YOUR GUIDE TO

PROJECT
MANAGEMENT

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CULTURAL○
HERITAGE

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CULTURAL HERITAGE 2.0

Co-funded by the
Erasmus+ Programme
of the European Union

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INTRODUCTION

PROJECT MANAGEMENT
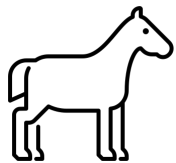
PROJECT MANAGEMENT

Management involves "the process of utilizing material and human resources to accomplish designated objectives. It involves the organization, direction, coordination and evaluation of people to achieve these goals"

(Beach 1980, p.5)

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*"A unique, transient endeavor undertaken to achieve planned objectives."*
– Association for Project Management
"A temporary endeavor undertaken to create a unique product, service, or result."
– www.pmi.org
"An activity that has a beginning and an end which is carried out to achieve a particular purpose to a set quality within given time constraints and cost limits."
– Chartered Management Institute

PROJECT MANAGEMENT
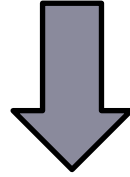
TEMPORARY: A project differs from the ordinary course of business as it has a defined beginning and end.
OUTCOMES: A project it is created to achieve a specific objective and has dedicated resources.
A project can take place at different level:

INTERNAL
(to organization)

vs

EXTERNAL
(developed from an independent organization)

02

THE HISTORY

Which are the

Origins of

Project Management?

PROJECT MANAGEMENT

Different projects happened throughout our history but the
Modern project management (application of management sciences to project)
is usually said to have begun with the **Manhattan Project** (Military sector)
1942-1946 to create the one of the first Atomic bomb.
Manhattan Project was the result of an enormous collaborative effort between the
U.S. government and the industrial and scientific sectors during World War I or US
Airforce 1954. Project management, initiated by the military, provides managers
with powerful planning and control tools.

Project management, initiated by the military, provides managers with powerful
planning and control tools. Specific PM techniques/tools started to emerge after
the IIWW
• At the beginning PM was mainly devoted external projects and big Research
  and development and Massive research program. (Eg. Apollo Mission)
• Mid 20th Century and then the International Project Management Association
  1965
• the diffusion of IT technologies

Reference: A Guide to the Project Management Body of Knowledge (PMBOK®
Guide) which co-creates global standards for project management.

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Which are the FORCES that foster Project Management?

Professionalization of project manager (from civil engineering and the industrialization of defense)

The continuing demand for more complex and customized products and services

Worldwide markets force us to include cultural and environmental differences in our managerial decisions about what, where, when, and how to produce and distribute output

Development of graphical system and an increasing number of academic discipline drawing

Which are the skills a GOOD project manager should have?

Project management involves a range of skills:
•Leadership
•Decision-making
•Ability to understand technical discussion (but not detailed technical knowledge! Is it true for the arts?)
•Team-building and management
•Problem-solving
•Ability to thrive under pressure
•Negotiation
•Flexibility and adaptability

But at the heart of all good project management are the five Cs:
1.**Clarity**
2.**Common sense**
3.**Coordination**
4.**Creativity**
But most importantly…
5.**Communication!**
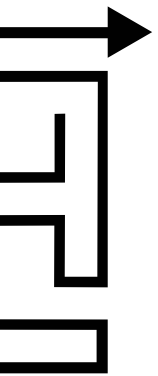
03

THE PROJECT MANAGEMENT LIFECYCLE

It's a Cycle

Each project has a life-cycle and can be broken down into sub-projects or tasks:
5 project management processes illustrated below are based on the project stages from the Institute of Project Management.

