Interreg NEXT Romania – Ukraine

Co-funded by the European Union

Stefan cel Mare University of Suceava

Ivano-Frankivsk National Technical University of Oil and Gas

LIFECED

LIFELONG AND CULTURAL INCLUSIVE EDUCATION ON THE ROMANIAN-UKRAINIAN BORDER

Training: PROJECT MANAGEMENT

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Project management

Module 1. Project Management & PCM Fundamentals; Project Idea Generation

LIFECED Project

Presentation of the module

Theory: 10 hours
Practical activities: 20 hours
Individual study: 30 hours

Format: blended (face to face + individual guided work)

Session structure:
Friday (4h) – conceptual focus + guided application
Saturday (6h) – intensive applications + project work

Contents

Project Cycle Management (PCM) principles;	SWOT Analysis;	Stakeholders andlysis;	Needs/Problem tree, Objecive tree;
SMART Objectives;	Project logic;	Results, indicators, activities;	GANTT Chart;
HRM aspects;	Budget and financial management aspects;	Procurement & Reporting;	Usage of different tools: Microsoft Project method, process management

Methods & Tools

- Working methods: facilitated workshop
- PCM (Project Cycle Management)
- Group work (the projects are developed and presented in working groups)
- Technical Support: Miro/ Mural and Classroom

PM is NOT a KNOWLEDGE, is a SKILL!




Are you ready?


PROJECT MANAGEMENT
quality
scope
time
risk
communication

Learning Outcomes

1. Explain the principles of Project Cycle Management (PCM) and the logic of the intervention
2. Analyze an organizational context using tools (SWOT, stakeholder analysis, problem tree)
3. Formulate SMART goals and build an objectives tree
4. Structure a project using the logic of results and indicators (logframe thinking)
5. Plan activities using GANTT and WBS
6. Integrate operational dimensions: HR, budget, procurement
7. Use digital tools (e.g. Microsoft Project)
8. Develop a complete mini-project (simplified concept note / proposal)



The first step

Clarification of the initial/existing conditions!

Part 1. Basics of Project Management

- Project management why?
- Definitional basics
- Goals of project management
- History of Project Management
- System of project management

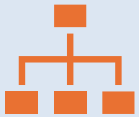


Project Management - Hopes&Feares

- What you expect from this project management course?
- What are your feares, related to this course?

Write down your thoughts on 2 index cards (hope and fears)?

Project Management



"Project" und "Management": 2 words, 1 concept;



Ex.1: Propose a definition for the word "management";



Ex. 2: On 2 groups, try to write at least 12 cards, with activities that we should do to organize your birthday.

Project – definition

- "A roadmap for a clear destination"
- A temporary, progressive effort to create, with limited resources, a single product or service (PMBoK)
- A series of interdependent activities, which are carried out according to a plan to achieve a certain objective/to obtain certain results, in a well-defined period of time(2)
- ... with a well-established budget
- ... in compliance with quality parameters or contractual specifications



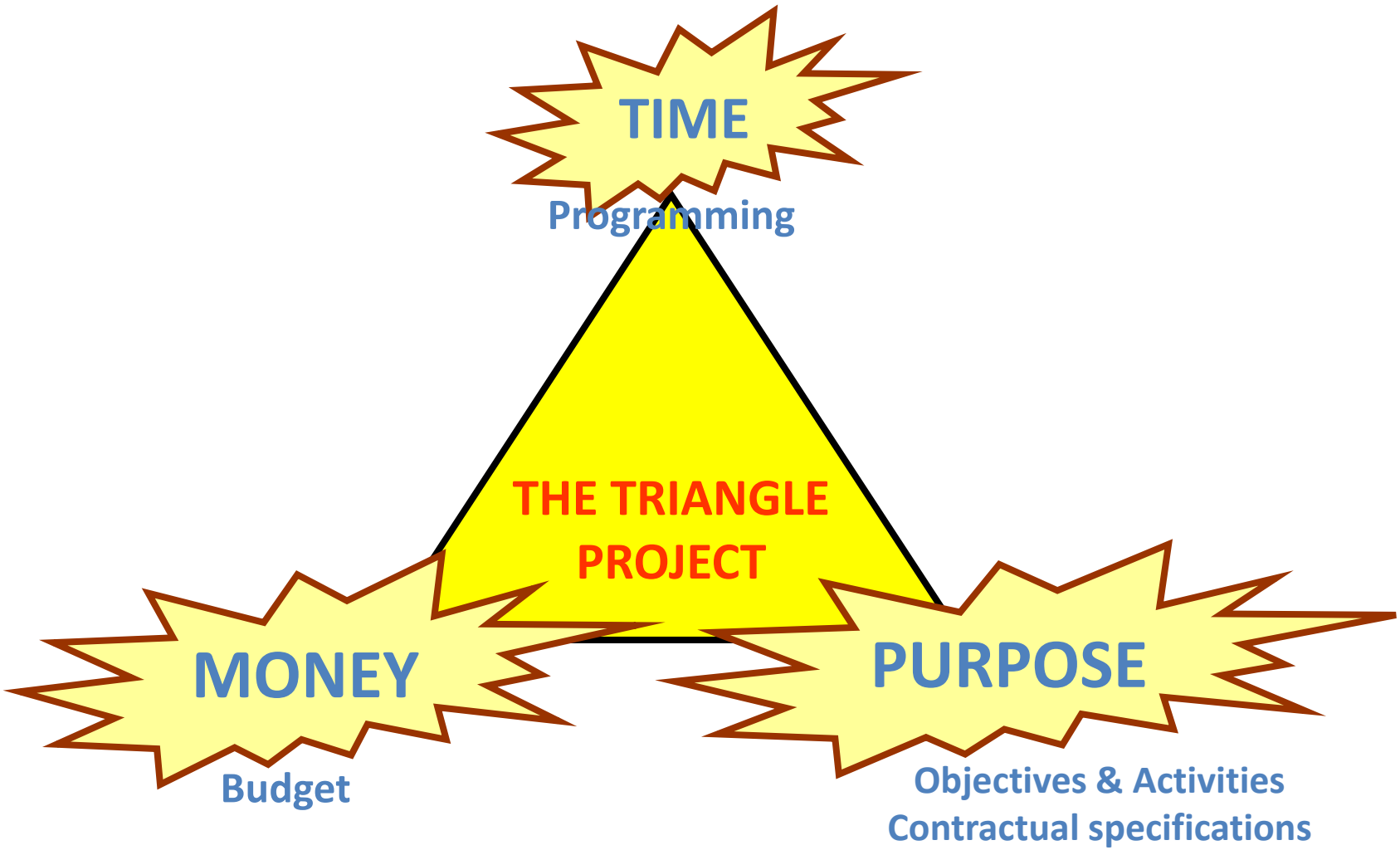
What is a project?

