



DC958 Project Management

Professor Vikki Locke
DAY THREE

**UNIVERSITY
OF WARWICK**



Agenda

- 01** | Module Introduction & Project Management Context
- 02** | Risk Analysis & Mitigation
- 03** | Stakeholders & Communications
- 04** | Planning Tools & Strategies
- 05** | Project Teams
- 06** | Wrap-up

Schedule Management

“Schedule management is
the process of developing, maintaining and communicating
schedules for time and resource.”

(APM 2012:150)

Time Planning

“A time-constrained project is one that must be completed by an imposed date.”

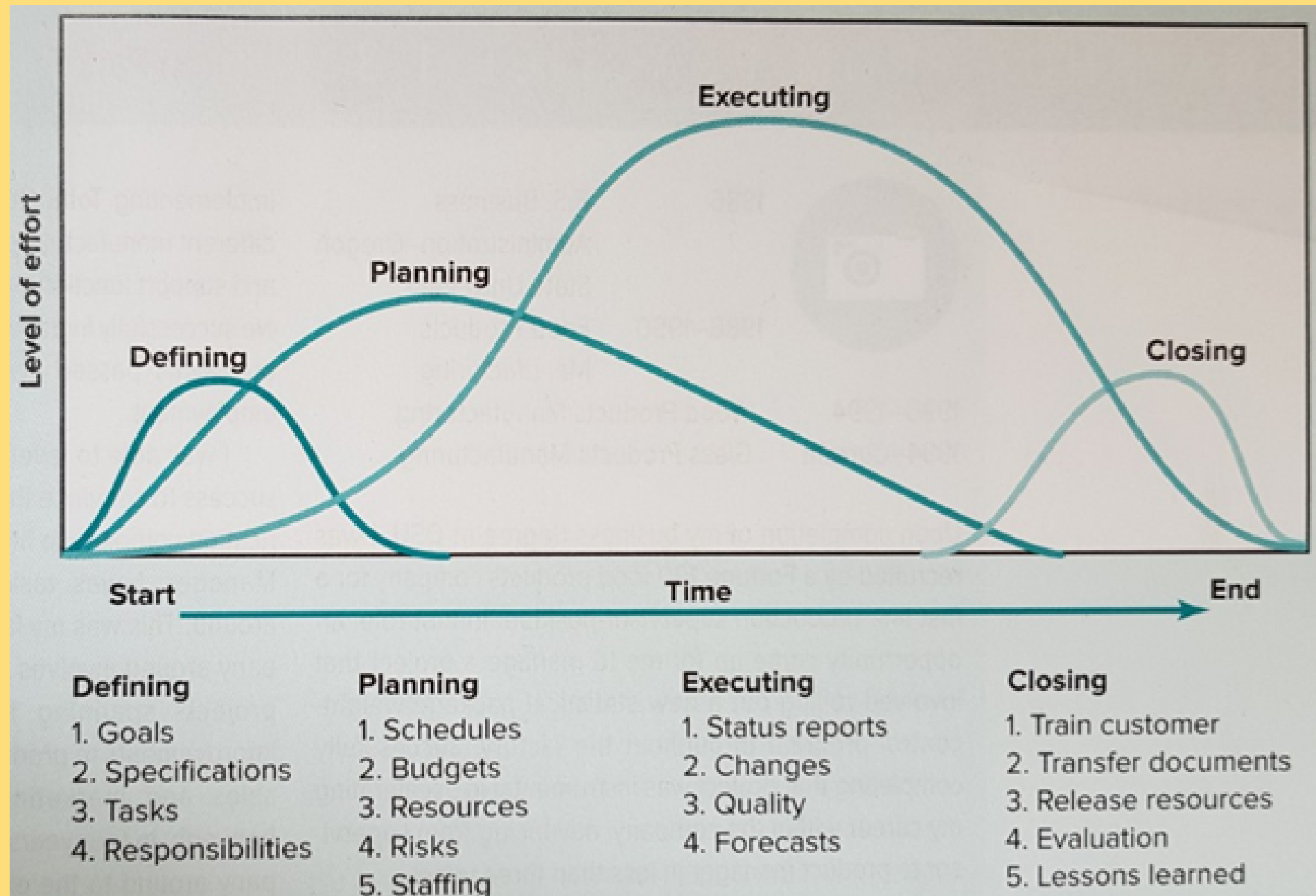
(Larson & Gray 2018:255)



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Traditional Project Life Cycle

(Larson & Gray
2018:9)



How accurate can our plans be?

“Time and costs are at best, only guesses,
calculated at a time when least is known about the project.

Quality is a phenomenon,
it is an emergent property
of peoples’ different attitudes and beliefs,
which often change
over the development life-cycle of a project.”
(Atkinson 1999:337)

The Problems with Time Estimates

Parkinson's Law

Self-protection

Dropped baton

Excessive multitasking

Resource bottlenecks

Student syndrome

(Larson & Gray 2018:295-296)

