

# Defining Project

Project phases and results  
Project organising and staffing



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Project Management

## How the lecture will be conducted?

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1. The lecture is divided into **three blocks**, where each block introduces an issue (1. What is a project and project management, Who is project manager and their role 2. Project management evolution 3. The main elements of a project, types of projects)
  2. After each block there is a quiz for feedback on whether you have understood everything.
  3. We use **MS Teams**, a shared whiteboard for your engagement and reactions. Also we are working with MS Project.
  4. The class is supplemented with **quizzes in vevox**, the link is always in the presentation.
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## 1. **PART** (20 min.)

- Project phasing and the product of each phase

## 2. **PART** (30 min.)

- Outputs, results, and benefits of the project
- Organizing and staffing the project

## 3. **PART** (30 min.)

- RACI matrix
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## Learning objectives

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On the end of this lecture you should be able to understand and explain:

- What phases does project have and what is the “product” of each phase.
  - What are the results and outputs of the project and what benefits it brings.
  - What is RACI matrix, why do we use it and how do we assemble it.
  - How is project organized and what staff do we need to do the project.
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# Key readings

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You can find support in the following sources:

## Chapter 4. Organizing and Staffing the Project Office and Team

Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling. Hoboken, New Jersey: John Wiley & Sons, Inc. ISBN 978-1-119-16535-4.

## Chapter 5. Developing a mission, vision, goals, and objectives for the project

Haegney, J. (2016). Fundamentals of project management. AMACOM

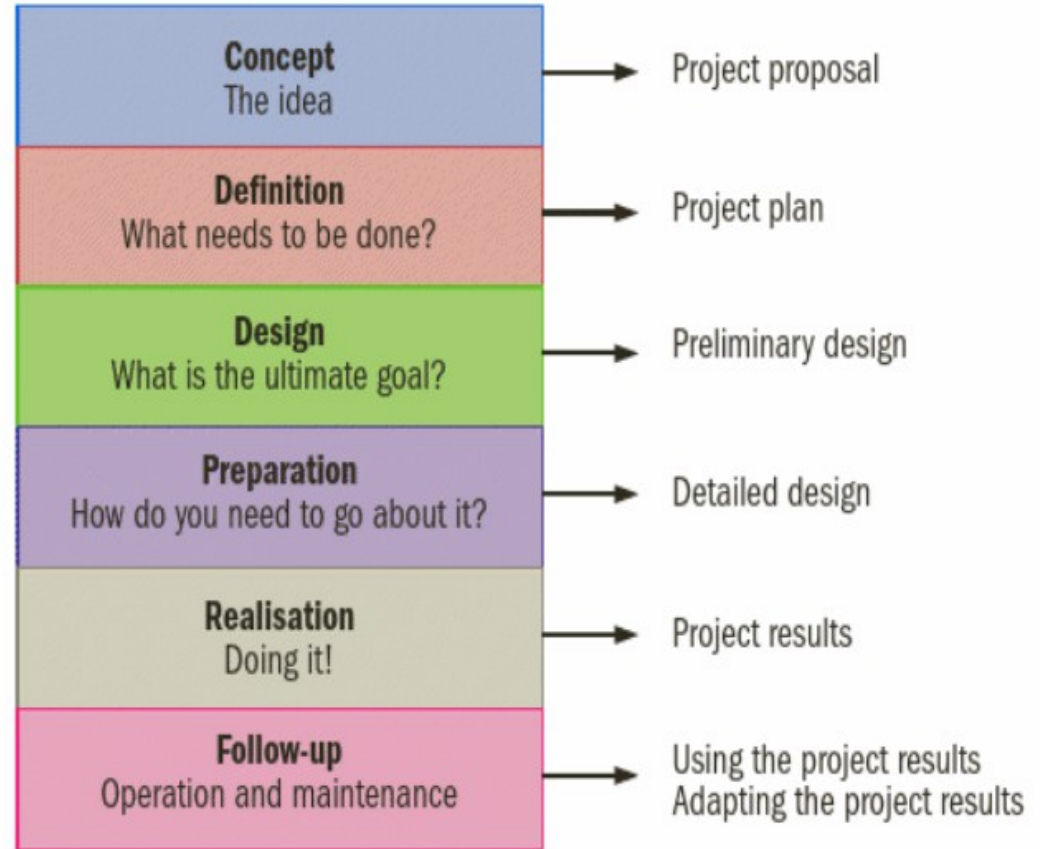
## Chapter 1, 2 & 6

Grit, R. (2021). Project management : A practical approach. Taylor & Francis Group.