Project – definition

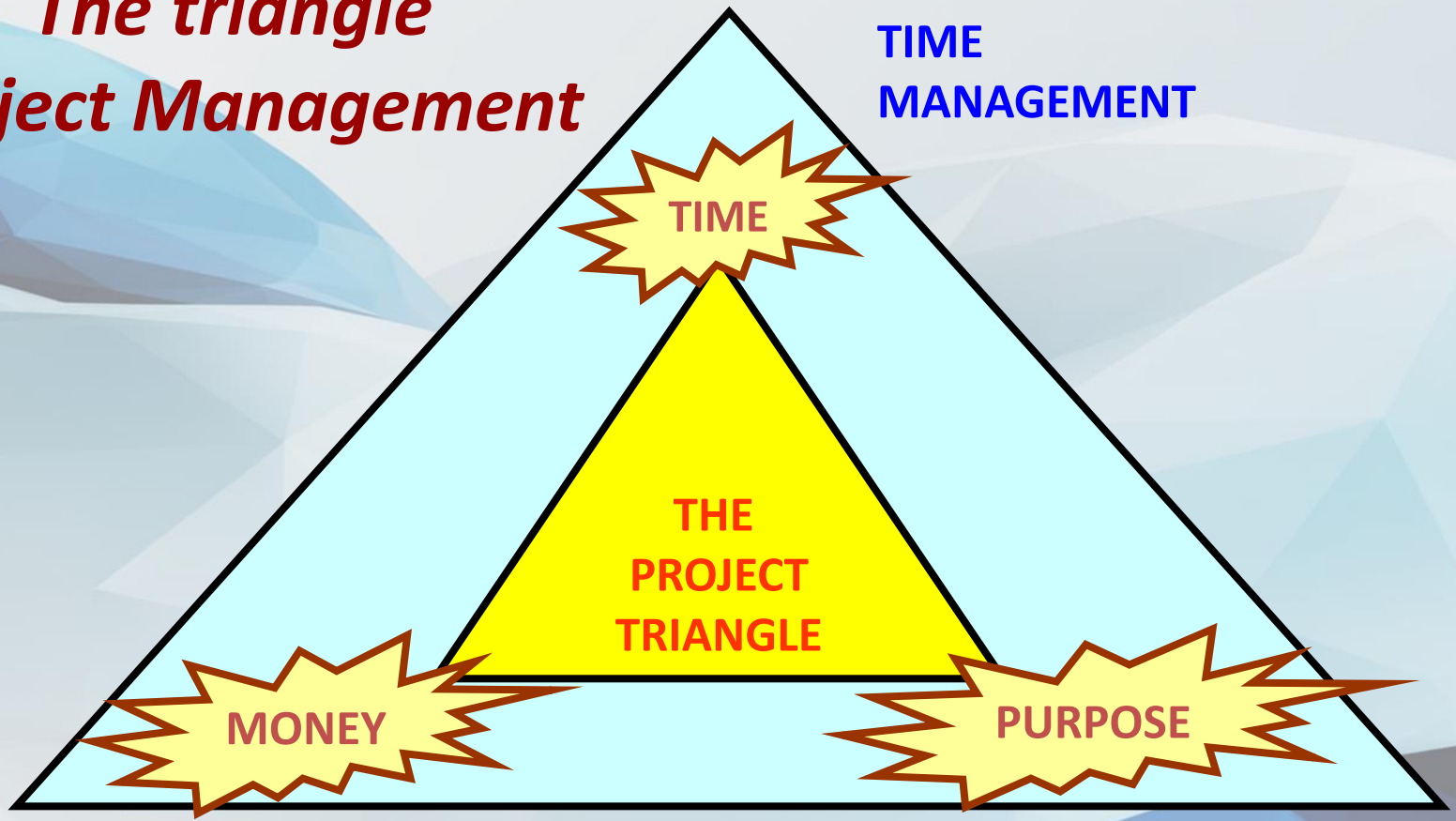
- A project means future-oriented action
- Projects should successfully change an initial situation within a defined time frame and with certain means
- This means solving or downsizing problems.
- The path to the goal can be longer or shorter, depending on how efficiently you plan your project.

Bullinger / Warschat (Hg.) (1997), S. 68

Project


TIME
Programming
THE TRIANGLE PROJECT
MONEY
Budget
PURPOSE
Objectives & Activities
Contractual specifications

The triangle Project Management



PM principles

- Innovative and geared towards change
- Goal-oriented
- Multidisciplinary
- Planning and control oriented
- Flexibility (adapting quickly to change)
- Performance-oriented

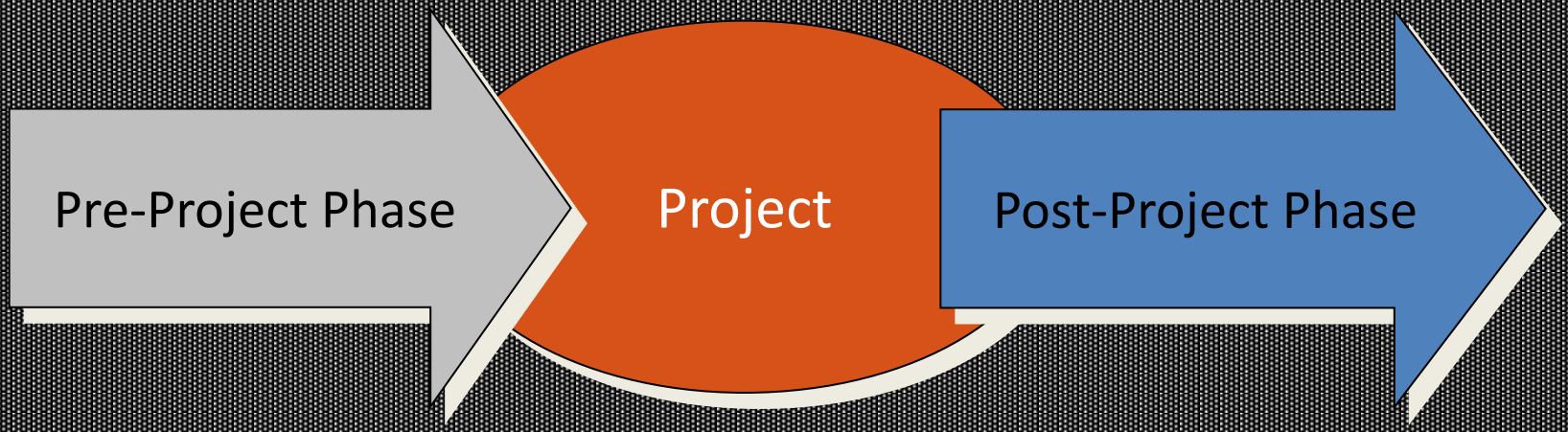


Advantages of PM:

1. Promoting change and innovation, due to the flexibility of the PM (matrix) organizational structure
2. Meeting complex new goals on time
3. Increasing profit, by identifying, allocating, tracking and controlling the efficient consumption of the organization's material resources (clearer attribution of successes/failures and responsibility for them)
4. Allocating and concentrating the organization's resources to achieve vital objectives
5. Compliance with the allocated budget
6. Existence of clear responsibilities and responsible persons for achieving the objective (project manager and team)



Project context: Time dimension



Questions for the description of the pre-project phase

- What happened before the project started?
- What decisions have already been taken?
- Who promoted and who obstructed the project?
- What documentation is available from the pre-project phase?