Planning Considerations

Uncertainty

Optimism bias

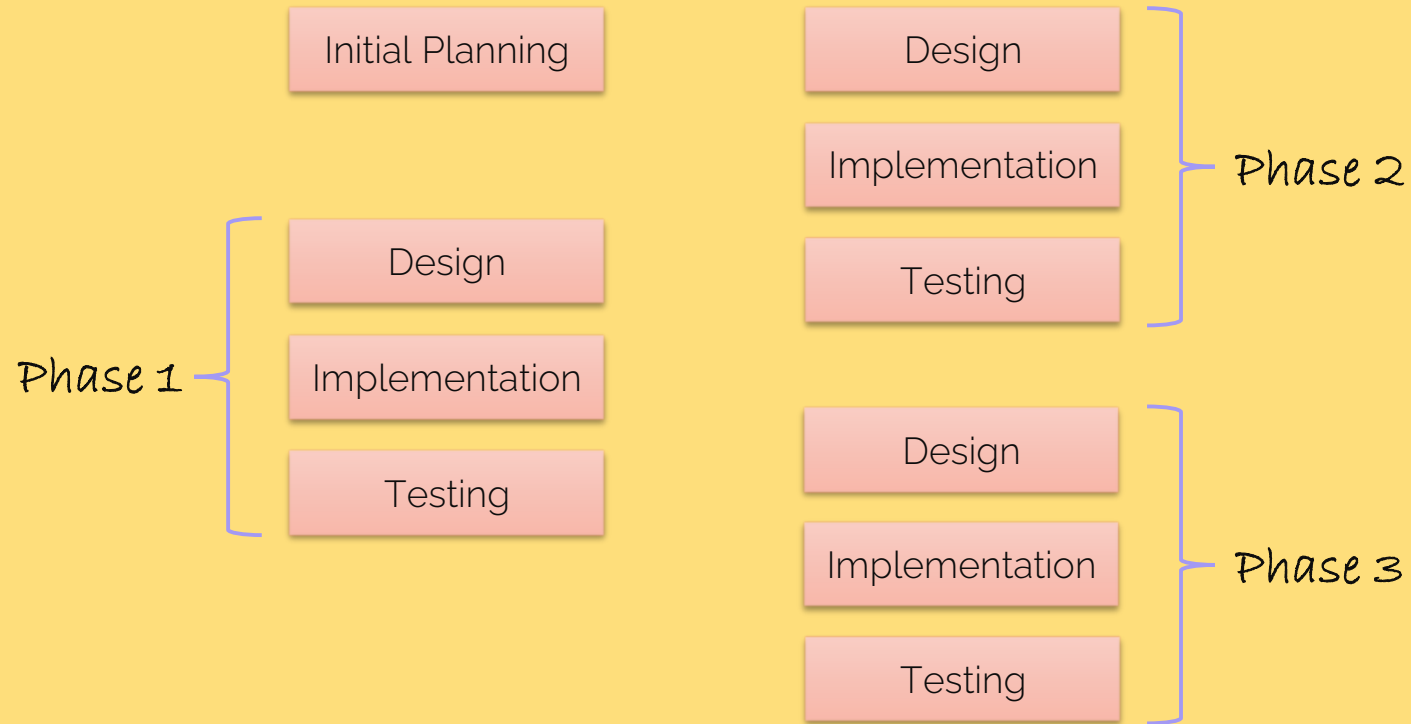


Embracing Project Complexity

unique temporary focused
emergent uncertain integrating
mission-focused socially-constructed
(Maylor & Turner 2022)

VUCA – volatility, uncertainty, complexity and ambiguity
technology, disruptors and deltas
(AXELOS 2018)

“A big project should be a sequence of smaller projects”



(Berkun
2008:30)

Contemporary Project Life Cycles

Predictive life cycle

Iterative life cycle

Incremental life cycle

Adaptive life cycle

Hybrid life cycle

(PMI 2017)

Adaptive Project Life Cycles

“Adaptive life cycles are
agile, iterative or incremental.

The detailed scope is defined and approved
before the start of an iteration.

Adaptive life cycles are also referred to
as agile or change-driven life cycles.”

(PMI 2017:19)

Rolling Wave Planning Approach

“the level of detail of the plan increases with the proximity to the date.

The overall schedule of activities is determined at a high level, with the details being worked out as the project progresses”



(Maylor & Turner 2022:118)

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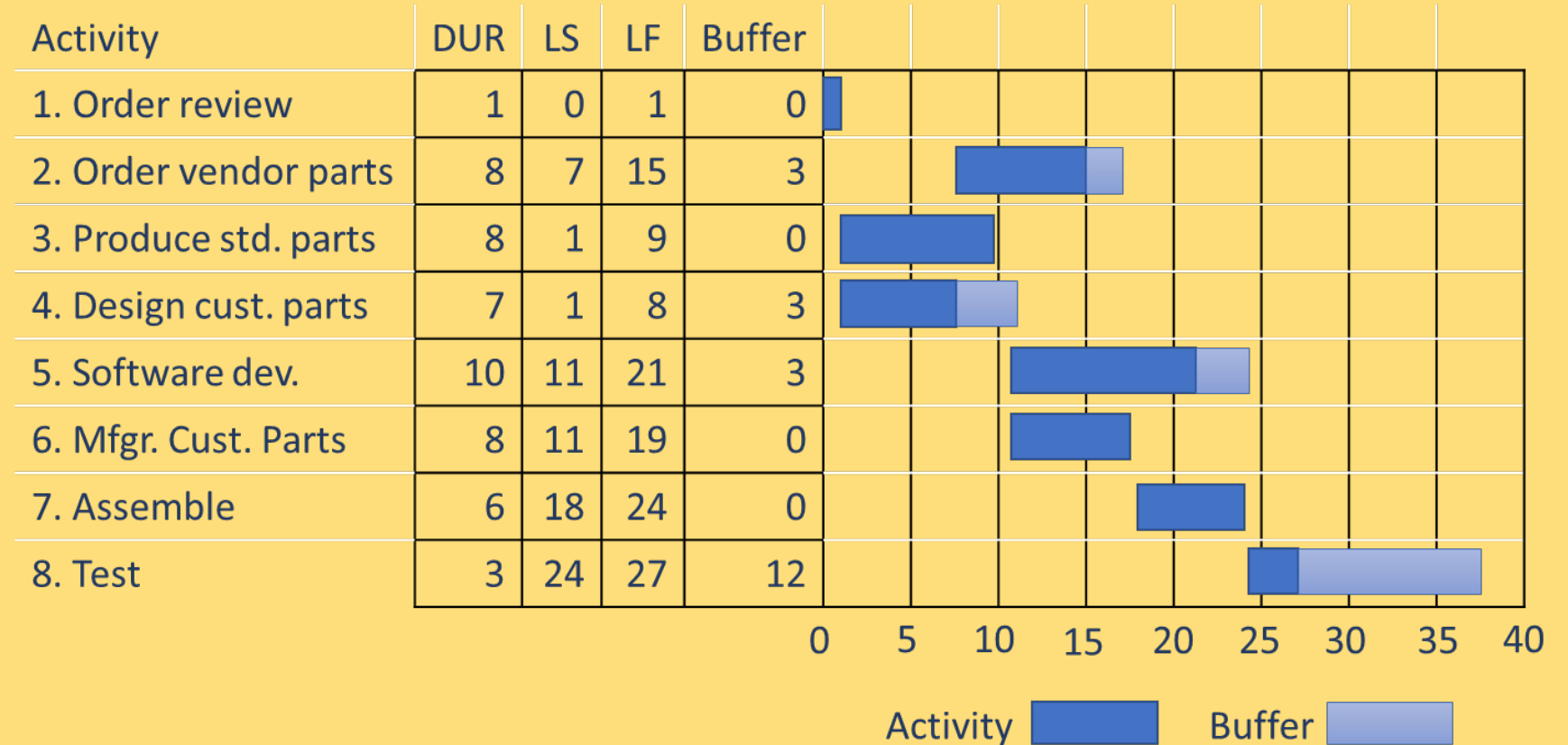
Buffers