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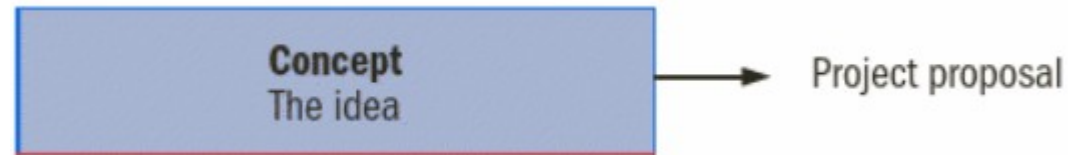
# PART 1

## Project phasing and the product of each phase



# Project phasing and the product of each phase

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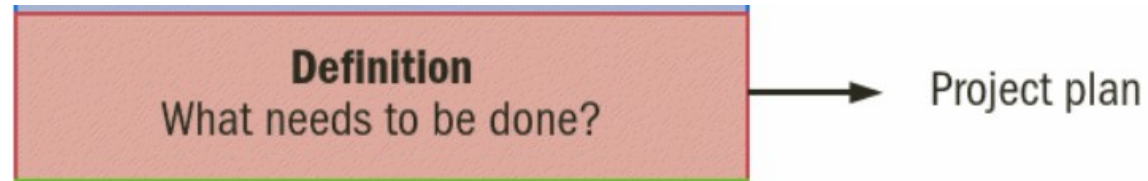


- Project exist as a problem or an idea
- The activities to be carried out in this phase, if project is going to proceed:
- An investigation into the current state of affairs
- A rough estimation of the extent of the problem
- A determination of the aims or the desired results of the project
- A determination of the feasibility of the project.

The result of this phase is project proposal.

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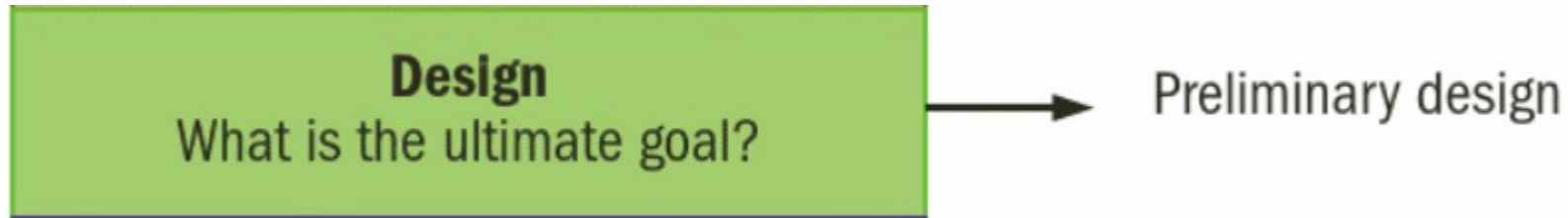
# Project phasing and the product of each phase



- Project has been approved.
- The objectives have emerged during this phase.
- At the end of the definition phase should be a project plan defined in detail.
- At the end of this phase need to be answered a question:
- What will be achieved when the project has been completed?



# Project phasing and the product of each phase



- We need to find a way how to attain the goals of the project.
- This phase is the most creative part of the project.