Questions for the description of the post-project phase

- What will happen after the project is finished?
- What actions and decisions should be taken after the project is completed?
- Could / should there be other projects in the future?



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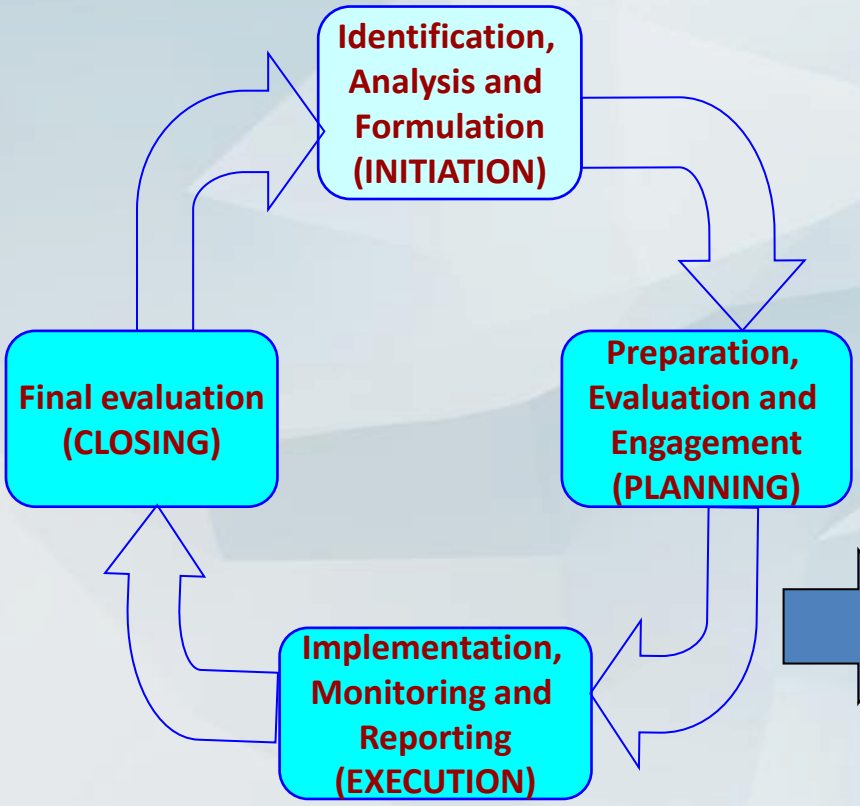
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Working stages – PM Training

The life cycle of a project



Logical Framework

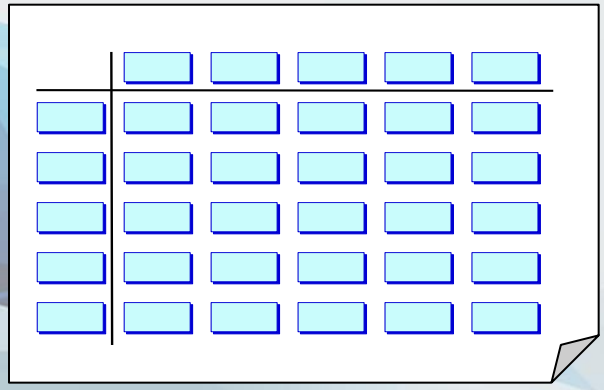
Rezumat narativ	Indicatori	Metode / surse de verificare	Prezumtii importante
Scop general:			
Obiectivul proiectului:			
Outputuri (Rezultate)			
Activitati:	Imputuri - Experti - Instalatii si echipamente - Resurse - Alte imputuri necesare		Conditii preliminare

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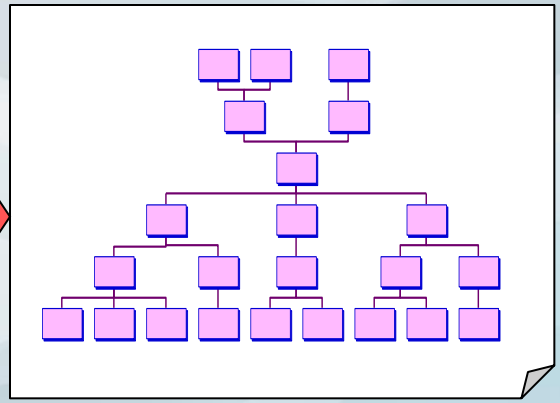
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Stakeholder analysis