Project buffer

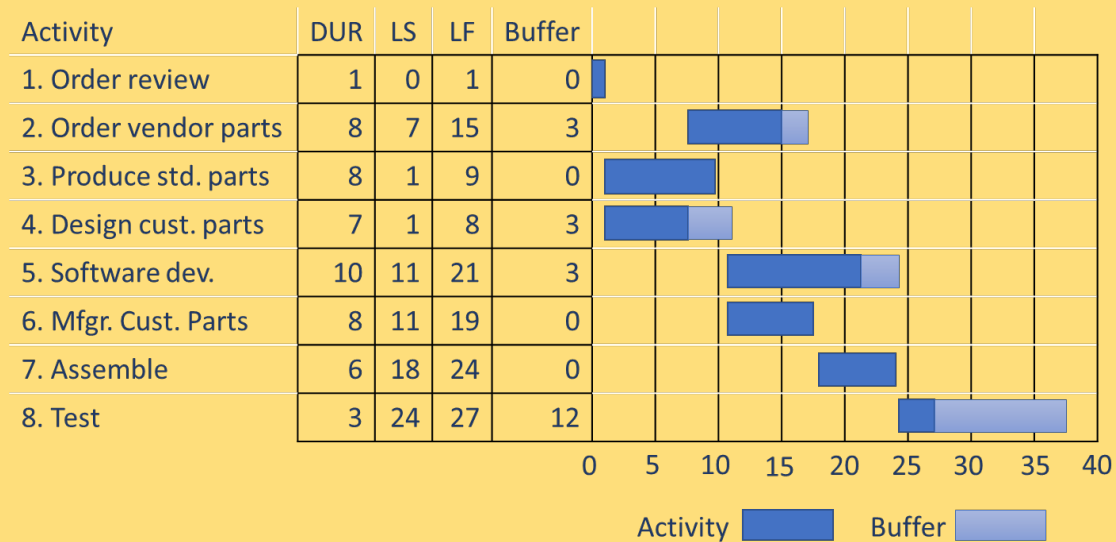
Feeder buffer

Resource buffer

(Larson & Gray
2018:296, 300)



TASK 11



1. In your department or sector, which types of buffers are built into project plans?
2. In your department or sector, what causes projects to fail?

Project Closure

The two main reasons for a project to stop:

- successful completion of objectives or
- premature termination due to failure.

(Adapted from Maylor 2010:362)



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Types of Project Closure

“Normal ...

Premature ...

Perpetual ...

Failed project ...

Changed priority”

(Larson & Gray 2018:516-517)

