Playing The Project Management Game

Tools and Techniques to Win the Game

Dean Athanassiades, PMP
Nancy Stetson, PMP
Presenters

- Dean Athanassiades, PMP
  - Philips Medical IT Professional Services

- Nancy Stetson, PMP
  - ChartMaxx Project Manager
  - MedPlus, Inc
Workshop Objective

- Provide attendees with opportunity to learn / practice / apply project management skills and techniques using a “game” oriented approach
- Provide attendees with a set of project tools that they can use in managing projects within their organizations
- Provide attendees with a game-oriented framework that they can use within their own organization to facilitate learning among their own project teams
Time Guidelines

- 10:00-10:10 – Introductions
- 10:10-10:20 – Game background and rules
- 10:20-10:35 – Project management basics
- 10:35-10:50 – Initiation Phase
- 10:50-11:05 – Planning Phase
- 11:05-11:20 – Control and Execution Phase
- 11:20-11:35 – Closing Phase
- 11:35-11:50 – Game Wrap-Up and Questions
Project Management Overview
What Is Project Management

- Process of planning, scheduling, and controlling project activities
- Science and art of making tradeoffs between schedule, scope, cost, and quality while solving the problem defined for the project
Why Projects Fail

- Disagreement about desired result
- Disagreement about how to achieve desired result
- Insufficient or inappropriate resources
- Insufficient time to complete project
- Inadequate budget to complete project
- Poor communications
- Ill-defined roles

(Source Unknown)
Games as a Learning Tool

- **Gaming defined**
  - Use of games as a tool to practice and apply business skills

- **Examples of Games used as learning tools**
  - EIS
  - Banking / Finance Asset Management
  - Industrial Marketing
  - Pharmaceutical
  - Merger and Acquisition

Source: http://www.insead.fr/facultyresearch/teaching_tools/simulations.htm
Case Scenario

- Your organization has elected to re-design its emergency department processes to better serve its clients.

- **Scope of the project may involve**
  - Physical redesign (bigger, smaller, different location)
  - Change in processes and workflow
  - Changes in equipment
  - Changes in staffing

- You have been appointed to lead the effort to come up with the desired physical and logical workflow for the new ED.
Rules of the Game

- Game flow similar to popular board game called “Cranium”
- Form teams based upon attendance at workshop
- Game “board” has 4 sides representing 5 phases of a project:
  - Initiation
  - Planning
  - Executing & Controlling
  - Closing
Rules of the Game

- Within each Phase, there are multiple “stops” for the key project Knowledge Areas:
  - Integration management
  - Scope management
  - Time management
  - Cost management
  - Quality management
  - Human resource management
  - Communications management
  - Risk management
  - Procurement management

- At each “stop”, the player will have to correctly answer a question related to the Knowledge Area
Rules of the Game

- Object of the game is to traverse the board through the 5 phases of project management before any of the other players.
Rules of the Game

- Complete the tool provided for the Phase
  - Example: for Initiation Phase, the tool provided is a Charter Statement

- Then, move through each Phase by answering one or more Knowledge Area questions related to that Phase
Rules of the Game

- Movement through each Phase is controlled by the draw of Random Number Cards.
- If you draw 1 through 9, you move forward that number of spaces and answer the Knowledge Area question associated with the space that you land on.
- If you draw 10, 11, or 12, you go directly to the beginning of the next Phase.
Rules of the Game

- If you answer the Knowledge Area question correctly, then, on your next turn, you roll again.
  - If you answer incorrectly, on your next turn, you draw another question from the same Knowledge Area.

- You reach the end of the Knowledge Areas for a Phase by:
  - either by answering Knowledge Area questions correctly,
  - or drawing 10, 11, or 12,
  - drawing an Outcome card, and perform the action on the card.
Game Materials

- Game board
- Tokens
- Toolkit for each Project Phase
- Deck of cards with Knowledge Area questions
- Deck of cards with Outcome Issues
- Random number cards
Supporting Handouts
Project Management Framework

- PMI Project Management Framework
  - Initiation
  - Planning
  - Execution
  - Control
  - Close

Source: PMBOK 2000, Project Management Institute
Initiating

- Recognizing that a project is worth doing
- Determining what the project should accomplish
- Defining the overall project goal
- Defining general expectations of customers, management, and other stakeholders
- Defining the general project scope
- Selecting the initial team members
Planning

- Refining project scope including balance between results, time, and resource
- Listing tasks and activities that will lead to achieving project goals
- Sequencing activities in the most efficient manner possible
- Developing a workable schedule and budget for assigning resources to the activities required to complete the project
- Getting the plan approved by appropriate stakeholders
Executing

- Leading the team
- Meeting with team members
- Communicating with stakeholders
- Fighting Fire
- Securing necessary resources to carry out the project plan
Controlling

- Monitoring deviation from plan
- Taking corrective action to match progress with plan
- Receiving and evaluating project change requests from stakeholders and team members
- Adapting resource levels as necessary
- Changing project scope
- Returning to planning stage to make adjustments to project goals
- Securing approval for changes from stakeholders
Closing

- Shutting down the project and disbanding the team
- Learning from the project experience
- Reviewing the project process and outcomes with team members and stakeholders
- Writing a final report
Project Management
Knowledge Areas

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Human Resource Management

- Communications Management
- Quality Management
- Risk Management
- Procurement Management

Source: PMBOK 2000, Project Management Institute
Integration Management

- Project plan development
- Project plan execution
- Integrated change control
Scope Management

- Initiation
- Scope planning
- Scope definition
- Scope verification
- Scope change control
Time Management

- Activity definition
- Activity sequencing
- Activity duration estimating
- Schedule development
- Schedule control
Cost Management

- Resource planning
- Cost estimating
- Cost budgeting
- Cost control
Quality Management

- Quality planning
- Quality assurance
- Quality control
Human Resource Management

- Organization planning
- Staff acquisition
- Team development
Communication Management

- Communication planning
- Information distribution
- Performance reporting
- Administrative closure
Risk Management

- Risk management planning
- Risk identification
- Quantitative risk analysis
- Qualitative risk analysis
- Risk response planning
- Risk monitoring and control
Procurement Management

- Procurement planning
- Solicitation planning
- Source selection
- Contract administration
- Contract closeout
12 Rules for Project Management Success

- Gain consensus on project outcomes
- Build the best team that you can
- Develop a comprehensive viable plan and keep it up to date
- Determine how much stuff you really need to get things done
- Have a realistic schedule
- Do not try to do more than can be done

- Remember that people count
- Gain formal and ongoing support of management and stakeholders
- Be willing to change
- Keep people informed of what you are up to
- Be willing to try new things
- Be a leader as well as a manager
Initiation Tools

- Project Charter Statement
Planning Tools

- Scope
- WBS
- Resource Plan
- Budget Estimate
- Risk Assessment
Execution Tools

- Project dependent
Control Tools

- Status Report
- Change Request
Closing Tools

- Milestone Acceptance Form
- Deliverable Acceptance Form