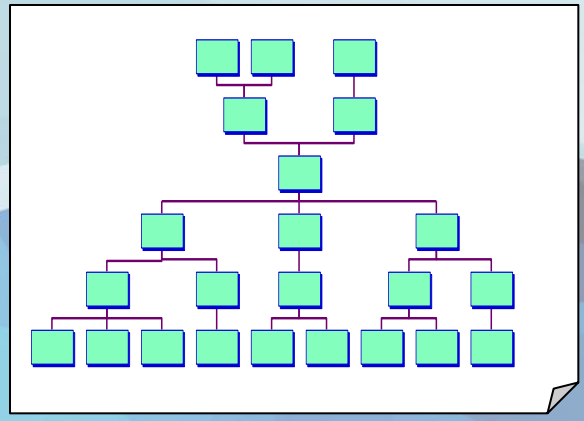




Problem Tree



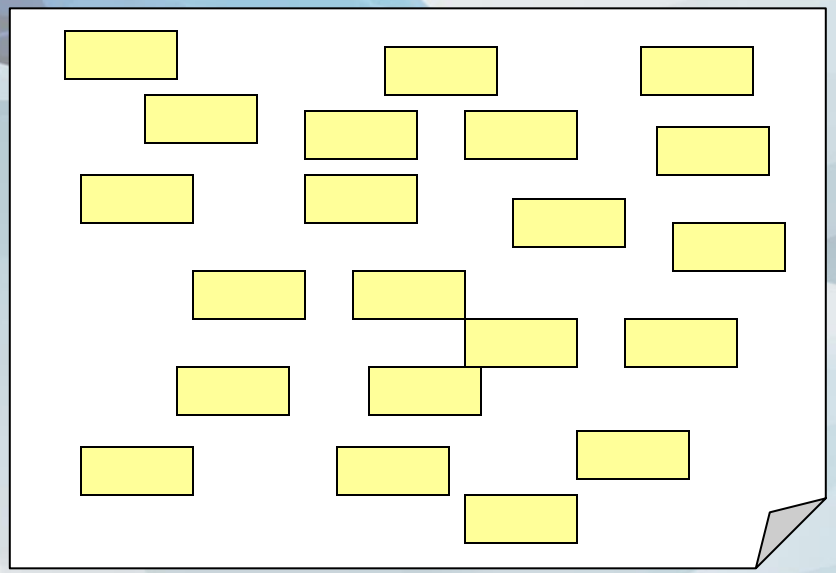
Objectives Tree

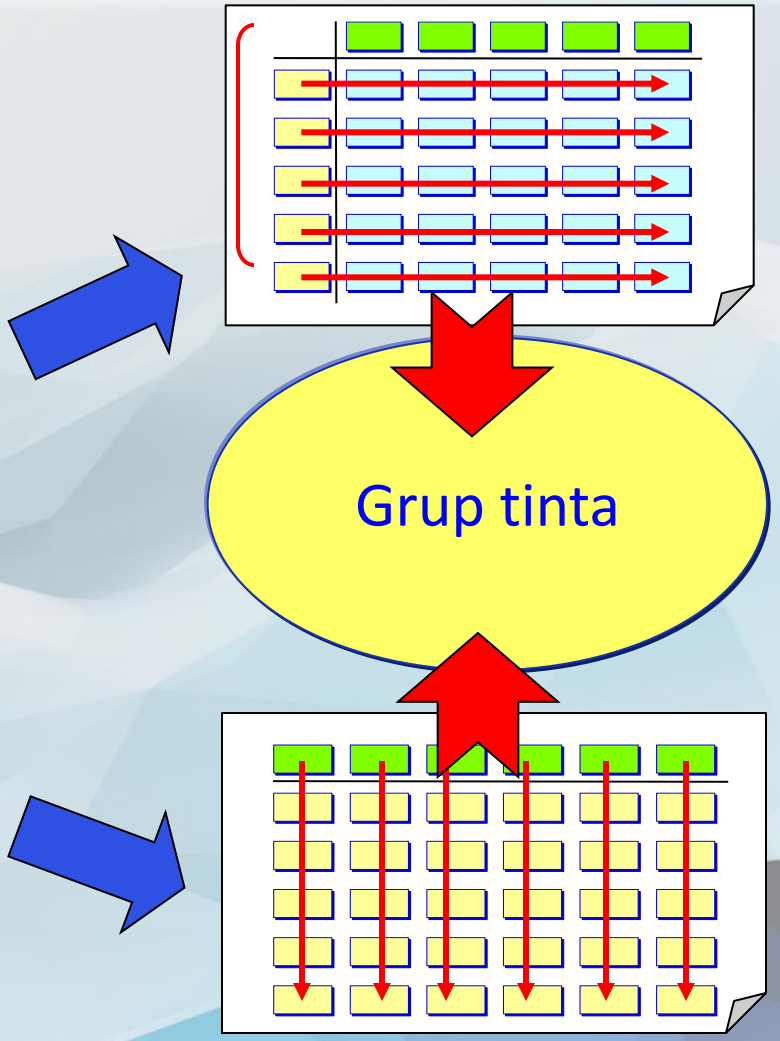


Analytic Stage

Stakeholders Analysis

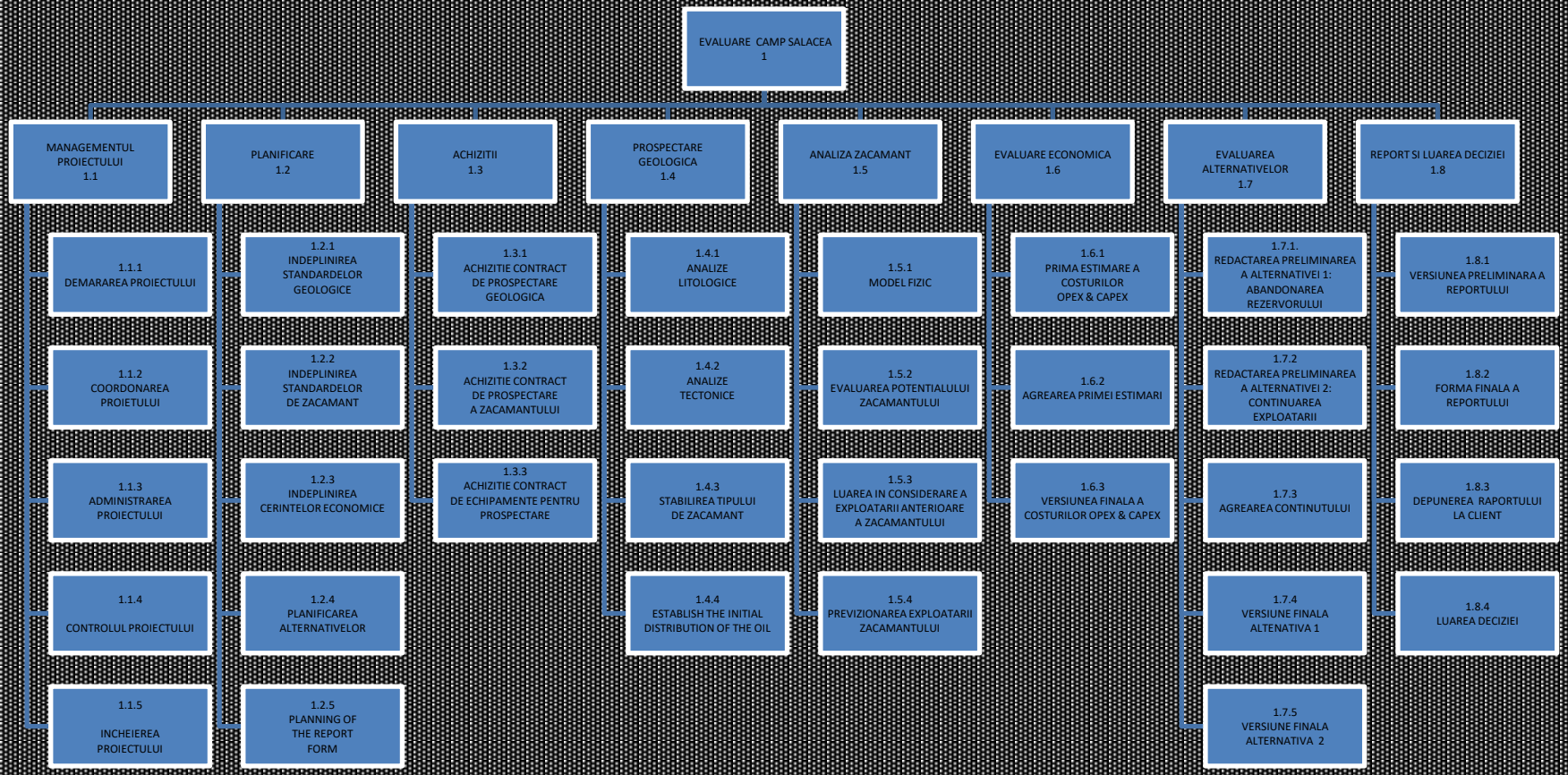
List/ Identification





Stakeholders Table

Work Breakdown Structure (WBS)



Project milestone plan

Cod	Descriere	Planificat	La …	Data efectiva
1.1.1	M1: Assigned project	01 10 2005		
1.2.3	M2: Standards for evaluating the alternatives obtained	14 10 2005		
1.3.2	M3: Contracts concluded with all experts	01 11 2005		
1.5.4	M4: Geological and reservoir prospecting completed; Conclusions	21 12 2005		
1.6.3	M5: Economic evaluation completed - conclusions formulated	16 01 2006		
1.7.5	M6: Finalized alternatives	10 02 2006		
1.8.4	M7: Final decision taken	01 03 2006		
1.1.5	M8: Accepted project	10 03 2006		

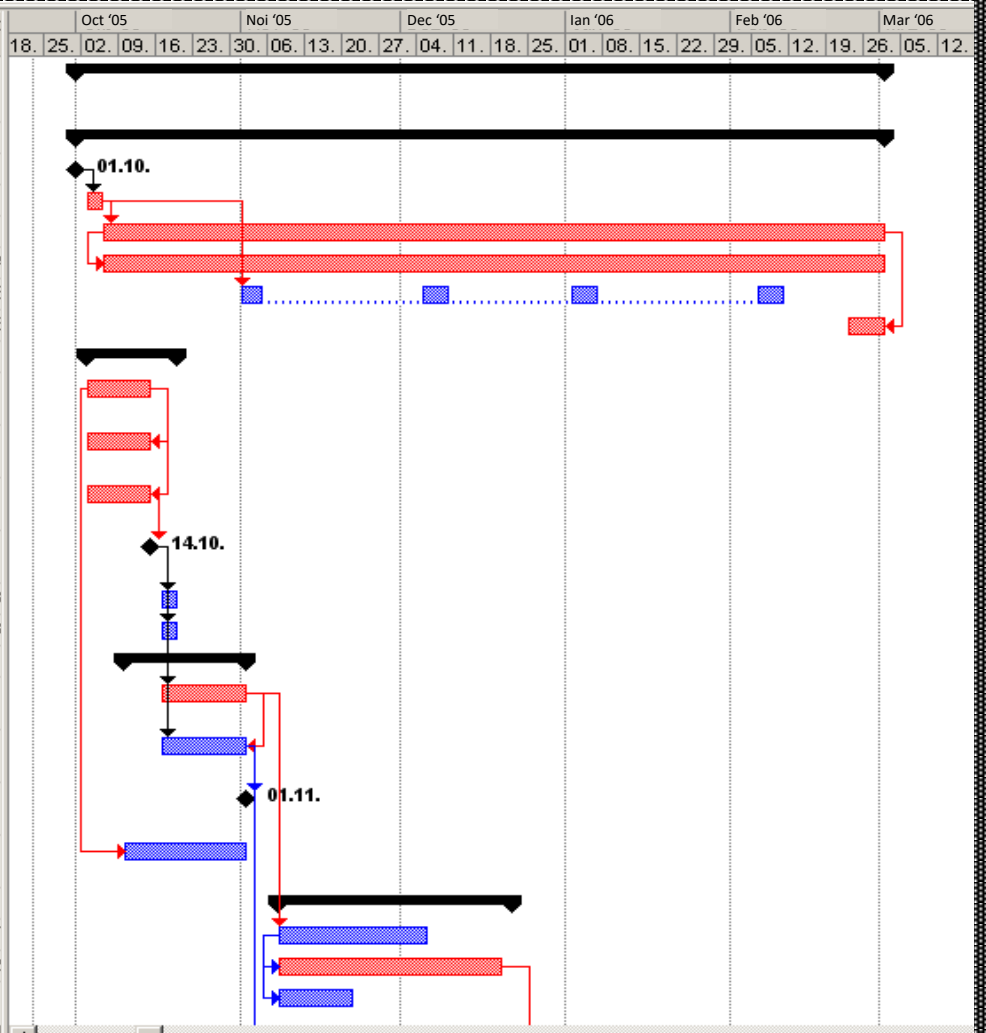
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Project Bar Chart

Denumirea activităţii	Durata	Început	Sfârşit	Vc
1.Evaluarea câmpului SALACEA	108 zile?	Sa 01.10.05	Mi 01.03.06	
1.1 Planul managementului proiectului	108 zile	Sa 01.10.05	Mi 01.03.06	
J1 Proiect atribuit	0 zile	Sa 01.10.05	Sa 01.10.05	
1.1.1 Demararea proiectului	3 zile	Lu 03.10.05	Mi 05.10.05	3
1.1.2 Coordonarea proiectului	105 zile	Jo 06.10.05	Mi 01.03.06	4