Initiation　　**Planning**　　**Execution**　　**Monitoring & control**　　**Closure**
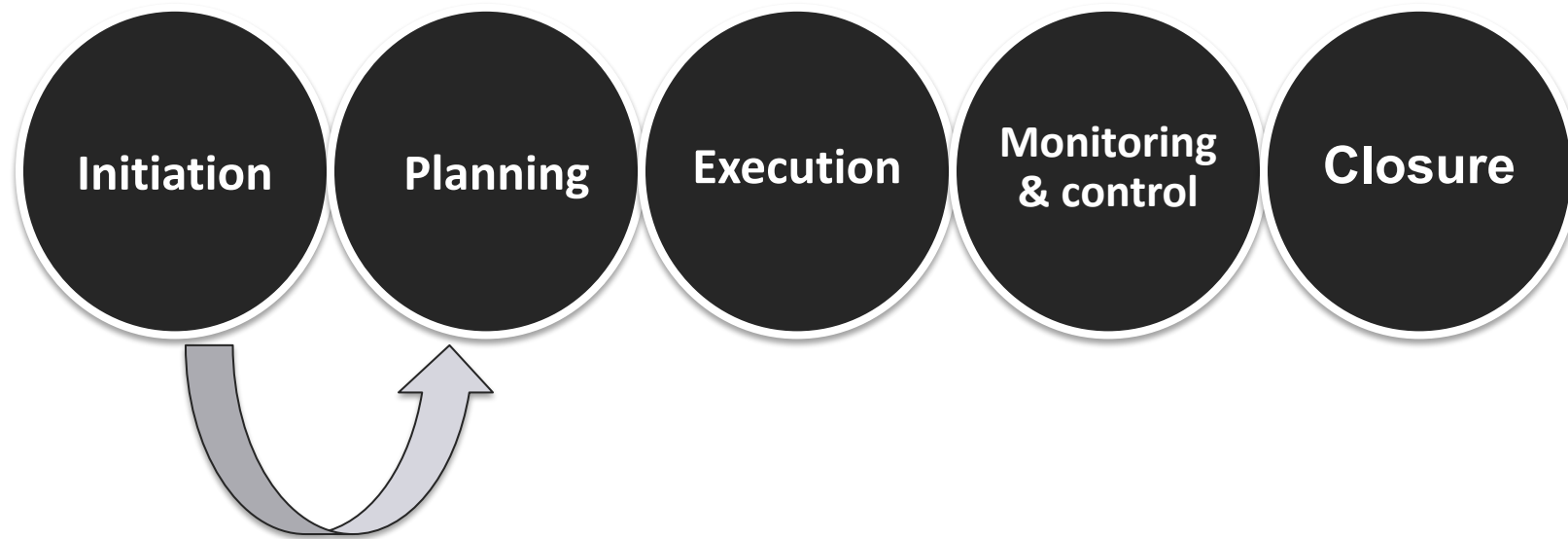
Classification by PMI (Project Management Institute)

Which TOOLS can be used in this phase?

The beginning of the project!

Measure the **feasibility** and **value** of a project in order to determine whether or not it is worth pursuing. Ideation
"Why is the project relevant?", why is the project different?, which is the Impact?

- Project charter: Define the **vision, objective, and goals** of the project. (ensure alignment of interests between parties and stakeholder).
- Identify **project scope** and deliverables – Define the product/services and outcomes that need to be delivered.
- Conduct a quick feasibility study – Identify the primary issues and their possible solutions.
- Identify project **stakeholders** and their needs.
- Understand the context in which the project will be implemented.

Initiation | Planning | Execution | Monitoring & control | Closure

## Which TOOLS can be used in this phase?

The project planning phase focuses on building a blueprint for achieving the goals, **on time and within budget**. The plan involves identifying OBJECTIVES, costs, activities, tasks, available resources, potential financing options and risks, as well as setting a realistic timeframe.

