Project Management

Project Scheduling

Week 4 Winter quarter

1/28/02 SOS

Objectives

- Communication
- Conflict Resolution
- Change Control
- Risk Management
- Monitoring Project Progress

Communication

- Types of communication approaches:
  - Telephone
  - Voicemail
  - Email
  - Handwritten notes
  - Informal visits
  - Formal meetings
  - Formal reports
  - Formal presentations

Communication

- How to select the best medium for the message:
  - use face to face when dealing with controversial issues
  - compliment publicly and criticize privately

Communication

- – Email - when to use cc, bcc and forward
- – Email - when to stop a thread and call a meeting
- – Meetings - when to have a formal versus informal meeting and who to invite
- – Meeting: to problem solve or communicate decision.

Communication

- Listening:
  - Let other people finish what they have to say
  - Give the person talking your full attention
  - Pay attention to body language
  - Restate what you heard to make sure you got the message right

Communication

- Why communication fails:
  - Message was misinterpreted
  - Was considered unimportant
  - Arrived too late to be effective
  - Not needed information for the recipient
  - Taking responsibility for making sure the message is properly interpreted.

Conflict Resolution

- *"When you add power, self-esteem, motivations, and status to the equation, you'll likely see fireworks where the project team used to be"* - Sunny Baker, 1992

Conflict Resolution

- Planning - helps to plan ahead rather than just jumping in and tasking to build

- Goal - keep the goal in mind

- dissenting opinions can contribute to a better design

- how to have more than one idea considered; listening to other's ideas

Conflict Resolution

- Conflicts are inevitable but not always bad

- People are the source of most conflicts.

- There are ways to resolve conflicts

Conflict Resolution

- underlying issues
- triggering event
- behavior
- consequences
- barriers that inhibit expression of conflict

Conflict Management

- Conflict styles
  - Avoiding (uncooperative and unassertive)
  - Accommodating (cooperative and unassertive)
  - Competing (uncooperative and assertive)
  - Collaborating (cooperative and assertive)
  - Compromising (intermediate)

Conflict Management

- Difference between resolving and controlling

- Resolving means eliminating the issues and controlling means eliminating the trigger event, reinforcing barriers, or minimizing consequences.

Change Control

- Change is inevitable
- How to accommodate the unexpected
- Determining the trade-offs and options for change
- Handling resistance to change

Change Control

- Whomever wants a change has to submit the change in writing!

- Establish what, why, when

- Determine what impact

- Make trade-offs

Project Triangle

	Constrain	Maximize	Accept
Schedule	X		
Cost			X
Scope/Quality		X	

Problem Escalation

- Determine before hand the trigger that identifies problem escalation
- Determine who will help meditate.

Risk Management

- Involves uncertainty and loss different from a constraint – you know that in advance
- Predictable risks
- Unpredictable Risks

Risk Management

- Identify the risks

- Analyze probability that risk will occur

- Determine overall severity

- Determine a risk management plan.

Risk Management

Risk	Probability (1–10)	Impact (1–10)	Severity (Probability x Impact)
Hardware doesn't arrive on time	4	8	32

Monitoring Project Progress

- Identifying which tasks are complete
- Identifying by when deliverables will be delivered
- Which tasks need to be added