

# Defining Project

Project lifecycle and its types  
Project organising and staffing  
RACI matrix



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Project Management

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Office hours: Wednesday 10-11.30



## **1. PART**

- Project lifecycle

## **2. PART**

- Outputs, results, and benefits of the project
- Organizing and staffing the project
- Working on your project part 1.6.1

## **3. PART**

- RACI matrix
  - Working on your project part 1.6.2
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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 is project lifecycle and its phases.
  - The types of project lifecycles.
  - 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 2. Project Management Growth: Concepts and Definitions

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

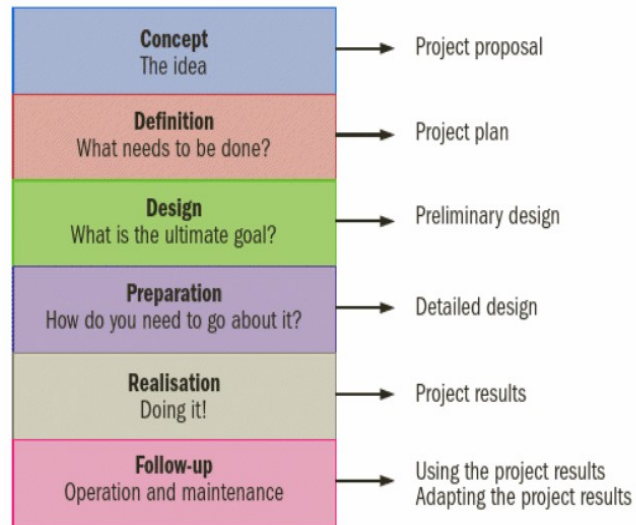
Grit, R. (2021). Project management : A practical approach. Taylor & Francis Group.

