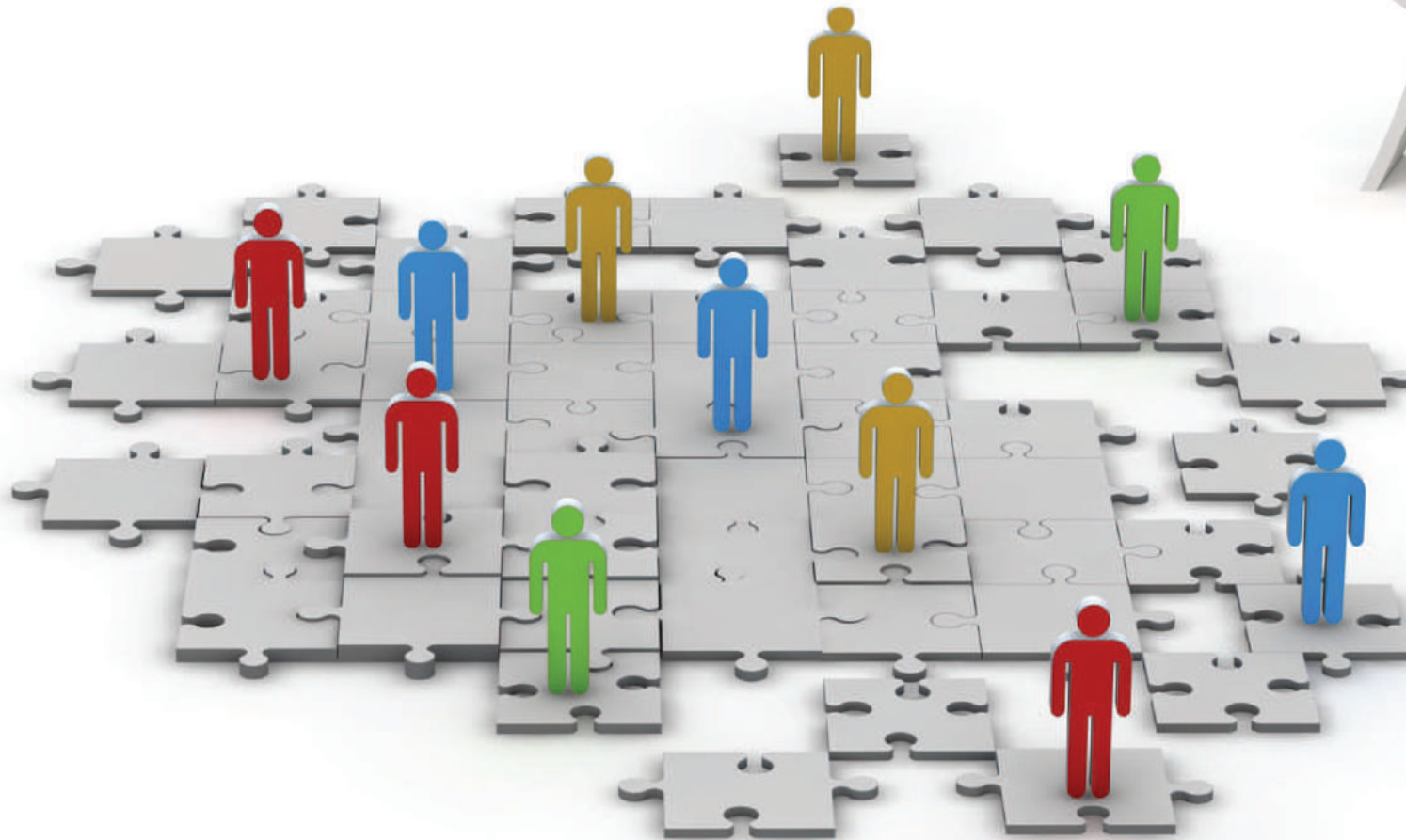




Solutions with you in mind

Understanding Project Management



Solutions with you in mind

Luis M. Micheto
R&D Project and Portfolio Management



What is a Project?