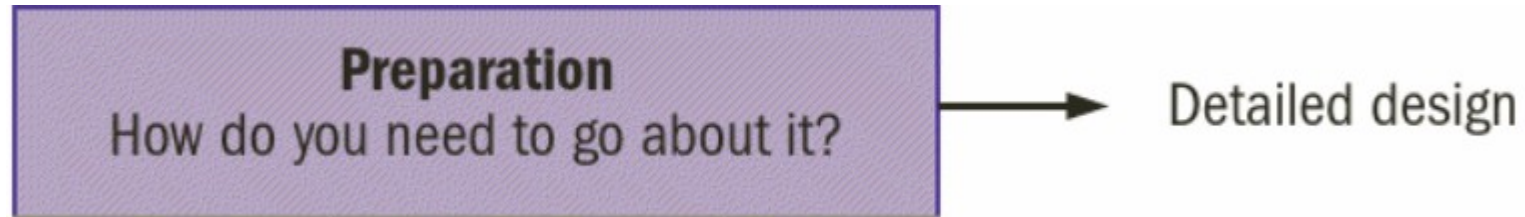
Example: If the project is building a house, then a detailed construction drawing is made.

- In this phase can be made a prototype (according to the nature of the project).
- At the end of this phase there need to be a design showing:

To the sponsor exactly what he will be getting.

To those who will be actively involved in the next phases, what has to be produced.

# Project phasing and the product of each phase



- The design is made ready for production.
- How the design can be produced?

Example: A detailed construction drawing showing a metal worker exactly how to make a certain part.

Assembly instructions showing exactly how certain parts should be fitted together.

- The product itself is not produced during this phase.
- **At the end of this phase there are created conditions to allow the production phase to take place.**

# Project phasing and the product of each phase

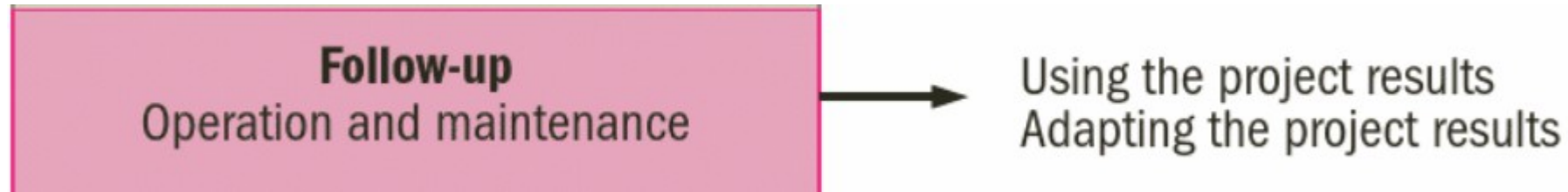


- The actual work can now get underway.
- The objectives are achieved, and product constructed.

Example: a machine, reorganisation of a factory, or introduction of a new system for production planning.

- This is the phase of implementation.
- Facilitation of the introduction of the project's outcomes
- Example: training of the employees to work with the new program.
- At the end of this phase the project's outcomes are delivered.

# Project phasing and the product of each phase



- The project outcomes are used.
- Any necessary adjustments to the final product.

Example: Final product is building of a bridge; the aftercare should be provided by a maintenance crew set up for that purpose.

- In a case of a computerization project, any change in circumstances will mean that the program has to be updated.
- After the project is finished the job is not over yet.
- The costs associated with maintenance can be sometimes greater than the cost of the project itself.

# Advantages and disadvantages of project-based approach

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- Specific time for the project
  - Greater chance of better results
  - Sponsor of the project can make decisions when necessary
  - The responsibilities of the all involved are clearly defined
  - Setting up and organising a project takes time and effort
  - To formulate a good project plan takes time.
  - A variety of individuals must be consulted, and project team put together.
  - Inexperienced member of the project team must be trained first.
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# Vevox questions



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Join at:  
**vevox.app**

ID:  
**124-750-791**



The session has not started

**START SESSION**

# Developing project objectives: Outputs, results, and benefits of the project

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- Objectives are very specific and define the desired end results that must be achieved to accomplish the project's goal.
- Project Product - An item produced by the project as an **output** or deliverable.

Example: A product line is an extension of the product into derivatives.

- Results – the desired outcome of the project

**An *objective* specifies a desired end result to be achieved. A *task* is an activity performed to achieve that result. An objective is usually a noun, whereas a task is a verb.**

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## PART 2

### Developing project objectives: Outputs, results, and benefits of the project



- Objectives are very specific and define the desired end results that must be achieved to accomplish the project's goal.
- Project Product - An item produced by the project as an **output** or deliverable.

