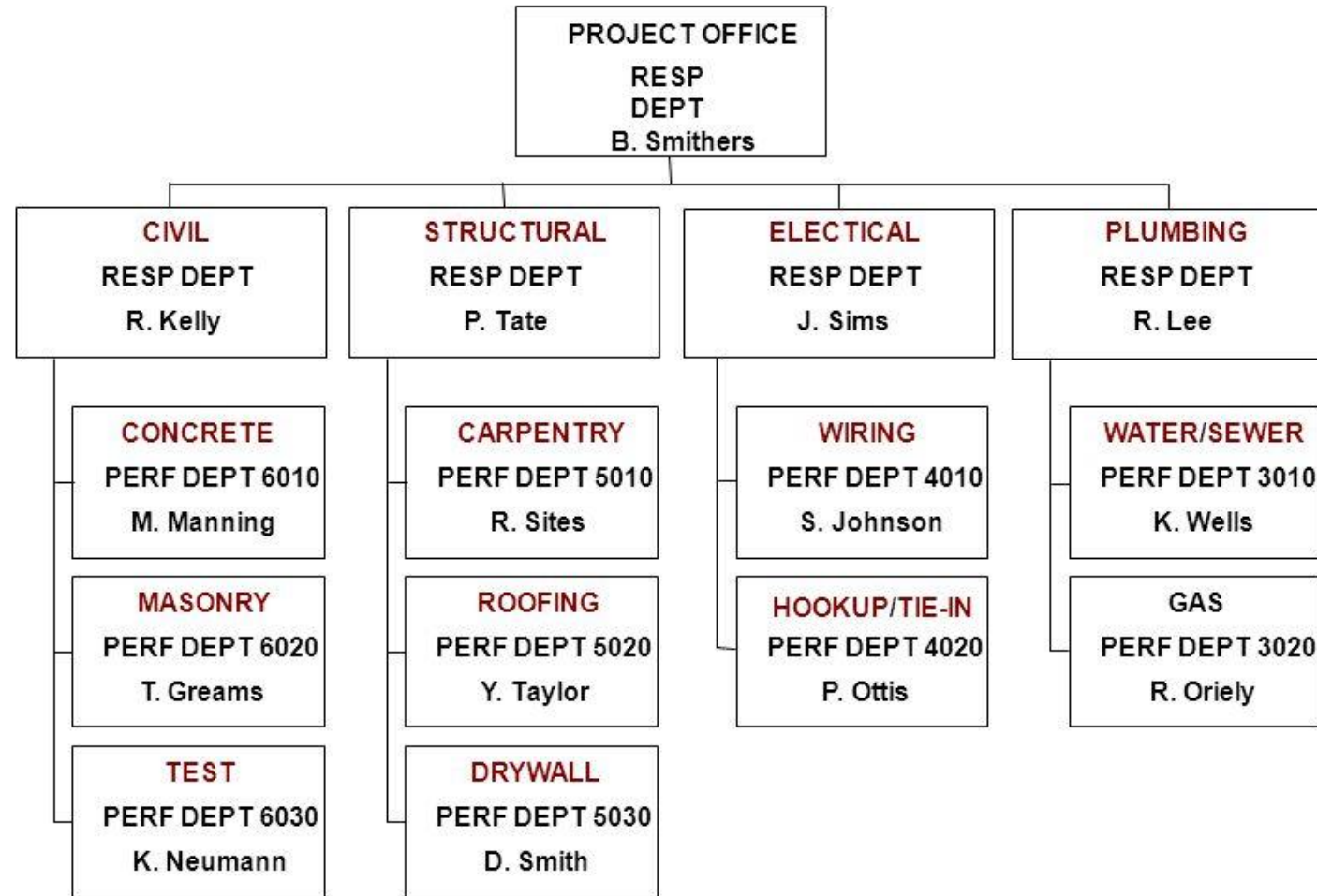costs, activities and their deliverables, planning documents.