1.1.3 Administrarea proiectului	105 zile	Jo 06.10.05	Mi 01.03.06	5A
1.1.4 Controlul proiectului	19 zile	Ma 01.11.05	Vi 10.02.06	4E
1.1.5 Încheierea proiectului	5 zile	Jo 23.02.06	Mi 01.03.06	5E
1.2 Planificare	13 zile	Lu 03.10.05	Mi 19.10.05	
1.2.1 Realizare standarde geologice	10 zile	Lu 03.10.05	Vi 14.10.05	
1.2.2 Realizare standarde zăcământ	10 zile	Lu 03.10.05	Vi 14.10.05	10
1.2.3 Realizare cerinţe economice	10 zile	Lu 03.10.05	Vi 14.10.05	10
J2 Standarde necesare evaluării alternativelor atinse	0 zile	Vi 14.10.05	Vi 14.10.05	12
1.2.4 Planificare alternative	3 zile	Lu 17.10.05	Mi 19.10.05	13
1.2.5 Planificare formular raport	3 zile	Lu 17.10.05	Mi 19.10.05	13
1.3 Achiziţii	17 zile	Lu 10.10.05	Mi 01.11.05	
1.3.1 Achiziţie contract de evaluare geologică	12 zile	Lu 17.10.05	Ma 01.11.05	13
1.3.2 Achiziţie contract de evaluare de zăcământ	12 zile	Lu 17.10.05	Ma 01.11.05	13
J3 Contracte cu toţi experţii încheiate	0 zile	Ma 01.11.05	Ma 01.11.05	18
1.3.3 Achiziţie contract pentru echipament de expertiză	17 zile	Lu 10.10.05	Ma 01.11.05	10 Ta
1.4 Expertiză geologică	32 zile	Ma 08.11.05	Mi 21.12.05	
1.4.1 Efectuare analize litologice	20 zile	Ma 08.11.05	Lu 05.12.05	17
1.4.2 Efectuare analize tectonice	30 zile	Ma 08.11.05	Lu 19.12.05	22
1.4.3 Stabilire tip de zăcământ	10 zile	Ma 08.11.05	Lu 21.11.05	22



