

# Project Management - Ensuring Success

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# Project Initiation

Projects are initiated either to take advantage of an opportunity or to solve a problem

i.e.

Respond to a new customer service request

Improve trouble handling

Respond to a regulatory ruling

# Definition: Project

## What is a project?

- A temporary endeavor undertaken to produce a unique product or service, with limited resources,
  - Start and end dates
  - Clearly defined objective
  - Budget and other resource constraints
  - Temporary team
  - Perhaps initially defined deliverables
  - Performed by people

# Examples of

# Telecommunications Projects

Design, install and configure a network to support certain services and customers

Provide conversion plans for an entire telco network to change technology and architecture from circuit switched to packet switched

Constructing a new facility, data center or a POP

Development of a new feature, product or service according to clients' requirements

Laying of a new fiber optic link develop a new technology to enable the provision of new services

Design a content based peer to peer application to run on the current high speed internet network

# What problems do PM's face in undertaking projects?

**Committing to unrealistic dates**

**Scope not clearly defined when commitment is made to customer, or full scope underestimated**

**Technology not fully understood in project development stages**

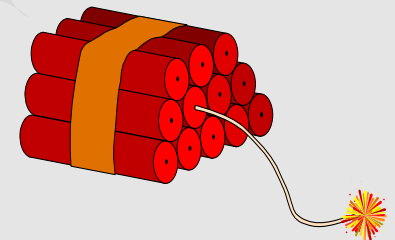
**Not enough resources (people, \$, lab space, spare circuits)**

**Changes to scope keep interfering (regulatory, customer demands, related project off track)**

**Conflicts (ops vs. eng; sales vs. tech support; line vs. staff)**

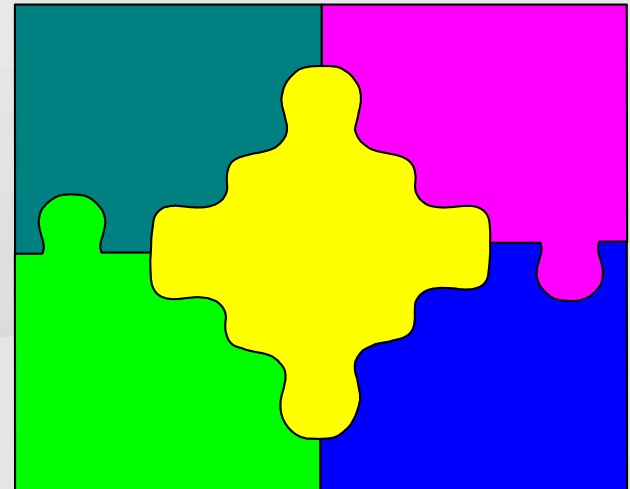
**It's a real world!**

**Roles and responsibilities not well defined**



# What are the main requirements for projects?

- Need to complete
  - On time
  - On budget
  - With full scope
  - And quality work



# How can these be met?

By using Project Management ...

By following current Project Management processes

# What is Project Management?

The application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder needs and expectations

# Process Areas

PMBOK describes 44 processes,  
in 9 process areas



# Process Areas Covered

- **INTEGRATION**

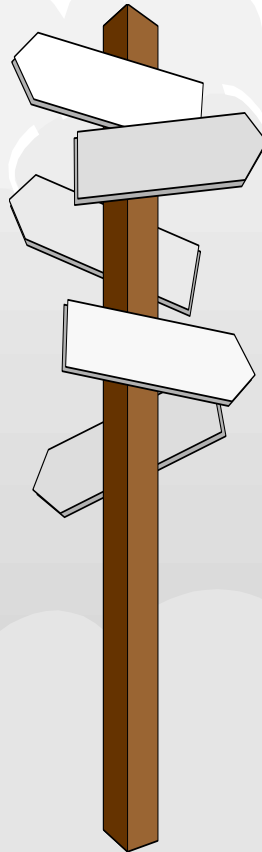
- **SCOPE**

- **TIME**

- **COST**

- **QUALITY**

- **PROCUREMENT**



- **RISK MANAGEMENT**

- **COMMUNICATIONS**

- **HUMAN RESOURCES**

# Let's Focus on Some Key Areas

- Scope Management
  - Charter
  - Scope Definition Statement
  - Work Breakdown Structure
  - Scope Change Requests
- Risk Management
  - Risk Tolerance
  - Risk Strategy
  - Risk quantification/qualification
  - Contingency (inclusion, plans)
- Communications Management
  - Build and socialize plan
  - Objective
  - Clear

