

1 Project Infrastructure: Introduction

- project started with purpose
- purpose is to increase organizational value
- what is the value of this project to the organization?
 - abandoning projects that have little value can save a lot.
 - abandoning a project with a lot of potential is a lost opportunity.
- project plan must provide scope, schedule, and budget.
- planning phase of project: move from strategic perspective to tactical.
- integrate number of sub-plans, coordinate, authorize, manage, and control.
- primary planning questions:
 - what works needs to be done
 - who will do this work
 - what resources are needed to do the work
 - when will they do the work
 - how long will it take
 - how much will it cost
 - does the time/money/resources invested support measurable organizational value?
- *Infrastructure*: identifies project governance structure and all the project resources.
 - (value to organization, project objectives, governance, resources)
 - foundation to defining scope, schedule, budget, quality objectives,
 - governance provides framework to guide all project decisions.
 - often includes formation of a governance committee that represent interests of project stakeholders.
 - group is responsible and accountable for ensuring the project aligns with org strategy and
 - meets intended organizational value.
- at the end of project planning phase, organization makes a go/no-go decision.
- Project Charter: projects' MOV, infrastructure, and project objectives are documented in project charter.

- if approved, project charter serves as an agreement among the project stakeholders.
- for outside development (contractor vs client), something equivalent of a project charter in
- the form of a legal document, that formalizes the services and fees.
- corp governance is essentially corp steering:
 - set organization strategy and objectives
 - provides resources (people, process, tools, tech) to achieve org strategy and objectives
 - monitor and control activities to ensure org resources are used efficiently and effectively.
- project governance provides a framework for project manager and team for decision making, resource allocation:
 - project decision making
 - defining roles, responsibilities
 - accountability
 - determine effectiveness of project manager
- project governance provides framework to ensure project aligns with chosen business strategy, ensuring that time/money/resources provide value to org.
 - project governance: strategic alignment from project to project gov to org gov. authorization, oversight accountability from org gov, to proj gov, to project.
 - Structure: many orgs have project management office (PMO). group within org that oversees all project management standards, methods, policies;
 - authorization: project stakeholders must know their authority. who will authorize acceptance of project, or authorize next phase, etc.
 - oversight and authority: if everyone knows their roles and responsibilities, then everyone can be held accountable. project must align with org values.
 - decision making: stakeholders must be able to access current state of project,
 - communication system must be in place to allow stakeholders to implement corrective action or to know when to escalate an issue/problem or risk
 - resources: a good project gov framework ensures the project gets needed
 - resources, including choosing the right project manager and right team.
 - (if org cannot supply resources locally, it should explore external means).

- Project Team:
- project manager: must play multiple roles:
 - managerial role focuses on planning, organizing and controlling
 - responsibility for developing project plan, organizing project resources, and overseeing execution
 - perform reviews,
 - project tracking,
 - reporting
- Project Team:
 - tech skills
 - business knowledge
 - interpersonal skills
- ORG structures:
 - functional organization:
 - tree with distinct business functions as branches. silos.
 - matrix org: business units same as functional, but they share resources.
 - (e.g. every business unit needs tech, etc.)
 - project: program manager manages multiple projects.
 - each project has project manager, with a tree of folks on that project.