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Project Cost Plan

PLANUL COSTURILOR PROIECTULUI

ID Pachet de Activităţi	Nume pachet de Activităţi	Tipul de cost	Cantitate	Preţ în Euro	Costuri planificate în Euro	
					Costuri interne	Costuri externe
1.1	**Managementul proiectului**	personal	108 ZO	80	8 640	
1.2	**Planificare**	personal	13 ZO	60	780	
1.3	**Achiziţii**					
1.3.1 plus 1.3.2	Achiziţia contractelor de expertiză	personal	12 ZO	60	720	
1.3.3	Achiziţia echipamentului de expertiză	personal	17 ZO	60	1 020	
1.4	**Expertiza geologică**					
1.4.1	Efectuarea analizelor litologice	personal	20 ZO	200		4 000
		Echipament (depreciere)	20 Z	125	2 500	
1.4.2	Efectuarea analizelor tectonice	personal	30 ZO	200		6 000
		Echipament (depreciere)	30 Z	125	3 750	
1.4.3	Stabilirea tipului de zăcământ	personal	10 ZO	200		2 000
1.4.4	Stabilirea distribuţiei iniţiale a petrolului	personal	8 ZO	200		1 600
1.5	**Expertiza de zăcământ**					
1.5.1	Elaborarea modelului fizic	personal	12 ZO	200		2 400
		Echipament (depreciere)	12 Z	125	1 500	
1.5.2	Evaluarea potenţialului zăcământului	personal	20 ZO	200		4 000
		Echipament (depreciere)	20 Z	125	2 500	
1.5.3	Considerarea operării anterioare pe zăcământ	personal	20 ZO	200		4 000
1.5.4	Planificarea operării pe zăcământ	personal	5 ZO	200		1 000
1.6	**Evaluarea economică**	personal	36 ZO	80	2 880	
1.7	**Evaluarea alternativelor**	personal	44 ZO	80	3 520	
1.8	**Raportarea şi luarea deciziei**	personal	20 ZO	80	1 600	
	TOTAL	Personal			19 160	25 000
		Echipament			10 250	
		Total			29 410	25 000

Task pack specifications

Code WP:	1.2.7	ID WP:	Planning maintenance processes

WP – Subtasks

- Identification of maintenance processes
- Defining roles and responsibilities for maintenance
- Description of processes, diagram of responsibilities
- Coordination with QM experts
- Integration into an organization manual

WP – Results

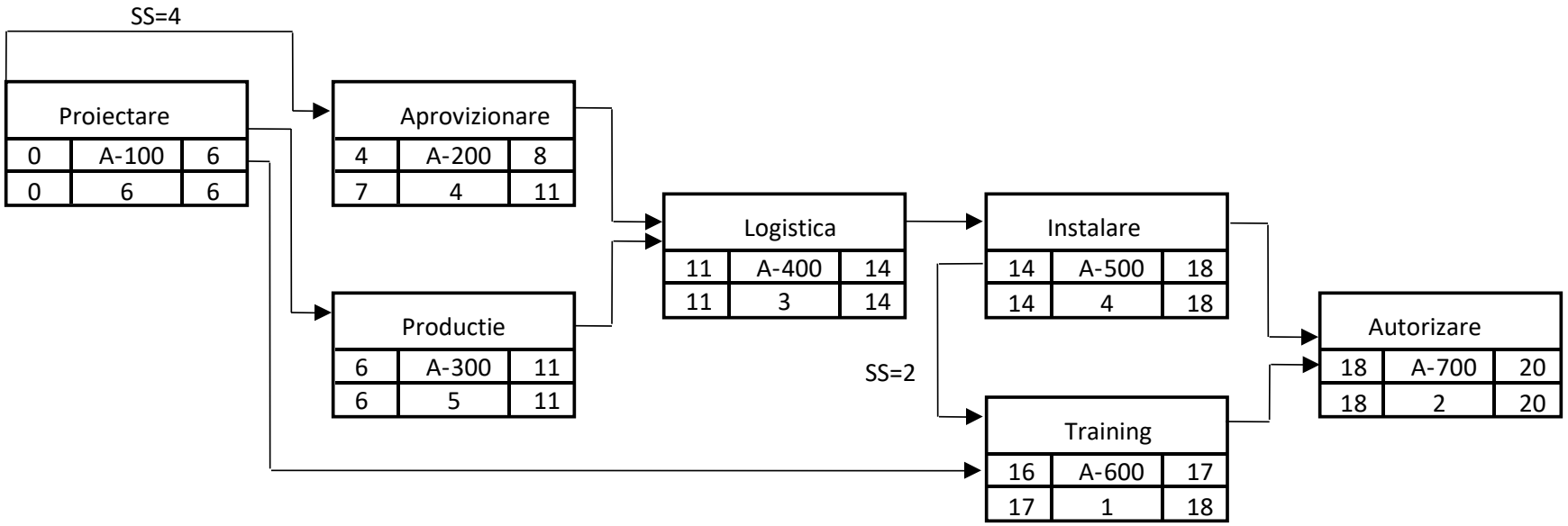
Description of maintenance processes in the organization manual

WP - Resources

Project Risk Diagram

CodW BS	Nr risc	Risk event	Cost of Impact	Probability	Exposure at risk	Impact in Planning	Quota Efectiva	in buget	Status
1.3.3	1	Equipment failure	10 250	10%	1 025	8 weeks			Activ
1.4	2	Delay of the geological study	19 850	10%	1 985	8 weeks			Activ
1.5	3	Delay in field prospecting	15 400	10%	1 540	8 weeks			Activ
1.6	4	Errors in the Economical evaluation	2 880	15%	432	3 weeks			
1.8	5	Errors in making the final decision	1 600	5%	90	2 weeks			Activ
		Total contingenta			5 072 Euro				Activ