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# PART 1

## What is project lifecycle

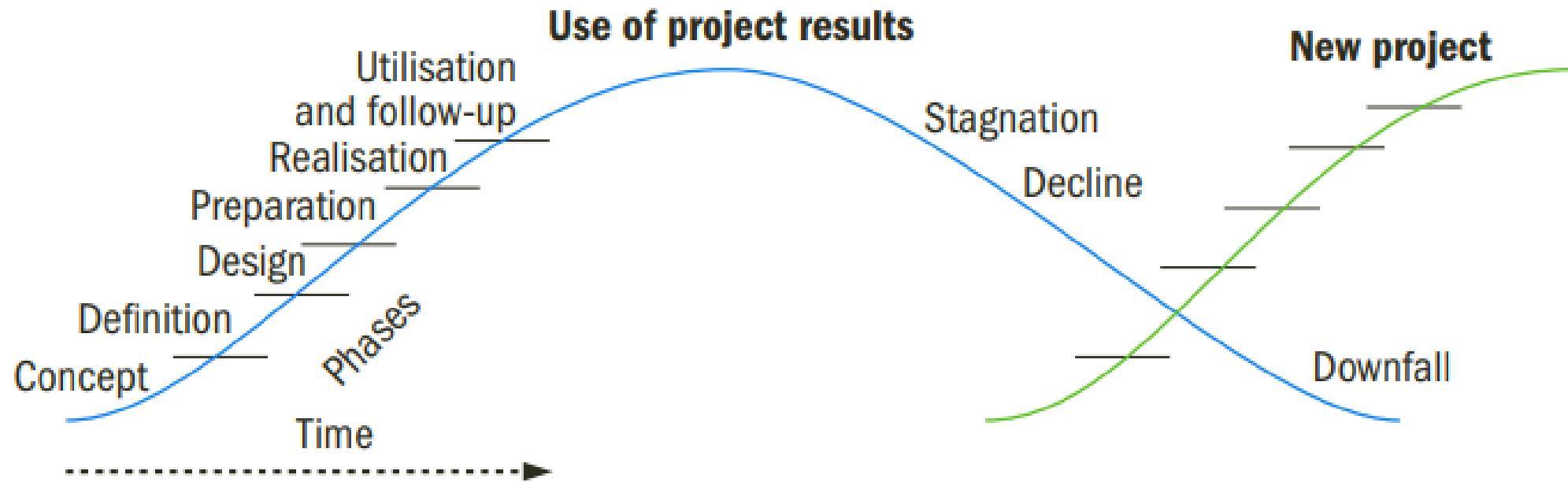


- Every program, project, or product has certain phases of development known as **life-cycle**.
- A clear understanding of these phases permits managers and executives to better control resources to achieve the specific objectives of the project.
- However, **the end result** is often only temporary.

Example: The results of reorganising a car factory or manufacturing a new car model, will lose their value in the long term. After a number of years, the car factory will start up a new project in order to manufacture an even newer car model.

- The entire process from start to finish of a project is called the 'project lifecycle'.

# Project lifecycle phases





- **Phases at the start of the project** - concept, definition, preliminary design, detailed design and production.
  - **Utilisation phase** - At the end of the production phase, the deliverable is accomplished and subsequently used.
  - During the utilisation phase, follow-up and maintenance are required to maintain the results and keep them up to date.
  - After some time, follow-up might be insufficient, and stagnation will occur.
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## Example for car factory:

- sales of the model start slowing down, or the factory becomes obsolete from a technical perspective.
  - A decline then follows, and the project output is no longer useful.
  - In the meantime, a new project might be started up to manufacture an even newer model or build a new factory, and the lifecycle of a new project begins.
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# Vevox questions

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Join at:  
**vevox.app**

ID:  
**116-136-678**



The session has not started

**START SESSION**

RE-OPEN

▶

WHAT IS PROJECT LIFECYCLE? 1/2

## PART 2

### Types of Project Life Cycle

A project can have one of the following types of life cycles:

Predictive Life Cycle

Iterative Life Cycle

Incremental Life Cycle

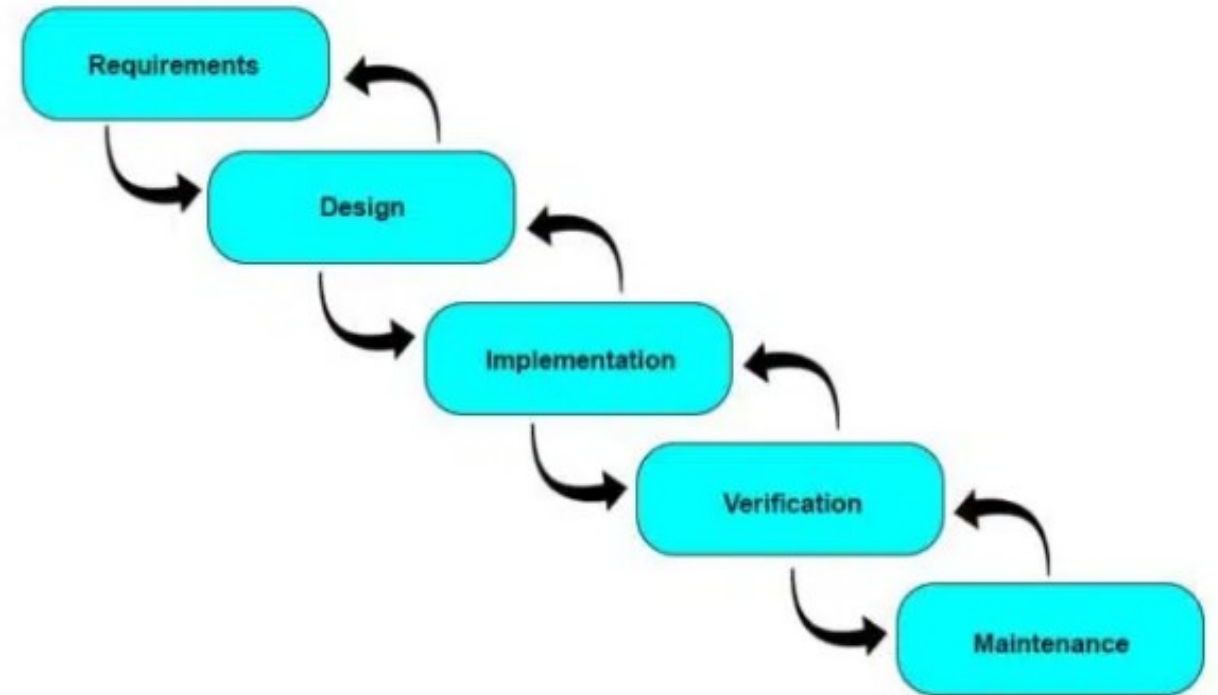
Hybrid Life Cycle



# Predictive Life Cycle (PMBOK Guide 5)



- Also known as the **waterfall** life cycle.
- Traditional form of project management
- Project manager develops the complete project management plan at the beginning and then follows it until the project completes.
- You plan the work and then work the plan.
- The scope of work is fixed.
- The chances of changes are low.
- Risks are rare, but costly.