Example: A product line is an extension of the product into derivatives.

Results – the desired outcome of the project

**An *objective* specifies a desired end result to be achieved. A *task* is an activity performed to achieve that result. An objective is usually a noun, whereas a task is a verb.**



# Developing project objectives: Outputs, results, and benefits of the project

- Objectives are very specific and define the desired end results that must be achieved to accomplish the project's goal.
- Objective must be SMART:



## Developing project objectives: Outputs, results, and benefits of the project

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- Our objective is to develop a one-minute commercial to solicit contributions to WXYZ to air on local TV stations by June 5, 2016.
  - Our objective is to raise \$600,000 in funds from local viewers by September 18, 2016.
-

## Developing project objectives: Outputs, results, and benefits of the project

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- The project's benefits could include the following:
  - Immediate cost savings. savings on the costs of personnel and materials after the project is completed.
  - Additional income.
  - Improved product quality. This can be translated into financial terms by estimating how much more of the product is likely to be sold.
  - Better customer service. This may also result in increased sales.
  - More highly motivated personnel. This may result in an improved product and less waste.
  - In the case of a technical project such as the building of a ship, the benefits will consist of the sales price of the project outcomes, in this case the ship
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Time for recap – let's watch together



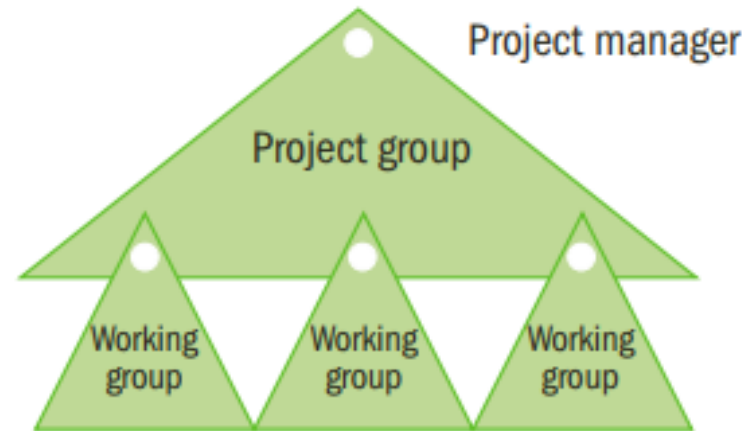
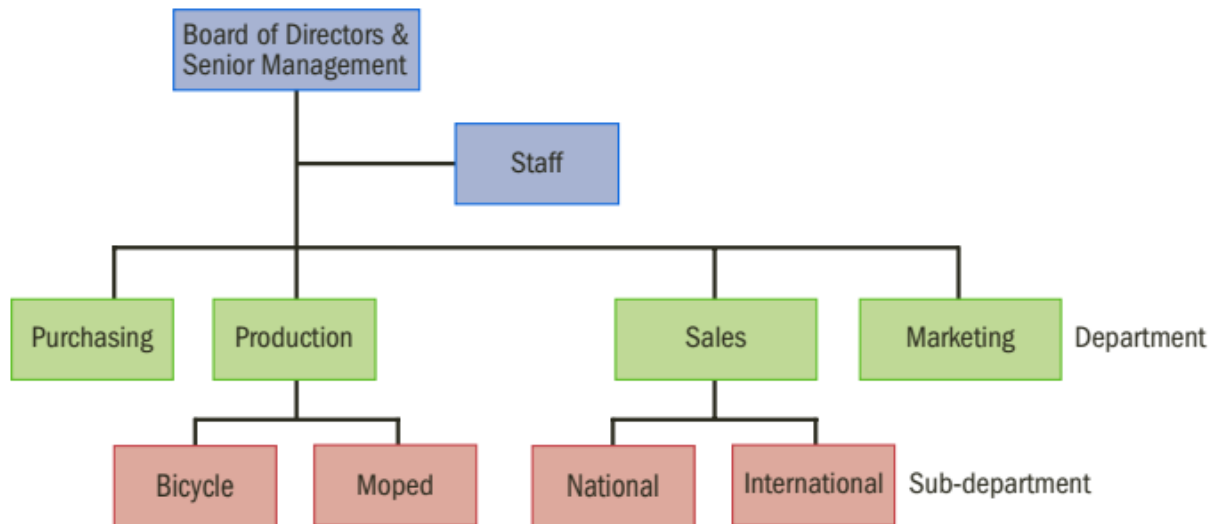
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# Organizing project



- In order to carry out a project, management must establish a separate project organisation.
- This organisation is ‘outside’ of the normal line organisation and has its own, temporary project manager,
- who acts as the temporary manager of the members of the project team.



