

## Week 3 Lecture

### Project Management Planning 2, Leadership, Risk Management, Quality Discussion, and Resourcing Projects

This week we will focus on completing the project management plan (PMP). At this point in the project life cycle the planning stage continues to be the focus (Figure 1). By the end of the week the goal is to complete the PMP and thus be ready to move into the Execution stage. This week the discussions will focus on risk management and quality.

#### Change Control and Leadership

Last week the scope, schedule, and cost baselines were developed. At times the clients, users, or other stakeholders may suggest a change. Projects often have a degree of uncertainty. Requests can come at inopportune times. Thus, part of the project management plan is a change control process (Kloppenborg, Anantatmula, & Wells, 2019, Section 7.5, p. 229). An organization may form a Change Control Board that has ultimate responsibility to decide whether or not to accept changes (Project Management Institute, 2017, Section 4.6.2.5 Meetings, p. 120). The project manager should ensure that every change goes through an organization's change control process.

In the discussion this week there is an unusual request which could lead to a major change to the project just before completing the PMP. In this case senior leadership should likely become involved and first discuss the change before proceeding with a formal change control process. This is because the proposal may be modified or even rejected before going further. If the change discussed this week is accepted then document the change and complete the change control process. Log the change request in a change control log and adjust the scope baseline, schedule baseline, and the cost baseline. Be sure to keep track of the date and version number for the changes.

Changes can lead to stress for the project team. It may be necessary to add team members with different skills or some team members may no longer be needed. Leadership in these cases is essential. Meet with the team as a whole and hold one-to-one meetings to address the issues. Practice common values of integrity and transparency. Always lead the team and be there for the team especially during periods of uncertainty and change. Finally, take care of your own health during stressful times.

**Learning Activity: Consider what you can do to maintain your health during stressful periods in during the project life cycle.**

## Risk management

Project Management Institute defines risk as an uncertain event that could lead to a negative or positive impact on the project's goals (Project Management Institute, 2019, Glossary, p. 720). Burke and Silvestrini (2017) suggest that risk management includes four major steps as follows:

1. Risk identification
2. Risk Impact Assessment
3. Risk Prioritization and analysis
4. Risk mitigation, planning, and progress monitoring (Section A.1, Risk Management Process, pp. 494-495)

Risks can be evaluated along two dimensions that is the probability of occurrence and the severity of the risk. For example, severity could be classified as “catastrophic, critical, major, minor, and negligible” (Wortman, Chapter XI, p. XI-10). The probability of occurrence could be considered high medium or low.

**Learning Activity: Research tools that would enable a project team to manage risks.**

## Quality

Project Management Institute (2017) defines quality as “the degree to which a set of inherent characteristics fulfills requirements” (Project Management Institute, 2017, Glossary, p. 718). Shenhar and Dvir (2007) suggest that project success is a result of meeting schedule and budget goals (efficiency) as well as meeting requirements and importantly “achieving customer satisfaction, benefits, and loyalty” along with team satisfaction, business results and preparation for the future (Shenhar & Dvir, 2007, p. 12). Dr. Juran a pioneer in quality in 1951 as cited Burke and Silvestrini (2017) defined quality as “fitness for use.” (Section A.2.c Jospheh Juran, p. 10).

Quality continues to be defined along different dimensions. In a project it is important to establish the project requirements and to obtain agreement among the stakeholders. If the requirements change then use your organization's process for change control. In this way you will most likely achieve a project that delivers a result that meets the requirements outlined in Shenhar and Dvir's definition of a successful project.

**Learning Activity: Develop your own personal mission to achieve quality.**

## RESOURCING PROJECTS

Ideally, project managers seek team members that have the appropriate technical skills, can work as a team, and have diverse backgrounds. “Diverse opinions help to consider more creative approaches” (Kloppenborg, et al., 2019, Section 9-3a, p. 293). Once a team is formed there are often challenges to balance the work load in a project.

There are tools to enable resource leveling that could be very helpful (Kloppenborg, et al, 2019, Section 9-6 Dealing with Resource Overloads, pp. 300 – 303). In addition, it is important that the team work together to resolve imbalances in work load. For example, if one team member is overwhelmed another team member may volunteer to help. If team members will have a light work load for a short period they can use the time productively to learn another function supporting another team member. The project manager should set up a project culture in which the entire team works together to achieve resource balancing. This is another reason why project leadership is so important. Here the idea is to empower the team members to work together to achieve balance.

**Learning Activity: Think of other ways that teams could effectively balance their work load.**

## CONCLUSION FOR PROJECT MANAGEMENT SECTION

At the end of this week you should have achieved the course learning outcomes for project management. You have examined project foundations focusing on project initiation and planning. You can construct a project charter and a project management plan (PMP). Finally, you have evaluated project leadership, resource allocation, and project ethics using corporate social responsibility. You could include your project charter and PMP as part of a portfolio. Project management helps firms execute strategies, implement innovation, achieve continuous improvement, and align global supply chains. In short, Project managers make a difference to realize organizational excellence.

### References

Burke, S. E., & Silvestrini, R. T. (2017). *The certified quality engineer handbook* (4th ed.). Milwaukee, WI: ASQ Quality Press.

Kloppenborg, T. J., Anantatmula, V., & Wells, K. N. (2019). *Contemporary Project Management* (4th ed.). Boston: Cengage.

Project Management Institute (PMI). (2017). *A guide to project management body of knowledge* (PMBOK Guide) (6th ed.). Newtown Square, PA: PMI.

Wortman, B. (2015). *CQE Primer*. W. Terre Haute, IN.: Quality Council of Indiana.