

The logo for AFOP (Advocates for Small Business) is positioned on top of a stack of white papers. The logo consists of the acronym 'AFOP' in a bold, serif font, with the full name 'Advocates for Small Business' in a smaller, italicized serif font below it. A stylized, curved graphic element resembling a 'P' or a swoosh is to the right of the text.

AFOP
Advocates for Small Business

A blurred, circular image of a clock face is visible in the upper right quadrant of the slide. The clock is out of focus, showing only the general shape and some indistinct numbers and hands.

Project Management for Small Business

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Moderator: Maria Mancha
Frontline Systems, Inc.

Objectives

- Project Management Overview
- Successful Project Fundamentals
- Additional Training Resources



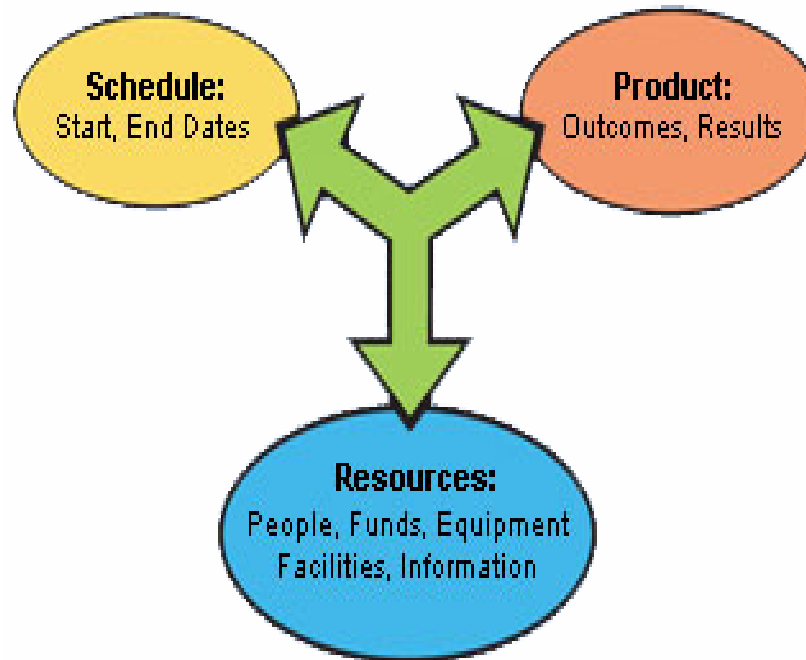


Project Management Overview



What is a Project?

- A “temporary” effort undertaken to create a unique product or service.
- Large or small, a project always has the following elements:



What is Project Management?

- The management of activities concerned with achieving a set of specific goals.
- Responsibilities:
 - Determining project goals
 - Managing budgets and resources
 - Reporting Progress
 - Evaluating efficiency and effectiveness



Why use Project Management?

- ✓ Improved communication among the project team
- ✓ Increased understanding of the project and its purpose
- ✓ Clarification of, and alignment with organizational goals
- ✓ Prioritization of functional and project activities
- ✓ And many, many more!





The Project Team

- **Functional Managers**

- Organization managers responsible for activities and resources in a specialized department or function.

- **Team Members**

- Internal organizational owners of the project whom establish project priority within their organization and hold a majority of the resources for its success.

- **Project Participants**

- Parties involved in or being affected by the project activities.