# Organizing project – the project group

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- A project group is made up of people who have been brought together, because of their particular capacities, expertise and attitude.
- To weld the group into a team, a good, positive atmosphere is essential: the members of the group may not even know each other.
- As well as setting out the tasks of each individual in the team, the team has to make decisions relating to:
  - how its members should collaborate,
  - how and when meetings are planned, and
  - how decisions are reached.

# Organizing project – the project group

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- A project group performs several functions:
    - Project management is the task of the project manager. A larger project may be divided up into various working groups with a working group manager in charge of each.
    - A project manager is sometimes supported by an assistant project manager.
    - Large projects in particular should have a project secretary assigned to them. With small projects, one of the members of the team could be appointed secretary.
    - The duties of the secretary consist of taking care of the correspondence, taking the minutes of meetings, noting how much time has gone into the tasks (time records) and managing the project's files.
    - Project members are selected on the basis of their expertise and their capacity to execute the project. They may be recruited from within the organisation itself, but may also be brought in from outside.
    - Consultants. These are very often experts from the within organisation itself, but consultants from outside may also need to be hired.
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# Organizing project – working group

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- One or more working groups can be established within the project group.
- The working group is responsible for carrying out a separate sub-task of the project.
- The working group manager is in charge.

## **Example:**

- ❖ when building a new factory, for example, a working group can be put together to organise a festive opening, or,
  - ❖ when placing a new product on the market, a working group might be responsible for the advertising campaign.
  - ❖ A working group might even be put together to organise a training course after a totally new information system has been installed at a company.
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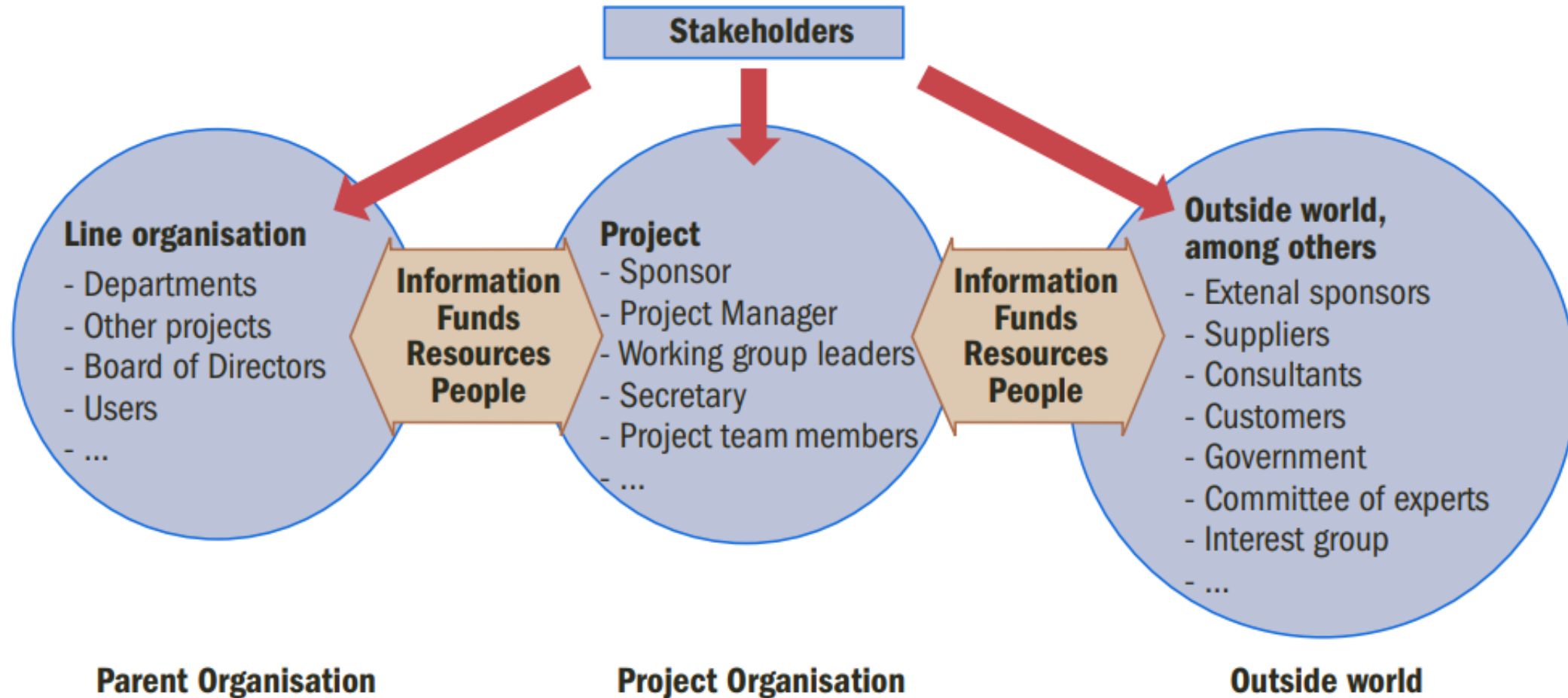




