



Snappy guide to Project Management

Free E-Book





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Introduction

Welcome to the e-course! If you want to know more about managing projects and getting certified as Professional Project Manager then this eBook should be a lot of fun because it contains a wealth of useful information.

Objectives of this e-book course

- Gain knowledge of project management
- Learn about the process groups and knowledge areas in project management
- Low tech project management tools
- How project managers run great projects
- Get an action plan to improve your career
- Serves as a pre-requisite for our PMP® /CAPM® Exam preparation course

Project Management is a discipline that organizations today cannot do without for delivering successful projects. Project Management training for organizations raises the bar on their perception by clients and in the market place.

Project Management is a critical skill that forms the base building blocks of successful project delivery as it prevents failed projects. Project Management reports that most organizations are making it a strategic competency for the success of their companies in today's world.

Professionals and organizations in Oil& Gas, Telecoms, IT, Real Estate, Construction, Insurance, HealthCare, Finance, Multinationals etc all benefit from it.

Back home in Nigeria statistics from the DMO(Debt Management Office), reveals that over the next six years, Nigeria will need to undertake projects worth over \$100 Billion(about N2Trillion), in other to achieve the normal 2020 goals and meet UNDP's goal. This reveals the opportunity in Project Management. Studies indicate that only 25% of all projects worldwide succeed in achieving budget, schedule and quantity objectives. However, these same studies indicate a 75% success rate for projects that employ modern project management concepts, tools and techniques.

You and your organization rely on the skills of your work force to stay competitive, efficient and profitable. If you don't develop those skills you can't expect your organization to do more, do it better or achieve its best. Training and skill development offer you the opportunity to improve the flexibility and capacity of your workforce and your business. Increasing your skill and the skills of your employees will



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make your business more competitive, flexible and adaptive. This will likely provide you with more work and increased profits.

Training your employees demonstrates your commitment to their ongoing development. This can be an effective way of keeping your most skilled and valuable employees. Our firm has the relevant track record and proven methodologies for delivering first class training solutions to public and private sector organizations. One of our key differentiators is our focus on delivering tangible Return on Investment (ROI) when we undertake a training engagement.

We understand that your investment must translate to tangible improvements in human capital and business results. We realize that the growth value of any organization or project is intrinsically tied to the quality of its human resources. We also believe that the power of project management skills can be leveraged to significantly enhance employee productivity as well as provide significant improvements in operational efficiencies across an entire organization or value chain.

As such, we are seeking to provide a training solution that will add value to your organization. Subsequent pages will show the detailed outline of the course carried out in [Ritetrac Consulting Nigeria Limited](#) . You can join our group [Nigerian Project managers roadap to certified PMP](#) to learn more and interact with other aspirants on your way to achieving your PMP certification.



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What is a Project ?

Organizations are usually focused on making some profits to do it they have to perform more or less work depending on the business the companies are in. The work indicates that either operations or projects have to be involved, although the two may overlap. Because of operations and projects nature they share similar characteristics so for example:

- projects and operations are performed by employees, employers, basically people
- are constrained by resources - almost always very limited
- are planned, executed and controlled

The differences between projects and operations are in their nature: projects are often implemented as a means of achieving particular strategic plan of the organization and are **unique and temporary** whereas operations are **ongoing and repetitive**. Following this way projects can be defined as a *temporary endeavour undertaken to create a unique product or service or result –PMBOK 4th Edition*. "Temporary" means that projects have a beginning and end. "Unique" means that the service or product is different and generates added value for the organization and is different from all other products and / or services.

Who is a project manager?