Pert and Critical Path Charts



Qualities of a successful leader

1.	Ability to work with people	78%
2.	Quickly take responsibility for important goals	75%
3.	A need to achieve goals/goals	75%
4.	Fast career driving experience	74%
5.	Extensive experience in many fields before the age of 35	68%
6.	Negotiation and Closing Skills	66%
7.	Willingness to take risks	63
8.	The ability to have more ideas than their peers	62%
9.	Possessing skills tailored to the likeness of the boss	60%
10	Ability to change managerial style depending on the situation	58%

Characteristics of projects

- Lat: projectum="that which is thrown forward"
- One-time expiration
- Complex structure
- Defined goal

Characteristics of projects

Project identifiers:

- Time limitation of the task.
- Complex, non-routine task.
- Task processing requires teamwork (personnel-intensive).
- Detachment from departmental and departmental thinking.
- Independent project organization.
- Responsible Project Manager.

Bulinger / Warschat (Hg.) (1997), S. 68

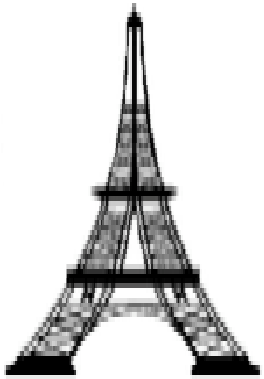
Small Projects

Even smaller tasks can be defined and organized as a project in the company.

Examples:

- Feasibility studies;
- Trade fair appearances;
- Preliminary technical studies;
- Rough concepts etc.

History of Project Management



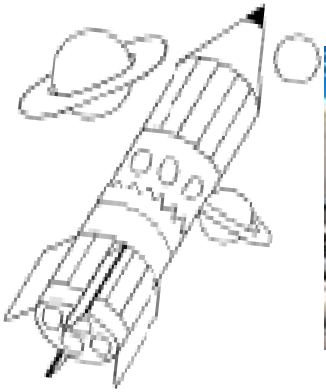
Bau des Eifelturms

- Bauleiter ist eigen-verantwortlich



Manhattan-Projekt

- Systematische Entwicklung "generalstabsmässig"



Apollo-Program

- Wissenschaftliche Aufbereitung des PM



Großbau-Projekte

- Verfügbarkeit rechnergestützter PM-Systeme

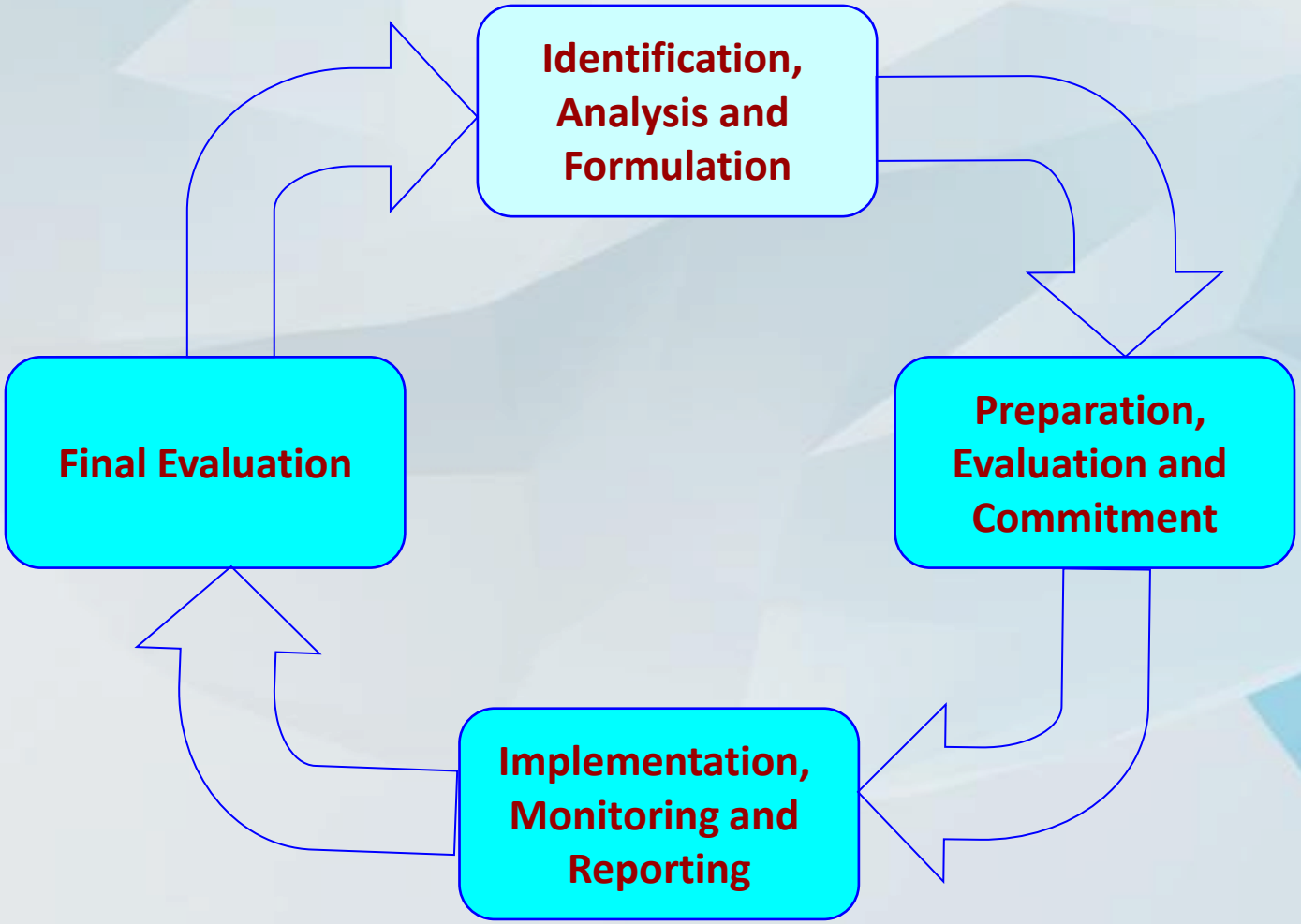
Quelle: Ohlhausen, P. (2011)