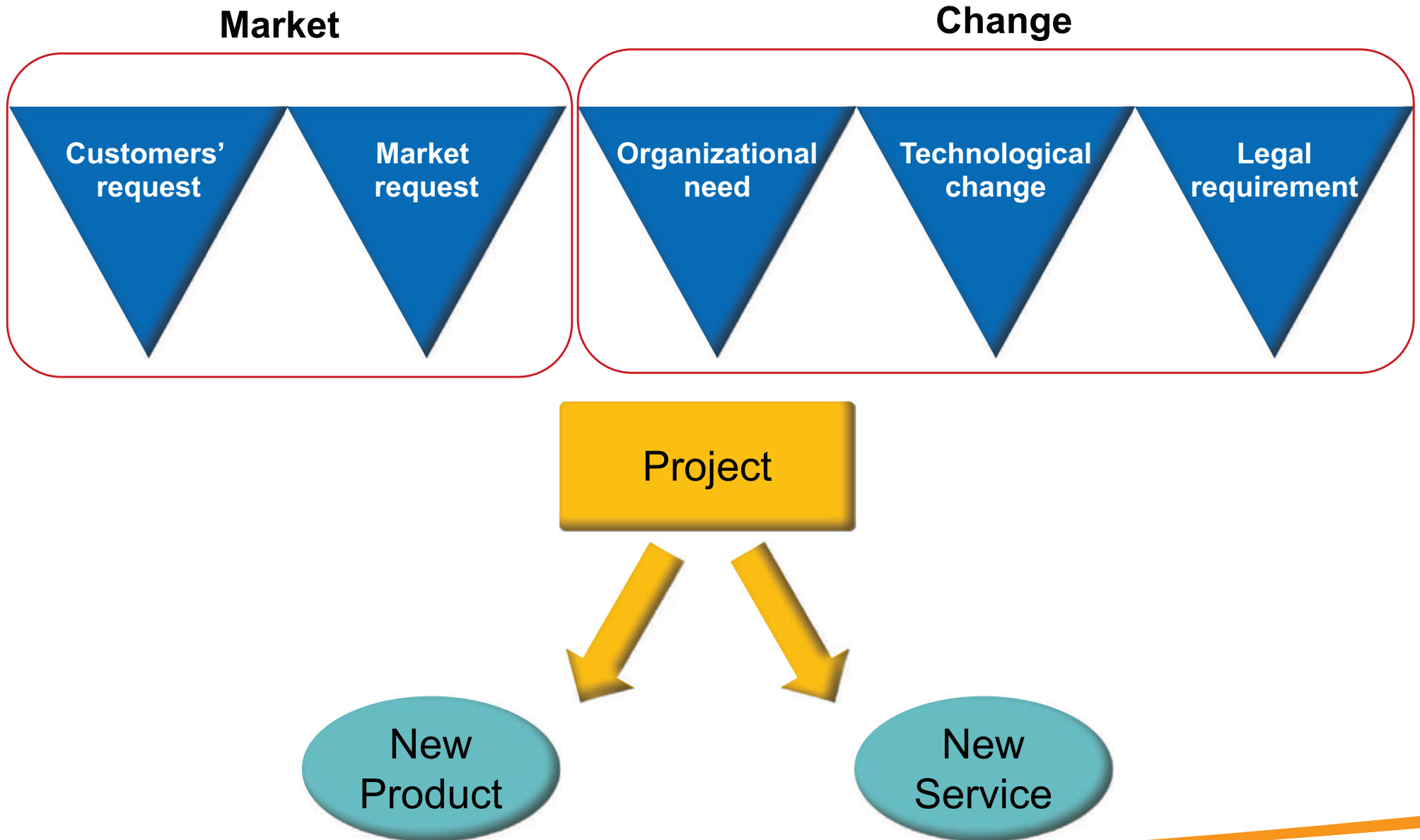
A project is a temporal effort leading to obtain a unique product, deliverable or service

A project is a unique sequence of complex and interconnected activities that have a single objective that has to be reached in an established period of time, within a budget and fulfilling predefined specifications.

A project has a beginning and an end, and each project delivers a unique product



Why do we make projects?



Why do we manage projects?

- To ensure that they satisfy our customers' requirements
- To avoid “reinventing the wheel” by standardizing parts of the process
- To keep the project under control
- To focus our attention on the most relevant and important tasks
- To optimize already existing processes or to define new challenges
- To eliminate duplicity of efforts
- To maximize the use of all available resources