- **Stakeholders**

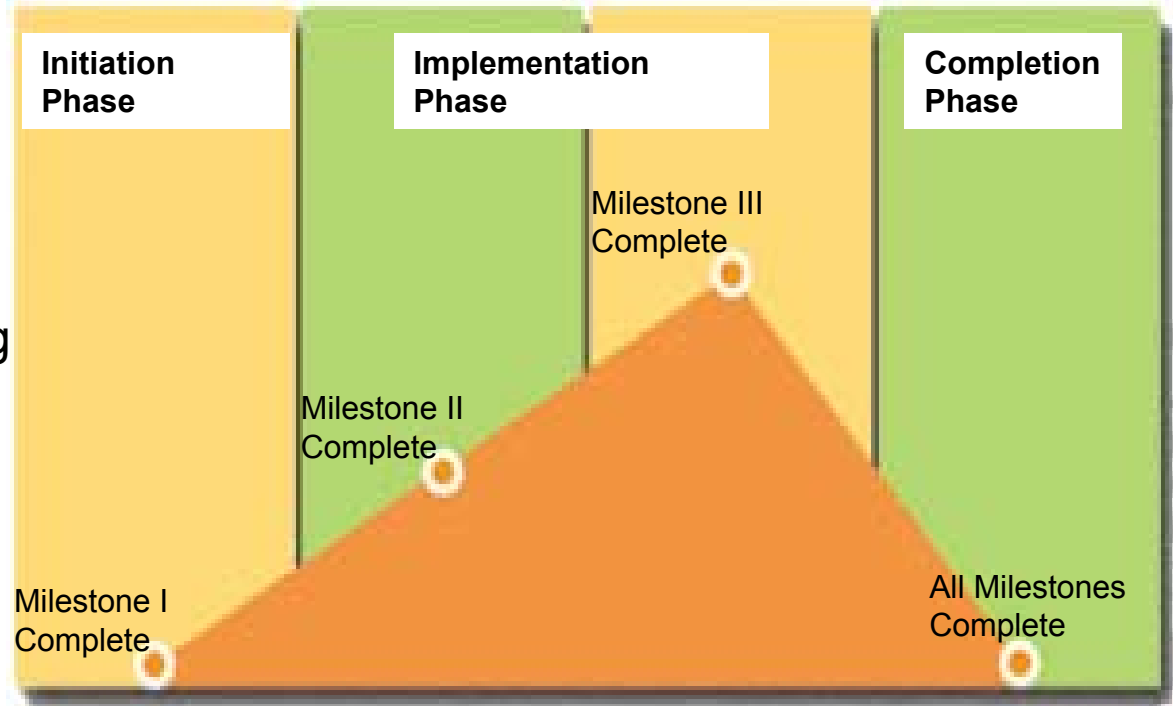
- Individuals either needed to support the project, or who will be affected by the project.

- **Project Manager**

- Individual with authority and responsibility for delivering the documented project requirements on time and within budget.

Project Phases and the Project Life Cycle

Cost
and
Staffing
Level



Start -----Finish

Completion Level



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Successful Project Fundamentals





Project Scope

- Baseline for measuring a project's size, cost, and timelines
- Developed by project managers using stakeholder and team member input
- Written statement including:
 - Project Description and Goals
 - Project Constraints
 - Project Assumptions

Project Description

- Written document
- High level project overview
- Identifies project owners and/or stakeholders
- May include goals



Project Goal Requirements

- Serve a business purpose
- Demonstrate benefits to the organization or project owner
- Align with business goals
- S.M.A.R.T.
 - Specific
 - Measurable
 - Acceptable
 - Realistic
 - Time sensitive





Project Constraints

Examples:

- The budget may be smaller than anticipated.
- Resources may not be readily available.
- The project schedule may be escalated.
- Contract terms may be too specific.