- **Project Plan** –with Gantt chart tool.
- **Cost** management plan.
- **Resource management plan** – available resources (team and time) needed to complete the project.
- **Risk management plan** – Keep your eyes open for all possible risks, issues that can arise.
- **Project communication** plan.
- Identify **what need to be measured** to ensure efficacy and effectiveness **(e.g. KPI).**
- **Scope statement** –outlines the project's benefits, objectives, key milestones and deliverables.
- **Work Breakdown Structure** (WBS) – a diagram that breaks down the project's scope into manageable sections.
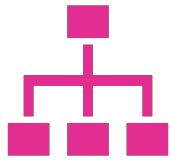
The key things to be planned, monitored, and controlled
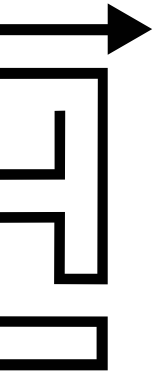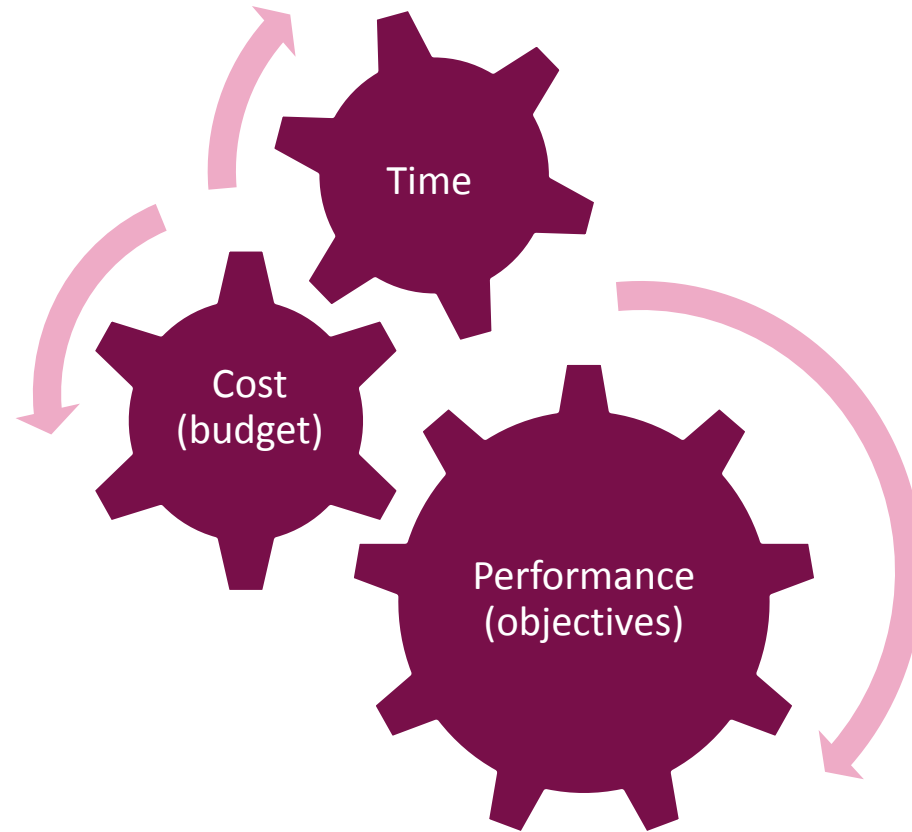
Which resources we have?
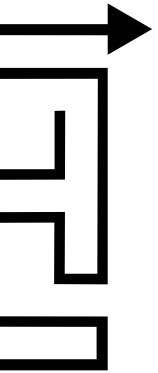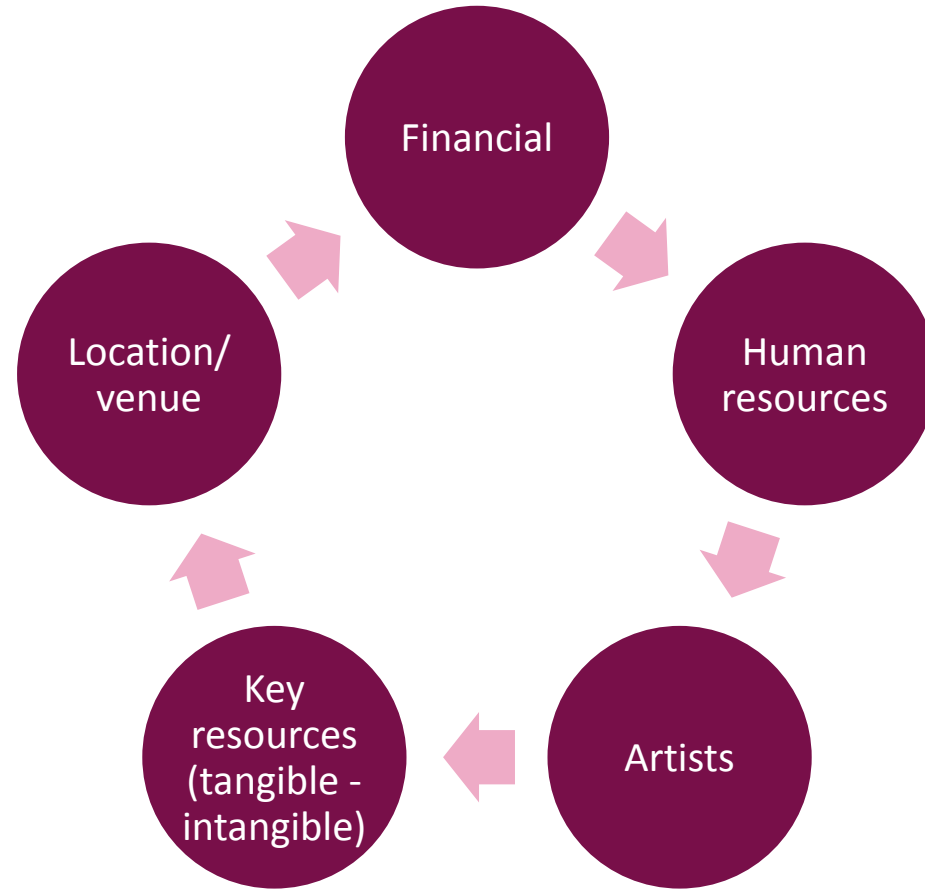
Project Activity Planning

Overview This is a short summary of the objectives and scope of the project. It is directed to top management/stakeholder and contains a statement of the goals of the project, a brief explanation of their relationship to the firm's objectives.

Objectives or Scope This contains a more detailed statement of the general goals noted in the overview section.
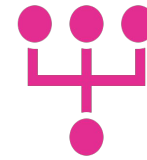
General Approach This section describes both the managerial and the technical approaches to the work. The technical discussion describes the relationship of the project to available technologies.