Planning Overview
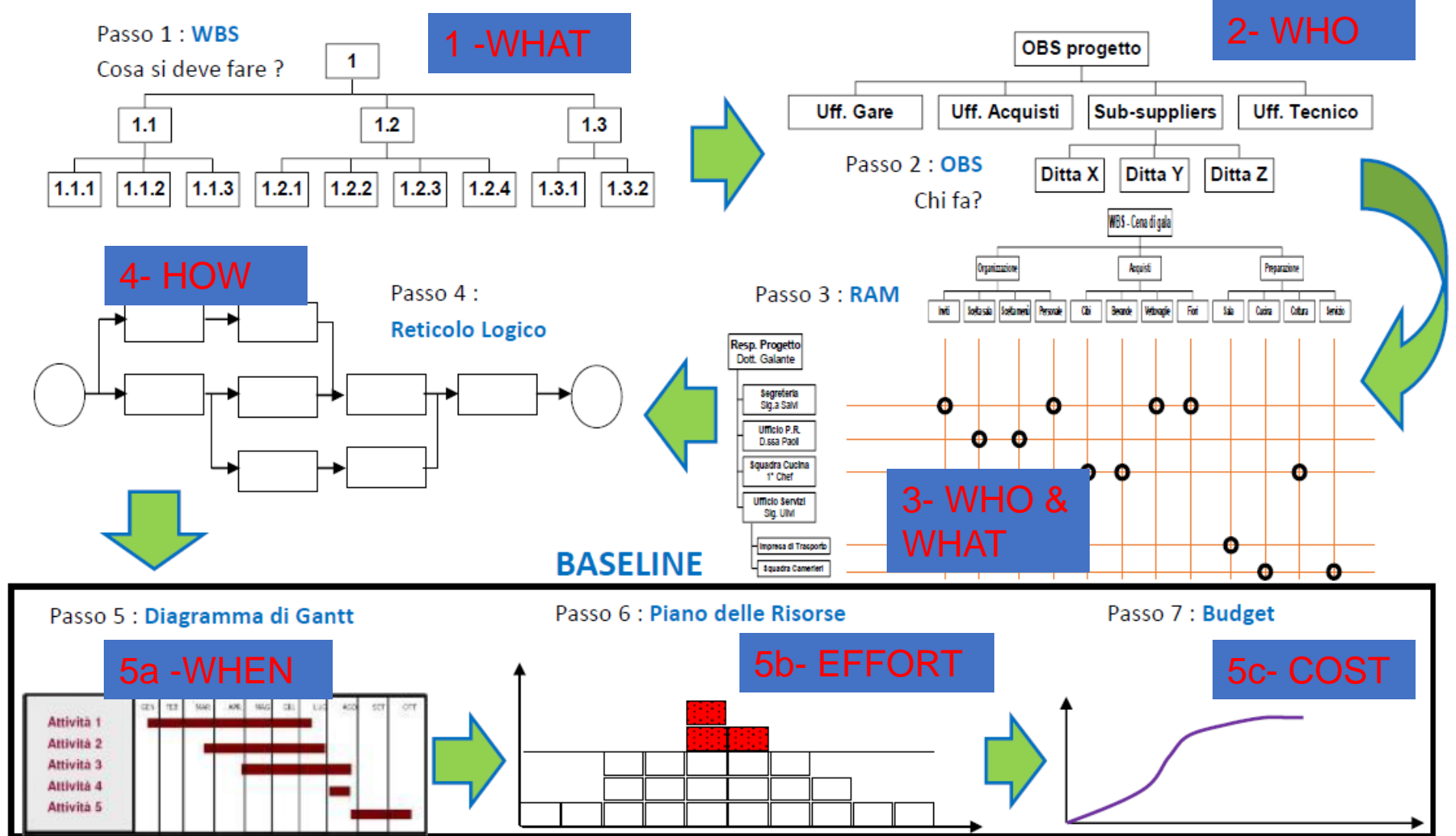
