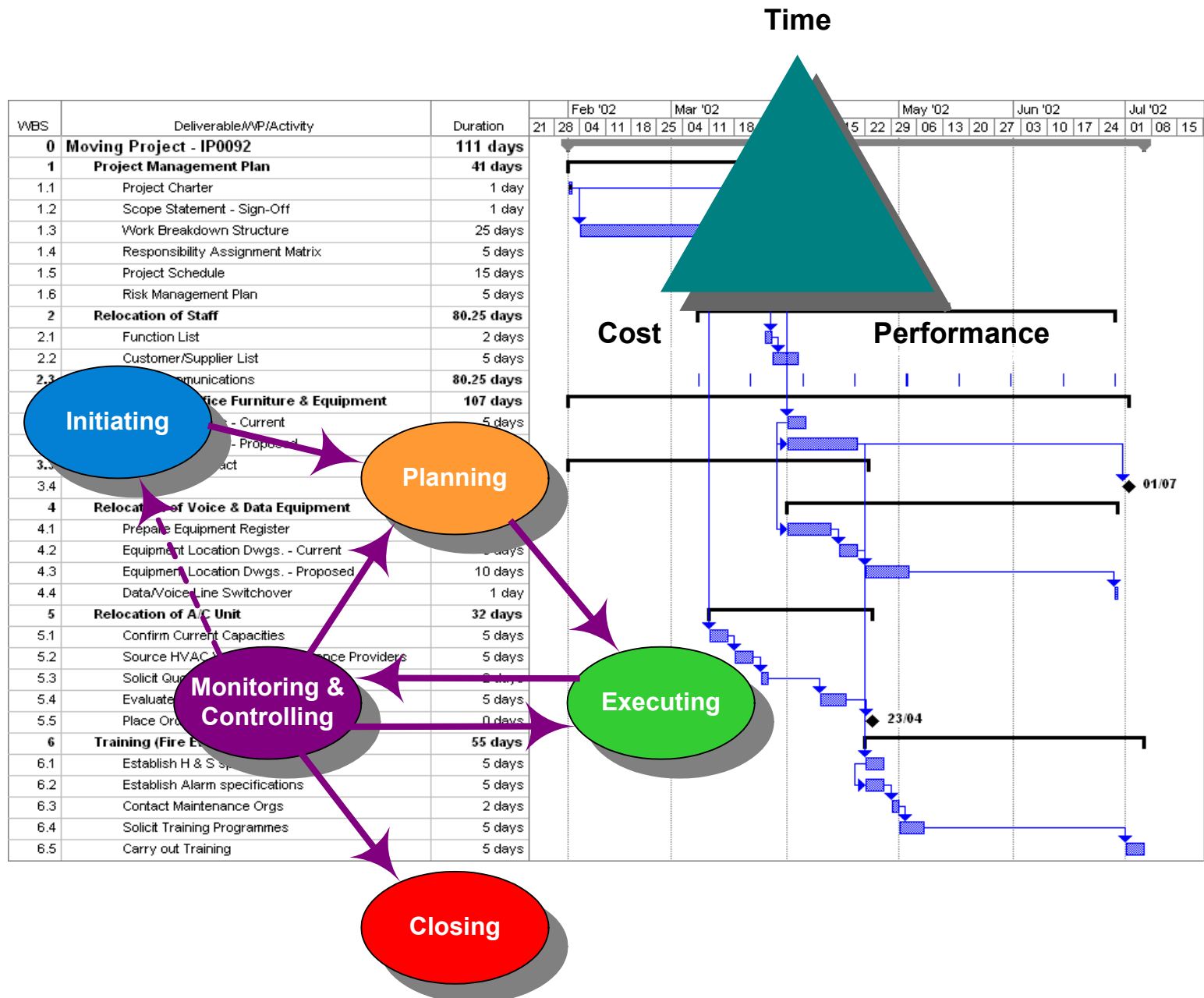




Project Management Essentials





CMG Training

The Irish Institute of Professional Education

Project Management Essentials

I Day Course

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Instructional Design: Alan McLoughlin, Sept 2026

Project Management Essentials

with Alan McLoughlin

CMG Training
The Irish Institute of Professional Education

1

Housekeeping

 **CMG Training**
The Irish Institute of Professional Education

- Start Time: 09:00
- Morning Break: 10:30 – 10:45 
- Lunch: 12:50 – 13:30 
- Afternoon Break: 14:45 – 15:00 
- Finish Time: 16:30
- 5-minute Stretch Breaks (particularly in the afternoon)
- Informal – ask questions as they arise

2

Project Management Essentials

Module 1: Project Management Fundamentals

- Project Management Terminology and Definitions
- Establishing the Project Context
- Project Stakeholders
- Project Lifecycles (Predictive, Agile, Hybrid)
- Project Success Factors

Module 2: Scope Management

- The Project Charter, the Scope Statement, the Work Breakdown Structure (WBS)

Module 3: Schedule Management

- Activity Sequencing, Duration Estimating, Resource Planning
- Schedule Development – Gantt Charts and Milestone Charts

Module 4: Risk Management

- The Risk Register, Risk Scoring, Risk Response Planning

Module 5: Project Close-out

- Circumstances for Project Closure, Close-out Activities

3

Module 1

CMG

Project Management Fundamentals

4

Project Management Methodologies?

PRINCE2

Projects **I**N **C**ontrolled **E**nvironments

First established in 1989 by the UK Central Computer and Telecommunications Agency (CCTA), last revised Sept 2023

PMBOK®

Project **M**anagement **B**ody **O**f **K**nowledge

First published in 1983 by the Project Management Institute (PMI), currently in its 8th Edition – Nov 2025

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Project Management Methodologies?

Agile



Small teams working to deliver frequent, incremental releases of functions and features



Items worked on are prioritised for value

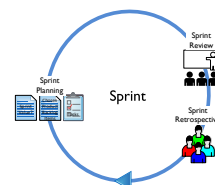


Evolved iteratively from a vision according to user involvement and feedback

Scrum

XP (eXtreme Programming)

Kanban



6

6

Definition of a project?

A project is a temporary endeavour undertaken to create a unique product, service or result

A project is a unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organisation to meet specific objectives within defined time, cost and performance parameters

7

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Definition of project scope?

The work performed to deliver a product, service or result with the specified features and functions

Sum of the work content of a project



8

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Definition of Project Management?

... the planning, monitoring and control of all aspects of the project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance

...the art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when, in fact, it was dumb luck

9

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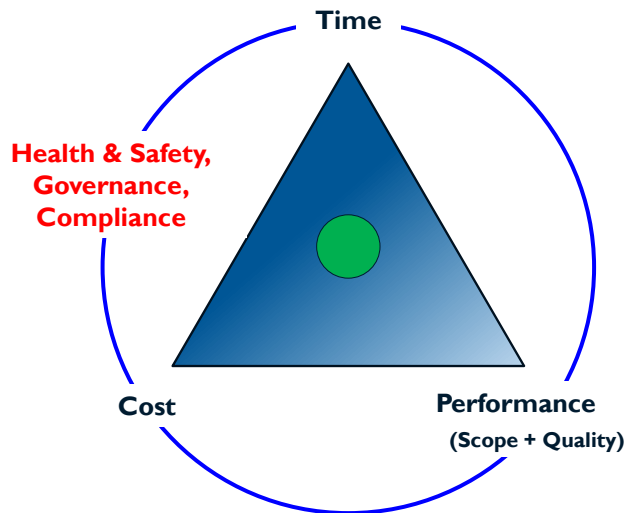
Project Management ... Why?

...undertaken to bring about change, introduce a new product, system or service sooner, at lower cost and with high quality and value

10

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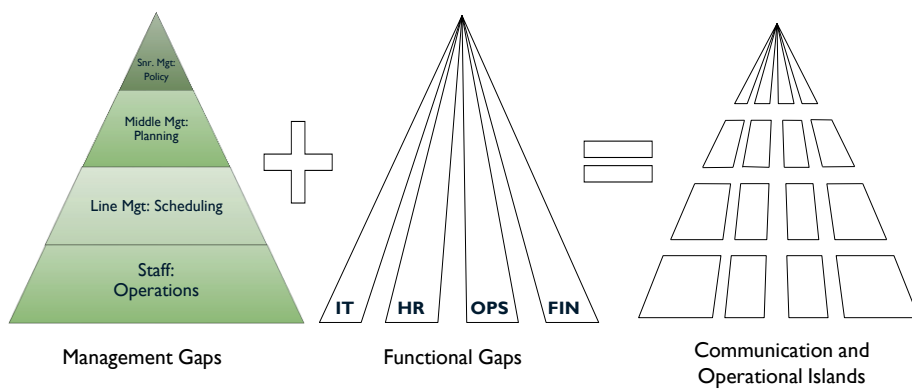
What is the Triple Constraint or Triangle of Project Forces?



11

11

Difficulties for both Project & Function team members?



12

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Project Characteristics

Purpose	There is a single, definable purpose, end product or result
Complexity	Projects require several different skills and talents from different backgrounds and organisations
Uniqueness	The project is a once-off endeavour, never to be exactly repeated
Uncertainty	It hasn't been done the same way before – so there are significant elements of uncertainty and risks
Impermanence	The arrangements and activities are temporary – when the project is completed those arrangements will end
Lifecycle	The project goes through distinct and identifiable phases

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The most common sources of Project Conflict:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

14

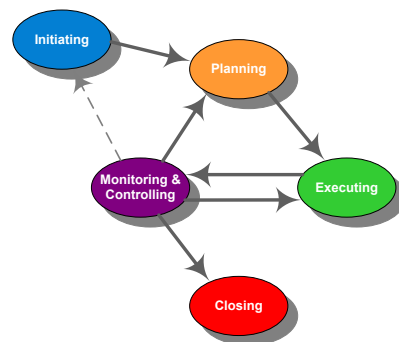
Establishing the Project Context

Operations/Sustaining/Traditional Management ...

...works mainly through repetitive cycles and reductionism

Project Management takes a systems approach

Project Managers are skilled at synthesis – putting many pieces together to form a coherent whole



15

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Establishing the Project Context

Projects vs. Operations

Operations/Sustaining/Traditional management is carried out to maintain control and order?

People in operations are, in general, accountable to the role or position they hold

Project management is utilised to bring about change or introduce something new?

People in projects are accountable for achieving the goals of the project

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Establishing the Project Context

Projects are subject to both internal and external influences

How can we establish what these influences are?

By using a **PESTLE** Analysis

P olitical

E conomic

S ociological

T echnical

L egal

E nvironmental

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Project Stakeholders

are defined as:

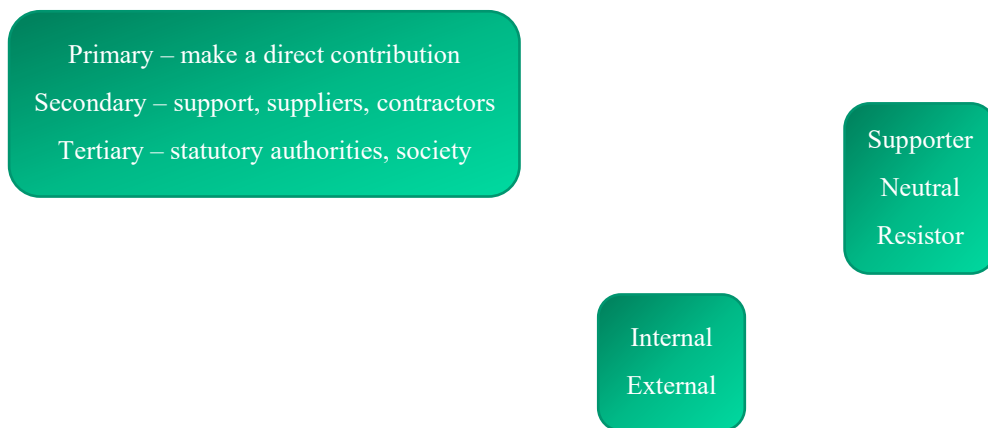
*... an individual, group or organisation who may affect, be affected by,
or perceive itself to be affected by a decision, activity or outcome of a project*

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Project Stakeholders

Stakeholder Categorisation/Classification



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Project Stakeholders – Identification (ID)/Analysis

- ID** →
- Who are they?
 - Are they Internal or External to the organisation?
 - What is their current interest in the project?
 - What are their current expectations?
 - What is their current role?
 - What is their project role?
 - What is their estimated influence at this point?
(positive, negative, neutral)
 - What type of information do they need?
 - What type of information and resources can they provide?
- Analysis** ↑



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Project Stakeholders – ID/Analysis

- Project Board or Steering Committee
- Project Sponsor
- The Project Manager or Leader
- Client (Internal or External)
- Product Owner
- Scrum Master
- User(s)
- Project Team Members
- Department/Function/Business Unit Managers
- Suppliers/Contractors
- Regulatory/Compliance
- Project Management Office (PMO)
- ?