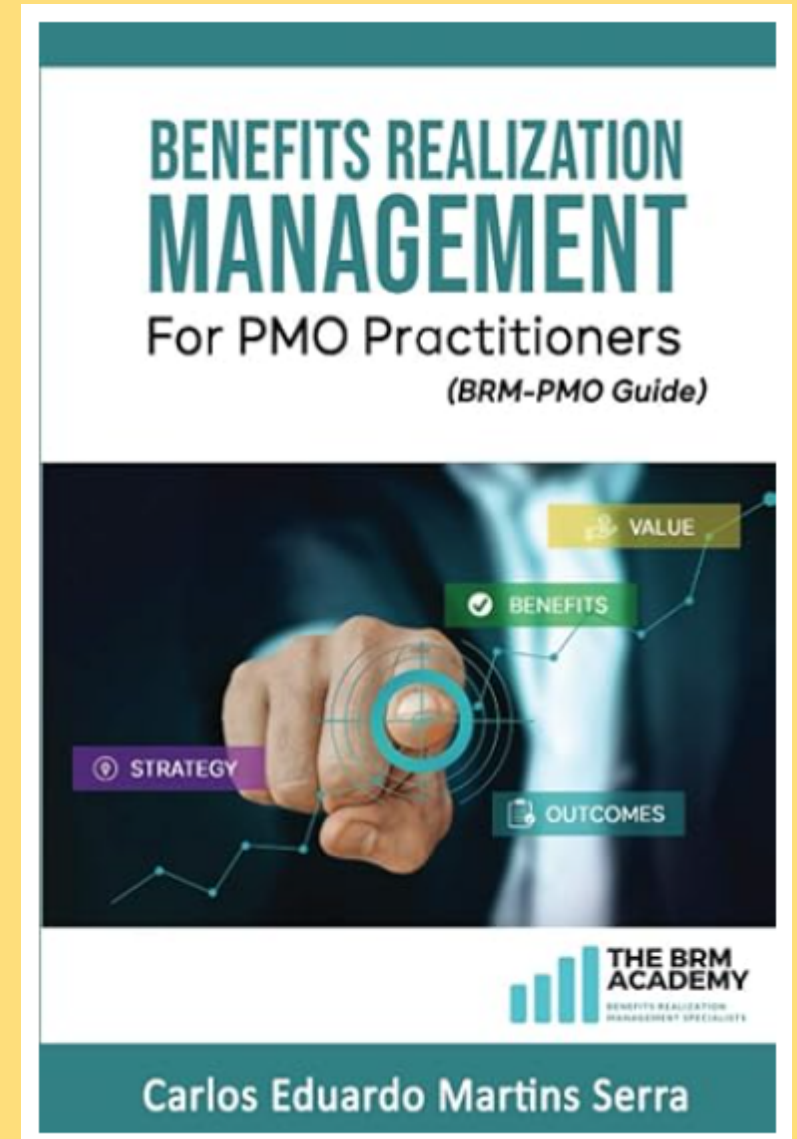
Learning or Lessons Log

Lesson Type	Lesson Detail	Date Logged	Logged by	Priority (RAG Status)
Stakeholder	Mismatch of output and expectations – set expectations better at start of project	08.06.23	LY	R
Comms	Team comms issue – have more regular face-to-face meetings	05.06.23	FB	A

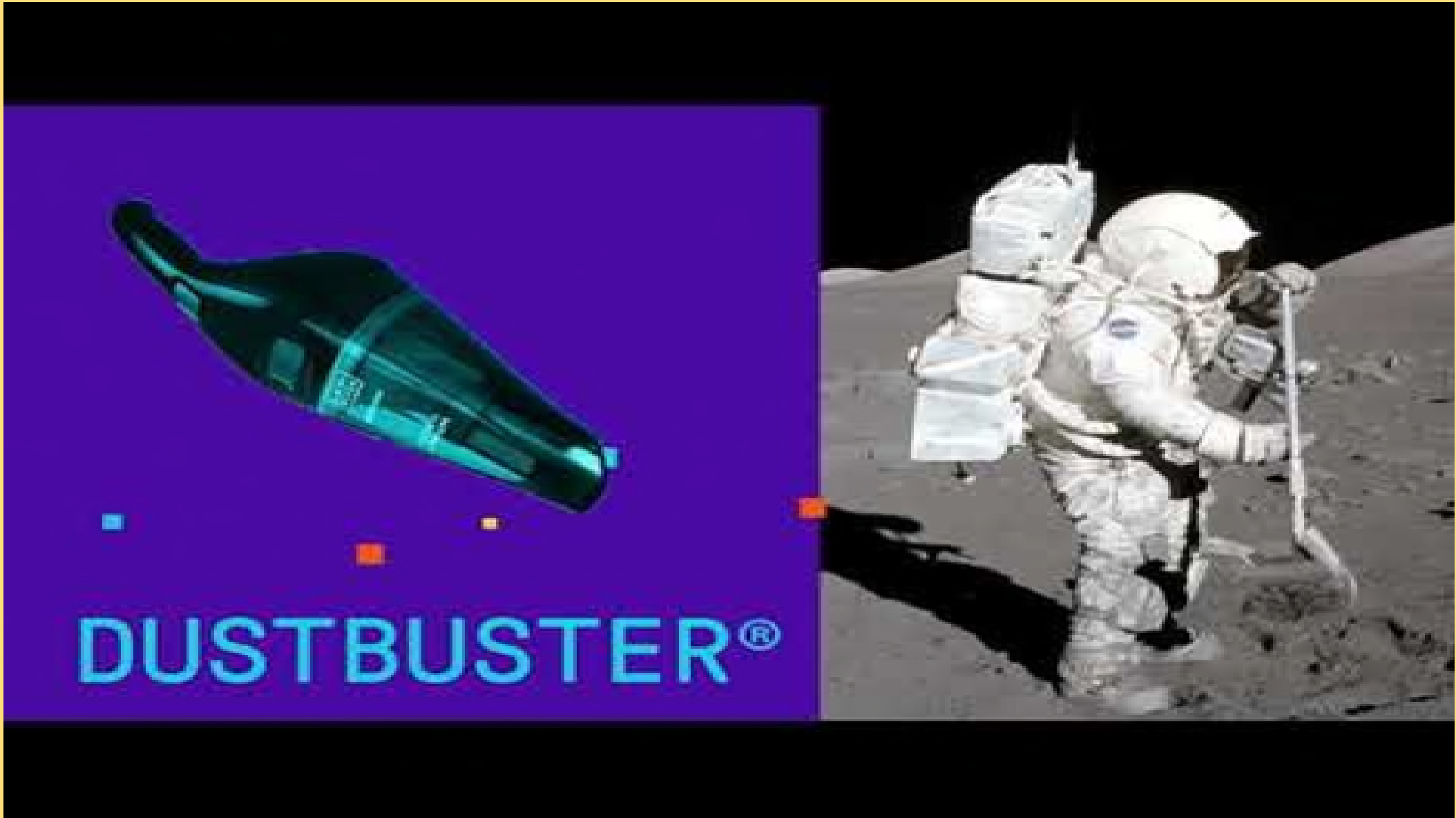
Benefits Realisation Management

“Benefits management is
the identification, definition, planning,
tracking and realisation of business benefits.”

(APM 2012:124)



50 Most Influential Projects



TASK 1

1. Design a WBS for your own research project.
2. Transform your WBS into an AoN.
3. Transform your AoN into a CPA.
4. Use the understanding you have gained from creating your WBS, AoN and CPA to inform development of a Gantt chart for your research project.
5. Write a brief paragraph underneath your Gantt chart explaining any streamlining you have achieved and where you have built in any buffers or other contingencies.