Contractual Aspects This critical section of the plan includes a complete list and description of all reporting requirements, customer-supplied resources, project review and cancellation procedures.
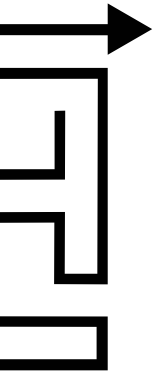
Project Activity Planning

Schedules This section outlines the various schedules and lists all milestone events. Each task is listed, and the estimated time for each task should be obtained from those who will do the work. Resources There are two primary aspects to this section. The first is the budget. Second, cost monitoring and control procedures should be described.

**Personnel** This section lists the expected personnel requirements of the project. Special skills, types of training needed, possible recruiting problems, legal or policy restrictions on work force composition.

Risk Management Plans This covers potential problems as well as potential lucky breaks that could affect the project.

Evaluation Methods Every project should be evaluated against standards.
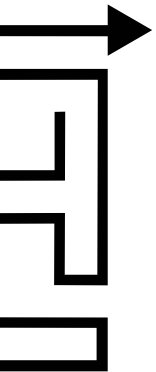
Work breakdown structure

We move into a consideration of the details of the project. We need to know exactly what is to be done, by whom, and when. All activities required to complete the project must be precisely delineated and coordinated.

Objective(s)
Deliverables

Work packages

Level 0

1

2

3
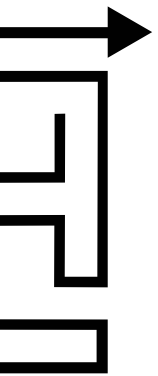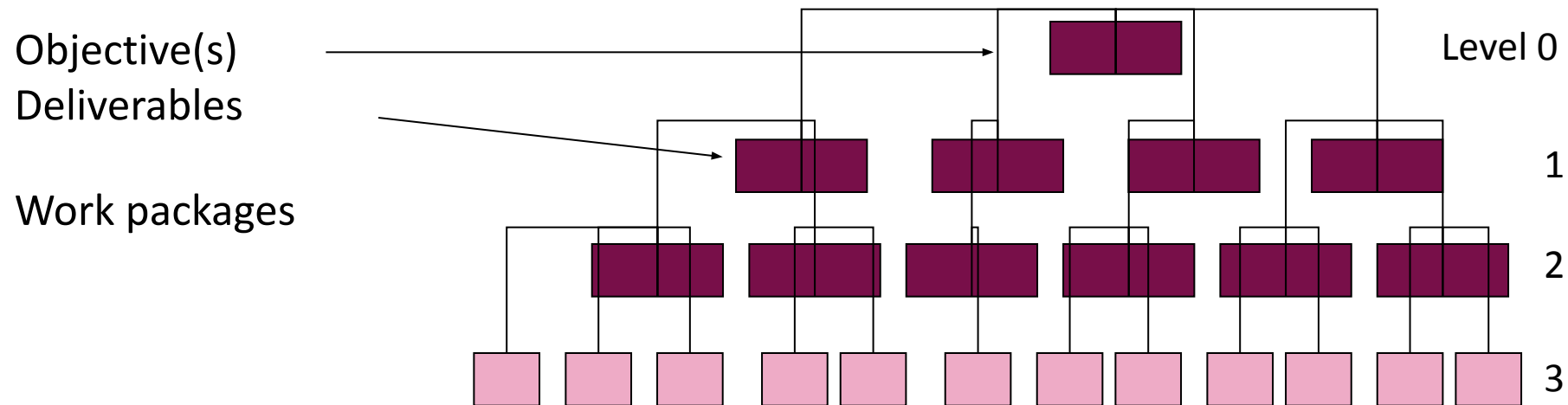
OBS (Organizational Breakdown Structure)

IF THE PROJECT is complex: generation of additional levels will be delegated to the individuals or groups who have responsibility for doing the work.
Sometimes a problem arises because some managers tend to think of outcomes when planning and others think of specific tasks (activities).
In practice, this process is iterative. Members of the project team who are assigned responsibility for working out a second, third, or lower-level action .
Plan generate a tentative list of tasks, resource requirements, task durations, predecessors, etc., and bring it to the delegator for discussion, amendment, and approval.
The actual form the action plan takes is not sacrosanct.