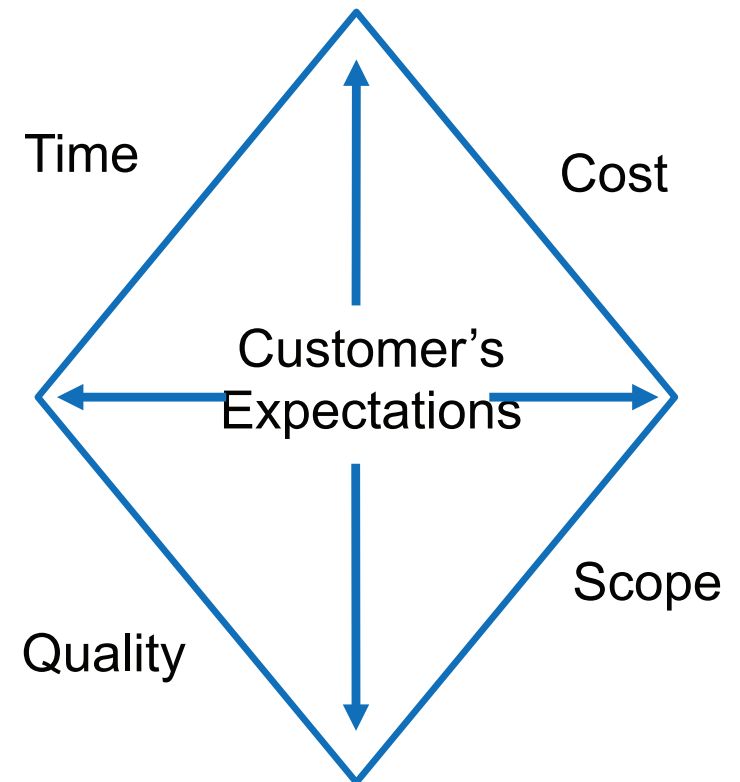
Project's Constrains

Scope

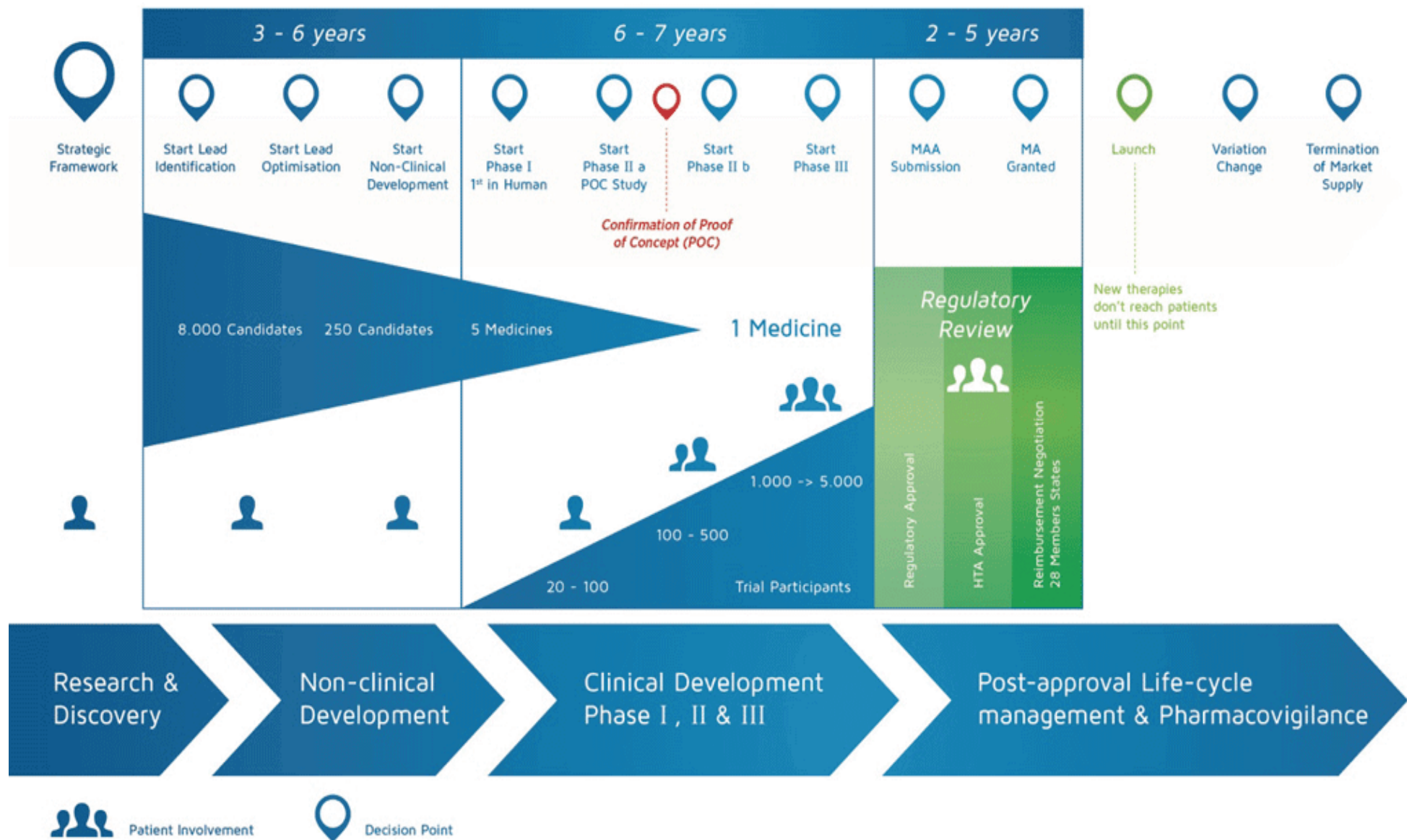


Time

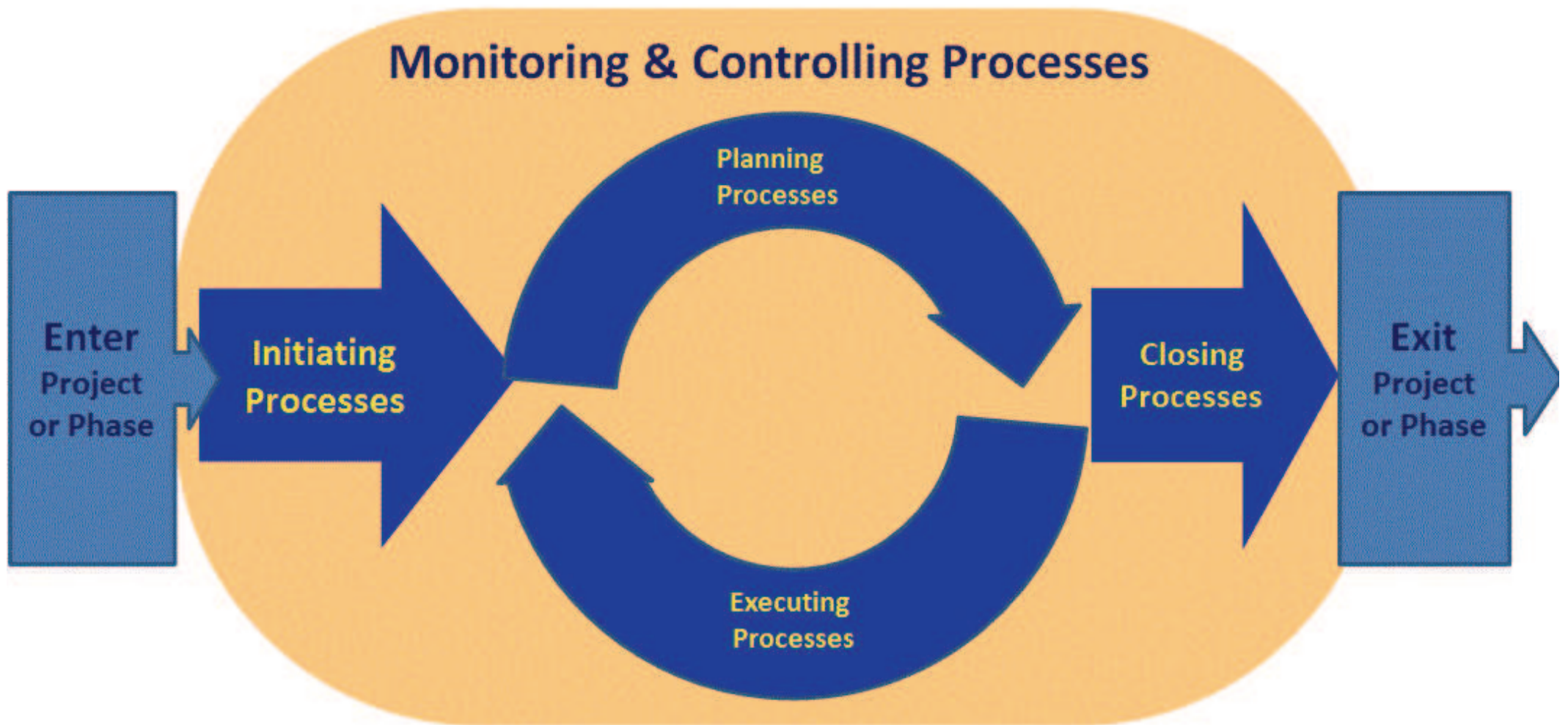
Cost



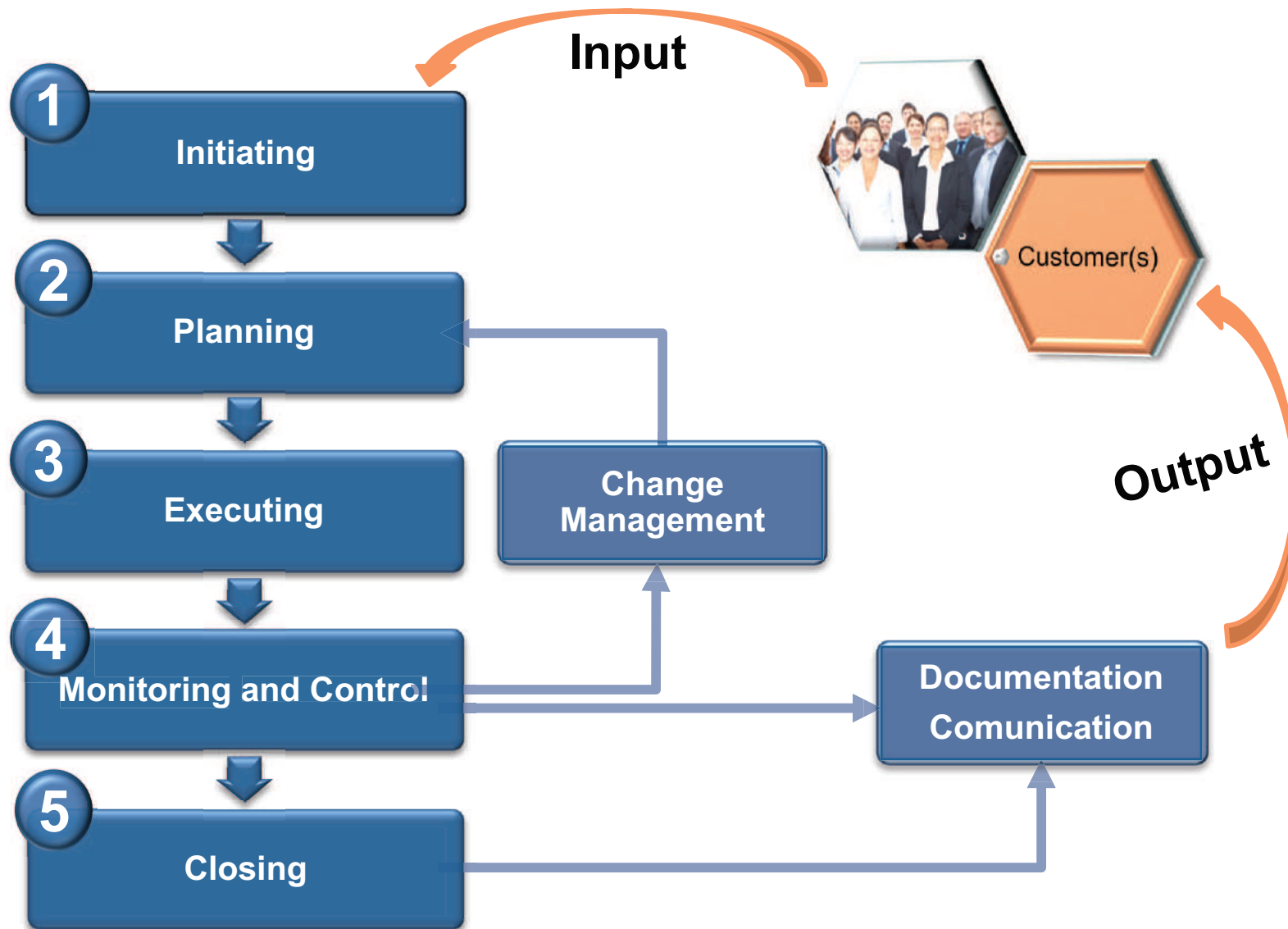
Pharma R&D projects



Projects' Life Cycle



5 Basic Processes in Project Management



Initiating a project

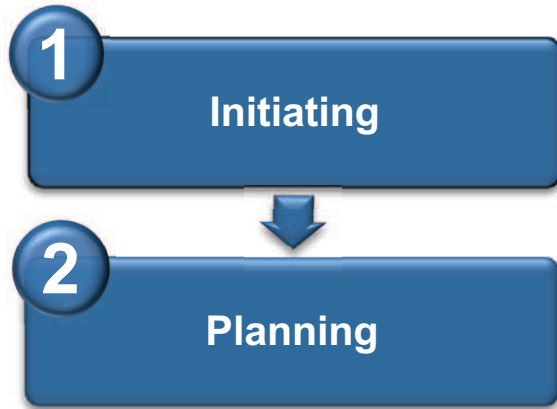
1

Initiating

- a) Development of the Project Charter
- b) Stakeholders' identification
- c) Requirements compilation
- d) Setting up the project team
- e) Definition of project scope
- f) Project Viability



4. La planificación de un proyecto



- a) Activities planning
 - Defining the Work Breakdown Structure (WBS)
 - Definition of activities
 - Sequence of activities
- b) Resources planning
 - Estimation of activity resources
 - Estimation of activities duration
- c) Development of schedule and milestones definition
- d) Costs' planning
 - Costs estimation
 - Determine budget
- e) Risks planning
 - Identity risks
 - Risks analysis (qualitative and quantitative)
 - Planning risks responses