PROJECT

A

B

C

0	0
task	
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Session Aims Checklist

-  Explore the concept of planning of projects
-  Examine and practice using project networks
-  Investigate adaptive project life cycles
-  Explore scheduling and project closure

Session 4 References

- APM (2012) *APM Body of Knowledge (6th ed.)* Princes Risborough: APM
- Atkinson, R. (1999) 'Project Management: Cost, time and quality, two best guesses and a phenomenon, it's time to accept other success criteria' *International Journal of Project Management* 17(6):337-342
- AXELOS (2018) *A Guide to AgileSHIFT* London: AXELOS
- Berkun, S. (2008) *Making Things Happen: Mastering project management* Sebastopol, CA: O'Reilly
- Kendrick, T. (2012) *Results Without Authority: Controlling a project when the team doesn't report to you* New York: AMACOM
- Larson, E. W. & C. F. Gray (2018) *Project Management: The Managerial Process (7th ed.)* New York: McGraw-Hill Education
- Maylor, H. & Turner, N. (2022) *Project Management (5th ed.)* Harlow: Pearson Education

A close-up photograph of a person's hands holding a bunch of freshly harvested vegetables. The bundle includes several orange carrots with some soil on their roots, two large purple beets, and a large green leafy vegetable, possibly chard. The background is a dark, out-of-focus garden setting.

LUNCH TIME
12:00-13:00



05 Project Teams





Session Aims

- **Examine project teams**
- **Explore leadership and management in practice**
- **Engage in teamwork assessment task**

Project Teams

“Teamwork is
a group of people
working in collaboration
or by cooperation
towards a common goal.”

(APM 2012:76)

Information Management to enable Teams

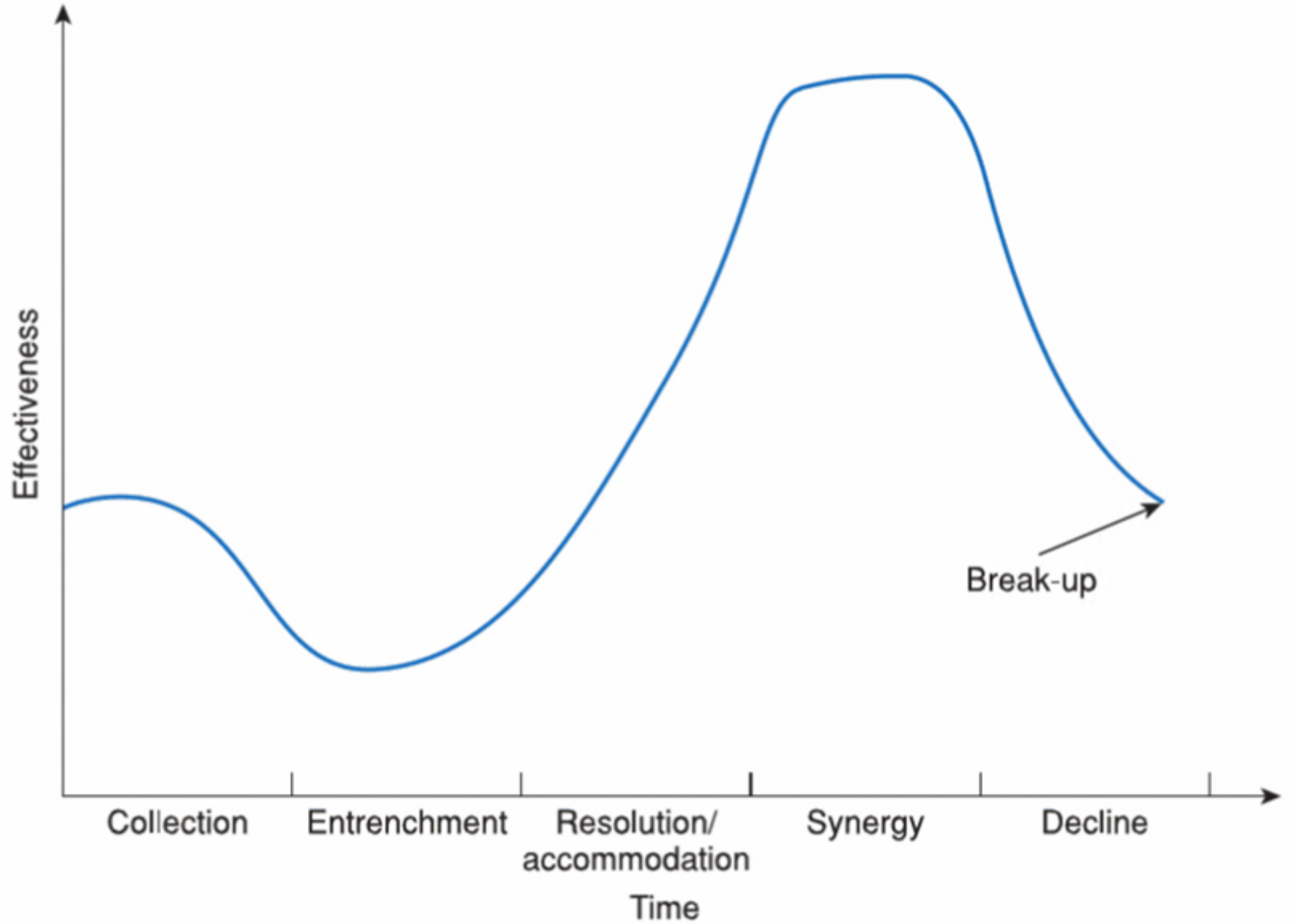
“Information management is
the collection, storage, dissemination,
archiving and destruction of information.

It enables teams and stakeholders
to use their time, resource and expertise effectively
to make decisions and to fulfil their roles.”

(APM 2012:100)

Effectiveness Profile of Team

(Maylor & Turner 2022:276)



Team Development: Positive Situational Factors

- There are 10 or fewer members per team.
- Members volunteer to serve on the project team.
- Members are assigned to the project full-time.
- Members are part of an organization culture that fosters cooperation and trust.
- Members report solely to the project manager.
- All relevant functional areas are represented on the team.
- The project involves a compelling objective.
- Members are located within conversational distance of each other.