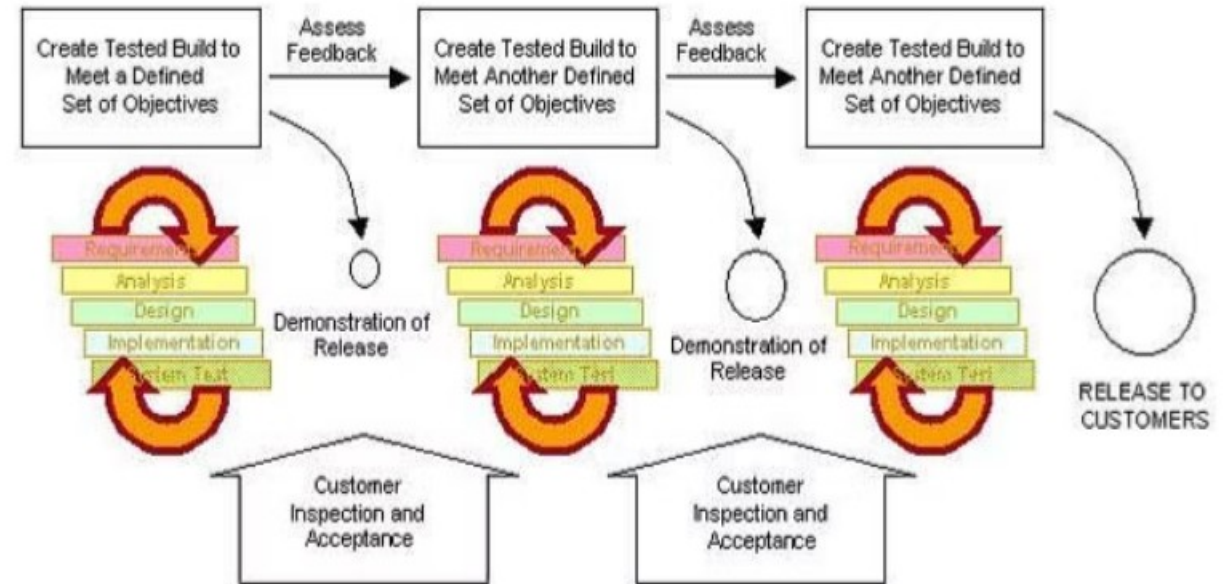


Predictive Life Cycle

# Iterative Life Cycle



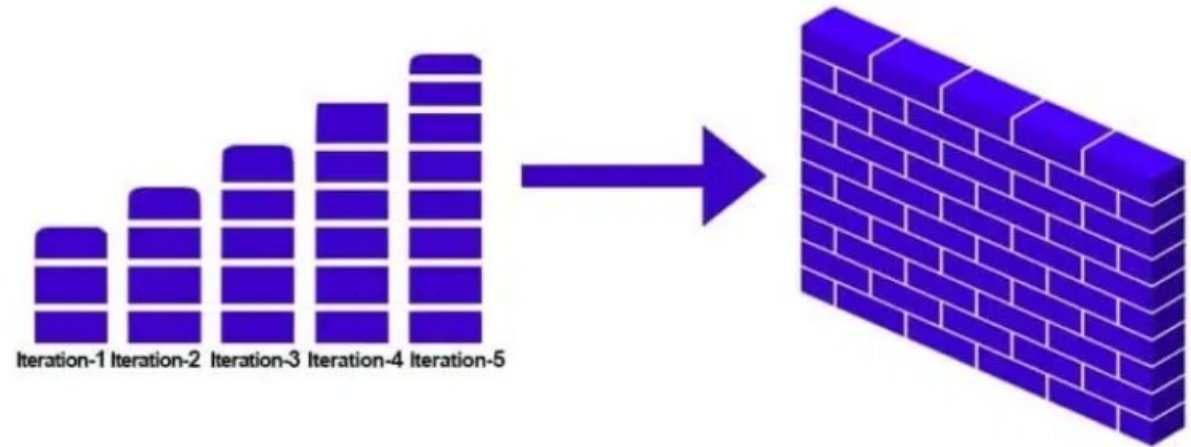
- The iterative and predictive life cycles are comparable.
- The processes in each phase are iterated till the phase exit criteria are met.
- It is series of mini-waterfalls.
- For small or less complex projects.
- Better insulation to changes than the traditional (predictive) approach.



# Incremental Life Cycle



- The project manager delivers small, usable pieces of deliverables to the client, and based on the feedback the product is refined and developed.
- The approach is cyclic in nature and each cycle delivers an added functionality.
- The process is repeated till the exit criteria for deliverable is fully met.
- For large and complex projects.
- Better handles change.



Incremental Life Cycle

# Hybrid Life Cycle

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- The hybrid life cycle is a hybrid of all previously introduced life cycles.
  - It can be any combination of those life cycles.
  - A project manager is responsible for selecting the life cycle best suited for their project.
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# Significance of the Project Life Cycle

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- Offers a Framework to Execute Projects
  - Enhances Team Communication
  - Helps Measure Progress and Development
  - Allows Project's Evolution
  - Helps Organize Reviews and Improve Governance
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# Vevox questions

The screenshot shows a Vevox session interface. In the top left corner, there is the Silesian University logo and the text: SILESIA UNIVERSITY, SCHOOL OF BUSINESS, ADMINISTRATION IN KARVINA. Below this, it says 'Join at: vevox.app' and 'ID: 197-129-585'. A QR code is also present. 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 a play button, a 'RE-OPEN' button, and a question 'WHAT ARE THE TYPES OF PROJECT LIFECYCLE?' with a progress indicator '1/3'. There are also icons for volume, timer, and a list of questions.