DIFFERENT OBJECTIVES DIFFERENT RESPONSABILITIES
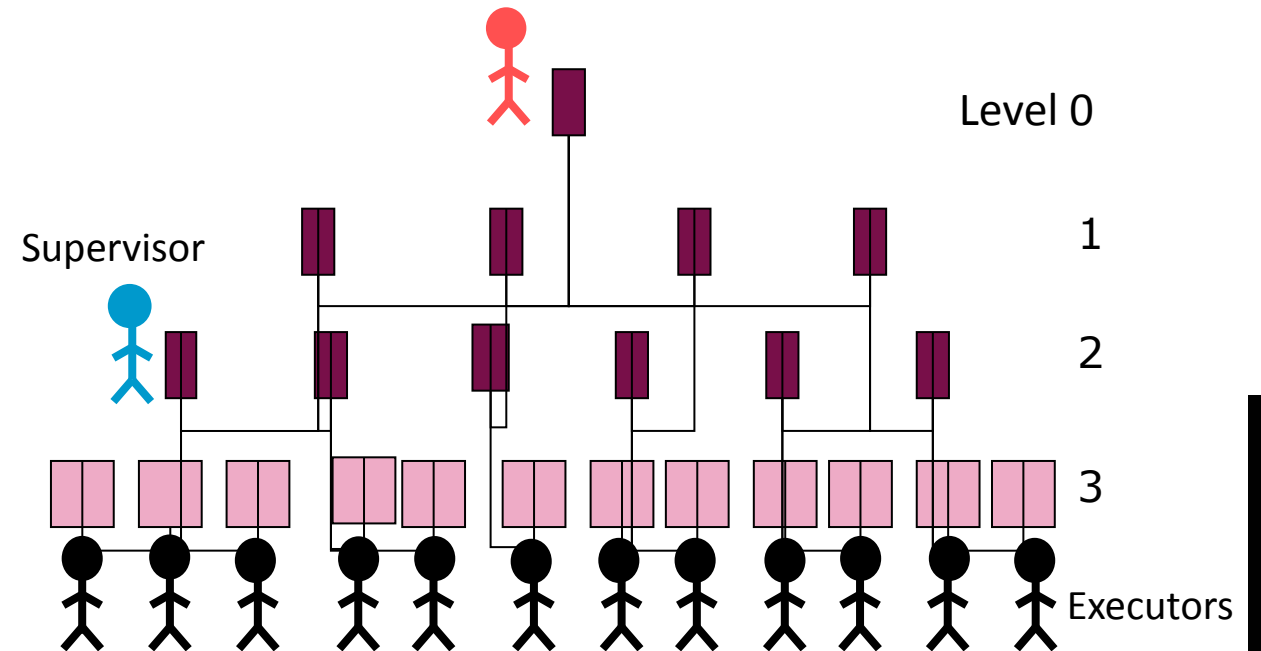
GANTT

One of the oldest but still one of the most useful methods of presenting project schedule in- formation is the Gantt chart, developed around 1917 by Henry L. Gantt, a pioneer in the field of scientific management.

Gantt Chart — Music Festival : site set up
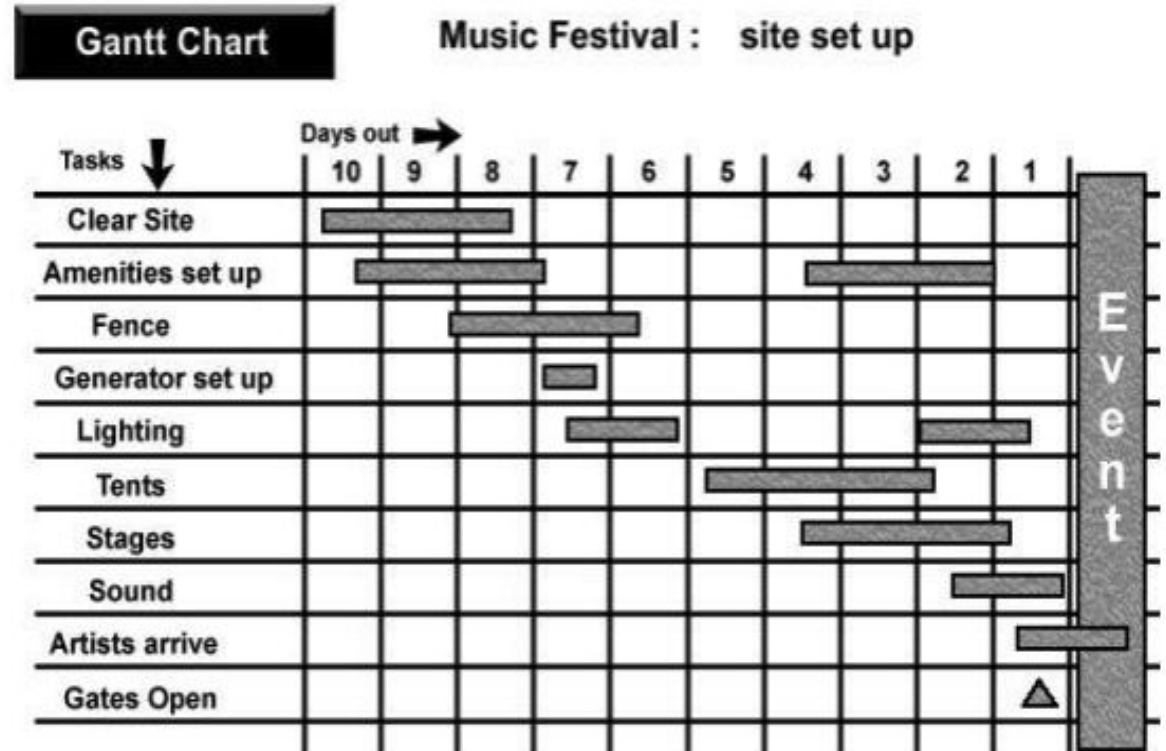
Always make a good use of your time: Time Management