Planning - WBS
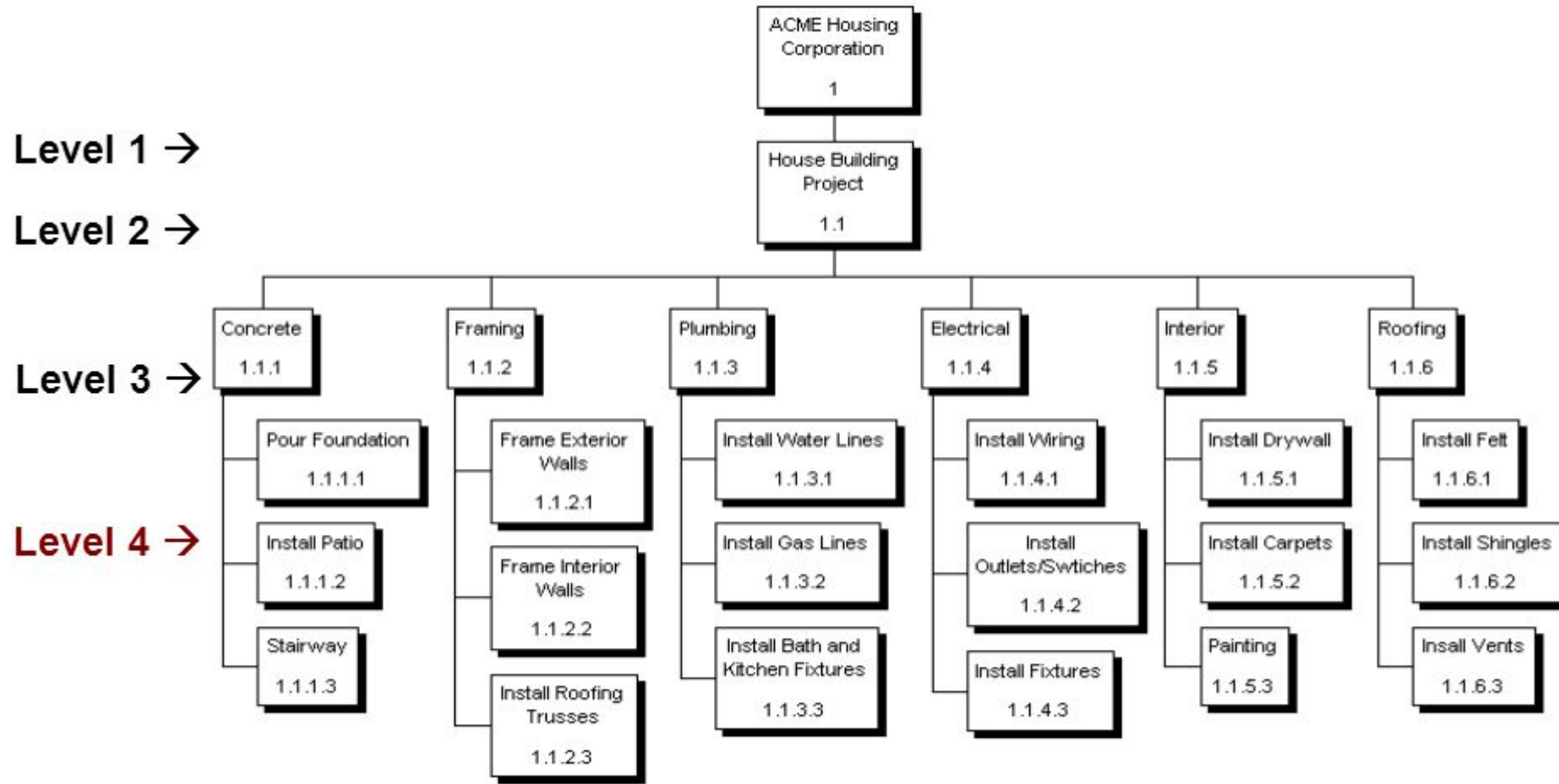
Planning - OBS