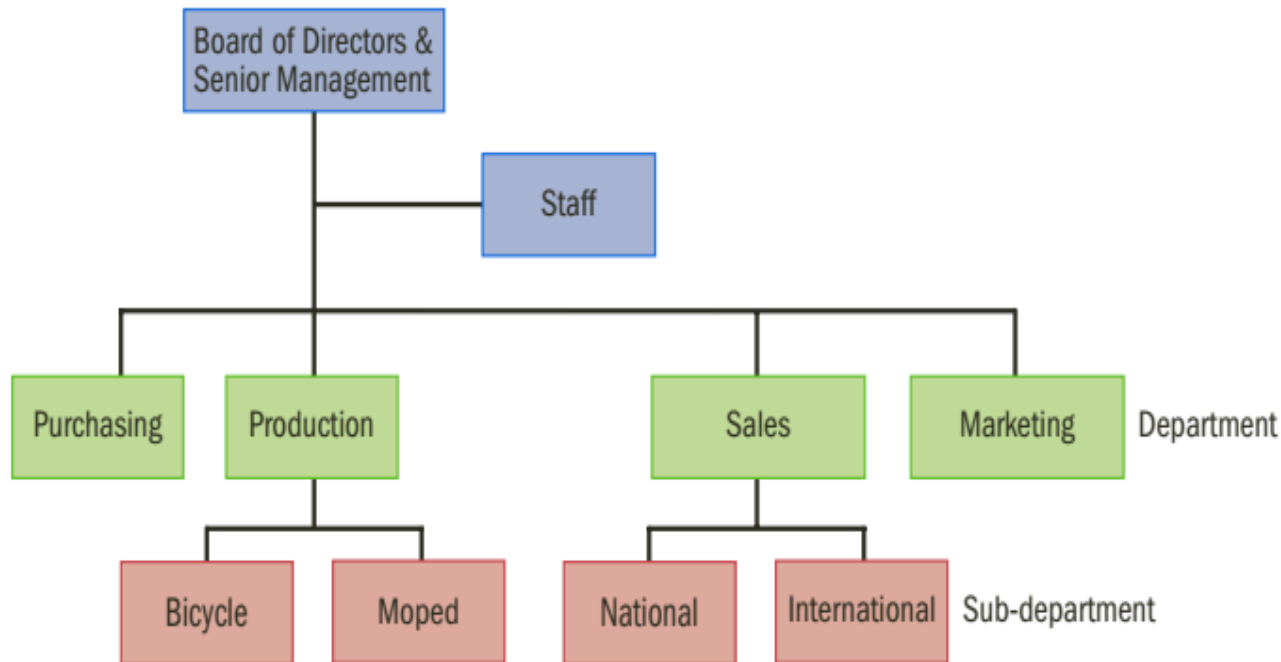
## PART 3

# Project organising and staffing

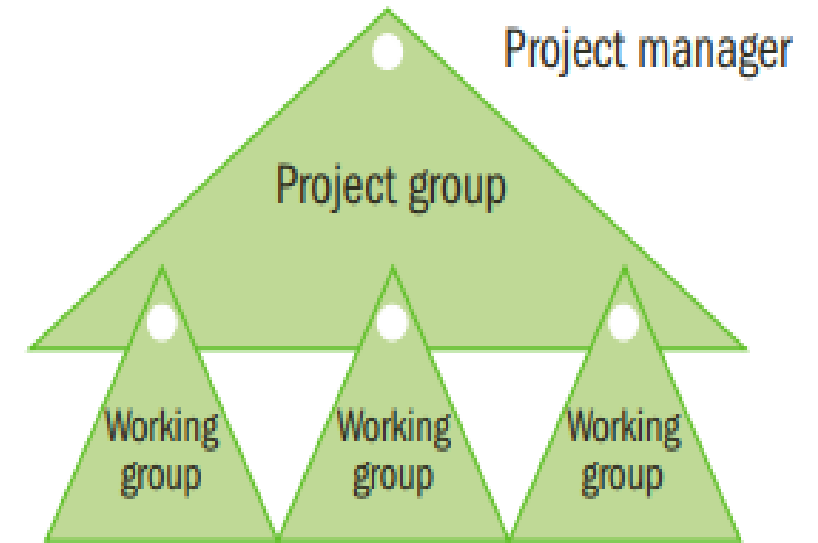
- In order to carry out a project, management must establish a separate project organisation.
- This organisation is ‘outside’ of the normal line organisation and has its own, temporary project manager,
- who acts as the temporary manager of the members of the project team.