A project manager gets a project from concept to completed product, service or result. A project manager usually works with teams of people to get the work done. The major tasks of the project manager includes

- Gather product requirements
- Manage stakeholder expectations
- Deal with project constraints which are constantly changing due to changes in Project Scope, Risk etc

Undertaking Projects

Projects are undertaken in organizations at all organizational levels. Depending on project's scope it can impact a single person, single product or single department or may involve thousands of employees, people, clients, customers etc. Time frames also depend on project's scope. Sometimes small projects can take maximum few weeks to finish sometimes complex projects are spread on 3 or more years. Very important thing is that projects are usually critical to the realization of the performing organization's business strategy due to their strategic goals for which senior management decides to implement them. Few examples of the projects include:

- Launching a new set of products, services, production lines



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- Changing, improving the organization's structure, staffing, sometimes even managing style
- Designing completely new brand for transportation vehicle
- Merging data in databases after new company's acquisition
- Constructing a bridge over the river, building or facility
- Developing and launching a new business process or re-design existing business processes
- Running a political campaign etc

Temporary nature of Projects

As mentioned in the first article in the introduction every project has a definite beginning and a definite end - this is what temporary word means in terms of project characteristic. The definite end is when project meets its objectives that were previously set, or when it is clear that it is impossible to meet project's objective due to different reasons. These reasons can include:

- decreased budget for the project
- new management decided not to continue the project
- no more business need for the project
- bad planning and wrongly defined project's objective

In every case the duration of a project has its own time frames and is finite so that projects are not ongoing efforts. Most projects are undertaken to create lasting result. Saying about a project to build a new bridge over the river dividing two countries we have to remember that such a project will create a result expected to last centuries. Also such a project can be impacted by economic, environmental or social circumstances. That is why to achieve a strategic objective a series of projects and/or complementary (sometimes even parallel) projects may be required.

We also mentioned that operations and projects are different because of their nature. The main objective of a project is to meet its objective / objectives and close the project. The operations' objective is to sustain the business, keep its normal functionality and meet day to day responsibilities of the company's department.

The temporary nature of projects may apply to other aspects of the endeavour as well:

- The opportunity or market window is usually temporary most projects have a limited time frame in which to produce their product or service.
- The project team, as a team, seldom outlives the project most projects are performed by a team created for the sole purpose of performing the project, and the team is disbanded when the project is complete.



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Project Lifecycle

Life cycle of the project shows the stages from the beginning of a project to its end. Let me give you an example and describe this topic more briefly. Some companies can order a feasibility study and then decide whether to undertake the task or not. The feasibility study can become the first stage of a project or transfer into an individual project. If the future results are not clear enough, we recommend you to treat the project as a separate task.

Jump from one stage to another in a project's life cycle requires special forms of technical transfer. Before you pass to the next phase you have to fully complete the previous one. However in some cases the phases can start prior to the subsequent stages when the risk is at the acceptable level and such practise regarding overlapping phases is called fast tracking.

In our opinion there is no one and best way to define a perfect life cycle of the project. Part of the institutions have special policies which treat all the projects equally in a one life cycle whereas others have different point of view in this matter and permit the management team to decide which life cycle is the best way for each project.

Generally life cycle of the project includes:

- technical aspects in every stage of the project,
- time which is essential to generate deliverables and methods of verification them,
- people who are engaged in every phase,
- What is the way to control and accept every phase.

There are some ways how to describe the life cycle of the project. You may find very short and general descriptions or highly detailed ones - depends on the topic and structure of the problem.

Features of Project Phases

Accomplishment and acceptance one or more deliverables can describe a project stage. In this case a deliverable is a work product that can be verified, measured, counted such as detailed document, technical specification, expertise or even a prototype. One deliverables reflect the business process, the others final products or services of the project. This is well organised process whose aim is to achieve the assumed product or service.

In some cases project's phases due to its size, complexity, risky or unpredictable final effects can be divided into small parts - subphases which are coherent with a basic phase. This could enable better management and control not only the small parts of the enterprise but generally in the entire project.