High

◄———— **Importance** ————►

Urgency

Important and Urgent	Urgent but not Important
Important but not Urgent	Not Urgent and not Important

Low

| Initiation | Planning | **Execution** | Monitoring & control | Closure |

Which TOOLS can be used in this phase?
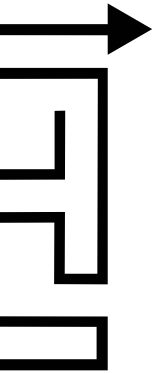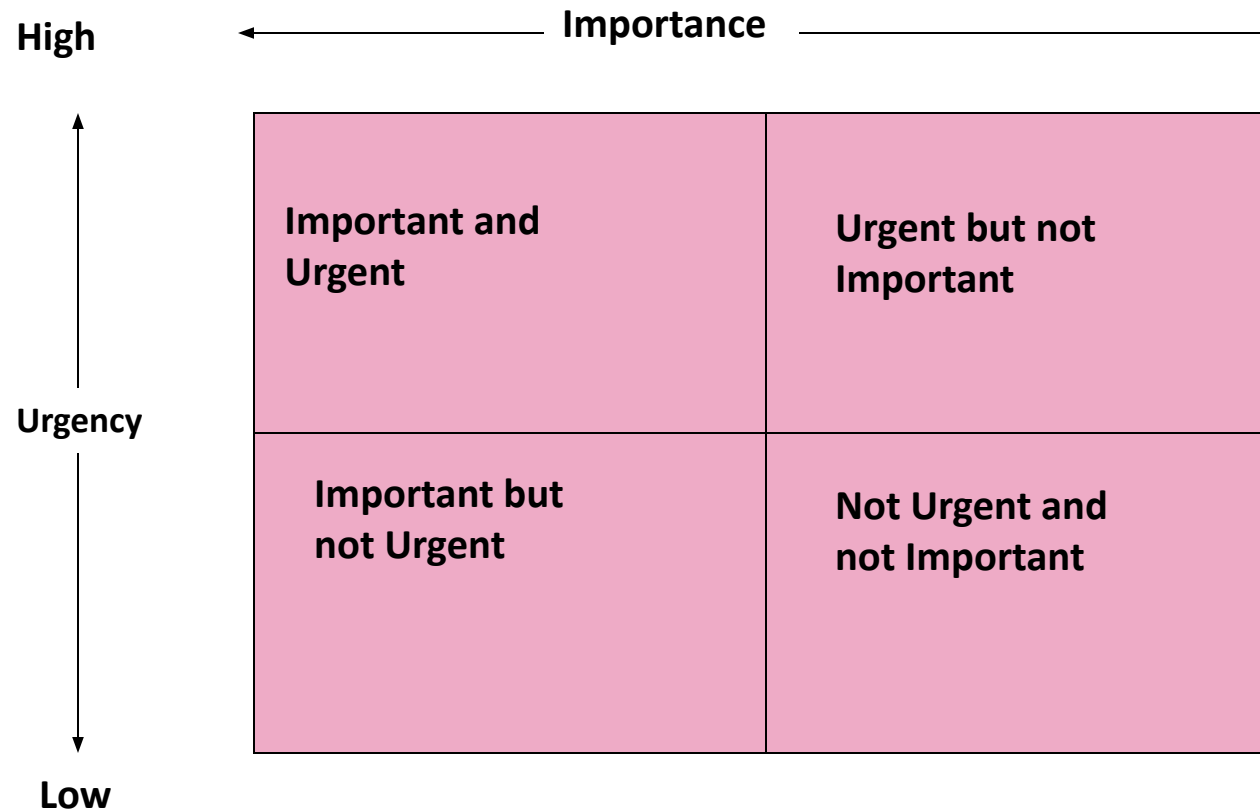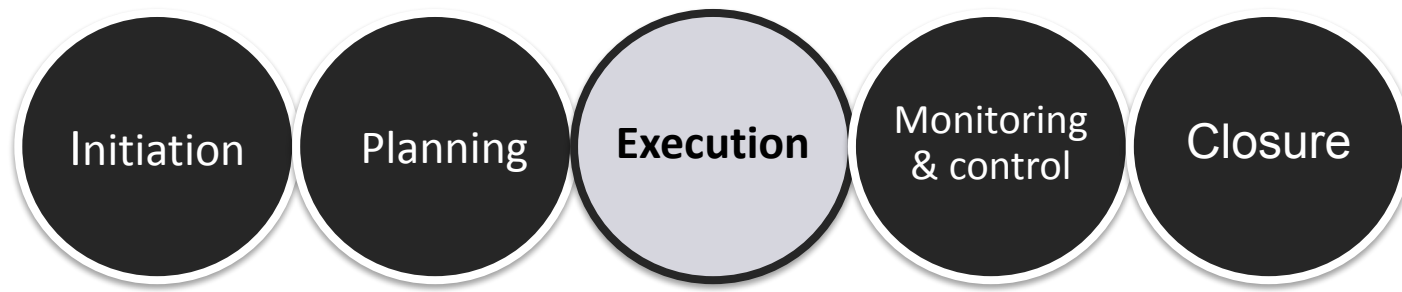
The project (manager, team, clients, and stakeholders) coordinate and guide each other to get work done as planned through effective communication.
Keep communication consistent and thorough – Make sure that everyone is informing and updating each other at the right time using the right channel.