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Project Stakeholders – ID/Analysis

The Project Sponsor is defined as:

... a person or group who provides resources and support for the project and is accountable for enabling success

... the primary risk taker

... the owner of the business case

For issues that are beyond the control of the PM, the Sponsor serves as an **escalation** path

Sponsors may be involved in other important areas such as authorising changes in scope, phase-end reviews and go/no-go decisions

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Project Stakeholders – ID/Analysis

The Project Manager is defined as:

... the person assigned by the performing organisation to lead the team that is responsible for achieving the project objectives

Some Project Manager Skills:

- Leadership
- Communication
- Stress Management
- Team Building
- Conflict Resolution
- Flexibility



- Negotiation
- Decision Making
- Technical
- Planning
- Administrative
- Resource Allocation

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Project Stakeholders – ID/Analysis

Power vs. Interest Grid

- **Level of Authority:**

Relative **power** over and within a project to control decisions

- **Level of Concern or Influence:**

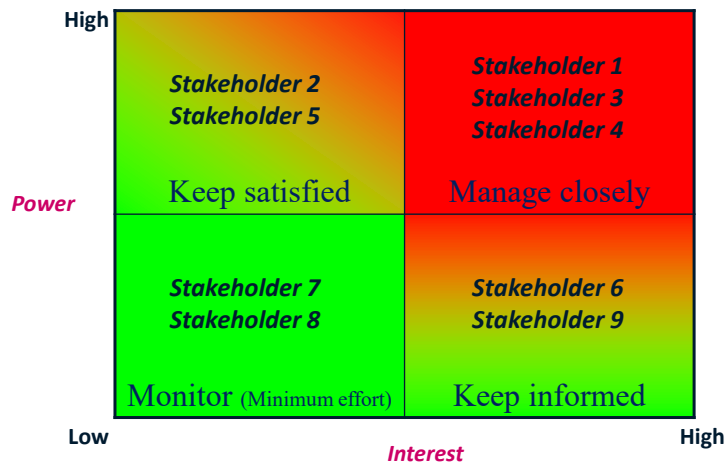
Degree to which a project can be successful if **interests** are not addressed

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Project Stakeholders – ID/Analysis

Power vs. Interest Grid



Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – 5th Edition, Project Management Institute, Inc., 2013, Figure 13-4, Page 397.

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Project Lifecycles



Lifecycle Management

Why?

Reduces Uncertainty and Exposure to Risk

Facilitates Better Control

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Project Lifecycles

What is a Project Lifecycle?

... the series of phases that a project passes through from its initiation to its closure

What is a Project Phase or Stage?

... a collection of logically related project activities that culminates in the completion of one or more deliverables

What is a Deliverable?

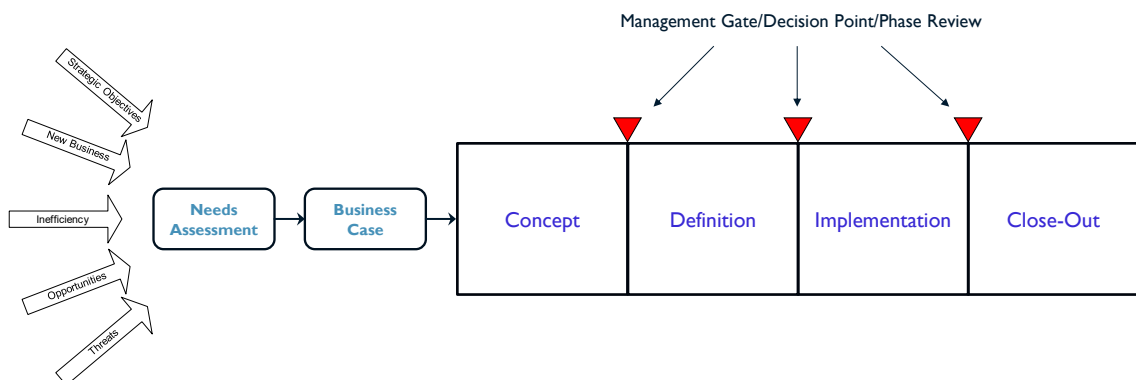
Any unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase or project

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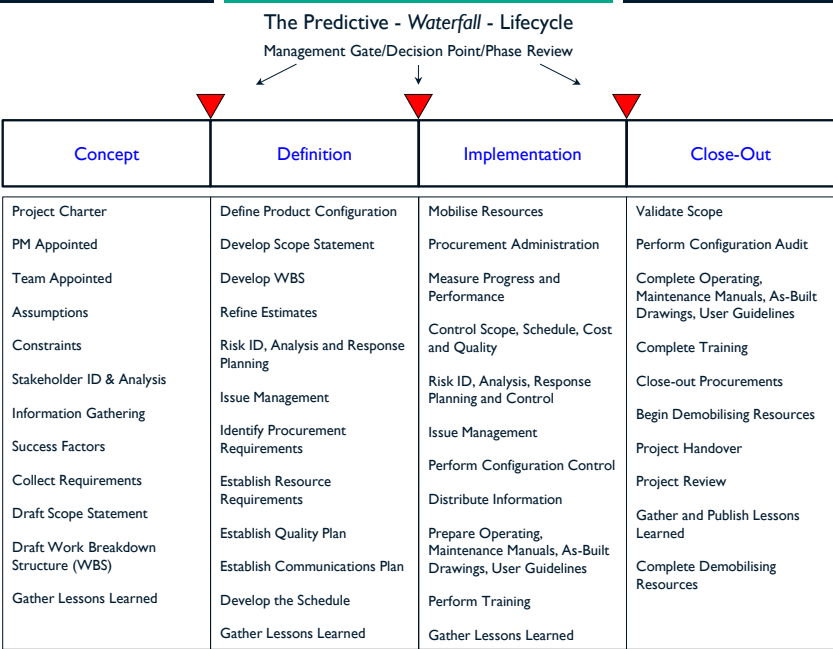
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Project Lifecycles

The Predictive – Waterfall - Lifecycle



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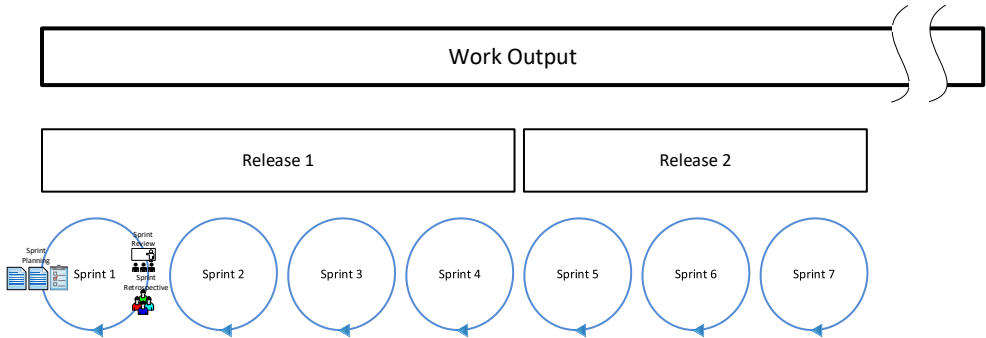


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Project Lifecycles

The Agile Lifecycle

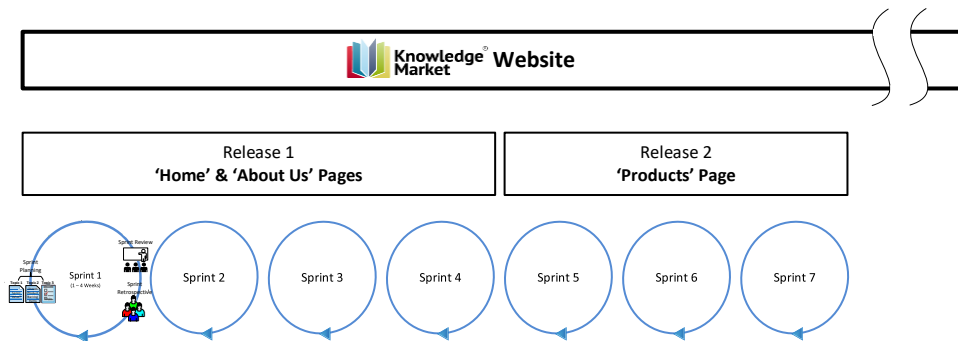


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Project Approaches

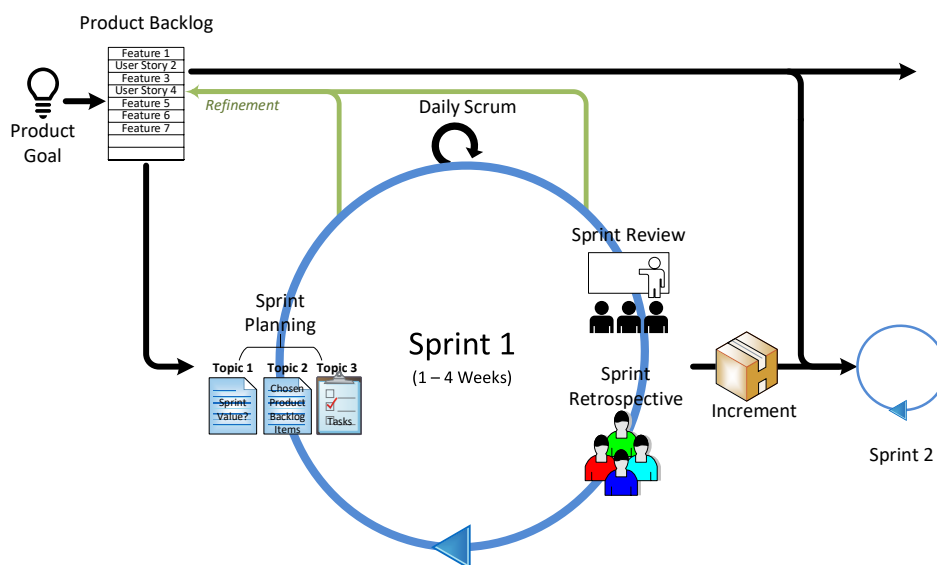
The Agile Lifecycle



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The Agile Lifecycle – The Scrum Framework

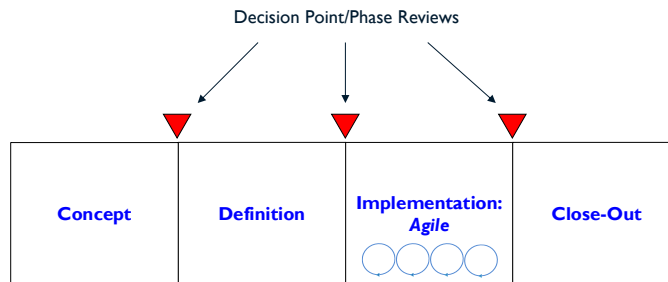


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Project Approaches

Hybrid Lifecycle?



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	Project Success Factor	Description
1	Project mission	Initial clearly defined goals and objectives
2	Top Management Support	Willingness of top management to provide the necessary resources and authority for project success
3	Project Schedule/Plan	A detailed specification and schedule of the individual action steps for project implementation
4	Stakeholder Consultation	Communication and consultation with – and active listening to – all affected parties
5	Personnel	Selection, guidance, coaching and training of the project team
6	Technical Tasks	Availability of the required technology and expertise to accomplish the specific technical action steps
7	Customer/User Acceptance	The act of selling the final project to its ultimate intended users
8	Monitoring and Feedback	Timely provision of comprehensive control and feedback information throughout the project
9	Communication	The provision of an appropriate distribution network and necessary data to all stakeholders
10	Troubleshooting	The ability to handle unexpected crises and deviations from the plan

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Module 2: Project Scope Management

The work performed to deliver a product, service or result with the specified features and functions

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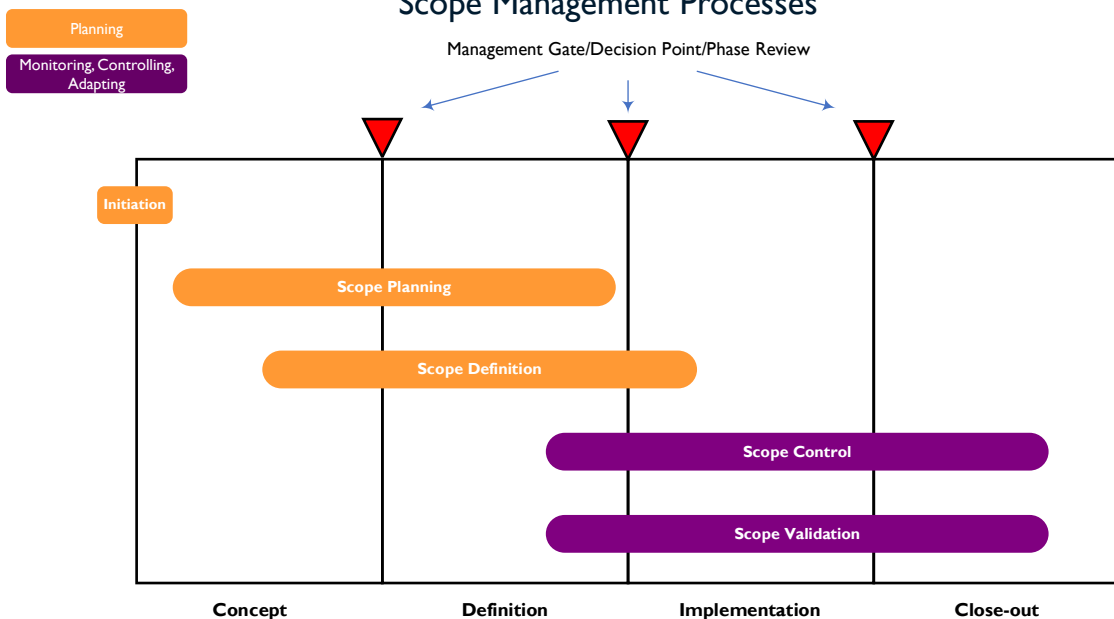
Scope processes:

- **Initiation** – Authorising the Project – *Expect to see the Project Charter*
- **Scope Planning** – Stating the major work that is required to complete the project – *Expect to see the Scope Statement*
- **Scope Definition** – Breaking the major work elements down to more manageable work packages – *Expect to see the Work Breakdown Structure (WBS)*
- **Scope Control** – Managing changes to the project scope – *Expect change to occur, but evaluate and control it*
- **Scope Validation** – Verifying that the stated work has been completed – *Expect to see work signed off*

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Scope Management Processes



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Initiation

The purpose of the **Project Charter** or **Brief** is to:

- Formally recognise the existence of a project - establish a project
- Name the Project Manager
- Provide authority to the Project Manager to spend money and commit resources
- Provide the high-level requirements for the project
- List major assumptions and constraints (usually Time and Cost)
- Specify the project tolerances (usually Time and Cost)
- Link the project to the ongoing work of the organisation

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No Charter = No Project

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Sponsor Signature: _____

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Module 2: Project Scope Management



Developed by Alan McLoughlin for CMG Training

Scope Planning

The purpose of the **Scope Statement** is to:

- Describe in detail the project's deliverables and the work required to create those deliverables
- Describe the project's major objectives
- Provide a documented basis for making future project decisions and for confirming or developing a common understanding of project scope
- Enable the team to perform more detailed planning

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Scope Planning

The **Scope Statement** will help define the project under some or all of these headings:

- Reasons/justification for undertaking the project
- Expected overall outcome (i.e. product/service/result)
- Project Deliverables (descriptions and desired outcomes)
- Exclusions
- Project Constraints
- Project Objectives
- Interfaces



"How long will it take you to do the impossible?"

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Project Scope Statement					
Project Name	Moving Project	Project No.	IP0092	Revision No.	0.2
1. Description (Describe in detail what the overall project output, service or result will be) The project product comprises the provision of an organised plan to implement the Service Centre relocation and advise Senior Management of schedules and events. This will include the provision of schedules and information to all staff, clients and vendors. The project product also includes the actual relocation of 30 Icon International Service Centre personnel and associated furniture, equipment and support services from Headingly Park to White Lane Business Campus.					
2. Project Deliverables (List the tangible, verifiable subproducts of the project. If necessary provide information on each Deliverable) (1) Project Management Plan (2) Relocation of Staff (3) Relocation of Office Furniture and Equipment (4) Relocation of PABX, AS400, Dell Servers, UPS (5) Decommission, Install and Recommission Air Conditioning Unit (6) Training (Fire Evacuation)					
3. Acceptance Criteria (List the conditions to be met before Deliverables are accepted) (1) Project Plan and Documents containing a schedule of events; risks and response strategies; contract documents. (2) Schedule Information provided to all staff via email, noticeboards and communication screens. (3) Business As Usual for Admin Staff and Processes on Mon 3rd July. (4) Fire Evacuation Information and Training Signed Off by the PM on Mon 3rd July. Evacuation Drill on Thurs 6th July.					
4. Project Exclusions (List specific items or outputs that the project will not address nor deliver) (1) Building fabric, new furnishings, décor and utilities (2) Human Resource issues. If issues arise they will be logged by the Project Manager and passed to the Human Resource Manager (3) Disposal of redundant material/equipment					
5. Project Objectives (Describe the Time, Cost and Performance elements of the project) (1) Relocation of Service Centre staff on Monday 3rd July, 2006. (2) Revenue spend to be no greater than €75,000. (3) No voice or data communications downtime (4) All furniture, fittings and cabling installations to Health and Safety standards					
6. Constraints (Describe any restrictions which may impact on the project objectives) No significant constraints established or anticipated at this time.					
7. Project Team and Participants (List core team members and key participants such as divisions and/or contractors) John Gates – Project Manager Dawn Walsh – IT Applications Tom McGrath – Maintenance Technician Jane Rossiter – HR Generalist					
8. Planned Finish Date:		07/07/2006	10. PM:		John Gates
9. Planned Cost:		€75,000	PM Signature: _____ Date: 27/03/2006		

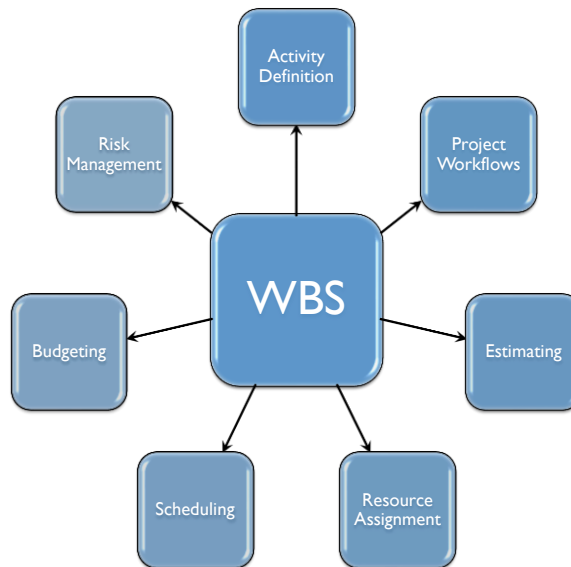
Scope Definition

Having defined the project scope you would expect to see:

- A Work Breakdown Structure (WBS)
- Possible Scope Statement Updates

Scope Definition

The WBS –
the foundation
for your Project

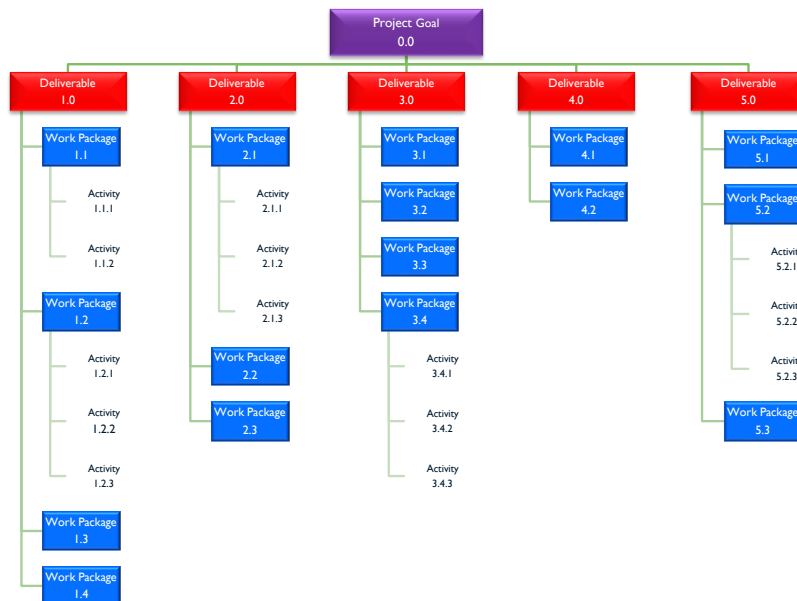


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Scope Definition

WBS:

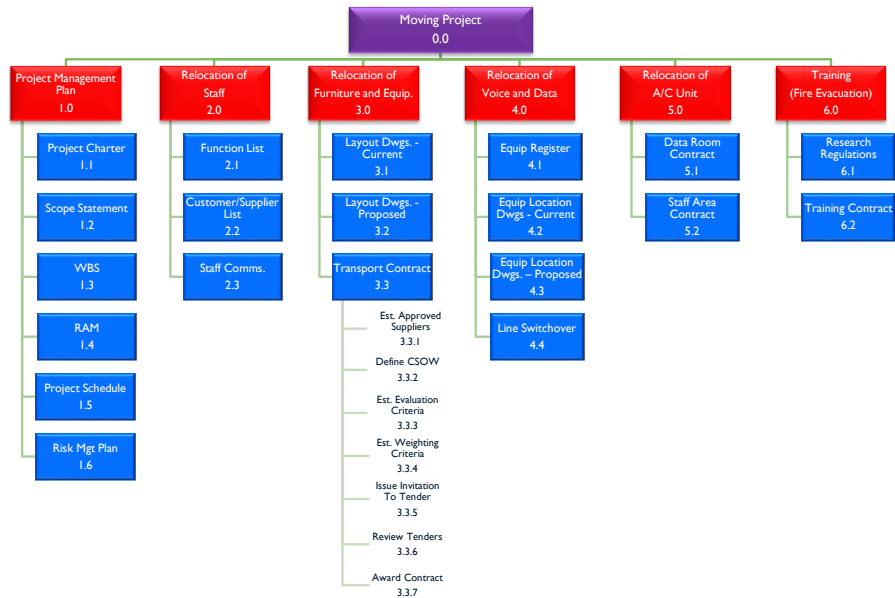


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Scope Definition

Sample WBS:



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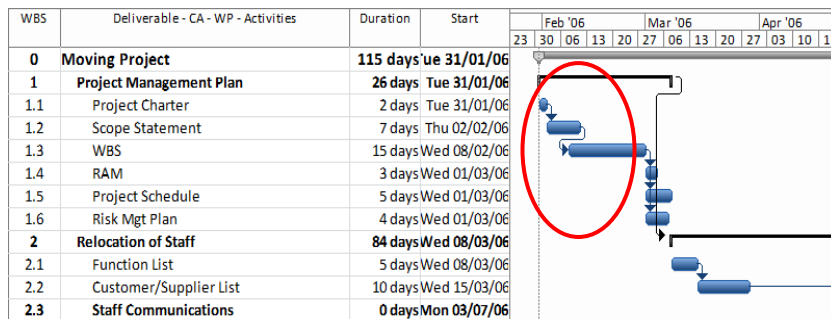
Scope Definition

ID	Deliverable - CA - WP - Activities	Duration	Start	Finish	Predecessors	23 Jan '06					30 Jan '06					06 Feb '06					
						M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T
0	Moving Project	1 day?	Tue 31/01/06	Tue 31/01/06																	
1	Project Management Plan	1 day?	Tue 31/01/06	Tue 31/01/06																	
2	Project Charter	1 day?	Tue 31/01/06	Tue 31/01/06																	
3	Scope Statement	1 day?	Tue 31/01/06	Tue 31/01/06																	
4	WBS	1 day?	Tue 31/01/06	Tue 31/01/06																	
5	RAM	1 day?	Tue 31/01/06	Tue 31/01/06																	
6	Project Schedule	1 day?	Tue 31/01/06	Tue 31/01/06																	
7	Risk Mgt Plan	1 day?	Tue 31/01/06	Tue 31/01/06																	
8	Relocation of Staff	1 day?	Tue 31/01/06	Tue 31/01/06																	
9	Function List	1 day?	Tue 31/01/06	Tue 31/01/06																	
10	Customer/Supplier List	1 day?	Tue 31/01/06	Tue 31/01/06																	
11	Relocation of Furniture & Equipment	1 day?	Tue 31/01/06	Tue 31/01/06																	
12	Layout Dwg. - Current	1 day?	Tue 31/01/06	Tue 31/01/06																	
13	Layout Dwg. - Proposed	1 day?	Tue 31/01/06	Tue 31/01/06																	
14	Transport Contract	1 day?	Tue 31/01/06	Tue 31/01/06																	
15	Establish Approved Suppliers	1 day?	Tue 31/01/06	Tue 31/01/06																	
16	Define the Contract Statement Of Wo	1 day?	Tue 31/01/06	Tue 31/01/06																	
17	Establish evaluation Criteria	1 day?	Tue 31/01/06	Tue 31/01/06																	
18	Establish Weighting Criteria	1 day?	Tue 31/01/06	Tue 31/01/06																	
19	Issue 'Invitation To Tender'	1 day?	Tue 31/01/06	Tue 31/01/06																	
20	Review Tender Replies	1 day?	Tue 31/01/06	Tue 31/01/06																	
21	Award Contract	1 day?	Tue 31/01/06	Tue 31/01/06																	