Worthy of mention is that some phases could work simultaneously whereas in other projects the next



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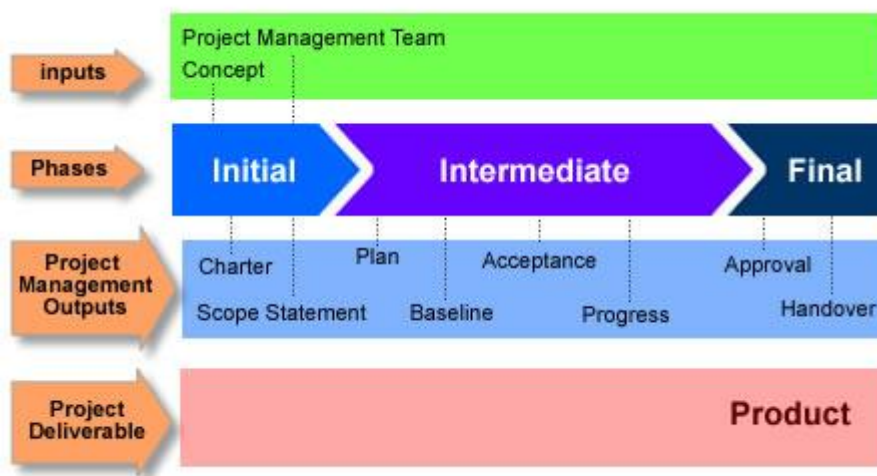
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phase could start when the previous one is closure. The management team make a review of the project and each phase and decide whether to start the next phase or wait till the previous one is over - depend on the specification of the project, time remaining and other key factors. Sometimes the stage can be closed and the next phase will not start. This could happen if the risk is so high or final effects are uncertain and unpredictable to continue the project.

In our opinion accomplishment the primary phase does not mean that all the subsequent phases within this stage are over. Each phase and sub phase should have its own defined objectives and methods to control and authorize them. The picture below describes in a clear way every phase of the project.



Project phases and objectives



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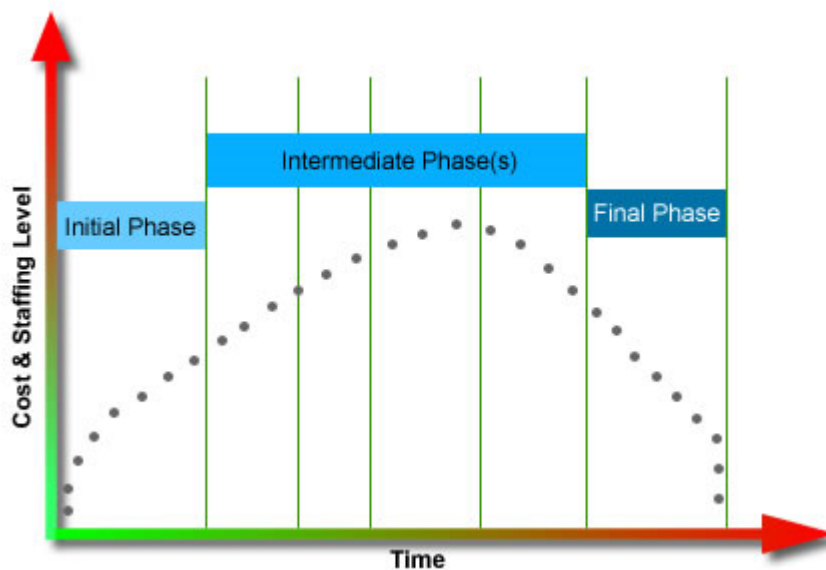
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Phases versus Cost , Staffing and Time

There are lots of common features regarding project life cycles:

- Most stages of the project follow one after the other
- Expenditures and personnel engaged in the task are quite cheap at the beginning of the project, rise in the middle phase and fall significantly in the final stage. The Picture below shows exactly the described model.



Phases versus cost,staffng and time

- At the beginning of the project - in initial stage the risk of failure and not to meet your goals is very high. When this crucial period is over the project comes into an intermediate phase where the situation is more stable and predictable.
- Stakeholders have a big influence for the project's product in many technical aspects, costs etc. at the beginning of its life cycle. However their impact become lower within duration of the project and cost of changes and other corrections - which are low in initial phase rise considerably as the project, continues. The Picture below demonstrates clearly this situation.