# Scope Planning

## Scope Planning

- Identify opportunity or problem to be solved
- Review any background information in existence
- Determine and understand the stakeholders
- Determine project risks
- Prepare scope statement with team
- Determine criteria for success
- Prepare scope management plan
- Build work breakdown structure

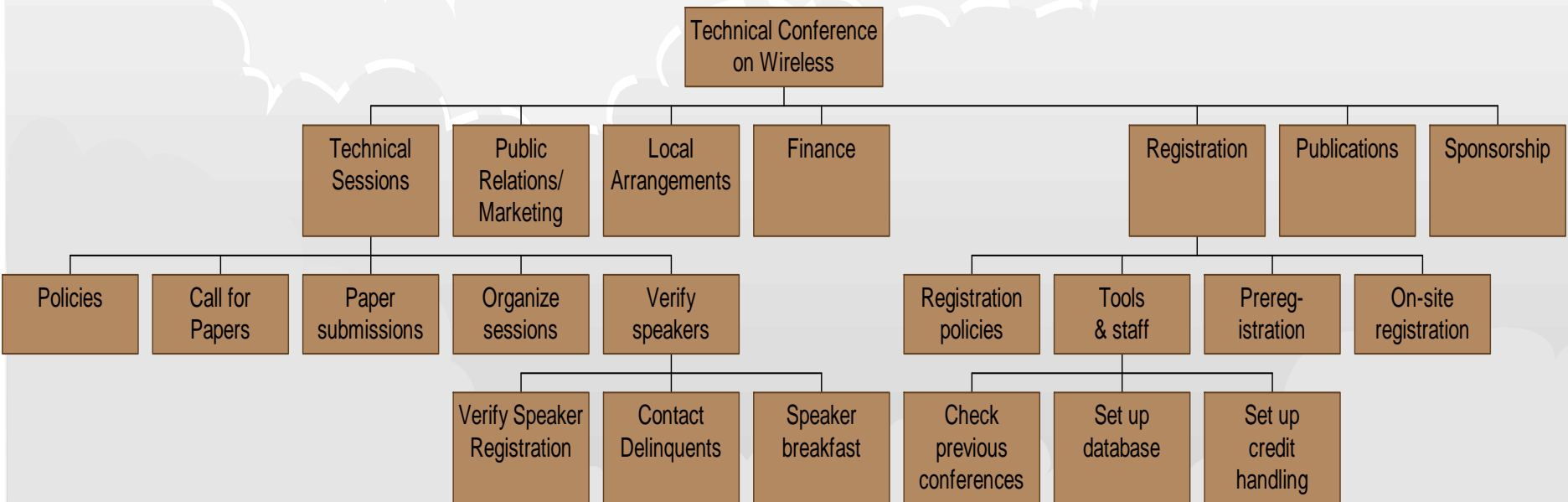
# *Work Breakdown Structure*

- Identifies all project components and deliverables
- Ensures there are no gaps or overlaps
- Top levels must be deliverable oriented
- Elements must integrate to project whole
- All boxes are numbered in defined patterns
- Cardinal rule:

**If it's not in the work breakdown structure,  
it's not in the project.**

# Work Breakdown Structure

- Every project can be decomposed into a comprehensive work breakdown structure



# *STEPS*

## Planning

Activity definition

Activity sequencing

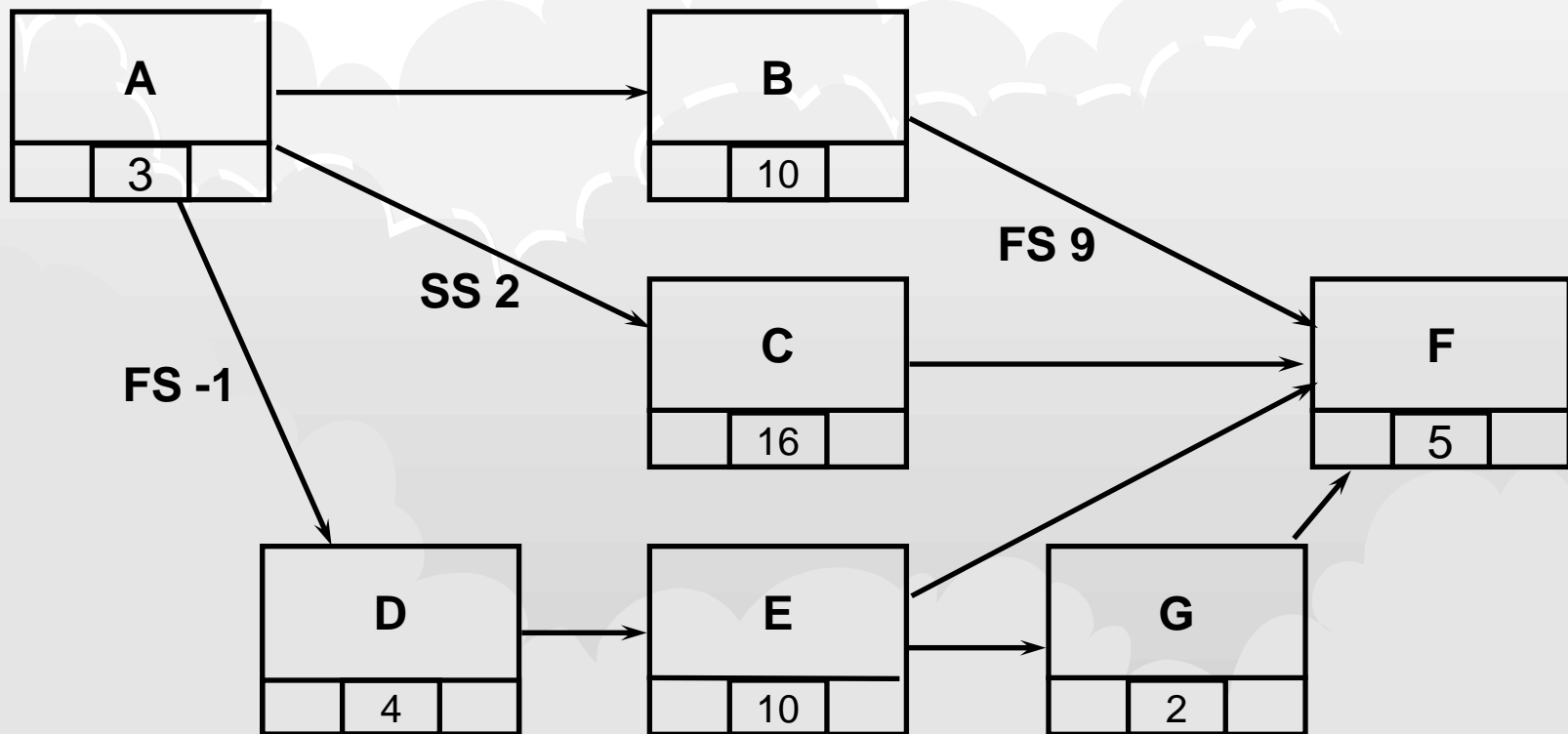
Duration estimation

## Controlling

Schedule development

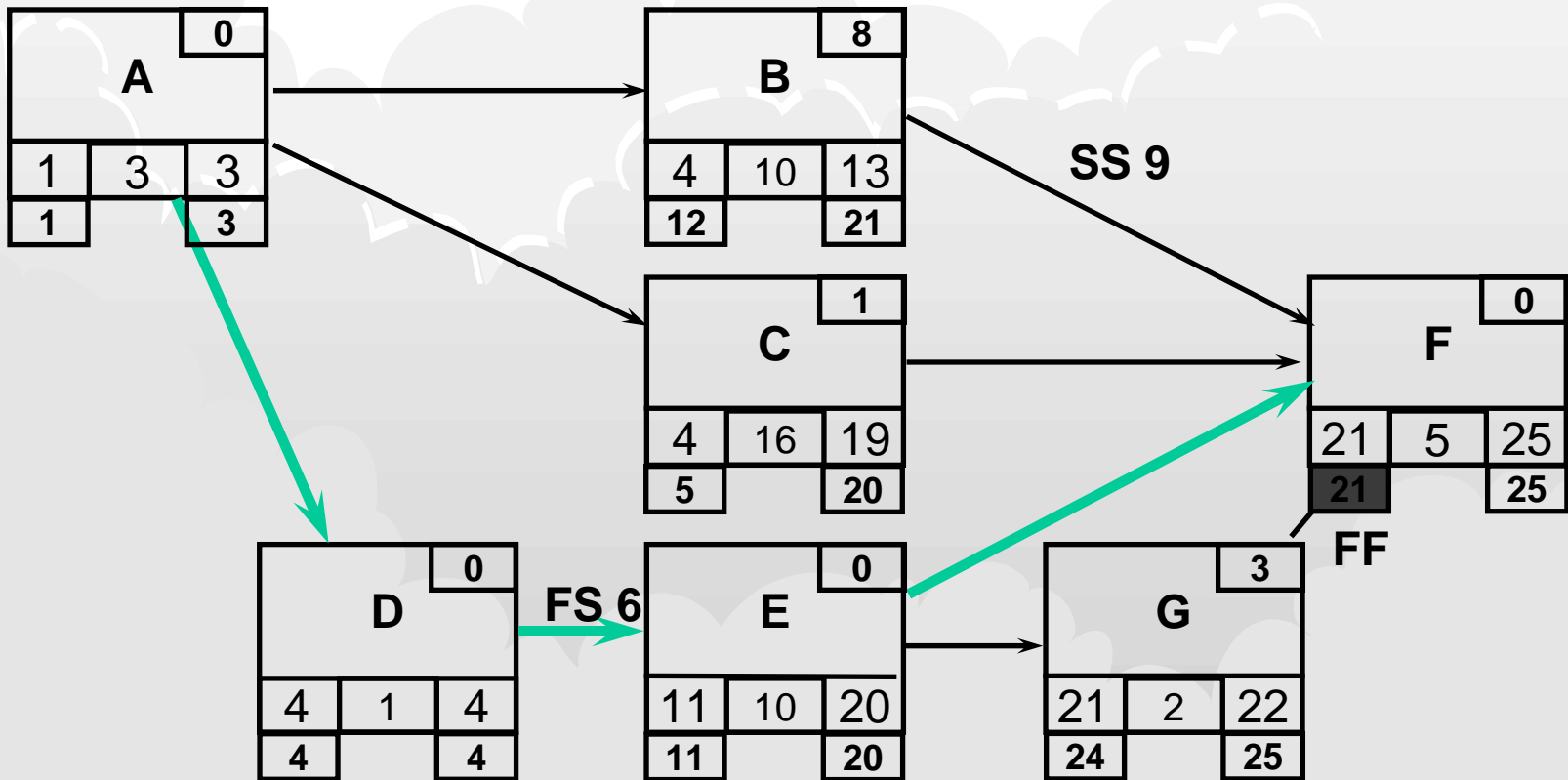
Schedule control

# What is the longest path through this network, and how long?



# Backward Pass

# : Completed



**START: 8:00 am    FINISH: 5:00 pm    CRITICAL PATH** →

# Risk Management Processes

Risk identification  
Risk qualification  
Risk quantification  
risk response development  
risk response control

An art and a science

# Dealing with Risk

Project Managers prepare for the potential occurrence of risks by building:

- Contingency plans

- Contingency budget

- Contingency time

# Communications Planning

What  
When  
Why  
Who  
How

```
graph TD; A[Information Collection] --> B[Information distribution]; B --> C[ ]; B --> D[ ]; B --> E[ ];
```

Information Collection

Information distribution

May want to create a matrix to show

# Basic Communications Principles

Be objective

Be forthcoming

Communicate to the listener – tell him what he needs/wants to understand

Keep it focused

# What makes a project successful?

Good people

Clear objectives

Team work

Clearly defined deliverables

Good planning

Strong change control

- Following PM processes

# References

“A Guide to the Project Management  
Body of Knowledge”  
published by Project Management Institute

**Project Management for Telecommunications  
Managers**

By

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(Now Springer)**