Microsoft Project - Project1

File Edit View Insert Format Tools Project Report Window ProChain Help

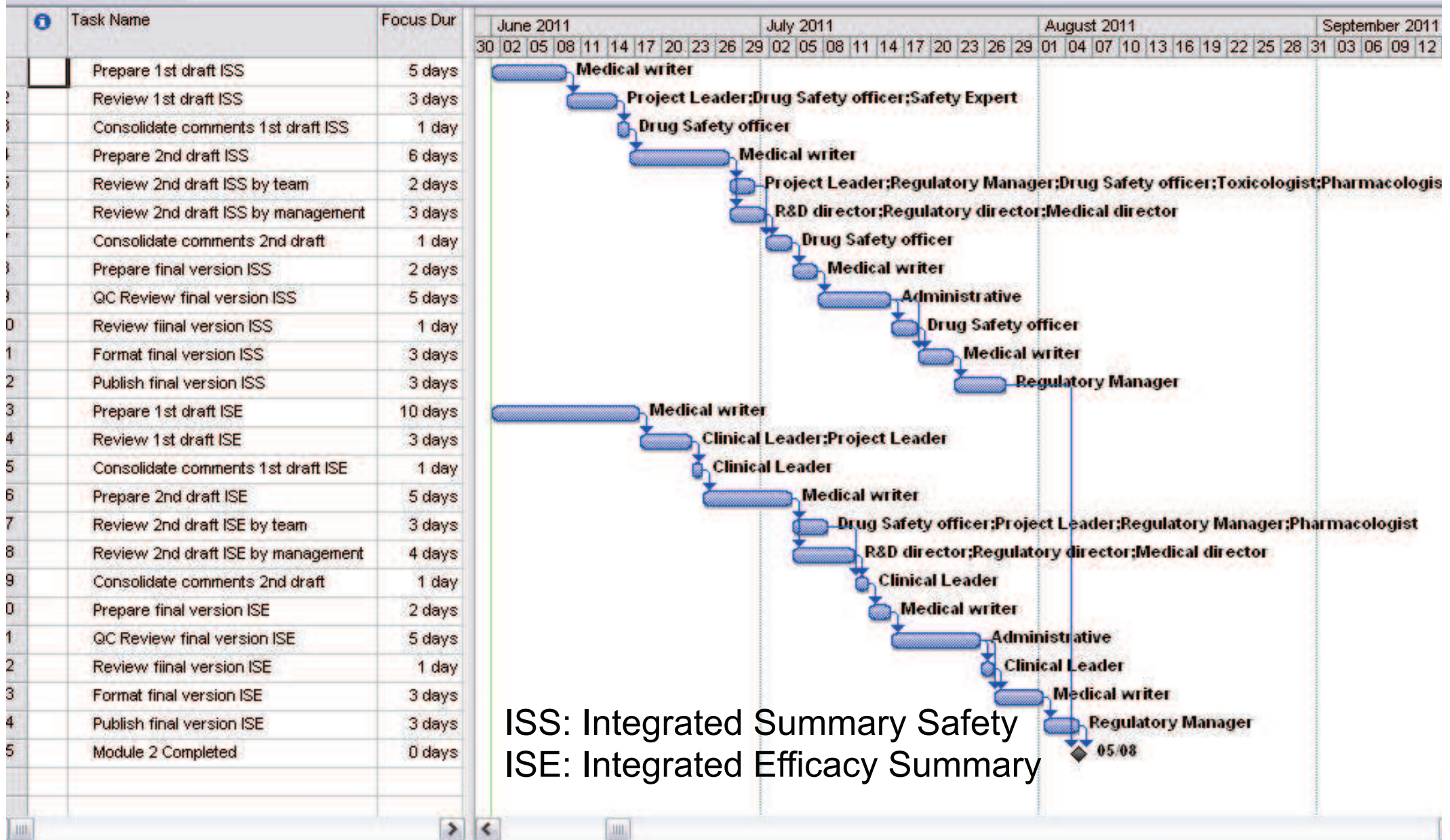
Type a question for help

No Group

0% 25% 50% 75% 100%

Show Arial 8 B I U All Tasks ProChain Gantt Global Mail Collapse Current User

Chain Version: Project Scheduling v10.1 Filter Impact 0d

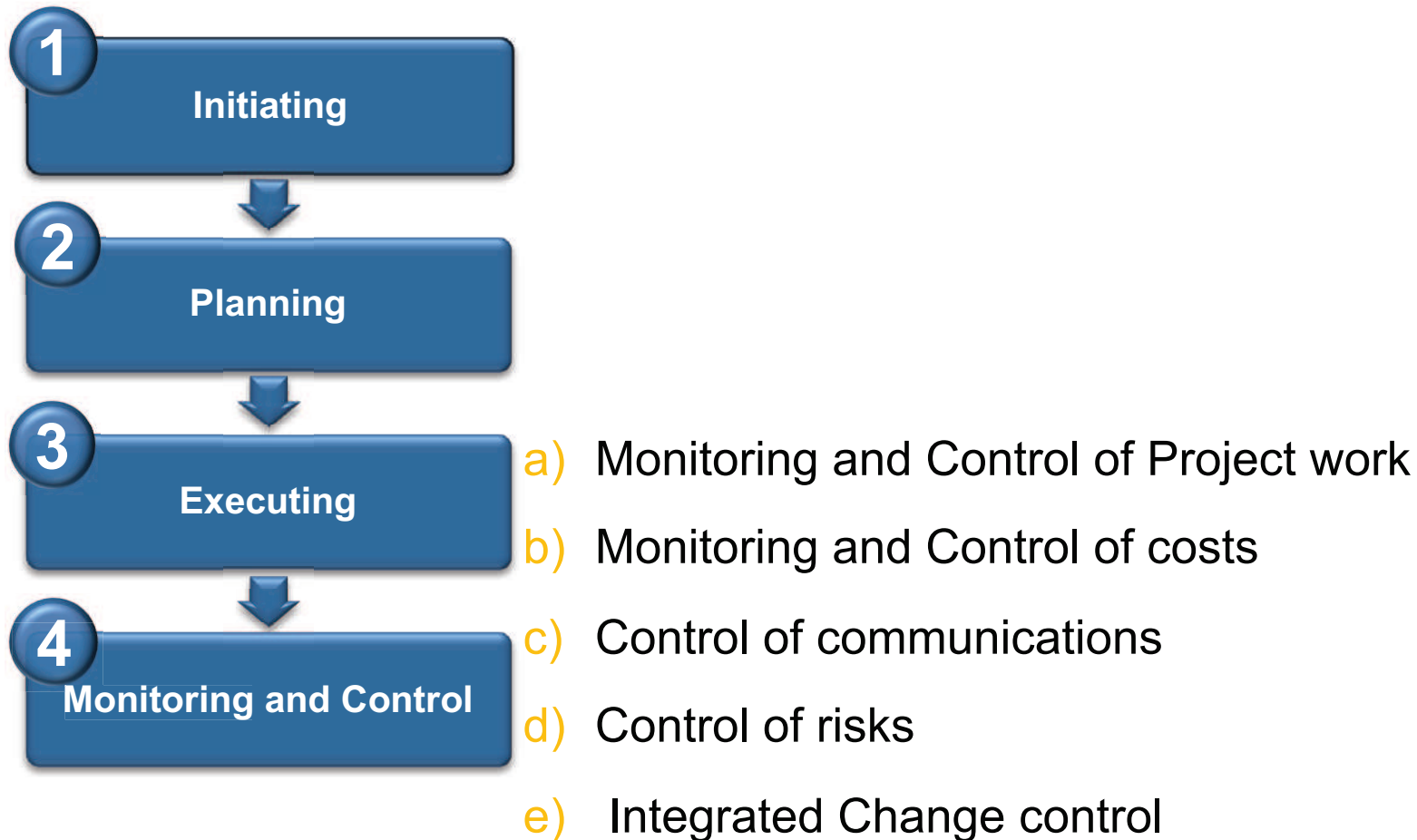


Project execution



- a) Direction and Management of Project Work
- b) Development and direction of the project team
- c) Communication management
- d) Contracts' execution
- e) Stakeholders' management