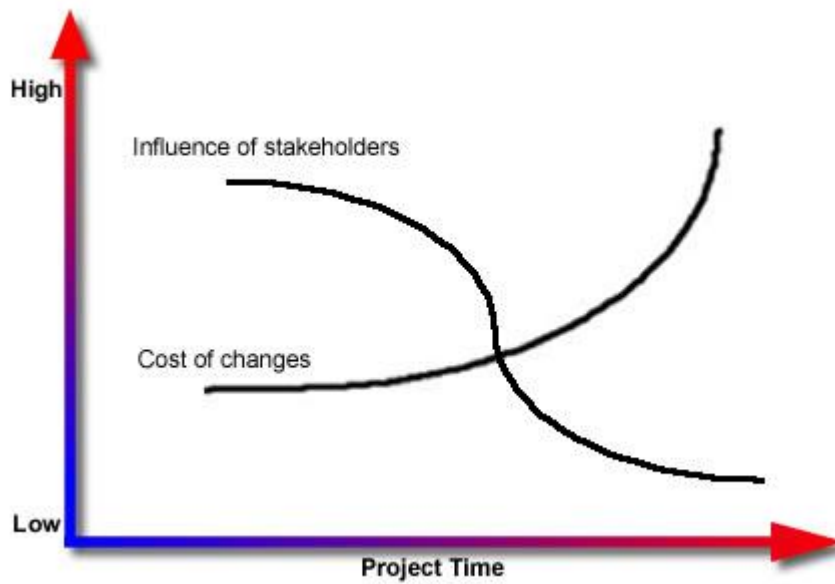


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In our opinion lots of project life cycles have many similar characteristics but few of them are the same. For example some projects can consist of five stages, others with ten or more depending on complexity and duration of the project. One institution's hardware testing can have one individual testing stage whereas another organization can have more phases for this task like: general and detailed testing, error correction, compatibility with different computers etc. Separate life cycles can also cover these subprojects for instance: one team of engineers can analyse and look for any defects of the product and the other team can simultaneously check compatibility with other devices.



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Process groups in Project Management.

Process groups are the actions you take on your project. We can recognize **five main process groups** related to the project management. You can find them in every project and they do not depend on the application sphere. Processes within the process groups can have an influence on one another. The main phases of the process groups are:

- **Initiation process group** you start to think about the project and initiate it.
- **Planning process group** describes prospective products and resources that are required to achieve project objectives.
- **Execution process group** you work on the project according to the accepted plan.
- **Monitoring and Controlling process group** every project needs to be monitored and checked during implementation area and all its life cycle. When you discover any error or deviation in the project you have time to correct it and put into effect necessary actions.
- **Closing process group** project products or services are officially accepted and the project is closed.

Projects are like recipes you use in cooking. You can think of each process as having an **input**-information you use in your project and turns them into **outputs** which includes-documents, deliverables and decisions. The output helps your project comes in on time, within budget and with high quality. Every single process has inputs, **tools and techniques** that are used to do the work and outputs.

You should also remember that the **process groups are not the same as phases in the project**. Big and complicated projects can be divided into separate stages or subprojects as: conception, technical documentation, implementation, monitoring, distribution etc. Each phase of the project would have nearly the same process groups that are repeated at every stage of the project.

The **process groups** help you organize the processes by the kind of work you do.