(Larson & Gray 2018:379-381)

Belbin Team Roles

9 team roles that combine to make
an effective team

Belbin classified roles are often
different from formal job roles

“Some roles are compatible and can
be fulfilled by the same person.”

(Wickham & Wilcock 2016:168-169)



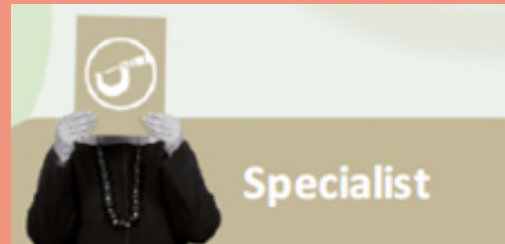
TASK 2



1. Can you find yourself in the Belbin roles?
2. Are you one or a combination?

TASK 3

Jody



Cody



1. Look at the case profiles for Jody and Cody.
2. See if you can identify their Belbin classifications.

Leadership is ...

“the ability to establish vision and direction,
to influence and align others towards a common purpose,
and to empower and inspire people to achieve success.”

(APM 2012:68)

“not a form of command,
but rather the art of making people work together.”

(Morpurgo 2012:217)

Management

“During the last two decades of the twentieth century
something of a sea change
was ascribed to the practice of management. ...
a proclaimed need to shift
from a ‘command-and-control’ mode of management
to one that can perhaps best be captured as
that of ‘facilitate-and-empower’.”
(Lilley et al. 2004:83-84)

Giving Control to your Team Members



TASK 4



1. Write a brief paragraph about your own leadership and/or management styles. You can use these sentence starters if you wish:
2. When I have led a team in the past, I have ...
3. When I have managed resources/processes/people in the past, I have ...
4. In future projects, I would like to try ...

Take a break! Back in 10 minutes!



Artificial Intelligence in Projects: What?

“gain **new insights into** past and current project performance,
sense the project environment in real time,
make faster and more accurate **decisions** about project activities,
invent and **optimise** new and richer project scenarios more cheaply,
and **respond** more quickly to events”

(Quang in Maylor & Turner 2022:385)

Artificial Intelligence in Projects: What?

“Unsupervised machine learning ...

Topic modelling ...

Internet of Things ...

Building Information Modelling, digital twinning and
augmented reality ...

Graph modelling and graph reasoning ...”

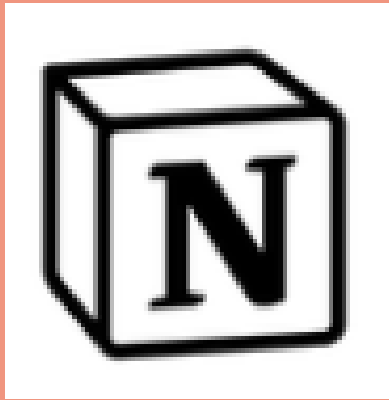
(Quang in Maylor & Turner 2022:385)

Current Use of Artificial Intelligence in Projects

“AI-enabled chatbots are entering the project management tools space: Chatbots are conversational user-interface technologies that help users automate project management system processes such as scheduling meetings and pulling up reports. This allows users to automate repetitive administrative tasks, making processes more efficient.”

(Capterra.com 2025)

AI in Notion



Source:

<https://www.notion.com/blog/new-ai-powered-notion-projects>

Published May 31, 2023 in [Notion HQ](#)

New, AI-powered Notion Projects: Manage projects from ideation to execution



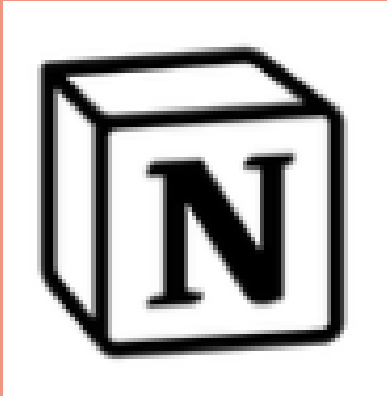
By Michael Manapat
Chief Product & Tech Officer, Notion

Projects are how we build. And how we build is changing.

The old way of project management is fragmented. We used standalone project management tools that reduced our projects to a list of tasks. But a project is never really a task list. It's strategy docs, proposals, roadmaps, meetings, briefs, notes — all of which often live in different apps. The old way of running projects puts the onus on the individual to unite all pieces of a project, and doesn't even consider how AI can help do it.

Now there's the new and improved [Notion Projects](#), a connected tool supporting the full project workflow, and the first project management solution to make AI generally available to every single user on day one.

AI in Notion



GenAI Summary



Music Video A

Status

Assignee

Priority

End date

Done

Vikki Locke

Medium

03/25/2025

...

Comments

V Add a comment...

About project

Provide an overview of the project's goals and context

Action items

To-do

Documents

Embed Google Drive

Embed a PDF

Embed Figma

Properties

Start date

13/03/2025

Progress

Empty

Team

Camera Crew

Lighting Technician

Cosmetics & Costumes Team

Editor

Deputy PM

Creative Director

Star

Star's Agent

Location Specialists

CGI Team

Attach file

Empty

Budget

£4,250.00

AI summary

AI

Music video project scheduled from March 27 to April 30, 2025, with a budget of £1,000. Key team members include camera crew, creative director, and star, but the project has not yet started.