## The outside world

- A project group does not do its work in isolation and has a certain relationship with the ‘outside world’, i.e. the project environment.
  - People from outside the organisation may include the following:
    - The project sponsor of the project group
    - A steering committee
    - A committee of experts. This is a group of people experienced in the activities that are required to execute the project. They are available to exchange experiences and act as a sounding board. Few projects have such a committee.
    - Departmental heads. These individuals provide project members from within the main organisation.
    - A representative advisory board (or other participation committee) that provides advice on the project or is required to give approval for the project.
    - The government, which provides subsidies and issues permits.
    - Interest groups which are inconvenienced by the project and the project result.
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# Project and its surroundings



# Who is the project sponsor?

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- The project sponsor is responsible for initiating the project and providing the funding.
  - He will support the project and communicate with the project manager on a regular basis.
  - There should be only one main sponsor for the project.
  - The result that the project delivers must meet at least to some extent the project's objectives as established by the project sponsor.
  - The sponsor is sometimes termed the 'owner of the project objectives'.
  - The project objectives must address the following question: why does the sponsor want this project to be implemented?
  - The sponsor is the customer of the project group, who wants the project's end product to be put at his disposal and who will pay for it.
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# Who is the project sponsor?

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- The sponsor has the ultimate say in whether the project result is acceptable.
  - The sponsor is the person who instigated the project, and they have some important tasks and responsibilities to fulfil during the course of the project.
  - The decisions the sponsors make: whether to approve the project proposal, the project plan and the results that the team ultimately delivers.
  - The sponsor is also responsible for acquisition of a budget and for making sufficient staff and resources available to the project group.
  - The sponsor must be able to clarify any uncertainties the project group might have and help the group resolve any problems.
  - Along with the project manager, the sponsor is responsible for monitoring the time and money spent and the standard of research done.
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# Who are the future users of the project?

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- The project result (the end product) is eventually ‘put into use’ by (future) ‘users’.

## Example:

- a construction project yields a house in which the new occupants are considered the users of the project result.
  - Patients and nurses are the users of a new hospital wing following its construction, whereas the hospital director is the sponsor.
  - With a project that entails implementing a new computer program, the people who will be working with the new program are the users.
  - The users of a project with the goal of organising a major study trip are the students.
  - The sponsor pays for the project but the users must work with its results. It is therefore essential to involve the future users in the project from its onset and to keep them involved throughout the entire project.
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# Who is project manager?

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- Project managers plan, monitor, and control the project
  - Project manager is the so-called owner of the project's objectives, and
  - is the owner of the project's results.
  - The project's results must provide an answer to the following question: what product must this project group deliver?
  - If the project is carried out within a company, the project manager will usually be appointed by the board of directors.
  - occasionally a project group is allowed to choose a project manager from their midst.
  - If no one is available to take on the task of being the project manager, an experienced person could be engaged via a consulting agency.
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# The competencies of project manager?