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Knowledge areas

Knowledge areas include processes to direct and manage project work as well as monitor and control it by subject matter. These are the things you need to understand to run your projects efficiently. Lots of processes are involved in each knowledge area



- **Project Integration Management** –coordinating all of the work so that it happens correctly. Making sure changes are approved before they happen
- **Project Scope Management** –figuring out what work needs to be done for your project. Making sure that your end product, result or service has everything you said it would.
- **Project Time Management**-figuring out the time it will take to do your work and the order you need to do it in. Tracking your schedule and making sure everything gets done on time.
- **Project Cost Management**- knowing how much you are able to invest in the project and making sure you spend it right.
- **Project Quality Management**-making sure you work as efficiently as you can and don't add defects into the product.
- **Project Risk Management**-figuring out how to protect from anything that could happen to it. Dealing with the unexpected when it happens.
- **Project Communication Management** –Making sure everyone knows what they need to know to do the job right. Tracking how people talk to each other and dealing with gaps if they happen.
- **Project Human Resource Management**-Getting the people to work on the team and helping them stay motivated. Rewarding them for a job well done and resolving conflict that comes up.
- **Project Procurement Management**-finding contractors to help you do the work. Setting the ground rules for their relationships with your company



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Low Tech Project management tools

Sometimes, you just don't need to invest in a sophisticated project management product. If your project is relatively simple, use only the tools that you need. Unless you have substantial knowledge and experience with a specific product, you may want to start out small. The only real reason to use the glitzy, feature-rich software is to satisfy a requirement that you can't accomplish any other way. Remember to keep it simple.

Tool 1: spreadsheet

Without going to a lot of trouble, you can use a simple spreadsheet to track your project. All you really need is the basic information for each task. You should make it easy to read and easy to update. Figure 8-1 is a simple example of the information you should keep:



	A	B	C	D	E	F
	Task	Department	Due Date	Responsible Party	Date Completed	
1						
2	Choose site for bridge	Engineering	7/30/2003	J. Wilgus	7/14/2003	
3	Grade building site for foundation	Site Development	8/22/2003	J. Gable		
4	Lay bridge foundation	Construction	10/15/2003	M. Hendricks		
5						
6						

Simple project information spreadsheet.

One nice feature you get with a spreadsheet is the ability to sort your data by any column. You can sort by the task name, department, due date, or any other column. This feature allows you to look at your project in different ways. If you want to be a little fancier, you can sort multiple ways at the same time. You can sort your spreadsheet by the responsible party and then by the due date for each responsible party -- this gives you a to-do list for each team member.

Tool 2: Project calendar

Create a calendar for your project. Each project should have a separate calendar and should be separate from your personal calendar. You can use paper, simple calendar software on your computer, or a PDA. Use what works and what you're comfortable using. Whatever you use, make it easily available to all team members and keep it current. Any changes should go directly to the



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calendar.



Low-tech can beat high-tech

If you don't have a very complex project to manage, cutting out the sophisticated software can save you time and money. Use the tools that serve you best. It really doesn't matter how cool they are.

Regardless of your choice of organizational tools, you probably also use the telephone and the Internet to manage your project. It's very difficult to conduct business these days without these two vital tools, so let's see how they can help you get the job done.



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Free Online Project management Software tools

Wordpress

You can also make use of Wordpress blogging software (www.wordpress.com) by Automatic Inc. to keep a blog on the Project to assist your virtual teams in keeping everyone up to date as per Project status updates. This can be achieved with a members only theme.

Facebook Group

You can also make a members only Facebook Group (www.facebook.com) for your in-house Project with virtual teams to assist you on your Project work keeping every team member informed on the status of their individual work activities.

Free and Paid for Project Management Software

You can use several which include a few we have used below that can allow up to 30 day Free usage.

[10 really useful reviews for Project Management Software](#)

[Liquidplanner](#)



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10 Lessons learned Managing Projects from Experienced Project Managers around the globe

Surveying on LinkedIn answers: www.linkedin.com we did a survey of Lessons learned managing Project find the top 10 here.