PCM – Project Cycle Management

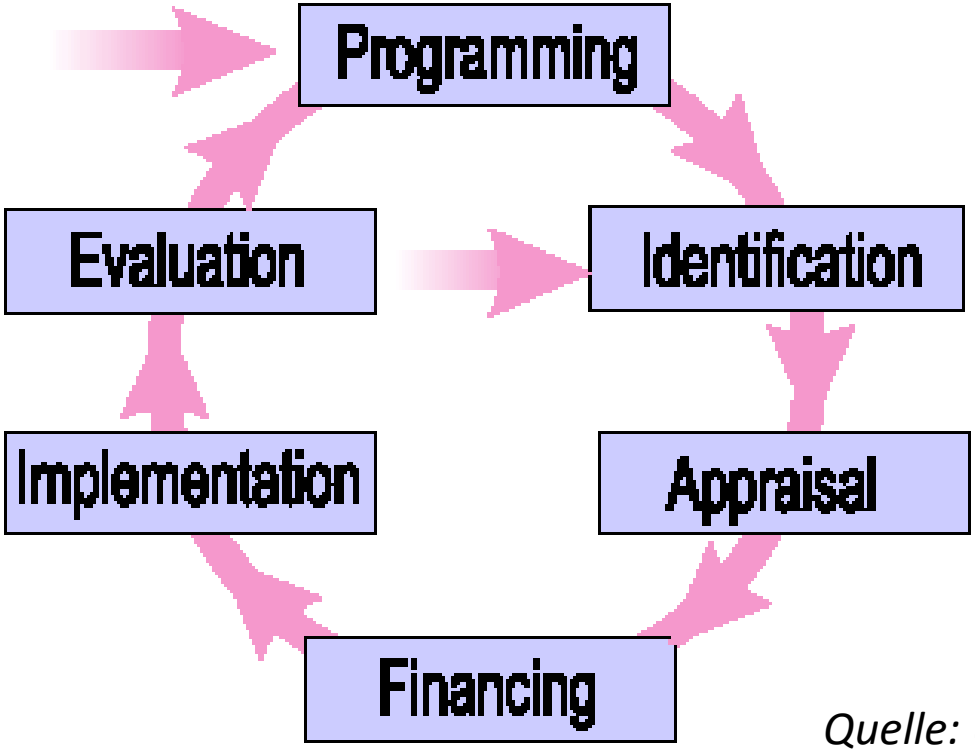
"Project Cycle Management is an approach to managing projects. It determines particular phases of the Project, and outlines specific actions and approaches to be taken within these phases. (…) The project cycle also provides a structure to ensure that stakeholders are consulted and relevant information is available throughout the life of the project, so that informed decisions can be made at key stages in the life of a project. "

(Quelle: Introduction to PCM using the Logical Framework Approach, UDS, 2017, p. 3)

The project life cycle

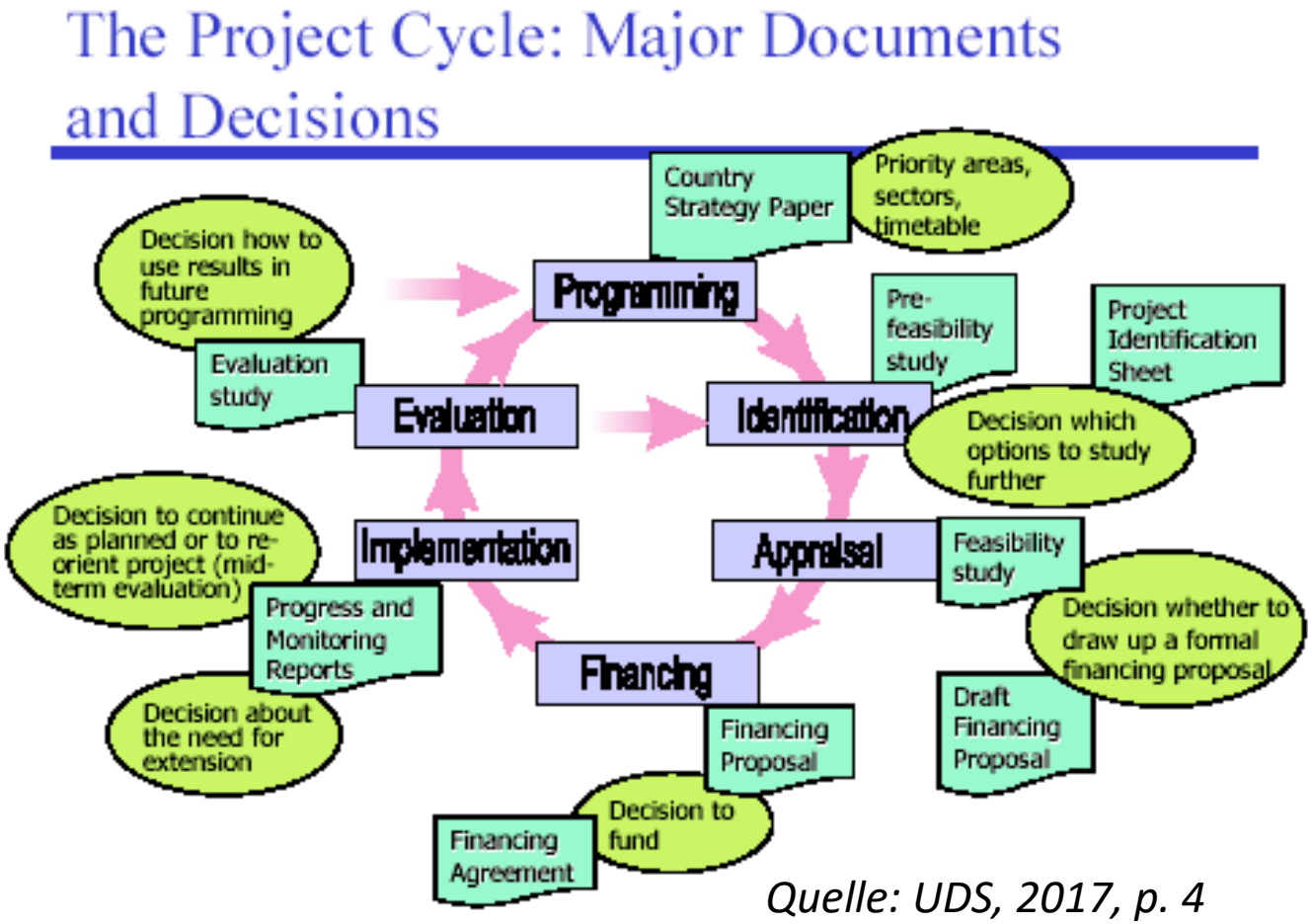


Project Cycle Management



Quelle: UDS, 2017, p. 4

Projekt-Entwickung und -Implementierung



Quelle: UDS, 2017, p. 4

Participatory PCM – WHY?

- To impose rigor in the formulation of the problem
- To make sure that the problem that the project will respond to is the real one
- To impose rigour in the formulation of objectives

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