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In addition to general management skills, a project manager must be able to work in a systematic and result-oriented fashion.

A project manager should at least possess the following capacities:

- leadership abilities
  - Ability to negotiate
  - A result-oriented working style
  - Ability to distinguish between main issues and minor issues
  - Ability to estimate the risks that could threaten the project
  - Ability to determine the limits of the project
  - Ability to formulate a project plan
  - Ability to determine the required competency levels of the project team members
  - Ability to plan and think ahead
  - Ability to monitor quality
  - Ability to motivate and lead the members of the project team
  - Ability to organise and delegate
  - Ability to manage finances
-

# Organizational structure types



Organizational Structure Type	Project Characteristics					
	Work Groups Arranged by:	Project Manager's Authority	Project Manager's Role	Resource Availability	Who Manages the Project Budget?	Project Management Administrative Staff
<b>Organic or Simple</b>	Flexible; people working side-by-side	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Owner or operator	Little or none
<b>Functional (centralized)</b>	Job being done (e.g., engineering, manufacturing)	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Functional manager	Part-time
<b>Multi-divisional (may replicate functions for each division with little centralization)</b>	One of: product; production processes; portfolio; program; geographic region; customer type	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Functional manager	Part-time
<b>Matrix – strong</b>	By job function, with project manager as a function	Moderate to high	Full-time designated job role	Moderate to high	Project manager	Full-time
<b>Matrix – weak</b>	Job function	Low	Part-time; done as part of another job and not a designated job role like coordinator	Low	Functional manager	Part-time
<b>Matrix – balanced</b>	Job function	Low to moderate	Part-time; embedded in the functions as a skill and may not be a designated job role like coordinator	Low to moderate	Mixed	Part-time
<b>Project-oriented (composite, hybrid)</b>	Project	High to almost total	Full-time designated job role	High to almost total	Project manager	Full-time
<b>Virtual</b>	Network structure with nodes at points of contact with other people	Low to moderate	Full-time or part-time	Low to moderate	Mixed	Could be full-time or part-time
<b>Hybrid</b>	Mix of other types	Mixed	Mixed	Mixed	Mixed	Mixed
<b>PMO*</b>	Mix of other types	High to almost total	Full-time designated job role	High to almost total	Project manager	Full-time

## Influence of Organizational Structures on projects

- Each factor may carry a different level of importance in the final analysis.
- The combination of the factor, its value, and relative importance provides the organization's decision makers with the right information for inclusion in the analysis.





# Vevox questions

The screenshot shows a Vevox session interface. In the top left corner, there is the Silesian University logo and text: "SILESIA UNIVERSITY SCHOOL OF BUSINESS ADMINISTRATION IN KARVINA". Below this, it says "Join at: **vevox.app**" and "ID: **133-415-606**". A QR code is positioned below the ID. A large grey speech bubble in the center contains the text "The session has not started" and an orange "START SESSION" button. At the bottom, there is a control bar with icons for volume, timer, and navigation, along with the text "RE-OPEN" and a play button. The current slide title is "WHO ARE THE FUTURE USERS OF THE PROJECT?" with a "1/3" indicator.

# Organizational structure of the project (diagram, RACI matrix)

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RACI matrix - assigning of responsibilities of each individual or their jobs in a task (project, service or process) in the organization.