1. How important it is to take care of the smallest details.
2. The need to have a reasonably well thought out plan so you can zigzag creatively, when changes are needed.
3. Ensuring everyone understands their interdependence and communicating like a lunatic!
4. It is the team who is important, as they do the work in the end!
5. Develop the ability to cross organizational lines and make disparate groups or functional organizations work together with only your power of persuasion and your contract going for you.
6. A good process along with a lot of tools, techniques and methodologies are required and if a project team member does not have them then a facilitator should be used.
7. Change happens; listen, navigate, and adapt.
8. Prepare for things NOT to go as planned...
9. Empower people and delegate to them .. so you don't have to handle almost everything.
10. In order to ensure that things go forward control is needed on a regular basis



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How project managers run great projects

That's exactly the questions the folks at the project management institute (PMI) asked when they started putting together their guide to the (PMBOK) Project Management Body of Knowledge®. They surveyed thousands of project managers and analyzed tens of thousands of successful and unsuccessful software projects to come up with a structured way of thinking about how to effectively run a project.

First of all let us explain what the PMI is and its history. **PMI was founded in 1969** and first started offering the Project Management Professional certification exam in 1984. PMI is accredited as an American National Standards Institute (ANSI) standards developer and also has the distinction of being the first organization to have their certification program attain International Organization for Standardization (ISO) 9001 recognition.

PMI boasts of **worldwide number of over 451,868** PMP Certified individuals as at 31st July 2011 from 128 different countries (Source: PMI Today September 2011 issue page 11) .

PMI is the world leader in project management practices and is the most widely recognized organization and certification in the field. **PMI strives to maintain and promote standards and ethics** in this field. If you are still reading this i trust your interest will drive you to achieving the Professional objective of acquiring your PMP Certification.

How to Become PMP Certified

There are several requirements you'll need to fulfil in order to sit for the PMP® or CAPM® exam. PMI has detailed the certification process quite extensively at their website. Go to www.pmi.org and click the Professional Development and Careers tab to reveal the Certifications selection to get the latest information on certification procedures and requirements.

As of the date of this publication, you are required to fill out an application to sit for the PMP exam. You can submit this application online at <http://certificationapp.pmi.org>. You will also need to document 35 hours of formal project management education. This might include college classes, seminars, workshops, or training sessions. Be prepared to list the class titles, location, date, and content.

In addition to filling out the application and documenting your formal project management training, there is one additional set of criteria you'll need to meet to sit for the exam. These criteria fall into two categories. You need to meet the requirements for only one of these categories:

- Category 1 is for those who hold a baccalaureate degree. You'll need to provide proof, via transcripts, of your degree with your application. In addition, you'll need to complete verification forms—found at the PMI website—that show 4500 hours of project management experience that spans a minimum of three years and no more than six years.



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- Category 2 is for those who do not hold a baccalaureate degree but do hold a high-school diploma or equivalent. You'll need to complete verification forms documenting 7500 hours of project management experience that spans a minimum of five years and no more than eight years.
- The exam fee at the time of this publication is \$405 for PMI members in good standing and \$555 for non-PMI members. Testing is conducted at prometric centres. You can find a centre near you at the PMI website. You have one year from the time PMI receives and approves your completed application to take the exam. You'll need to bring a form of identification such as a driver's license with you to the prometric centre on the test day. You will not be allowed to take anything with you into the testing centre. You will be given a calculator, pencils, and scrap paper by the centre. You will turn in all scrap paper, including the notes and squiggles you've jotted during the test, to the centre upon completion of the exam.

The exam is scored immediately, so you will know if you've passed at the conclusion of the test. You're given four hours to complete the exam, which consists of 200 randomly generated questions that cover the following process groups and areas: Initiation, Planning, Executing, Controlling, Closing, and Professional Responsibility. All unanswered questions are scored as wrong answers, so it benefits you to guess at an answer if you're stumped on a question.

Necessary qualifications for PMP exam

All candidates apply for PMP certificate are obliged to prove:

- adequate education,
- occupational experience,
- Agree to obey the PMI Code of Ethics and Professional Conduct.