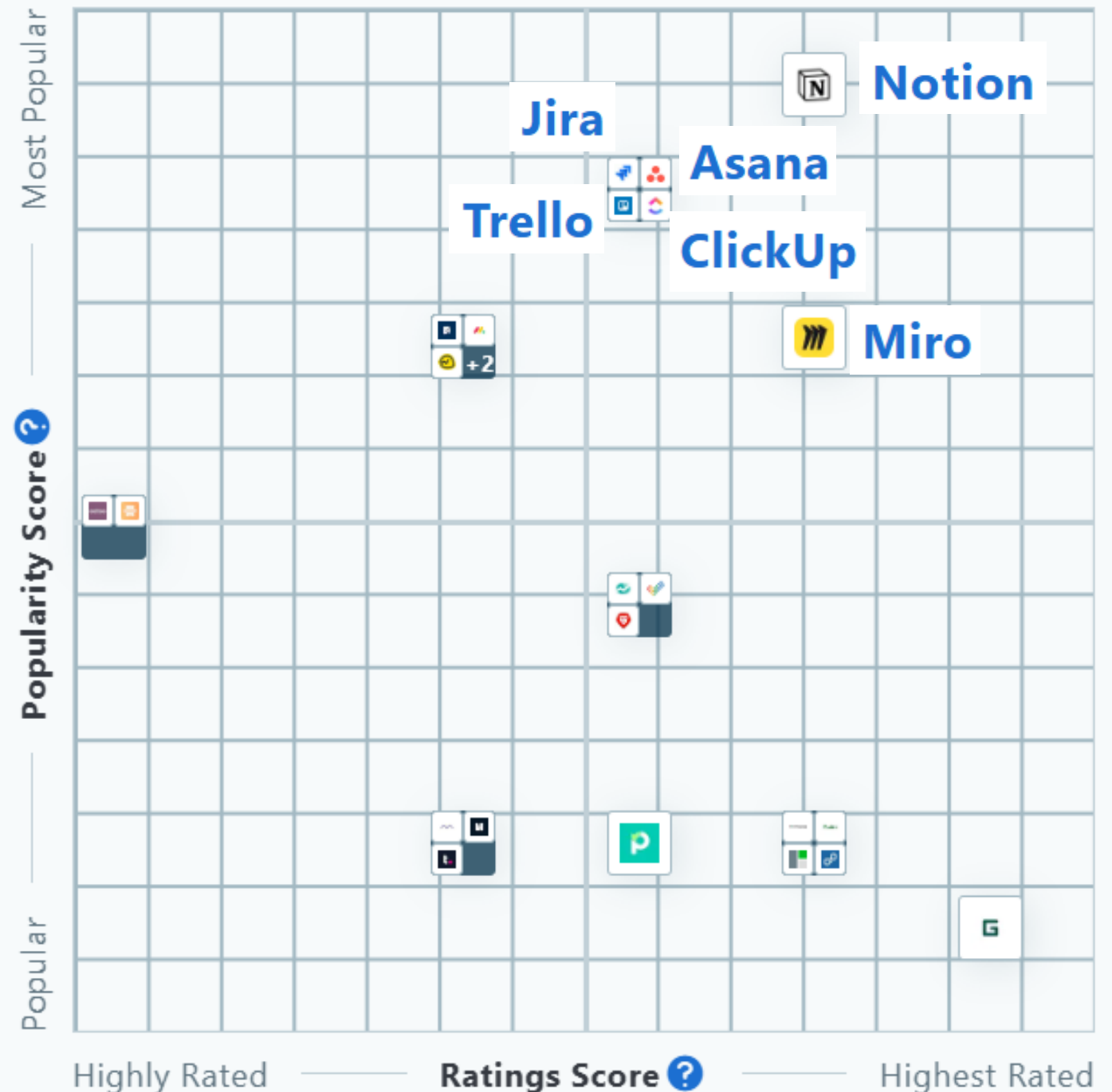
Person

44

Where can I learn about
the latest PM software
packages?

Capterra.com
Capterra.co.uk

The 2025 Capterra
Shortlist: PM Software



TASK 5

1. Form groups of 3 (ish).
2. One person goes to Monday.com (or another suitable PM software package) and registers (for free) using university email address.
3. Follow the instructions so that you can access the platform.
4. Add your teammates to the project.
5. Work together to set up a research project within the 'Single Project' template.
6. Insert tasks, responsibilities and communications points in the project which relate to the comms plan ideas covered in the module.

TASK 6

1. Take screenshots of two different dashboards of your project and send them to your teammates. You will be including them in your '4. Teamwork Task' assessment.
2. On your own, think about how well your team achieved the tasks and write a paragraph about the experience (refer to the Belbin classifications). Also include reflections on how completing the team task has impacted on your feelings about collaborative research.

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Lilley, S., G. Lightfoot & P. Amaral M. N. (2004) *Representing Organization: Knowledge, Management, and the Information Age* Oxford: OUP

Morpurgo, S. (2012) 'Leadership and Complexity' in F. Varanini & W. Ginevri (eds.) *Projects and Complexity* Boca Raton, FL: CRC Press p215-233