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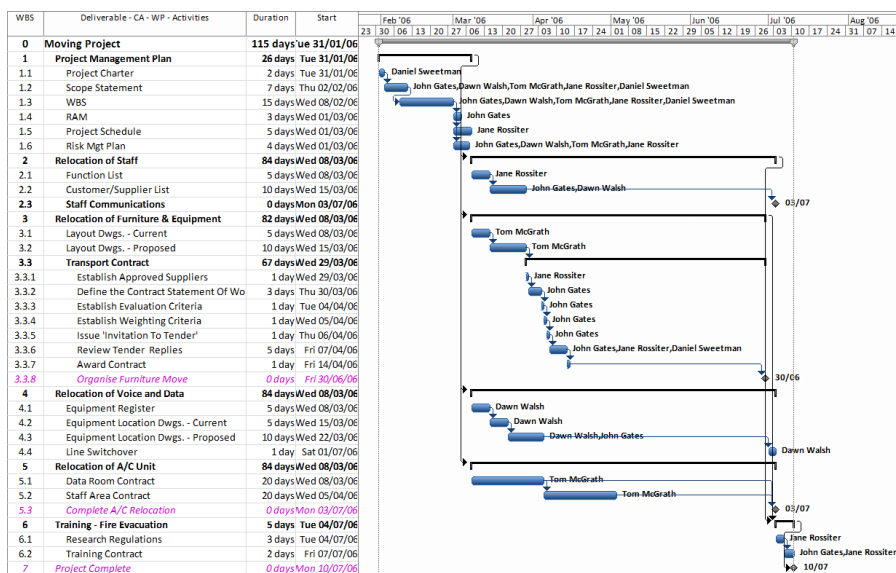
Scope Definition



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Scope Definition



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Scope Control and Scope Validation

The main results of **Scope Control** are:

- Change Requests, Control and Implementation
- Corrective Action
- Lessons Learned

The main result of **Scope Validation** is:

Formal Acceptance – project work is **signed-off**, particularly Deliverables



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Module 3

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Project Schedule Management

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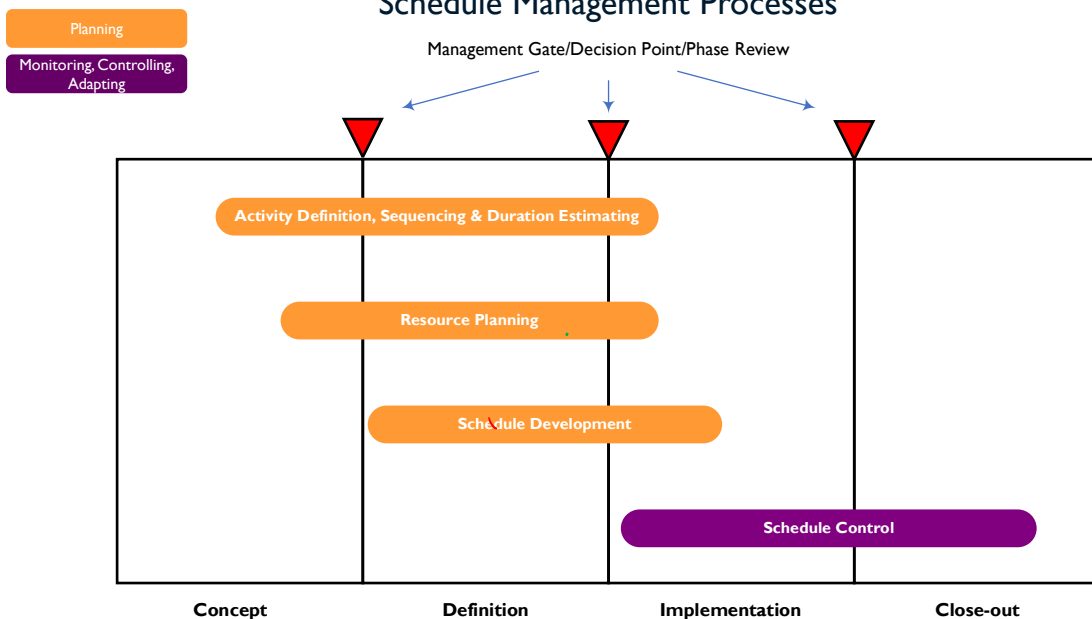
Scheduling processes:

- **Activity Definition, Sequencing and Duration Estimating** – Creating the project workflow and calculating the project duration – **Expect to see an Activity List and a Project Network Diagram**
- **Resource Planning** - Determining the skills and resources required to produce project scope – **Expect to see Responsibility Assignment Matrices and Activity List Updates**
- **Schedule Development** – Creating the sequence of events with planned dates, durations, milestones and resources – **Expect to see Bar or Gantt Charts**
- **Schedule Control** – Managing changes to the project schedule – **Expect change to occur, but evaluate and control it**

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Schedule Management Processes



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Activity Definition, Sequencing and Duration Estimating

Activity List										
Project No.: IP0092		Project Name: Moving Project				Project Manager: John Gates				
WBS No.	Activity	Predecessors	Logical Relationships	Lead or Lag?	Comments	Calendar	Duration (days)	Resources		Budget (€)
								People	Materials	
2.0	Relocation of Staff	1.3	FS							
2.1	Function List									
2.1.1	Establish Staff Numbers by Function						0.5			
2.1.2	Develop Staff List by Function	2.1.1	FS				1			
2.1.3	Establish External Staff Numbers by Function	2.1.2	FS				0.5			
2.1.4	Develop External Staff List by Function	2.1.3	FS				1			
2.2	Customer/Supplier List	2.1	FS							
2.2.1	Check Customer Databases						2			
2.2.2	Establish Customer List for Correspondence	2.2.1	FS				2			
2.2.3	Check Supplier Databases	2.2.2	FS				1			
2.2.4	Establish Supplier List for Correspondence	2.2.3	FS				1			
2.3	Staff Communications	2.1	FS	+1W						
2.3.1	Agree on Staff Communication Methods						1			

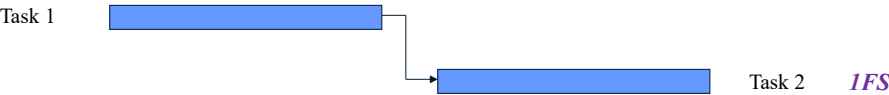
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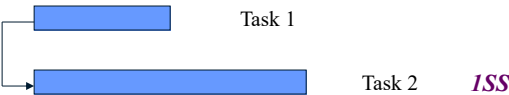
Activity Definition, Sequencing and Duration Estimating

Logical Relationships:

1. Finish-to-Start (FS)



2. Start-to-Start (SS)



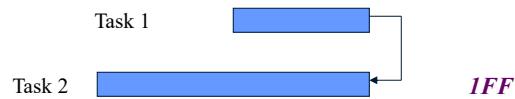
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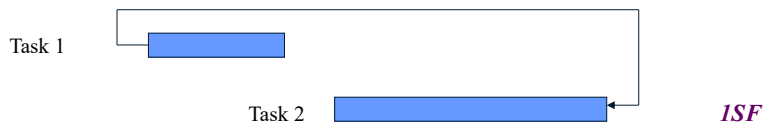
Activity Definition, Sequencing and Duration Estimating

Logical Relationships:

3. Finish-to-Finish (FF)



4. Start-to-Finish (SF)



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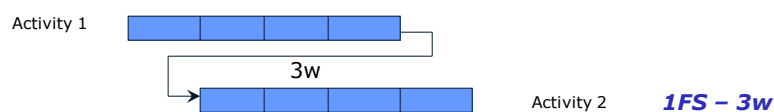
Activity Definition, Sequencing and Duration Estimating

Logical Relationships:

Lag Time



Lead Time (Negative Lag)



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Activity Definition, Sequencing and Duration Estimating

Creating Network Diagrams (project workflows) using the Critical Path Method (CPM)

Critical Path

The sequence of schedule activities that determines the duration of the project – the longest path through the project

Total Float (Slack)

The total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date

Activities on the critical path have zero float

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Activity Definition, Sequencing and Duration Estimating

To help in developing Duration Estimates:

- Analogous Estimating (or Top Down Estimating)
- Bottom-up Estimating
- Parametric/Calculation Estimating
- Three Point Estimating

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Activity Definition, Sequencing and Duration Estimating

Guidelines for Estimating Accuracy?

Phase	Estimating Accuracy	Method of Estimating
Concept	± 30%	Top Down
Definition	± 10%	Bottom-up, Three Point, Parametric
Implementation	± 5%	Bottom-up, Three Point, Parametric

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Resource Planning

Responsibility Assignment Matrix (RAM)

High level RAM example

Responsibility Assignment Matrix						Project Manager:	John Gates	
Project Name:	Moving Project	Project No.:	IP0092	Revision Date:	27/03/2006	Revision Number:	0.2	
WBS No.	Deliverable/Work Package/Activity	Stakeholders						Function Managers
		Daniel Sweetman <i>Sponsor</i>	John Gates <i>PM</i>	Dawn Walsh <i>PM Team</i>	John McGrath <i>PM Team</i>	Jane Rossiter <i>PM Team</i>		
1.0	Project Management	S	A	P	P	P		
2.0	Relocation of Staff	S	R	I	I	A	P	
3.0	Relocation of Furniture and Equipment	S	R	A	I	I	I	
4.0	Relocation of PABX, AS400, Dell Servers, UPS	S	R	A	I			
5.0	Relocation of A/C Unit	S	R		A	I	I	
6.0	Training (Fire Evac)	S/P	P	P	P	A/P	P	

P = Participant; A = Accountable; R = Review Required; I = Input Required; S = Sign-Off Required

Other Legends:

RACI: Responsible, Accountable, Consult, Inform

SCARI: Sign-Off, Consult, Accountable, Responsible, Inform

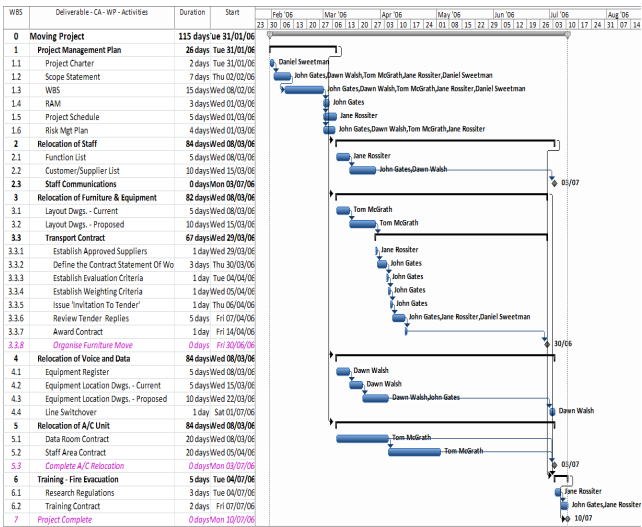
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Schedule Development

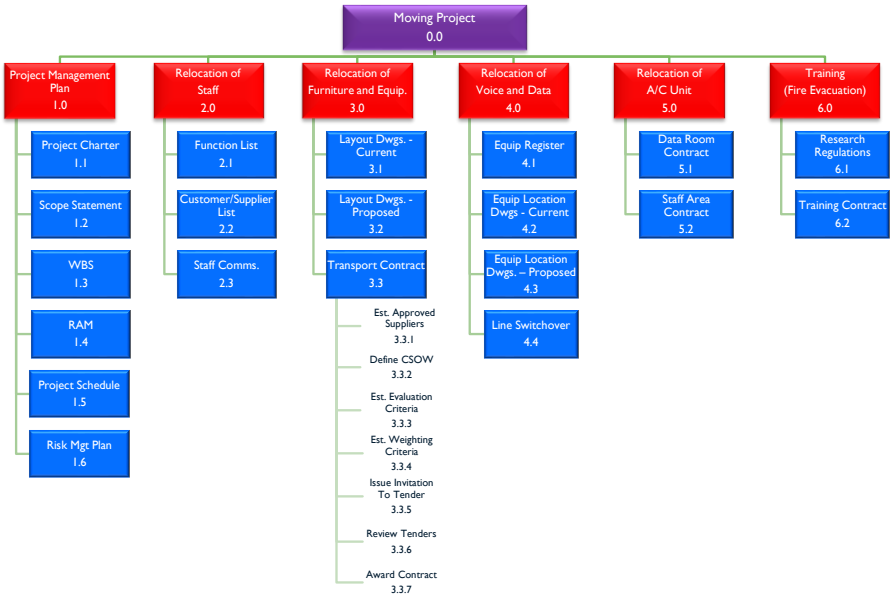
The 2 components of the Project Schedule
Gantt Chart, Bar Chart or Time Line
Milestone Chart

The Project Schedule is ‘built’ on the structure of the WBS and developed from the information gathered from the previous processes



Schedule Development

Sample WBS:



