



# Project Management Fundamentals: Developing a Project Management Plan

March 22, 2017  
2:00 – 3:00 p.m. ET

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## Welcome & Introductions: Sherese Johnson, MPH, PMP



Lead Specialist, Public Health Initiatives  
Association of American Medical Colleges



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Opening Remarks:  
LaVonne Ortega, MD, MPH



Program Director, Academic Partnerships to Improve Health  
Division of Scientific Education and Professional Development  
Centers for Surveillance, Epidemiology, and Laboratory Services  
Centers for Disease Control and Prevention



Today's Speaker:  
Avee Ranjan, MCA, PMP, SCPM



Director, Program Management  
Association of American Medical Colleges



## Today's Speaker: Avee Ranjan, MCA, PMP, SCPM

- Managing projects since 2002
- Project Management Professional (PMP) since 2005
- Stanford Certified Project Manager (SCPM) since 2006
- Teaching Project Management since 2005
- Teaching PMP certification course since 2005
- IT background with Master's in Computer Applications
- Expertise in project and program management



## Project Management

- A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.
- Project Management is a set of skills and methods of planning, organizing, and managing a project from inception to its successful completion.



## Characteristics of a Project

- Temporary
- Unique deliverable(s)
- Progressive elaborated



## Project Manager Skills / Traits

- Communication
- Leadership
- Team management
- Negotiation
- Organizing
- Planning
- Problem solving
- Task management
- Foresight
- Detailed
- Proactive
- Risk management



## Project Management Statistics

- Only 2.5% of companies successfully complete 100% of their projects
- The average cost overrun of all projects is 27%
- 57% of projects fail due to “breakdown in communications”
- 39% of projects fail due to lack of planning, resources, and activities (sufficient work)
- 60% of failed projects have a duration of less than one year

Source: [teamgnatt.com/blog](http://teamgnatt.com/blog)



## Why Does Project Management Matter?





- ## Project Management Phases
- 5 Distinct Phases of a Project:
- Initiate
  - Plan
  - Execute
  - Monitor & Control
  - Close
- AAMC

## Initiate

This phase involves starting up a new project.

### **What is done?**

- Build the business case and project benefits
- Define project scope and key deliverables
- Define milestones and timelines
- Identify stakeholders, resources, and project costs



## Initiate

This phase involves starting up a new project.

### **Importance**

- It establishes the foundation for the project
- Answers “why this project and if this is feasible”
- Formal authorization
- Links project to strategic objectives of the organization
- Who are the possible partners and what are the boundaries
- Answers “what should the result be”



## Initiate - Pitfalls

<b>PITFALLS</b>		
<b>Poor objectives</b>	<b>Mgt buy in</b>	<b>Unclear scope</b>



## Plan

This phase involves creating of a set of plans to help guide your team through the execution.

### **What is done?**

- Define detailed activities, deliverables, and dependencies
- Assign resources, duration, and timelines
- Identify how much each task costs
- Other plans like resources, communication, and risk



# Plan

This phase involves starting up a new project.

## Importance

- Direction and accountability
- Maximizes the chances of project success
- Clearly identifies the means, resources, and actions
- Detailed proposal that specifies 'what,' 'when,' 'how,' and by 'whom'
- Establishes baseline to monitor and control



# Plan - Pitfalls

<b>PITFALLS</b>		
<b>Under staffed</b>	<b>Under-forecast task hours</b>	<b>Forgotten past lessons learned</b>



## Execute / Monitor & Control

This phase involves following the plan, building the project deliverables, presenting to the customer, and getting sign-off.

### What is done?

- Execute the tasks and manage the day-to-day activities
- Manage scope, time, cost, quality
- Manage the project team and procurement
- Manage stakeholder expectations and communications
- Manage change control



## Execute / Monitor & Control

This phase involves following the plan, building the project deliverables, presenting to the customer, and getting sign-off.

### Importance

- Putting plan into action – work on the deliverables
- Continuous monitor and control avoids surprises
- Gives performance data that helps communicate and make changes (if needed)



## Execute / Monitor & Control - Pitfalls

<b>PITFALLS</b>		
<b>Too much/little trust</b>	<b>Changing client scope</b>	<b>Reactive vs. Proactive comm.</b>



## Close

This phase involves formally closing the project and then reporting its overall level of success to the sponsors.

### **What is done?**

- Handing off the deliverables to the customer and formal sign-off
- Releasing resources and archiving the project artifacts
- Post project review and lessons learned



## Close

This phase involves formally closing the project and then reporting its overall level of success to the sponsors.

### **Importance**

- Confirms all project objectives have been met
- More important in case a decision is made to halt a project



## Project Pitfalls

- Lack of clear objectives
- No senior management 'buy in'
- Poor planning
- Understated scope
- Poor communication
- Unrealistic resource levels
- Unrealistic timelines
- No change control
- Lack of focus and prioritization
- Lack of experienced project managers



## Triple Constraint

The **triple constraint** is the combination of the three most significant restrictions on any project: scope, schedule, and cost.



## Components of a Project Management Plan

- Project scope
- Deliverables
- Objectives
- Constraints
- Assumptions
- Project and business risks
- Project team
- Quality process
- Change management
- High level timeline
- To be analysis
- Training scope
- Testing scope
- Communication management
- Stakeholder engagement



## Role of a Project Manager

- Initiating
- Planning
- Defining scope
- Managing scope
- Resource planning
- Creating/managing schedule
- Time and cost estimating
- Budget creation and control
- Risk management
- Leading, coaching, guiding
- Change control
- Procurement
- Controlling quality
- Team building
- Executing
- Monitoring
- Reporting performance



## Project Manager Tools & Techniques

- Project charter
- RACI chart
- Requirements document
- Project plan
- Milestone chart
- Task list
- Schedule acceleration
- Risk register
- Conduct procurement
- Project Management Information System
- Staffing management plan
- Status reports
- Project reviews
- Change management log
- Project acceptance
- Lessons learned



## Benefits of Project Management

- Improved customer satisfaction
- Efficient service delivery
- Predicted outcome
- Better risk assessment
- Improved quality
- On time and under budget
- Better communication
- Improved team and work environment
- Resource optimization

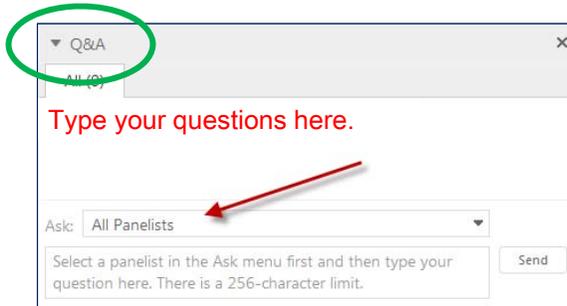


## Thank You

Thank you for your participation.  
Email: [aranjan@aamc.org](mailto:aranjan@aamc.org)



## Q&A Session



Q&A

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Avee Ranjan, MCA, PMP, SCPM  
Director, Program Management  
AAMC

Type your questions in the 'Q&A' panel at the bottom right of your screen and send to "All Panelists."



## Closing Remarks: Sherese Johnson, MPH, PMP



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