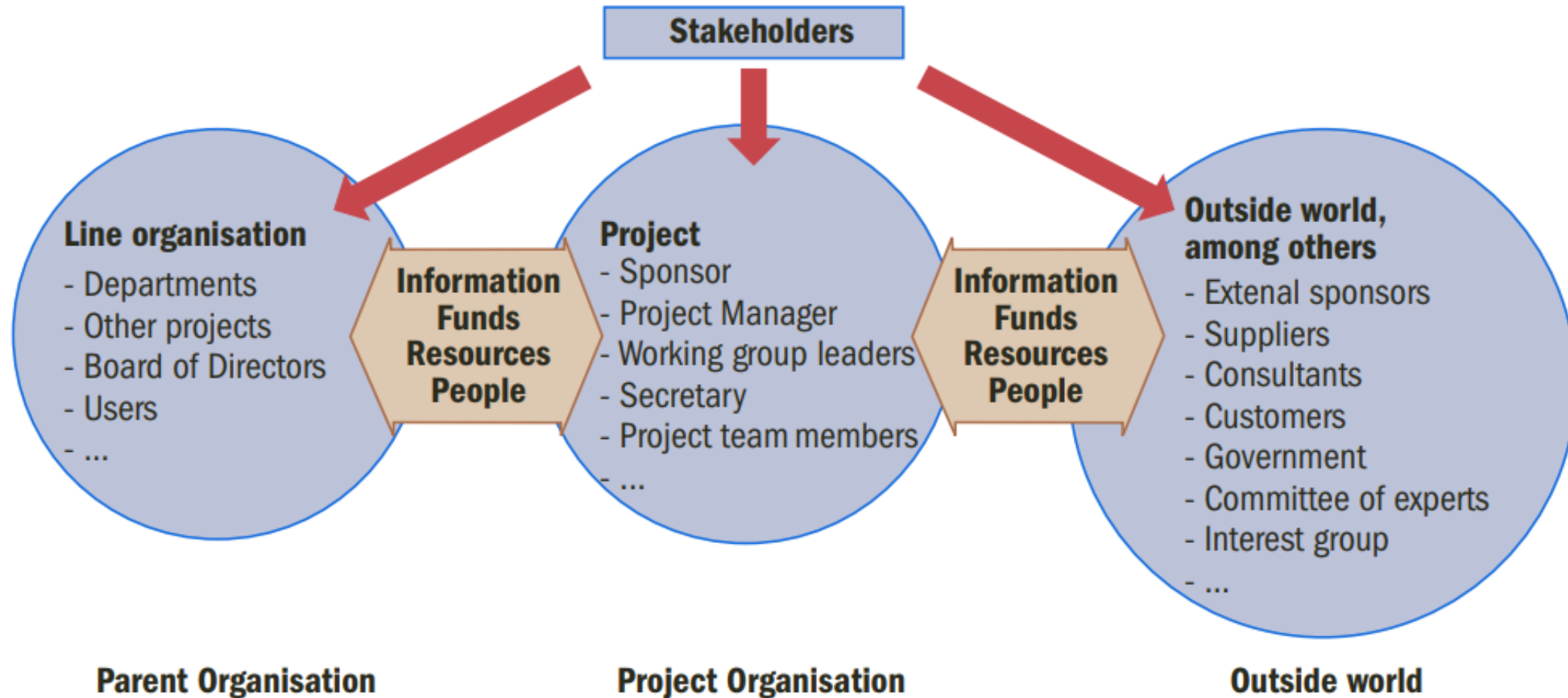
# Organizing project



Balance of power



# Project and its surroundings



# Project and its surroundings – the stakeholders

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**A stakeholder is anyone who has a vested interest in the project. These include contributors, customers, managers, and financial people.**

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- Stakeholders must be identified and managed throughout the life of the project, because they have direct effect on the success or failure of our project.
  - How do we manage stakeholders? -> We ask following questions:
    1. Who benefits from the project? -> Who benefits from the deliverables (output) of the project.
    2. Who contributes to the project? The people or groups we rely on to get the project done (Project team members, project sponsor, outside experts etc.)
    3. Who is impacted by the project? The project output (deliverable) can impact others who do not necessarily benefit from it (engineering supplying priority data for a new marketing campaign).
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Once the plan has been prepared, it should be submitted to stakeholders for their signatures.