**Responsible** – who is responsible for performing the assigned task (implements, is responsible)

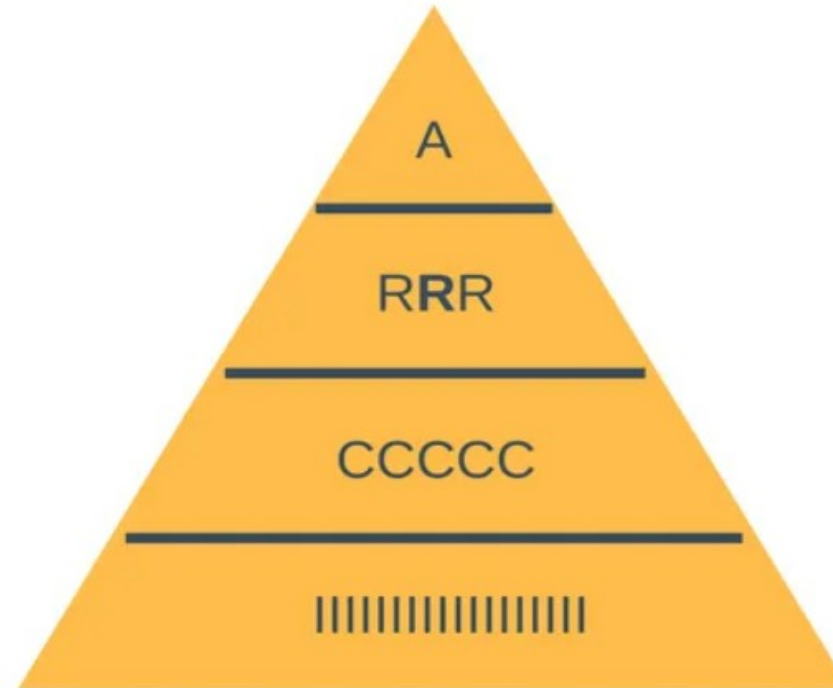
**Accountable** - who is responsible for the whole task, is responsible for what is done (manages, decides)

**Consulted** - who can provide advice or consultation for the task (consults, information is requested or waiting for a response to the activity) 2-way communication

**Informed** – who should be informed about the progress of the task or decisions in the task (1-way communication)

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## The RACI Triangle



# Organizational structure of the project (diagram, RACI matrix)



### Example RACI Chart

Project Deliverable (or Activity)	Project Manager	Strategist	Designer	Front End Developer	Back End Developer
Design site map	<b>C</b>	<b>R</b>	<b>A</b>	<b>I</b>	<b>I</b>
Design wireframes	<b>C</b>	<b>A</b>	<b>R</b>	<b>I</b>	<b>I</b>
Create style guide	<b>A</b>	<b>C</b>	<b>R</b>	<b>C</b>	<b>I</b>
Code templates	<b>A</b>	<b>I</b>	<b>C</b>	<b>R</b>	<b>C</b>

#### Responsible

The team member who does the work to complete the task

#### Accountable

The person who delegates work and provides final review on a task or deliverable before it's deemed complete

#### Consulted

People who provide input on a deliverable based on the impact on their work or their domain of expertise

#### Informed

People who need to be kept in the loop on project progress

# Organizational structure of the project (diagram, RACI matrix)



## RACI Matrix

[Project Title]

### Roles and Responsibilities

Responsible, Accountable, Consulted, Informed

Deliverable or Task	Status	Sponsor / Leadership					Project Team					Other Resources				
		Sponsor	Name or Role	Name or Role	Name or Role	Name or Role	Project Manager	Technical Lead	Name or Role	Name or Role	Name or Role	Consultant	Name or Role	Name or Role	Name or Role	Name or Role
<b>Phase 1</b>																
Deliverable/Task 1		A	R				I									
Deliverable/Task 2		A		R			I									
<b>Phase 2</b>																
Deliverable/Task 1		C	I				A	R								
Deliverable/Task 2			I				A		R							
<b>Phase 3</b>																
Deliverable/Task 1			I				A	I		R		C				
Deliverable/Task 2			I				A	I	R			C				
<b>Phase 4</b>																
Deliverable/Task 1				I			A	R				C				
Deliverable/Task 2				I			A		R							
<i>Insert new rows above this one</i>																

- R** Responsible  
Assigned to complete the task or deliverable.
- A** Accountable  
Has final decision-making authority and accountability for completion. Only 1 per task.
- C** Consulted  
An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
- I** Informed  
Must be informed after a decision or action.

Time for recap – let's watch together





- **Grit, R. (2021). Project management : A practical approach. Taylor & Francis Group.**
  - **Haegney, J. (2016). Fundamentals of project management. AMACOM**
  - **Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling. Hoboken, New Jersey: John Wiley & Sons, Inc. ISBN 978-1-119-16535-4.**
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