Schedule Development

ID	Deliverable - CA - WP - Activities	Duration	Start	Finish	Predecessors	23 Jan '06	30 Jan '06	06 Feb
						M T W T F S S	M T W T F S S	M T
0	Moving Project	1 day?	Tue 31/01/06	Tue 31/01/06				
1	Project Management Plan	1 day?	Tue 31/01/06	Tue 31/01/06				
2	Project Charter	1 day?	Tue 31/01/06	Tue 31/01/06				
3	Scope Statement	1 day?	Tue 31/01/06	Tue 31/01/06				
4	WBS	1 day?	Tue 31/01/06	Tue 31/01/06				
5	RAM	1 day?	Tue 31/01/06	Tue 31/01/06				
6	Project Schedule	1 day?	Tue 31/01/06	Tue 31/01/06				
7	Risk Mgt Plan	1 day?	Tue 31/01/06	Tue 31/01/06				
8	Relocation of Staff	1 day?	Tue 31/01/06	Tue 31/01/06				
9	Function List	1 day?	Tue 31/01/06	Tue 31/01/06				
10	Customer/Supplier List	1 day?	Tue 31/01/06	Tue 31/01/06				
11	Relocation of Furniture & Equipment	1 day?	Tue 31/01/06	Tue 31/01/06				
12	Layout Dvgs. - Current	1 day?	Tue 31/01/06	Tue 31/01/06				
13	Layout Dvgs. - Proposed	1 day?	Tue 31/01/06	Tue 31/01/06				
14	Transport Contract	1 day?	Tue 31/01/06	Tue 31/01/06				
15	Establish Approved Suppliers	1 day?	Tue 31/01/06	Tue 31/01/06				
16	Define the Contract Statement Of Wo	1 day?	Tue 31/01/06	Tue 31/01/06				
17	Establish Evaluation Criteria	1 day?	Tue 31/01/06	Tue 31/01/06				
18	Establish Weighting Criteria	1 day?	Tue 31/01/06	Tue 31/01/06				
19	Issue 'Invitation To Tender'	1 day?	Tue 31/01/06	Tue 31/01/06				
20	Review Tender Replies	1 day?	Tue 31/01/06	Tue 31/01/06				
21	Award Contract	1 day?	Tue 31/01/06	Tue 31/01/06				

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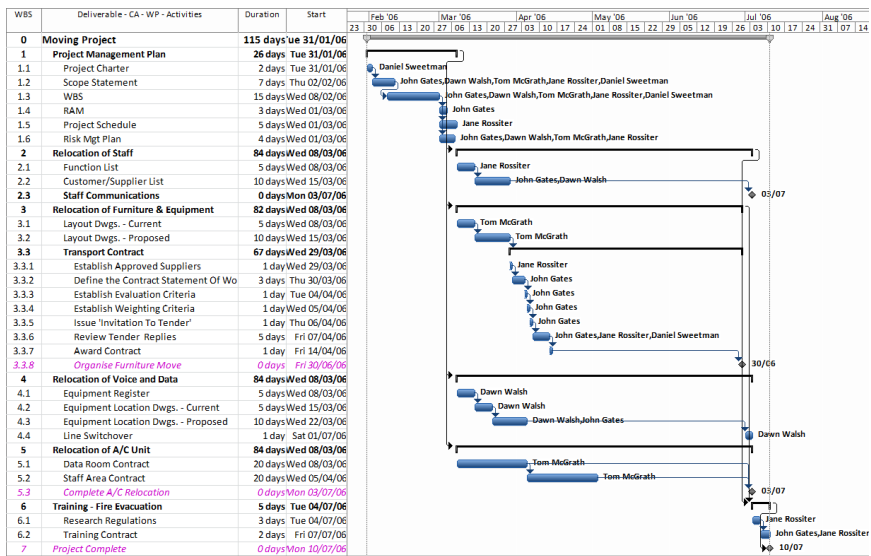
Schedule Development

WBS	Deliverable - CA - WP - Activities	Duration	Start	Feb '06	Mar '06	Apr '06
				23 30 06 13 20	27 06 13 20	27 03 10 17
0	Moving Project	115 days	Tue 31/01/06			
1	Project Management Plan	26 days	Tue 31/01/06			
1.1	Project Charter	2 days	Tue 31/01/06			
1.2	Scope Statement	7 days	Thu 02/02/06			
1.3	WBS	15 days	Wed 08/02/06			
1.4	RAM	3 days	Wed 01/03/06			
1.5	Project Schedule	5 days	Wed 01/03/06			
1.6	Risk Mgt Plan	4 days	Wed 01/03/06			
2	Relocation of Staff	84 days	Wed 08/03/06			
2.1	Function List	5 days	Wed 08/03/06			
2.2	Customer/Supplier List	10 days	Wed 15/03/06			
2.3	Staff Communications	0 days	Mon 03/07/06			

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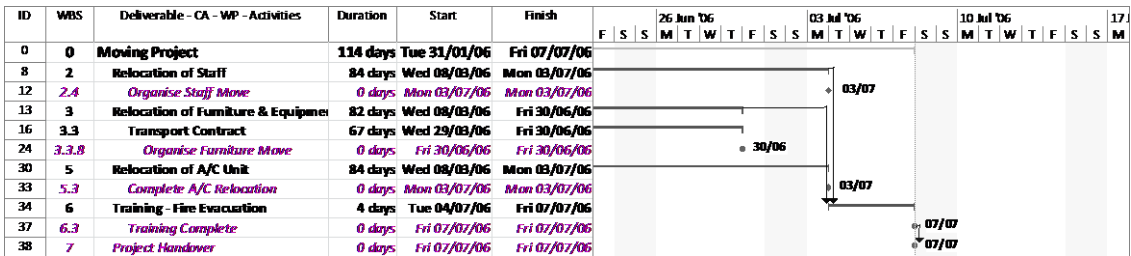
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Schedule Development



Schedule Development

Develop a Milestone Schedule



Schedule Control

The main results of **Schedule Control** are:

- Schedule Updates
- Corrective Action
- Lessons Learned

Project Change Request Form				
Project Name				Project No.
1. Change Requested/Discontinued (Initiator's Name, Change, RFP/Change, RFP, Approved)				
2. Reason for Change				
Proposed By				Date Rec'd
3. Estimated Schedule Impact				
4. Estimated Cost Impact				
5. Estimated Performance Impact (Scope, Quality)				
6. Other Estimated Impact(s) (e.g. Resource, Risk, etc.)				
Recommended For Approval (The initiator's name and title to be added to the Recommended)				
Name	Position	Approved	Comments	Date
Remarks (Please provide the approved version with a "Yes")				
Approved	Approved with Conditions			Rejected
Approved Condition(s)				
Rejected Reason(s)				
PM Signature: _____ Date: _____ Sponsor Signature: _____ Date: _____				

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Module 4

Project Risk Management

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What is Risk?

*An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives**

Risk is a combination of the **probability** of an event occurring and the significance of the **consequence of the event** if it occurs

Negative Risk $\propto$ 1 / Information

Negative Risk is inversely proportional to information

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Risk Management processes:

- **Risk Identification** – Determining which risks might affect the project and documenting their characteristics – ***Expect to see the Risk Register***
- **Risk Scoring** - Performing a qualitative analysis of risks and conditions to prioritise their effects on project objectives – ***Expect to see Risks prioritised***
- **Risk Response Planning** – Developing procedures and techniques to enhance opportunities and reduce threats to the projects objectives – ***Expect to see actions and responsibilities assigned***
- **Risk Monitoring and Control** – Monitoring secondary risks, identifying new risks, executing action plans and evaluating their effectiveness throughout the project lifecycle – ***Expect Risks to be managed, reduced or eliminated***

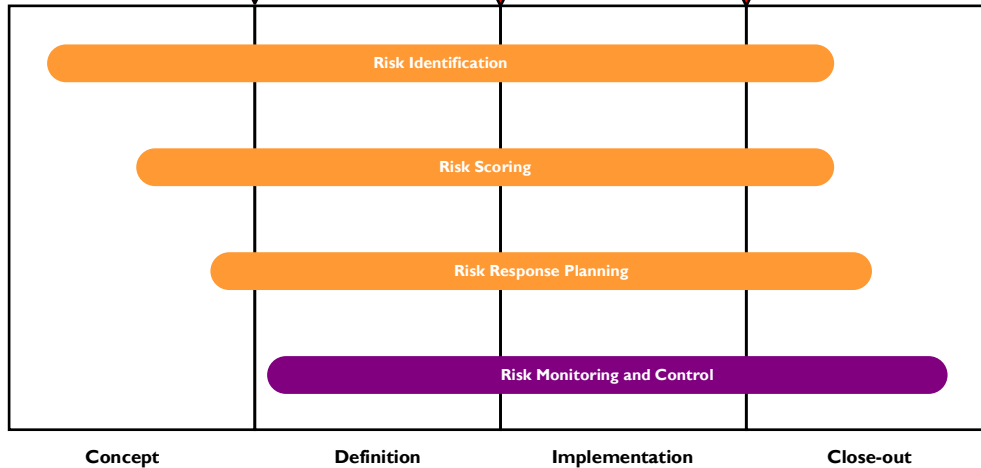
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Risk Management Processes

Management Gate/Decision Point/Phase Review

Planning

Monitoring, Controlling,
Adapting

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Risk Identification

Project Risk Register							Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	21/03/2006		Revision Number:
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech			0.0			
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech			0.0			
3	3.2	Canteen facilities will be inadequate	Org			0.0			
						0.0			

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Risk Identification

Risk Types (or Sources of Risks)

Sample List 1

- Technical
- External
- Organisational
- Environmental
- Project Management

Sample List 2

- Client
- Suppliers
- Resources
- Technology
- Cultural

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Risk Scoring

Qualitative Risk Analysis (i.e. calculating a Risk Score)

Step 1 – Estimate the **Probability** that the risk will occur. Convert a word scale into a probability scale

Very Low	Low	Medium	High	Very High
0.1	0.25	0.5	0.75	0.9

Step 2 – Assess the possible **Impact** if the risk does occur. Convert a word scale into a numeric value

Very Low	Low	Moderate	High	Very High
1	2	3	4	5

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Risk Scoring

Step 3 – Multiply the **Probability** by the **Impact** to get the **Risk Score**

P × I = Risk Score

Risk Scoring

Probability and Impact Matrix

Probability	Impact on a Project Objective				
	1	2	3	4	5
0.9	0.9	1.8	2.7	3.6	4.5
0.7	0.7	1.4	2.1	2.8	3.5
0.5	0.5	1.0	1.5	2.0	2.5
0.3	0.3	0.6	0.9	1.2	1.5
0.1	0.1	0.2	0.3	0.4	0.5

Risk Ranking:

Low
Moderate
High

Risk Scoring

Project Risk Register							Project Manager:	John Gates		
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	12/04/2006		Revision Number:	0.2
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5				
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0				
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3				
						0.0				

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Risk Response Planning

What actions can be taken during Risk Response Planning?

- Avoid
- Transfer
- Mitigate
- Accept



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Risk Response Planning

Strategies for Negative Risks or Threats

Avoid

- Changing the project plan to eliminate the risk or to protect the project objectives from its impact

Transfer

- The risk and the subsequent response is transferred to a third party, e.g., an insurance company, by incurring the cost of an insurance premium. The risk is not eliminated, merely transferred
- Another example is to use fixed price contracts if work packages or deliverables are *outsourced* – placing the onus on the contractor to manage their own affairs

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Risk Response Planning

Strategies for Negative Risks or Threats (cont'd)

Mitigate

- Involves reducing - *but not eliminating* – the impact a risk may have. A more thorough analysis of the causes of the risk may reveal that all that is needed is extra planning or more background information
- An example would be the development of a prototype product to reduce the risks of scaling up from a bench-scale model
- Other examples would be conducting more tests; using a stable, approved supplier etc.