Planning - RAM

WBS Element	Project Team Members					Other Stakeholders		
	I.B. You	M. Jones	R. Smith	H. Baker	F. Drake	Sponsor	Clnt Mgt	Func Mgt
1.0.1.1 **Activity A**	N				R			
1.0.1.2 **Activity B**		R	C					
1.0.1.3 **Activity C**	R		S			A		G
1.0.2 **Activity D**			R		S			A
1.0.3.1 **Activity E**			R			N		
1.0.3.2 **Activity F**				R				
1.0.3.3 **Activity G**	R			S		A	A	
1.0.4 **Activity H**		R			C	N		

Key: R = Responsible, S = Support Required, C = Must Be Consulted, N = Must Be Notified, A = Approval Required, G = Gate Reviewer

Planning – logical path
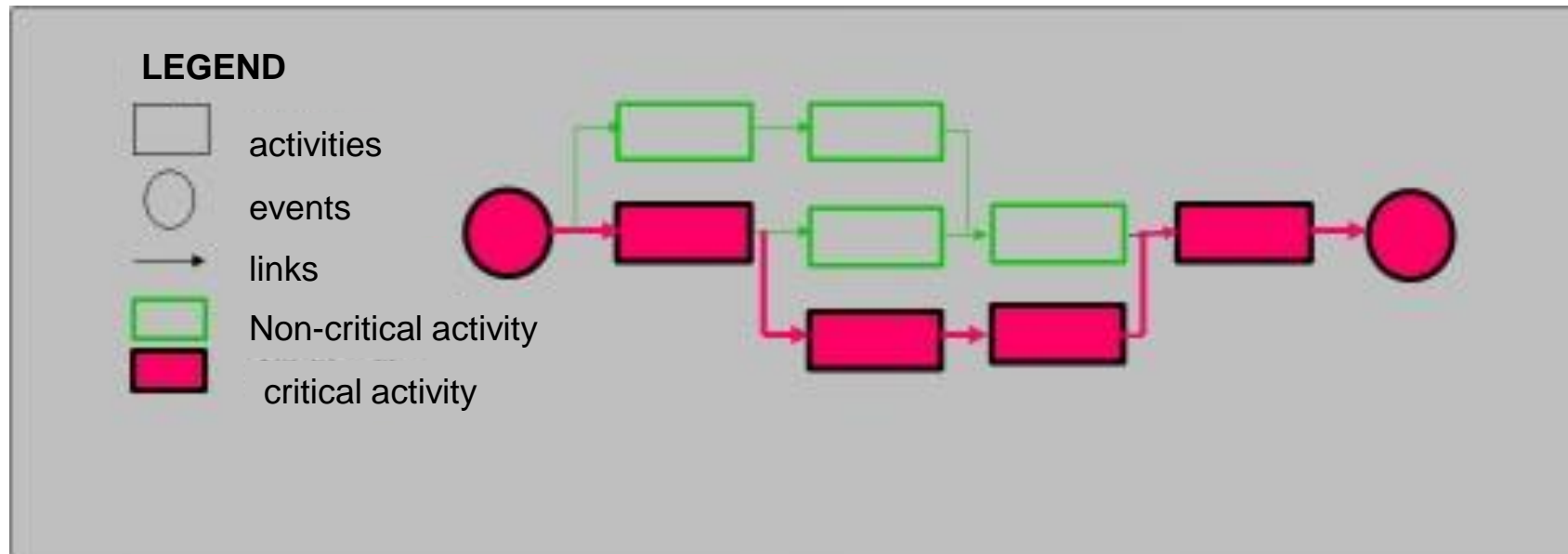
EXERCISE

Imagine to design an app/booking systems for business travelers

1. Perform a brief market analysis of the target
2. Identify key needs and how you system can bring benefit to them, underlining the specific pains relievers and gain creators
3. Structure a plan with a WBS (main activities and sub activities), a temporal scheme and indicate the typology of team you would choose among those presented
4. What are the main critical points/lesson learned?