The candidate is obliged to **prove minimum 35 hours contact** with concrete course regarding management of the projects. These 35 hours should include the following spheres connected with: quality, range, time, human resources, communication, risk, supply and management the project integration. There are no limitations regarding timetable of these hours. Candidates can fulfil this requirement by successful completion of the trainings that we at **Ritetrac Consulting Nigeria Ltd.** are well positioned with our team of experienced and certified PMP® instructors to handle. You can join our group [Nigerian Project Managers Roadmap to Certified PMP](#) to learn more and interact with other aspirants on your way to achieving your PMP certification.

Interesting facts about PMP® exam

The Project Management Professional exam explores the possibilities to use knowledge, abilities and techniques that are necessary to put them into practise during projects management. The PMP exam consists of 200 text questions from which 175 are taken into consideration to calculate exam results.



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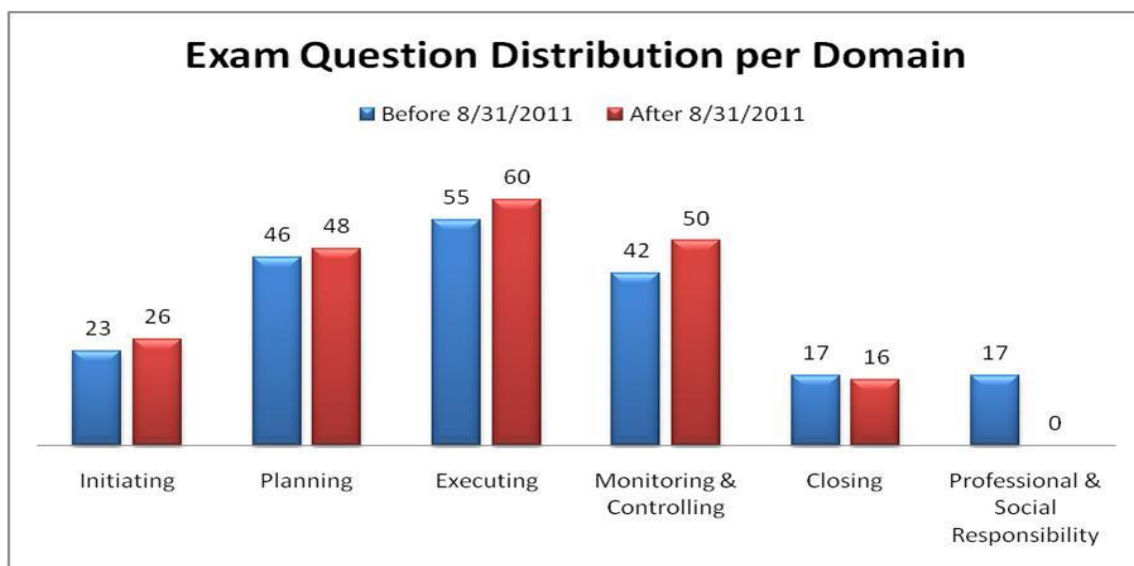
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The questions are prepared and annually actualized by PMI body. If you want to pass this exam you need to answer at least 106 questions from 175 and score 61%.

The exam includes five main process groups within project management:

- Initiate the project,
- Planning the project,
- Executing the project,
- Monitoring and controlling the undertaking,
- Closing the project.

The Exam also references the code of ethics in each of the Project management Process groups.



Earning the PMP credential increases people's career options, gives them more ability to influence the successful outcome of their projects, and provides more opportunities for increasing their salaries. It can also contribute to development of your occupational career.

The PMP certificate is acknowledged by most of the big companies, governmental institutions and agencies in all over the world. From our observation results the fact that number of companies that require from the personnel engaged in the projects management adequate qualifications confirmed by PMP certificate constantly rise.

There are lot of international companies that participate in the PMP certificate programme: IBM, Motorola, HP, Compaq, Facebook, Citi Corporation, AT&T, Bell Group, Oracle etc.



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Why become PMP Certified?