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Risk Response Planning

Strategies for Negative Risks or Threats (cont'd)

Accept

The project team accepts that a risk may occur and they can do nothing to avoid it, i.e., *the project plan is not altered*. There are two types of risk acceptance:

- **Active** acceptance may involve developing a contingency reserve - including amounts of time, money or resources - to handle threats
- **Passive** acceptance requires no action, leaving the project team to deal with the threats as they occur



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Risk Response Planning

As a result of **Risk Response Planning** expect to see:

- Risk Responses and Action Plans
- 'Anticipated' Secondary Risks
- Contractual Agreements

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Risk Response Planning

Project Risk Register								Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	26/04/2006		Revision Number:	0.3
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5	Create a clearly defined Statement Of Work. Check with Procurement Dept. for approved supplier list. Establish Weighting Criteria & Screening System. Invite tenders from a minimum of 3 companies.	Dawn Walsh		
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0	Establish current max. load at existing site. Establish additional capacity on new site.	John McGrath		
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3	Contact current contract providers and specify new requirements	Jane Rossiter		
						0.0				

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Risk Monitoring and Control

Typical outcomes due to **Risk Monitoring and Control** are:

- Workaround Plans
- Corrective Action
- Change Requests
- Updates to the Risk Register
- Updates to the Organisational Risk Checklist
- Lessons Learned

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Result of Risk Identification

Summary:

Project Risk Register								Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	21/03/2006		Revision Number:	0.1
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech			0.0				
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech			0.0				
3	3.2	Canteen facilities will be inadequate	Org			0.0				
						0.0				

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Result of Risk Scoring

Summary:

Project Risk Register								Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	12/04/2006		Revision Number:	0.2
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5				
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0				
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3				
						0.0				

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Result of Risk Response Planning

Summary:

Project Risk Register								Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	26/04/2006	Revision Number:		0.3
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5	Create a clearly defined Statement Of Work. Check with Procurement Dept. for approved supplier list. Establish Weighting Criteria & Screening System. Invite tenders from a minimum of 3 companies.	Dawn Walsh		
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0	Establish current max. load at existing site. Establish additional capacity on new site.	John McGrath		
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3	Contact current contract providers and specify new requirements	Jane Rossiter		
						0.0				

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Result of Risk Monitoring and Control

Summary:

Project Risk Register								Project Manager:	John Gates	
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	16/05/2006	Revision Number:		1.1
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5	Create a clearly defined Statement Of Work. Check with Procurement Dept. for approved supplier list. Establish Weighting Criteria & Screening System. Invite tenders from a minimum of 3 companies.	Dawn Walsh	Standard Procurement Policy followed. Weighting based on 3 criteria: Cost, Quality, Availability. 4 companies invited to tender. Contract awarded to J. Nolan & Sons. Dawn Walsh to liaise and schedule. Continue monitoring.	Open
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0	Establish current max. load at existing site. Establish additional capacity on new site.	John McGrath	Electrical Load capacity survey carried out by LRM Consulting on the 4th and 5th May. Report received on the 10th May indicates a minimum of 20% spare capacity on each of the 3 Phases. Refer to John McGrath for full report or the Project File for summary.	Closed
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3	Contact current contract providers and specify new requirements	Jane Rossiter	Contract providers have been contacted by J Rossiter. Capacity exists with respect to Canteen Furniture and Equipment. However existing contract needs to be examined with respect to resources and cover. Information has been discussed with D. Sawyer in Procurement Dept. J. Rossiter to continue monitoring.	Open
						0.0				

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Module 5

Project Close-out

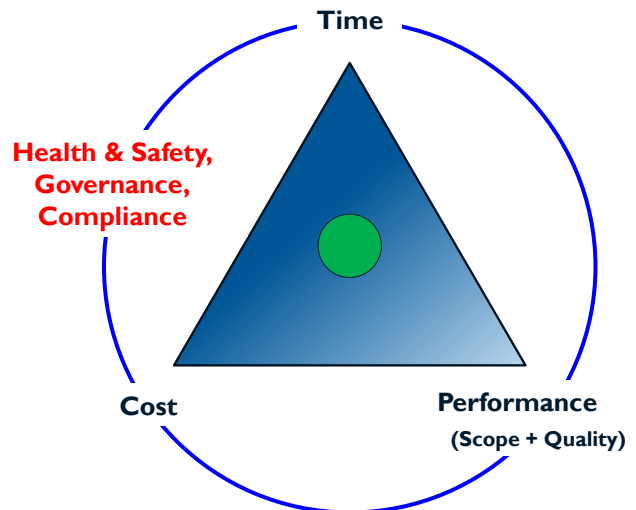
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Module 5: Project Close-out

Circumstances for Project Closure?

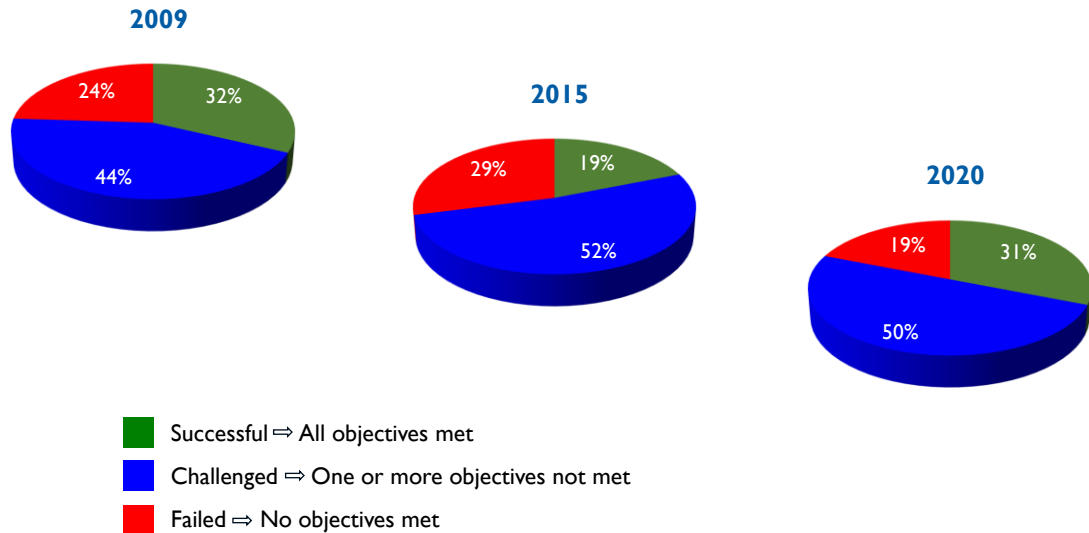
- Completion
 - Successful
 - Challenged
- Failure
 - Completed but ...
 - Abandoned
 - Deterioration



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IT Projects - Standish Group (CHAOS Reports)



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- Reasons recorded in **Failed** Projects:

- Incomplete requirements
- Lack of user involvement
- Lack of resources
- Unrealistic expectations
- Lack of executive support
- Changing requirements and specifications
- Lack of planning

- Factors recorded in **Successful** Projects:

- User involvement
- Executive management support
- Clear statement of requirements
- Proper planning
- Realistic expectations

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	Project Success Factor	Description
1	Project mission	Initial clearly defined goals and objectives
2	Top Management Support	Willingness of top management to provide the necessary resources and authority for project success
3	Project Schedule/Plan	A detailed specification and schedule of the individual action steps for project implementation
4	Stakeholder Consultation	Communication and consultation with – and active listening to – all affected parties
5	Personnel	Selection, guidance, coaching and training of the project team
6	Technical Tasks	Availability of the required technology and expertise to accomplish the specific technical action steps
7	Customer/User Acceptance	The act of selling the final project to its ultimate intended users
8	Monitoring and Feedback	Timely provision of comprehensive control and feedback information throughout the project
9	Communication	The provision of an appropriate distribution network and necessary data to all stakeholders
10	Troubleshooting	The ability to handle unexpected crises and deviations from the plan

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Close-Out Activities:

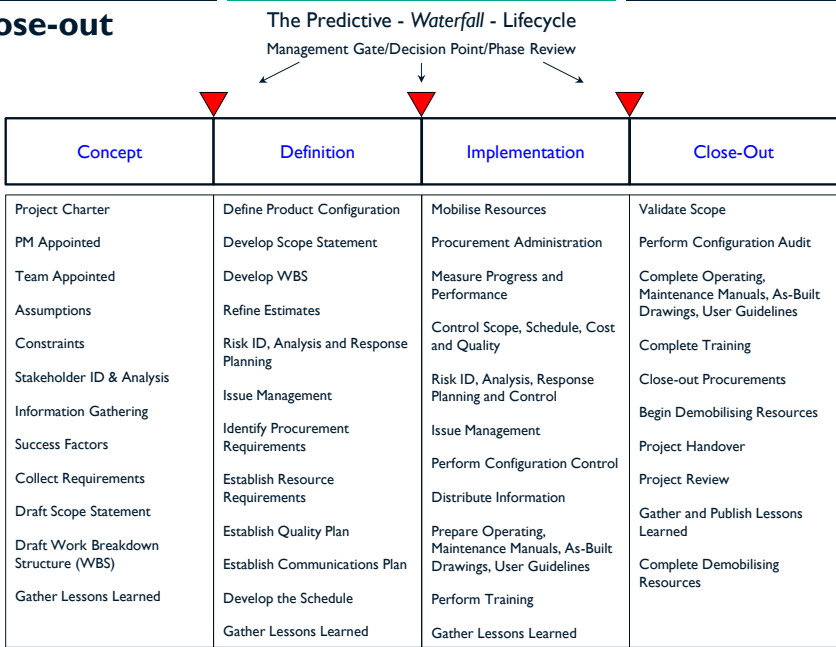
- Ensure all Deliverables have been accepted and signed off
- Project Hand-over
- Project Closeout Report
- Team Demobilisation
 - Skills Update
 - Performance Appraisal
- Administrative Closure – Project Filing
 - Project Archives, Lessons Learned etc.



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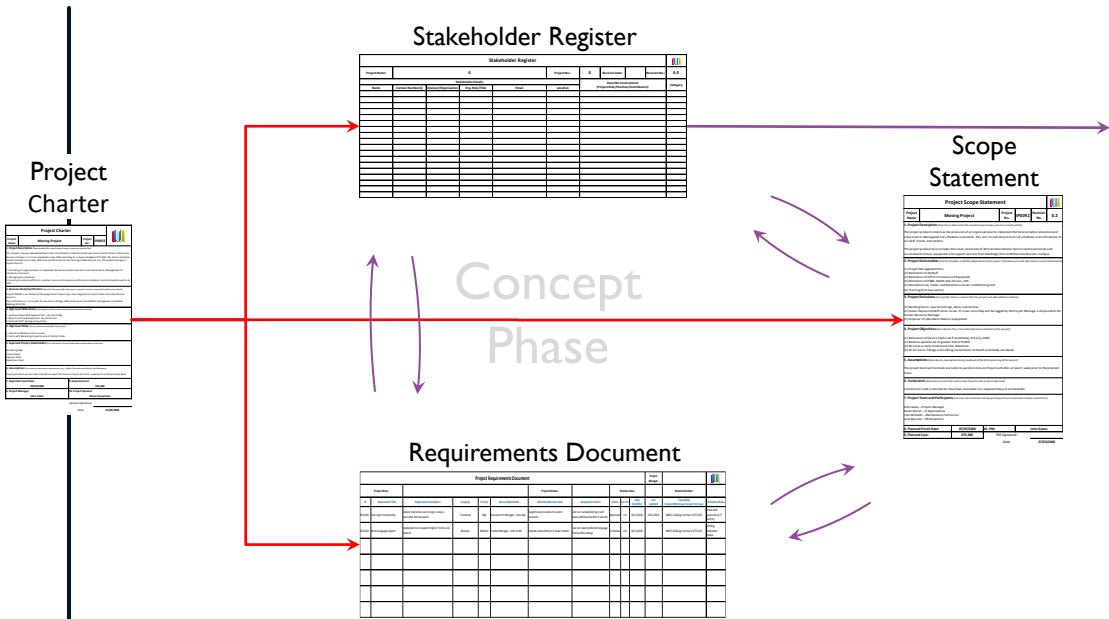
Course Close-out