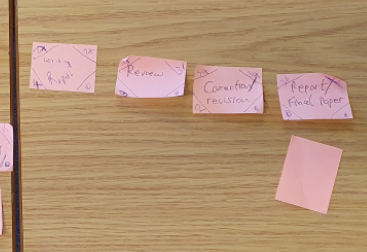
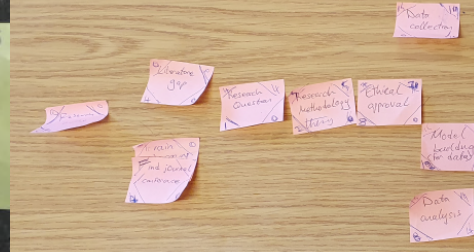
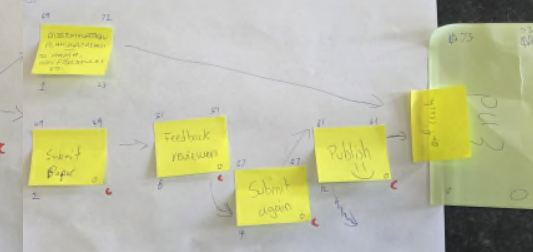
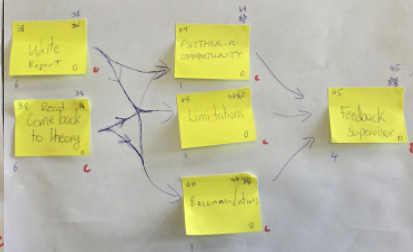
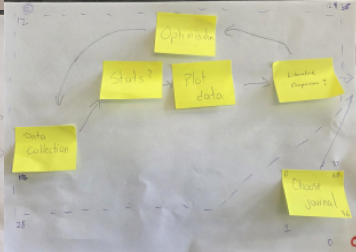
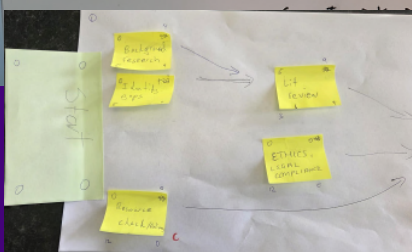
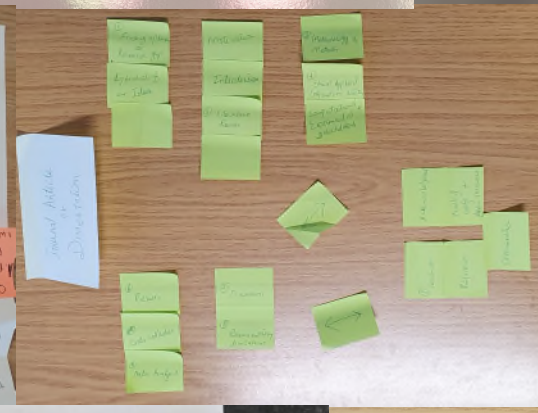
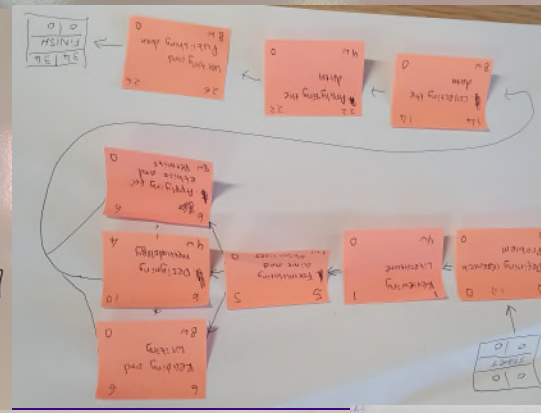
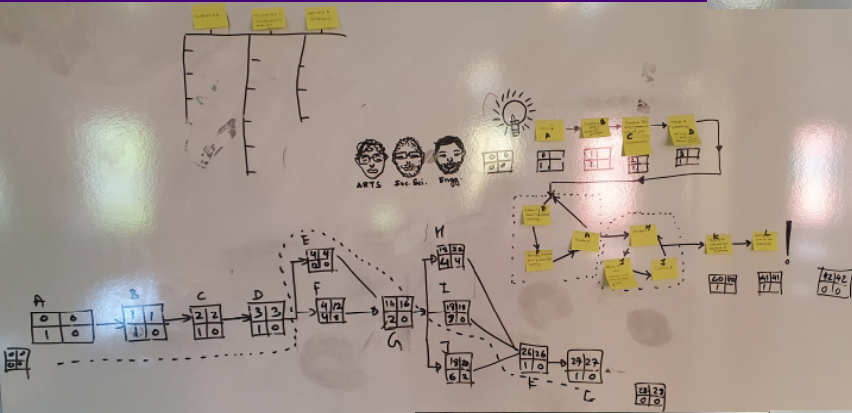
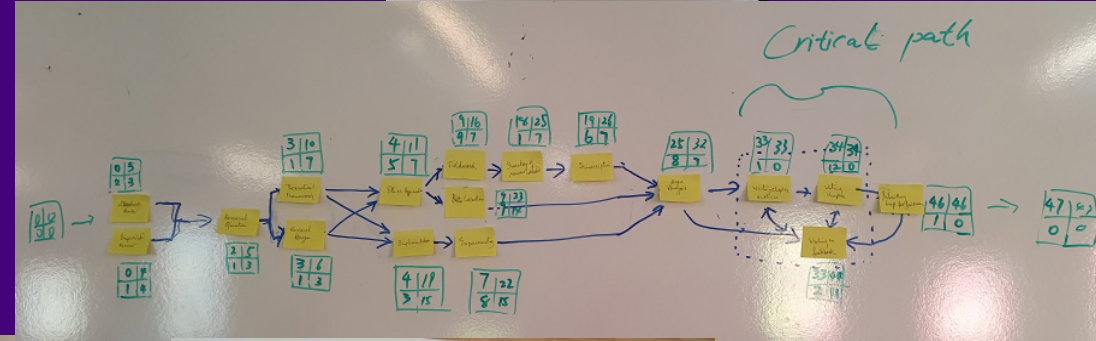
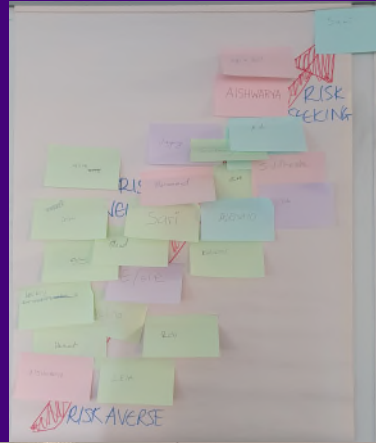


06 Wrap-up

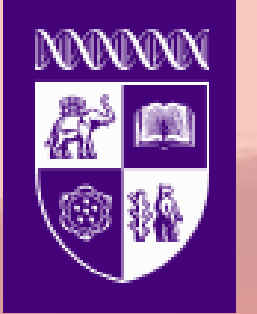


Module Review

- Risk
- Stakeholders
- Comms
- Planning
- Teamwork



**Thanks!
You are
amazing!**



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