- Create and **assign tasks** – Clearly define the tasks that need to be done and assign individual/group to each task. (e.g. Kanban board to see various tasks moving through different project management stages -to-do, doing, and done.).
- **Task briefing** – Ensure that everyone on the team is clear about what they need to do as an individual and as a group, how and by when.

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Initiation   Planning   Execution   **Monitoring & control**   Closure

Which TOOLS can be used in this phase?

The monitoring phase includes: **Review cost and time management** (reports against the initial project estimates and plans.); Review **quality (**Review project deliverables and ensure that you've met the defined criteria and expectations); Review risk management (Monitor, control, manage and mitigate potential risks as soon as they arrive).

- Monitoring the tasks that are on the critical path.
- Verifying and managing **project scope creep** and taking measures to counter it.
- Updating stakeholders with a **status review**, according to the pre-established strategic communications plan.
- Comparing **planned** costs **versus actual** costs.
- Seeking ways to **optimize performance**.

Importance of NUMBERS & Measurament

Measuring what?

• Do not need to use all the tools but adapt them to your project and objectives!
• Arts organization have a significant aversion to measure things! BUT Measuring effectiveness of programs from all the relevant dimension relative to targets, should be the core activity to any arts enterprise.
• Measuring is perceived as an External IMPOSITION (I got funds I need to report)
• Measure both short- term but also LONG TERM IMPACT!
• Keep in mind: PERFORMANCEs are multidimensional.

There are four main aspects that a manager of art projects should focus on controlling:

1. Timeliness/Schedule: Is the project going to be completed on time?

2. Efficiency/Cost: Is the project staying under budget?

3. Quality/ outputs: Are the intended results going to be as good as promised/expected?

4. Impact/outcome: Is the project going to be as influential as promised?

For whom?

- Internal use (understand the advancement of project, monitoring objectives) – traditional perspective accounting economics- measuring mainly financial results and products cost
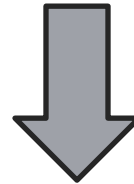
- External, stakeholder (especially for funding body and the community) and more multidimensional (including also non financial dimension)
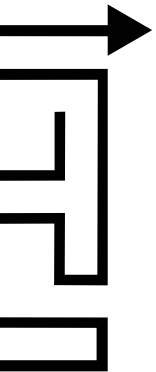
Why?

- Identify the solution that minimize cost and maximize public value.
- Helps to understand the optimum allocation of resources.
- Helps to understand quality and standards of service provided.
- Helps teams and project learning for future growth
- Incentivize particular behavior (eg. International collaboration).
- Asses audience satisfaction.

When?

Beginning (study the sector)
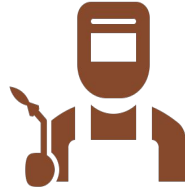
During (check the advancement)

After (final results, conclusion and reports)

The planning-monitoring-controlling cycle is continuously in process until the project is completed.
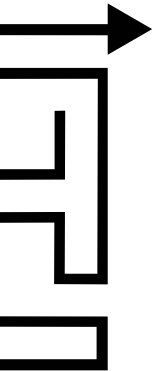
How often?

- It depends!

- In addition to the criterion that reports should be available in time to be used for project control, the timing of reports should generally correspond to the timing of project milestones.

