Understanding Project Management

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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 deliver a unique product.
Why do we make projects?

Market
- Customers’ request
- Market request

Change
- Organizational need
- Technological change
- Legal requirement

Project

New Product

New Service
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

Customer’s Expectations

Time
Cost
Scope
Quality
Projects’ Life Cycle

Monitoring & Controlling Processes

- Planning Processes
- Executing Processes
- Initiating Processes
- Closing Processes

Enter Project or Phase

Exit Project or Phase
5 Basic Processes in Project Management

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing

Change Management

Input

Customer(s)

Output

Documentation Communication
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
ISS: Integrated Summary Safety
ISE: Integrated Efficacy Summary
Project execution

1. Initiating
   a) Direction and Management of Project Work

2. Planning
   b) Development and direction of the project team
   c) Communication management

3. Executing
   d) Contracts’ execution
   e) Stakeholders’ management
Monitoring and Control

1. Initiating
2. Planning
3. Executing
   a) Monitoring and Control of Project work
   b) Monitoring and Control of costs
   c) Control of communications
   d) Control of risks
   e) Integrated Change control

4. 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

1. Carry anvil out onto tightwire.
2. Drop anvil on Road-Runner.
3. Road-Runner burger.
reality… (uncertainty)
... is sometimes very hard ...
Project closing

1. Initiating
2. Planning
3. Executing
4. Monitoring and Control
5. Closing

Output

- Closing of the project or one of its phases
- Closure of contracts
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

<table>
<thead>
<tr>
<th>Interpersonal Skills</th>
<th>Technical Expertise</th>
<th>Administrative Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Building</td>
<td>Credibility</td>
<td>Planning</td>
</tr>
<tr>
<td>Good Communication</td>
<td>Knowledge</td>
<td>Organizing</td>
</tr>
<tr>
<td>Problem-Solving</td>
<td>Ability to Communicate with</td>
<td>Coordination</td>
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<tr>
<td>Political Sensitivity</td>
<td>Technicians</td>
<td>Goal-Oriented</td>
</tr>
</tbody>
</table>

Motivation
Self-Esteem
Decision Making
Commitment
Empathy
Interpersonal Awareness
Some interesting links

http://www.pmi.org

http://www.risk-doctor.com

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

http://www.prochain.com

http://www.projectmanager.com
THANK YOU