Monitoring and Control



Monitoring and Control



**NO PLAN SURVIVES ITS FIRST
CONTACT WITH THE ENEMY**

Helmuth Karl Bernhard Graf von Moltke

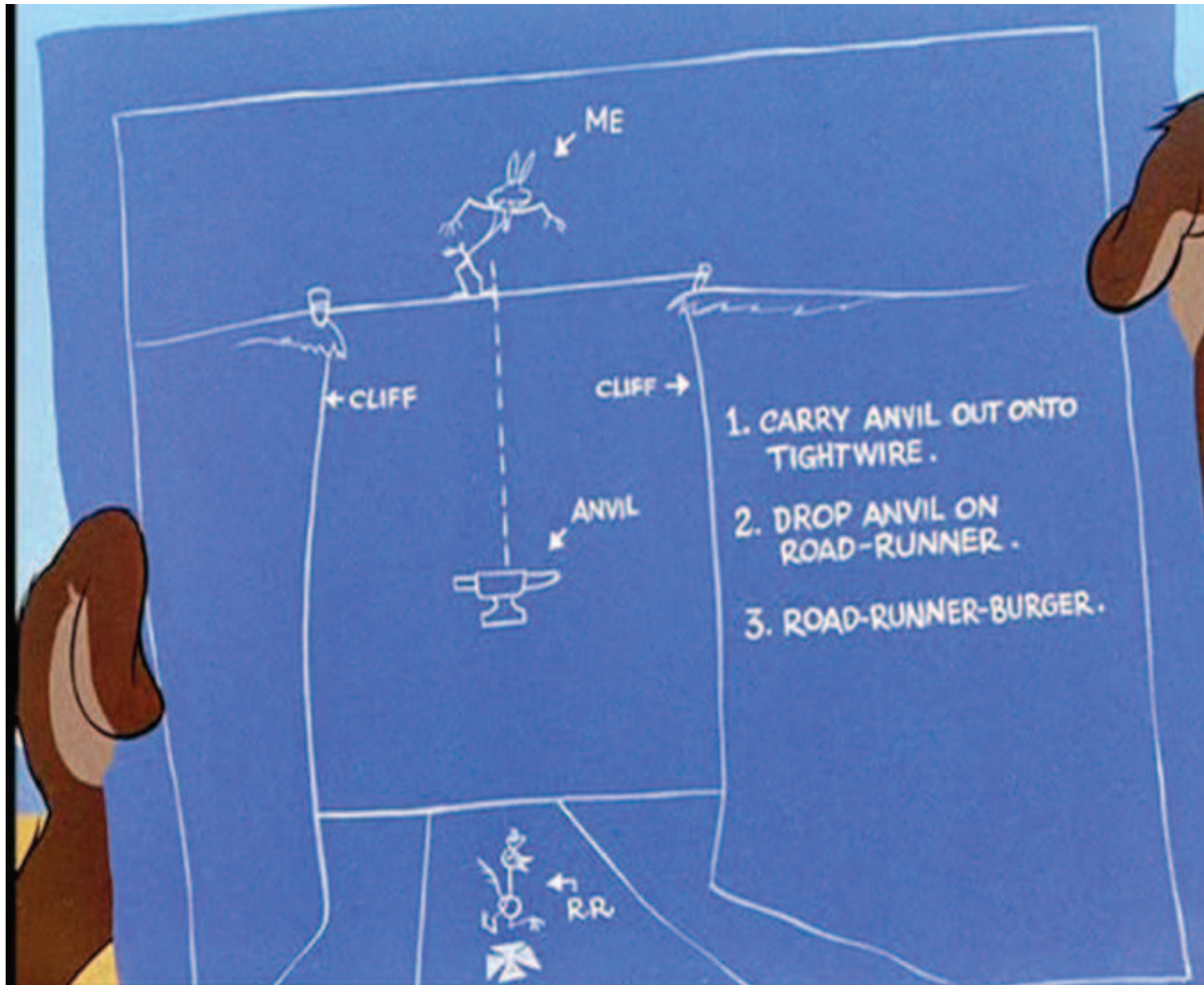
Chief of Staff of the Prussian General Staff

Monitoring and Control

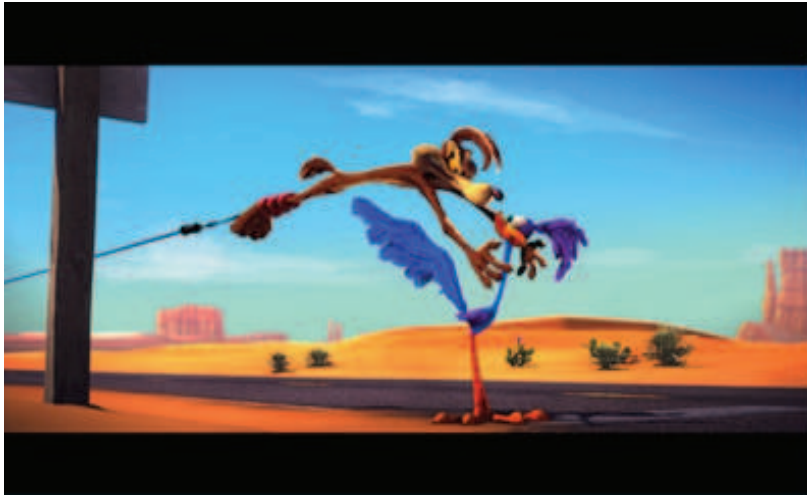


Best planner ever....but...