- A signature means that the individual is committed to his contribution, agrees with the scope of work to be done, and accepts the specifications as valid.
  - A signature does not mean a guarantee of performance, it is only commitment that we will do our best to fulfil our obligations.
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# 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:
    1. how its members should **collaborate**,
    2. how and when **meetings** are planned, and
    3. how **decisions** are reached.
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# 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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# Who is the project sponsor?

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- 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.
  - 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?**
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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 **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 a 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 abilities:

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



## Group work – Organizational structure of the project Point 1.6.1 of the template



### 1.6 Organizational structure of the project

1.6.1. Create a diagram of the organizational structure of the project and identify people on each position:

- Project sponsor:
- Main users of the project:
- Main suppliers:
- Project supervision for suppliers / users / company:
- Project support:
- Project manager:
- Team manager (s):
- Stakeholders of the project:

Your project does not need necessarily all of the position listed in the template!  
Choose only the relevant ones!


Do not forget to create an organigram - a diagram of your organizational structure of your project stakeholders.






# Vevox questions

A screenshot of a Vevox session interface overlaid on a teal-tinted image of a university building. The interface includes the university logo and name in the top left, session details (join link and ID), a QR code, and a central message box with a 'START SESSION' button.

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Join at:  
**vevox.app**

ID:  
**133-415-606**



The session has not started

**START SESSION**

# 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)

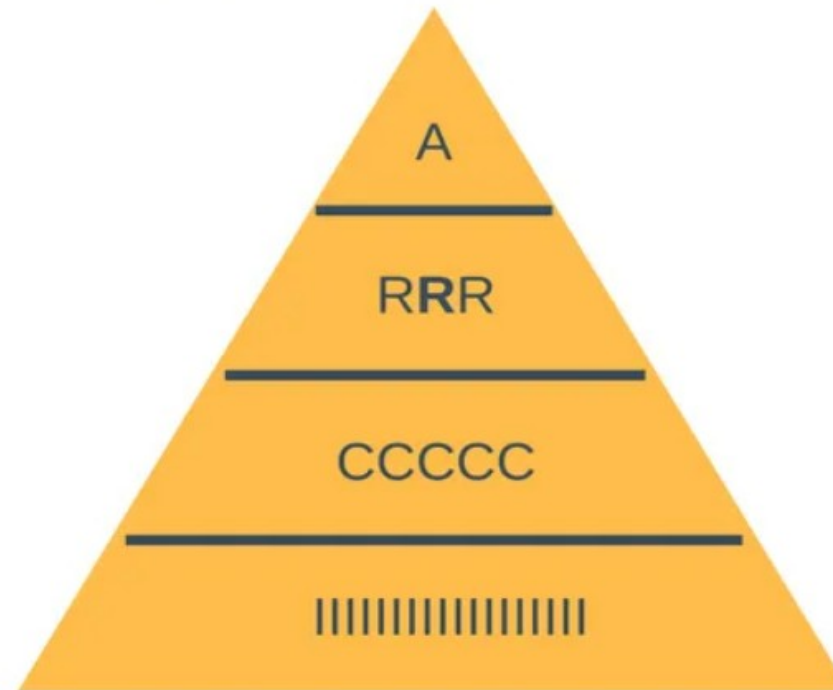
**Accountable** - who is responsible for the whole task, is responsible for what is done (manages, decides)

**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	ROLES					ROLES									
		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
		Sponsor / Leadership					Project Team					Other Resources				
<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





- Create your own RACI matrix
  - First identify the **main stakeholders** and main **activities** of your project (look back in your Logical framework and the activities and tasks in your matrix, use them for your RACI matrix as well).
-



- **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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