There is now a rapidly growing demand for Project Management Professionals to lead the world's industries using effective project management techniques. Check out a few of the larger web –based employment sites Do a search for 'PMP' or PMI and you will find thousands of employers seeking PMP/PMI –certified project managers or CAPM/PMI –certified persons. Check back routinely and you will find that the number grows almost daily clearly showing a shortage of skilled Project Management Professionals.

PMP certification is aspired by the individuals who have experience-working project, leading and directing project task as well as project managers that need to refresh their knowledge and complement their skill sets.

According to PMI (<http://www.pmi.org/Certification/Project-Management-Professional-PMP.aspx>) PMP recognition is seen through increased marketability to employers and higher salary; according to the PMI Salary Survey — Sixth Edition, a PMP increases your salary up to 10% more than your non-credentialed colleagues and peers.



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Action plans for your Career

We believe this e-course has addressed the basics of project management but to earn the **35hours** of training needed for you to write the **PMP® or CAPM® certification exams**.

We like to introduce our course to you [Professional Project Management Training](#) which we deliver via **Classroom Training** (We deliver in Nigeria and Ghana) and **Multimedia Online Training methods** at any location.

Description

Professional project management training will give you in depth and advanced theoretical and Practical knowledge to deliver successful projects. The methodology we teach is in line with the PMBOK Fourth Edition (Project Management Body of Knowledge) by PMI (Project Management Institute, U.S.A.).

Key benefits from this program

- Gain in depth knowledge of essential project management skills and techniques required for successful project implementation
- Become knowledgeable about the PMBOK® its processes, 5 process groups, 42 processes and 9 knowledge areas
- Significantly improve your pass rate for the certification exam at first attempt
- Officially recognized by leading companies globally
- Better Salary and Greater Job Opportunities

Course Outline

- Project Management Overview
- Project Management Process (42)
- Project Management Knowledge Areas
- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management



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- Project Quality Management
- Project Risk Management
- Project Communication Management
- Project Human Resource Management
- Project Procurement Management
- Code of ethics and Professional Responsibility.
- Exam-Type Questions Review

Duration of training

- *35 Hours (4 days).

Registration Procedure

Contact us via info@ritetraconsult.com.ng for payment details. Once payment has been made, please send us a text message or call to notify us on **+2348191547742**, with the teller no on your receipt, amount paid, date and full names.

Visit our website @ www.ritetraconsult.com.ng for more information

Please note for the above fee, you will get our training pack which will contain:

- Training manual
- Note book and Pen
- Free online resources-study materials, project management software
- Free templates for your Project Management Work
- Free exam-type questions
- Certificate of completion,
- Lunch and Tea Break.

We also organize cost effective trainings for groups, delivered at your site for a negotiated amount etc.

Congratulations you have completed your e-course content! You can read further in our article [6 ways to easily pass your PMP Exams](#)



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Please take some time to complete the course assessment below.

E-Course Assessment

1. What is the major difference between projects and operations?

2. List three major tasks of a project manager

3. Lifecycle of a project includes

3. The main process groups in project management includes

4. What are knowledge areas?

5. List all the 9 knowledge areas you learnt in this course?



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6. List two low tech project management tools

7. What does the following acronym stand for?

PMI_____

PMP_____

CAPM_____

PMBOK_____

Congratulations you have successfully completed this e-course.

Please send your answers to info@ritetraconsult.com.ng and afterwards a download of your 'certificate of participation' will be sent you.

Once again congratulations!

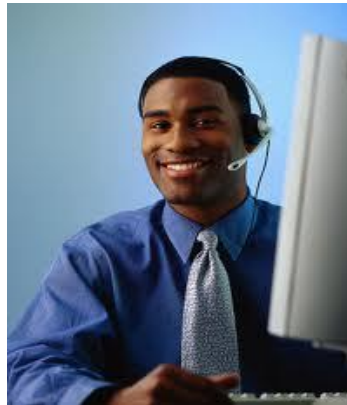


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