On paper, everything is possible



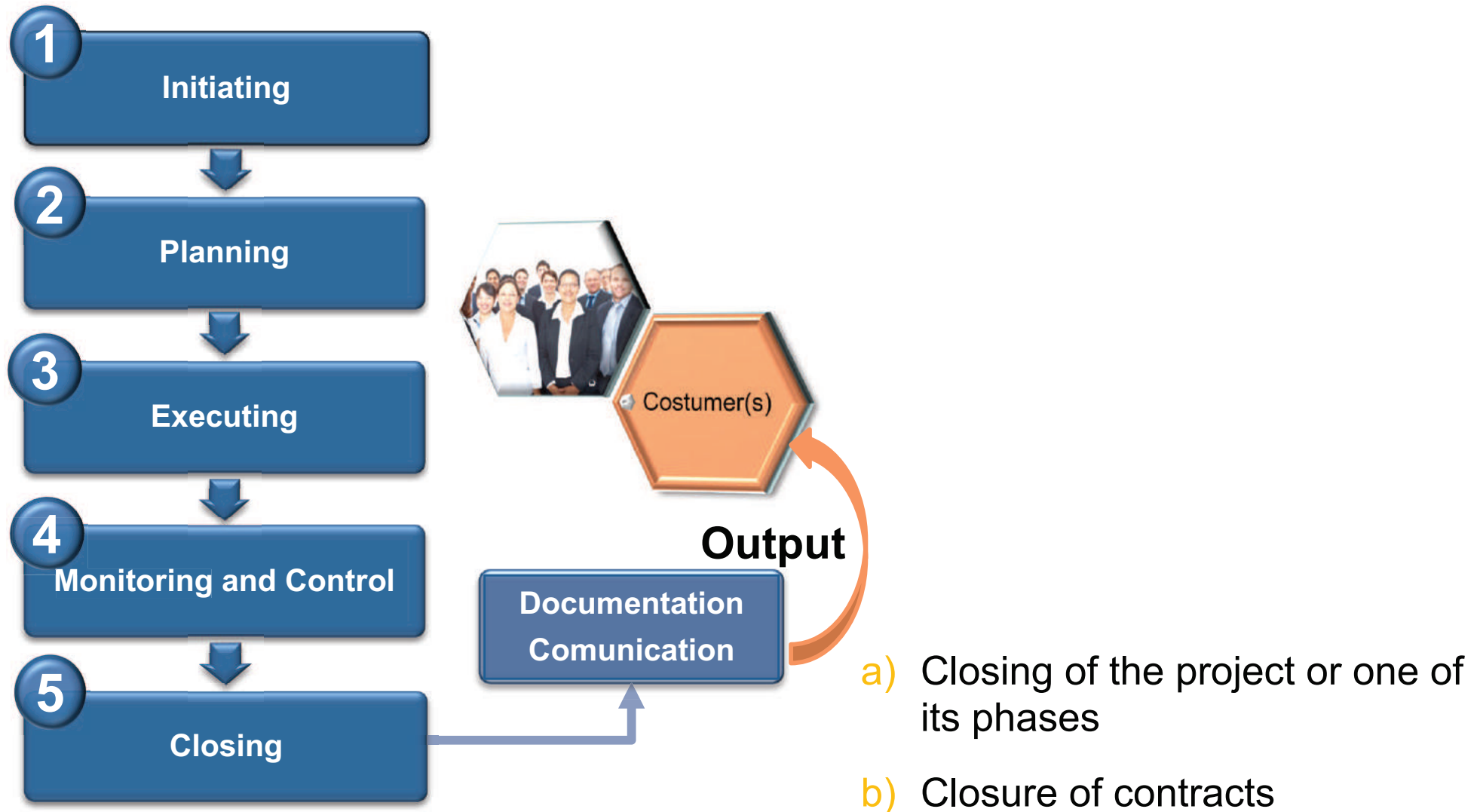
reality... (uncertainty)



... is sometimes very hard ...



Project closing



Project Manager's Role



To become a Project Manager ...



- **Strong technical expertise** in pharmaceutical industry
- **Training** in Project management: several courses and masters' opportunities available
- Others: finances, alliance management.....

- Has to be a **good planner**
- Has to be a **good facilitator** of tasks
- Has to be a **good comunicator**
- Has to be able to keep **bidirectional** dialogue
- Has to understand both technical and commercial languages
- Has to keep the **team's motivation**
- Has to be able to **manage** the team
- Has to be completely **identified with** and **responsible of** the team
- Must be **honest** with everybody
- Has to be **respectful** and **be respected**

Competencies of the Project Manager

Core Competencies of the Project Manager

Interpersonal Skills	Technical Expertise	Administrative Skills
Team Building	Credibility	Planning
Good Communication	Knowledge	Organizing
Problem-Solving	Ability to Communicate with Technicians	Coordination
Political Sensitivity		Goal-Oriented



Some interesting links

<http://www.pmi.org>



<http://www.drharoldkerzner.com/blog/>

<http://www.risk-doctor.com>



<http://www.prochain.com>



<http://www.projectmanager.com>

DANKSCHEEN
 SPASSIBO
 SHACHALHUYA
 NUHUN
 CHALTU
 YAQHANYELAY
 TASHAKKUR ATU
 WADEEJA
 MATTEKA
 YUSPAGARATAM
 HUI
 UNALCHEER
 SPASIBO
 DENKAUJA
 NENACHALHYA
 HATTUR
 GU
 ENJOJU
 SIKOMO
 MAKETAI
 MINMONCHAR
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 BOLZIN
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 MEHRBANI
 GRAZIE
 MAAKE
 KOMAPSUMNIDA
 SANCO
 MERASTAWHY
 GAEJTIO
 LAH
 AGUYJE
 FAKAAUE
 GOZAIMASHITA
 EFCHARISTO
 SHUKURIA
 ARIGATO
 GRACIAS
 TAVTAPUCH
 MEDAWAGSE
 BANKA
 JUSPAXAR
 TINGKI
 BIYAN
 SHUKRIA
 THANK
 YOU