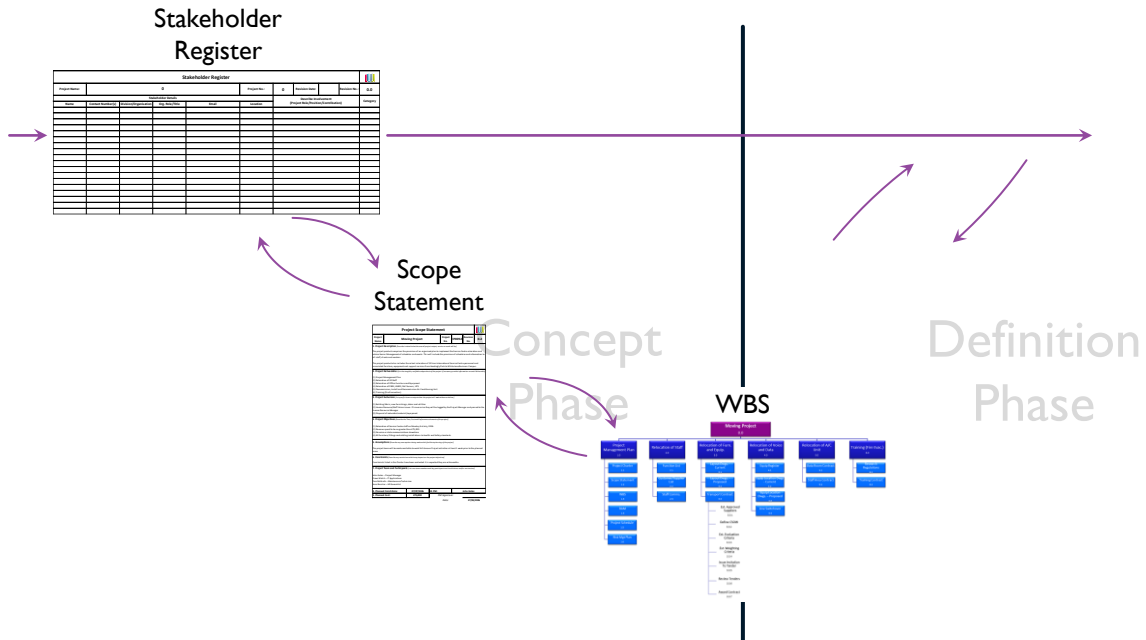
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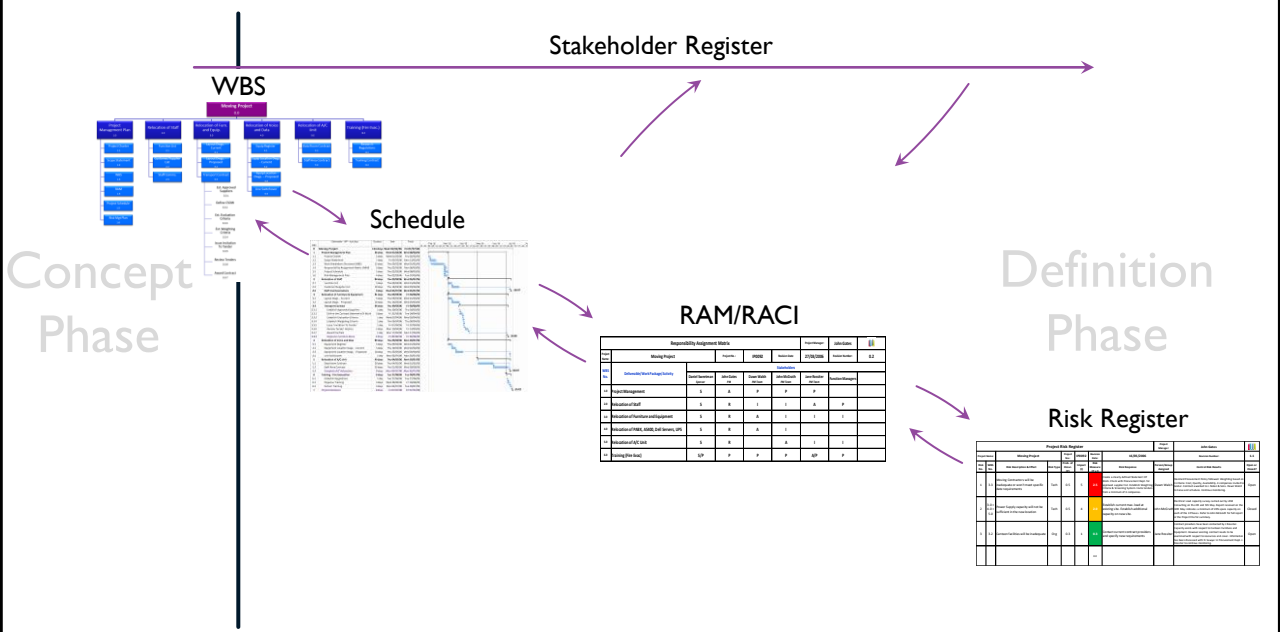
Key Project Processes and Documents



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Course Close

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Alan McLoughlin

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Project Management Essentials

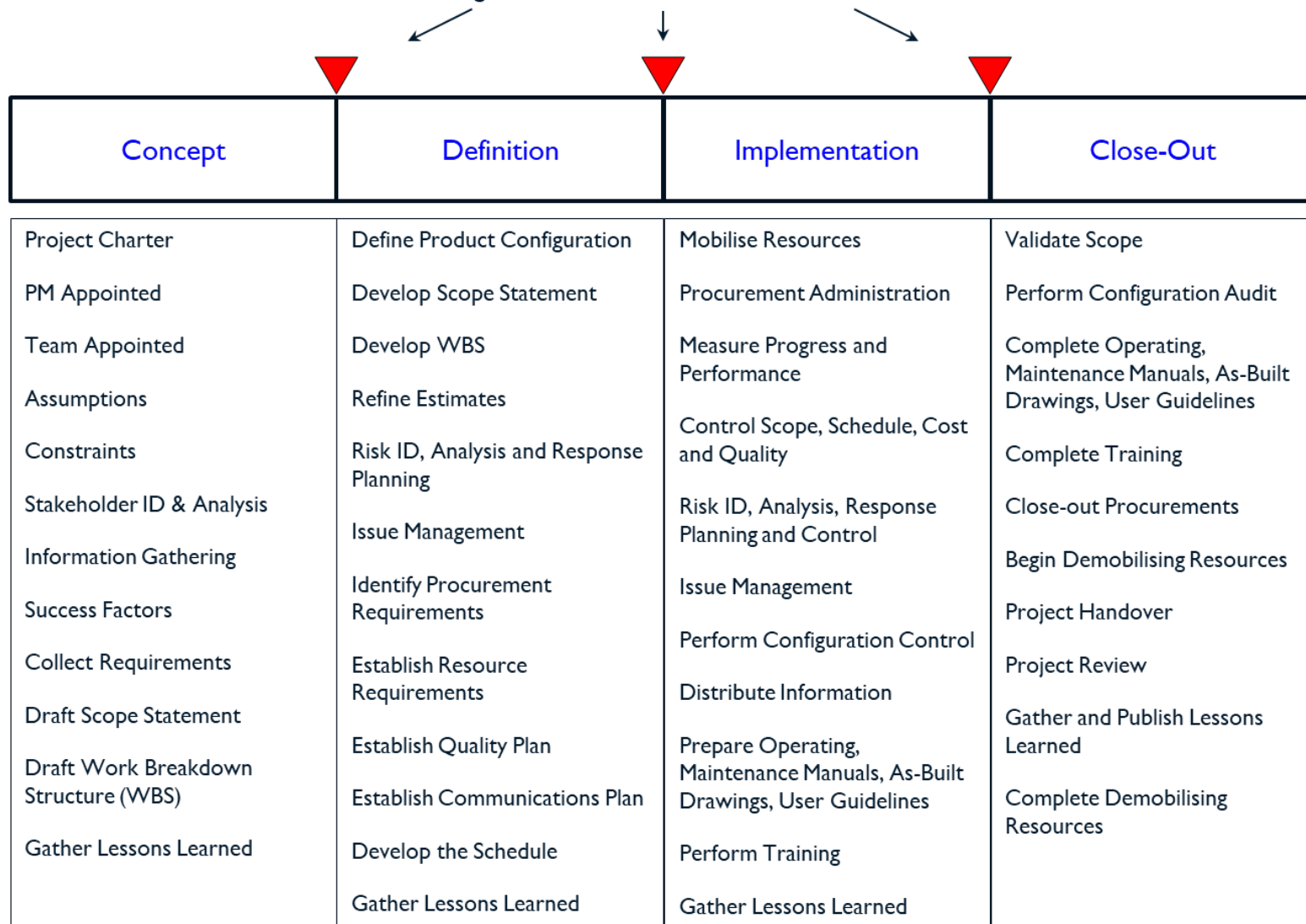
Supporting Documents

Predictive Lifecycle.....	55
Agile Lifecycle – The Scrum Framework.....	57
Project Charter.....	59
Stakeholder Register.....	61
Project Scope Statement.....	63
Work Breakdown Structure.....	65
Responsibility Assignment Matrix	67
Risk Register.....	69
Project Change Request Form.....	71
Project Close-out Report.....	73

Notes

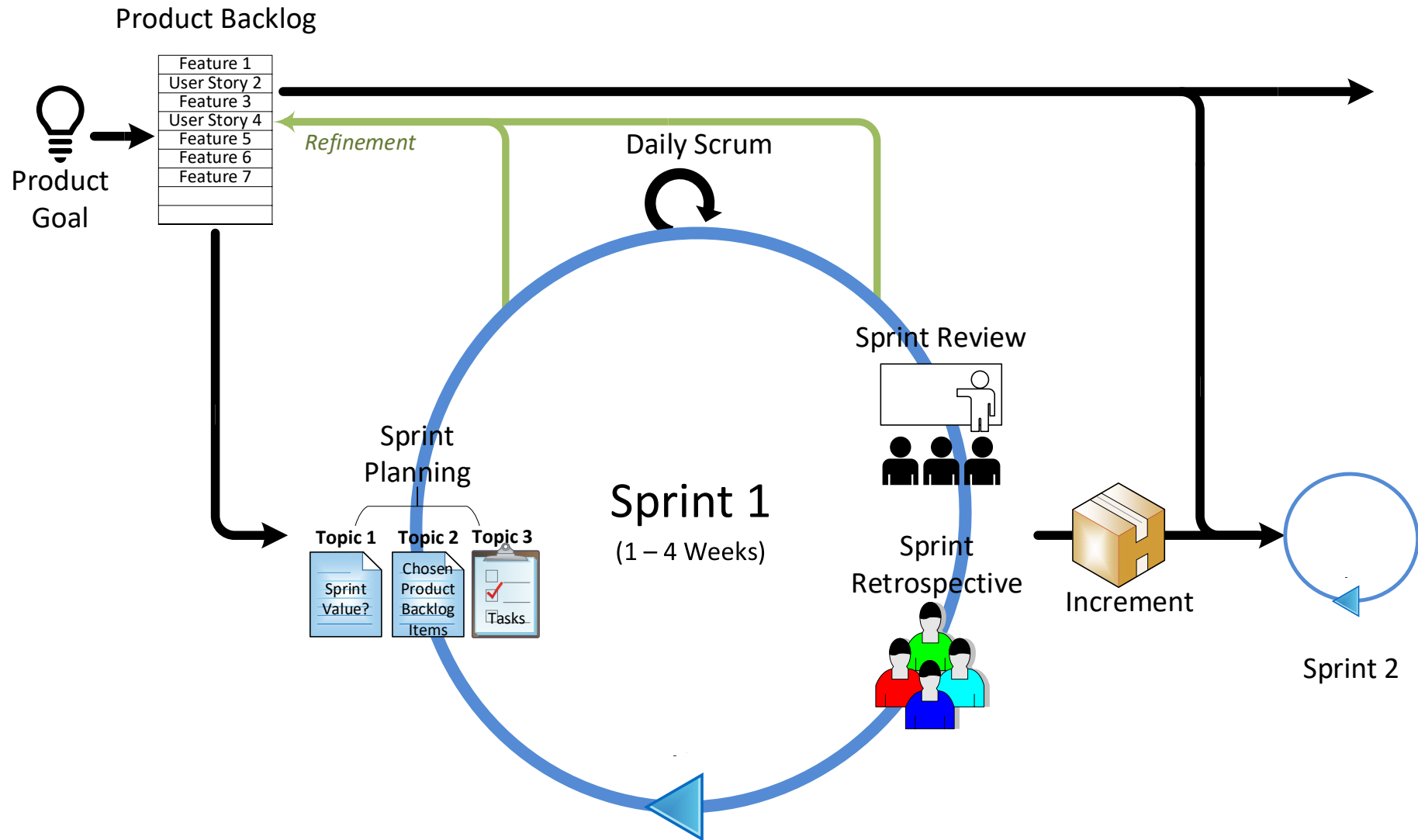
The Predictive - *Waterfall* - Lifecycle

Management Gate/Decision Point/Phase Review



Notes

Agile Life Cycle – The Scrum Framework



Notes

Project Charter				
Project Name	Moving Project	Project No.	IP0092	
1. Project Description <i>[Describe what the overall project output, service or result will be]</i> This project is being implemented due to the consolidation of Service Centre personnel and facilities at White Lane Business Campus. It is to be completed in July 2006 operating to a revenue budget of €75,000. The actual relocation should commence on Friday 30th June and terminate on the morning of Monday 3rd July. The project manager is responsible for: 1. Providing an organised plan to implement the Service Centre relocation and advise Senior Management of schedules and events 2. Managing the relocation 3. Ensuring no adverse effect on customer service and company performance standards and minimum disruption to staff				
2. Business Need/Justification <i>[Describe the reason(s) for the project; a specific contract; expected benefits to be realised]</i> Project IP0092 is an element of the programme comprising a four-stage plan to consolidate Icon International business. The justification is in line with this business strategy. Refer to Business Case BC956, Management Committee Meeting 18/11/05.				
3. High Level Milestones <i>[List significant Deliverables and expected achievement dates]</i> 1. Develop Project Management Plan - By end of May 2. Move Furniture & Equipment - By end of June 3. Relocate Staff - By beginning of July				
4. High Level Risks <i>[List any risks anticipated for this project]</i> 1. Industrial Relations/Union Issues 2. Clash with Marketing Project at end of 2nd Qtr 2006				
5. Expected Primary Stakeholders <i>[List Individual or Group Stakeholders anticipated at this time]</i> HR Dept. Marketing Dept Finance Dept Logistics Dept Operations Dept				
6. Assumptions <i>[Describe any assumptions being made, e.g., staff will be made available by Line Managers]</i> The project team will be made available to work full-time on Project activities 1 week prior to the planned move				
7. Expected Finish Date		8. Expected Cost		
03/07/2006		€75,000		
9. Project Manager		10. Project Sponsor		
John Gates		Daniel Sweetman		