- This means that project reports may not be issued periodically—excepting progress reports for senior management. There seems to be no logical reason, except for tradition, to issue weekly, monthly, quarterly, etc. reports.

| Initiation | Planning | Execution | Monitoring & control | **Closure** |

The final stage of the project management life cycle is the closure phase which includes: delivering the finished project to the client/stakeholder, communicating its completion to stakeholders, releasing resources, ending collaboration with third parties hired specifically for the project based on the contractor termination agreement.
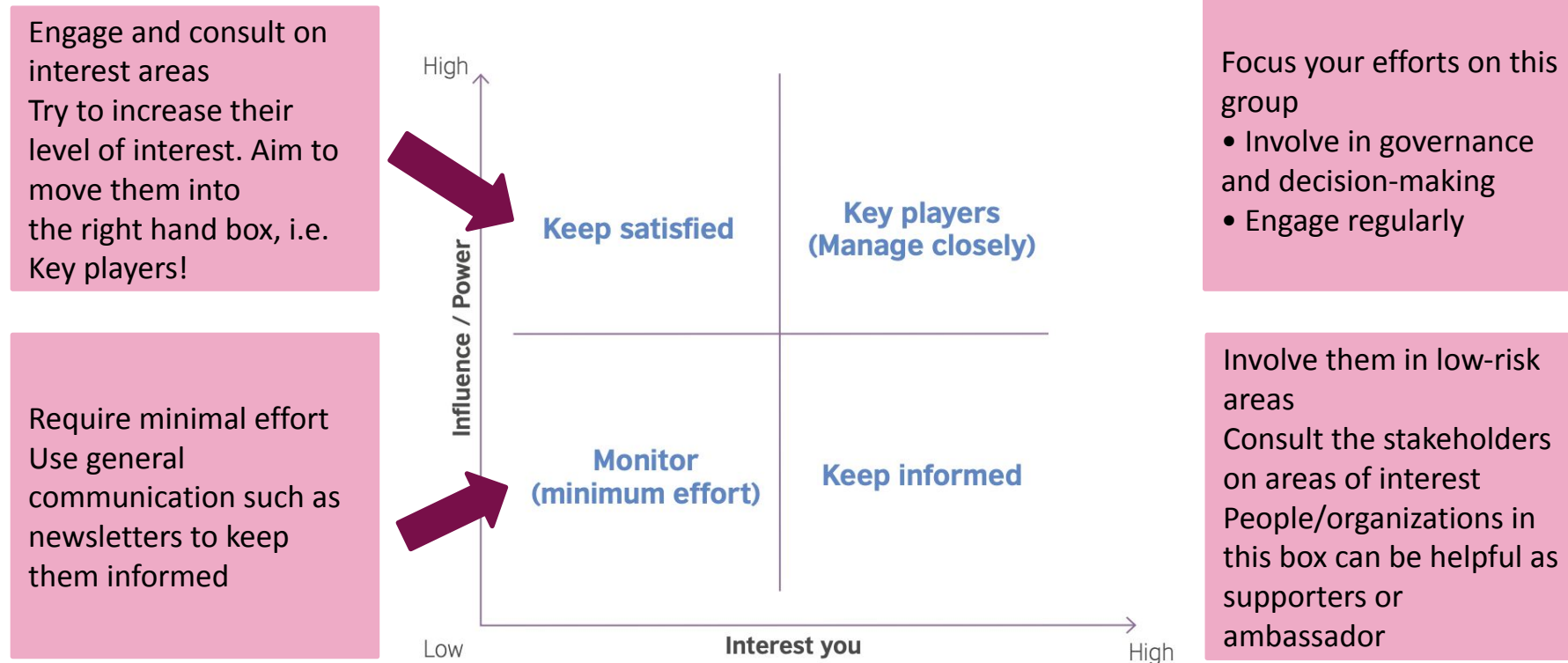
Reporting to stakeholder (including financing)

COMUNICATION -Stakeholder Quadrant

How much interest do they have in the project?
How much power or influence do they have on the project?

Engage and consult on interest areas
Try to increase their level of interest. Aim to move them into the right hand box, i.e. Key players!

Focus your efforts on this group
• Involve in governance and decision-making
• Engage regularly

Require minimal effort
Use general communication such as newsletters to keep them informed

Involve them in low-risk areas
Consult the stakeholders on areas of interest
People/organizations in this box can be helpful as supporters or ambassador

High

**Key players
(Manage closely)**

Keep satisfied

Influence / Power

**Monitor
(minimum effort)**

Keep informed

Low

Interest you

High

The 'stakeholder map the relative interest and importance of the different stakeholders.
The quadrant enables the team to decide where to focus their communications and efforts.

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momentum [educate + innovate]

bespoke