Sponsor Signature: _____

Date: _____

01/02/2006

Notes

Stakeholder Register

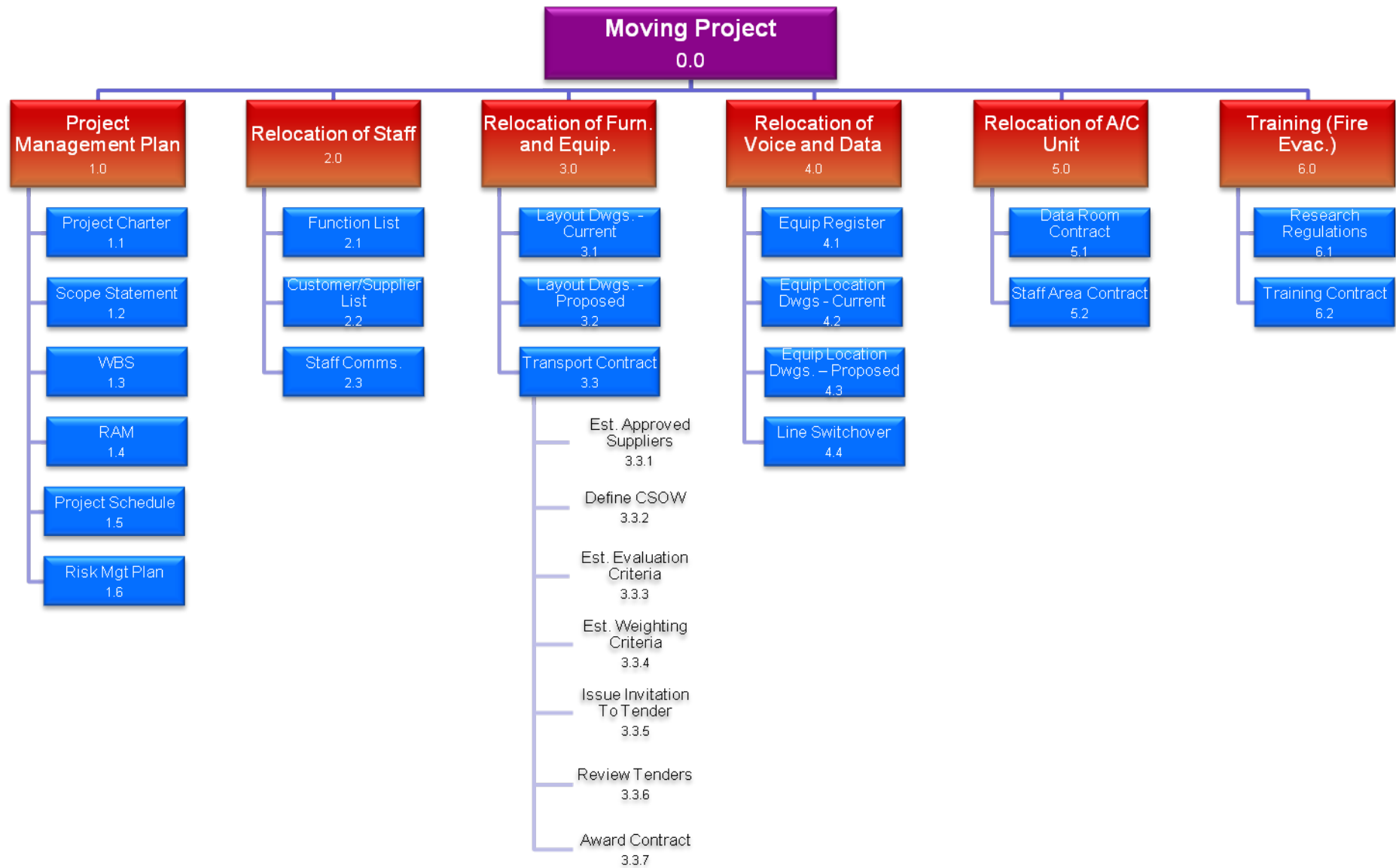
Stakeholder Register										
Project Name:	Moving Project				Project No.:	IP0097	Revision Date:	27/03/2006	Revision No.:	0.3
Stakeholder Details						Describe Involvement & Expectations	Engagement Strategy	Category		
Name	Role/Title/Position	Organisation/Dept	Contact Number(s)	Email	Location					
Daniel Sweetman	Project Sponsor	Operations	Extn 356	d.sweetman@nestle.ie	Tallaght	Support/Escalation & Successful consolidation, cost control, no disruption	Frequent Updates, Management Gate Meetings, Deliverable Sign-Offs	Primary-Internal		
Dave Carter	Facilities Manager	Engineering	Extn 455	d.carter@nestle.ie	Tallaght/Kilmainham	SME Input & H&S Compliance, Elec & Comms Services	Frequent Updates, Progress Meetings, Copies of contemporary Risk Register and Issue Log	Secondary-Internal		
Admin Staff (30)	Various	Various	Various	Various	Kilmainham	Safe, functional workspace. Business-As-Usual, working comms 03/07	Weekly Line Mgr Meetings, Frequent Schedule information via email, noticeboards & Comms Screens	Secondary-Internal		
Mark Boland	Operations Director	J B Transport Ltd	(086) 95 296 30 (01) 39 356 51	m.boland@jbtransport.ie	Terenure	Furniture & Equipment removal and installation 30/06 to 03/07. Expect full access, no impediments	Weekly Face-To-Face Meetings throughout June with copies of contemporary Schedule. Snag/Debrief Tues 4th July	Secondary-External		

Notes

Project Scope Statement					
Project Name	Moving Project	Project No.	IP0092	Revision No.	0.2
1. Description <i>[Describe in detail what the overall project output, service or result will be]</i> The project product comprises the provision of an organised plan to implement the Service Centre relocation and advise Senior Management of schedules and events. This will include the provision of schedules and information to all staff, clients and vendors. The project product also includes the actual relocation of 30 Icon International Service Centre personnel and associated furniture, equipment and support services from Headingly Park to White Lane Business Campus.					
2. Project Deliverables <i>[List the tangible, verifiable subproducts of the project. If necessary provide information on each Deliverable]</i> (1) Project Management Plan (2) Relocation of Staff (3) Relocation of Office Furniture and Equipment (4) Relocation of PABX, AS400, Dell Servers, UPS (5) Decommission, Install and Recommission Air Conditioning Unit (6) Training (Fire Evacuation)					
3. Acceptance Criteria <i>[List the conditions to be met before Deliverables are accepted]</i> (1) Project Plan and Documents containing a schedule of events; risks and response strategies; contract documents. (2) Schedule Information provided to all staff via email, noticeboards and communication screens. (3) Business As Usual for Admin Staff and Processes on Mon 3rd July. (4) Fire Evacuation Information and Training Signed Off by the PM on Mon 3rd July. Evacuation Drill on Thurs 6th July.					
4. Project Exclusions <i>[List specific items or outputs that the project will not address nor deliver]</i> (1) Building fabric, new furnishings, décor and utilities (2) Human Resource/Staff Union issues. If issues arise they will be logged by the Project Manager and passed to the Human Resource Manager (3) Disposal of redundant material/equipment					
5. Project Objectives <i>[Describe the Time, Cost and Performance elements of the project]</i> (1) Relocation of Service Centre staff on Monday 3rd July, 2006. (2) Revenue spend to be no greater than €75,000. (3) No voice or data communications downtime (4) All furniture, fittings and cabling installations to Health and Safety standards					
6. Constraints <i>[Describe any restrictions which may impact on the project objectives]</i> No significant constraints established or anticipated at this time.					
7. Project Team and Participants <i>[List core team members and key participants such as divisions and/or contractors]</i> John Gates – Project Manager Dawn Walsh – IT Applications Tom McGrath – Maintenance Technician Jane Rossiter – HR Generalist					
8. Planned Finish Date:		07/07/2006		10. PM:	
				John Gates	
9. Planned Cost:		€75,000		PM Signature:	
				Date:	
				27/03/2006	

Notes

Work Breakdown Structure (WBS)



Notes

Responsibility Assignment Matrix

Responsibility Assignment Matrix						Project Manager:	John Gates	
Project Name:	Moving Project	Project No.:	IP0092	Revision Date:	27/03/2006	Revision Number:	0.2	
WBS No.	Deliverable/Work Package/Activity	Stakeholders						
		Daniel Sweetman <i>Sponsor</i>	John Gates <i>PM</i>	Dawn Walsh <i>PM Team</i>	John McGrath <i>PM Team</i>	Jane Rossiter <i>PM Team</i>	Function Managers	
1.0	Project Management	S	A	P	P	P		
2.0	Relocation of Staff	S	R	I	I	A	P	
3.0	Relocation of Furniture and Equipment	S	R	A	I	I	I	
4.0	Relocation of PABX, AS400, Dell Servers, UPS	S	R	A	I			
5.0	Relocation of A/C Unit	S	R		A	I	I	
6.0	Training (Fire Evac)	S/P	P	P	P	A/P	P	

P = Participant; A = Accountable; R = Review Required; I = Input Required; S = Sign-Off Required

Notes

Risk Register

Project Risk Register							Project Manager:	John Gates		
Project Name:		Moving Project		Project No.:	IP0092	Revision Date:	16/05/2006		Revision Number:	1.1
Risk No.	WBS No.	Risk Description & Effect	Risk Type	Prob. of Occur. (P)	Impact (I)	Risk Measure (P x I)	Risk Response	Person/Group Assigned	Control Risk Results	Open or Closed?
1	3.3	Moving Contractors will be inadequate or won't meet specific date requirements	Tech	0.5	5	2.5	Create a clearly defined Statement Of Work. Check with Procurement Dept. for approved supplier list. Establish Weighting Criteria & Screening System. Invite tenders from a minimum of 3 companies.	Dawn Walsh	Standard Procurement Policy followed. Weighting based on 3 criteria: Cost, Quality, Availability. 4 companies invited to tender. Contract awarded to J. Nolan & Sons. Dawn Walsh to liaise and schedule. Continue monitoring.	Open
2	3.0 + 4.0 + 5.0	Power Supply capacity will not be sufficient in the new location	Tech	0.5	4	2.0	Establish current max. load at existing site. Establish additional capacity on new site.	John McGrath	Electrical Load capacity survey carried out by LRM Consulting on the 4th and 5th May. Report received on the 10th May indicates a minimum of 20% spare capacity on each of the 3 Phases. Refer to John McGrath for full report or the Project File for summary.	Closed
3	3.2	Canteen facilities will be inadequate	Org	0.3	1	0.3	Contact current contract providers and specify new requirements	Jane Rossiter	Contract providers have been contacted by J Rossiter. Capacity exists with respect to Canteen Furniture and Equipment. However existing contract needs to be examined with respect to resources and cover. Information has been discussed with D. Sawyer in Procurement Dept. J. Rossiter to continue monitoring.	Open
						0.0				

Notes

Project Change Request Form				
Project Name		Project No.		
1. Change Requested/Discovered [Reference Resources, Drawings, WBS Codes, SOP's, Documents etc.]				
2. Reason for Change				
Processed by:				Date Rec'd
3. Estimated Schedule Impact				
4. Estimated Cost Impact				
5. Estimated Performance Impact [Scope, Quality]				
6. Other Estimated Impact(s) [e.g. Resources, Risks etc.]				
Recommended For Approval: [The stakeholders listed below are likely to be affected by the requested change]				
Name	Position	Approved?	Comments	Date
Result [Please specify the appropriate outcome with a 'Yes']				
Approved:		Approved with Conditions:		Rejected:
Approved Conditional On				
Rejected Because				

PM Signature: _____

Sponsor Signature: _____

Date: _____

Date: _____

Notes

Project Closeout Report		Date	
Project Name		Project No.	
1. Evaluate the following:			
1.1 Project Objectives <i>[List how the project performed in terms of meeting the objectives - as outlined in the Scope Statement - under the headings, Time, Cost & Performance]</i>			
1.2 Project Deliverables <i>[List how the project performed in terms of producing the deliverables - as outlined in the Scope Statement]</i>			
1.3 Communications <i>[How were communications between the Project Team and other Stakeholders]</i>			
1.4 Procedures/Systems <i>[How did the procedures, systems and processes work, eg. Did the Change Control System work, was the Scope Statement detail adequate?]</i>			
1.5 Project Management <i>[Was the project managed well? Was the required documentation produced and available? Were identified resources available and adequately skilled/trained?]</i>			
2. What went well and could be implemented on future projects?			
3. What could have been better and be improved on future projects?			

Project Manager Signature: _____
Date: _____

Notes