Project Assumptions

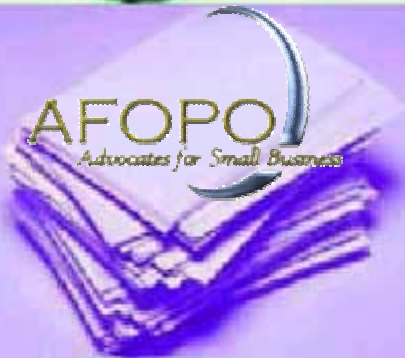
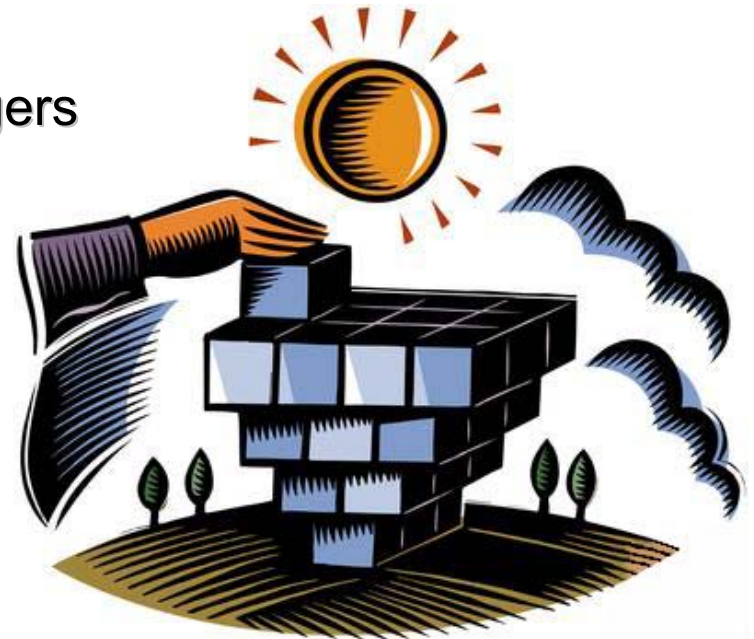
Examples:

- The business units support the project.
- Project team members will focus on project completion.
- The budget will be sufficient for necessary resources.

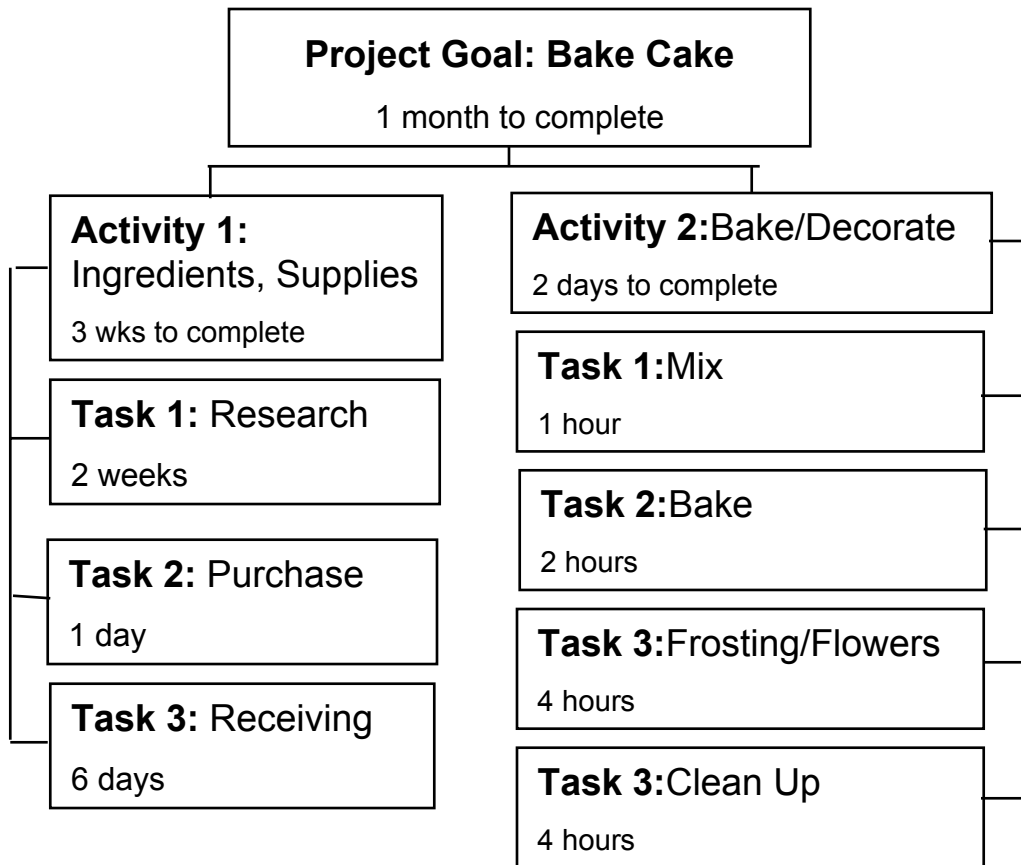


Project Stakeholders

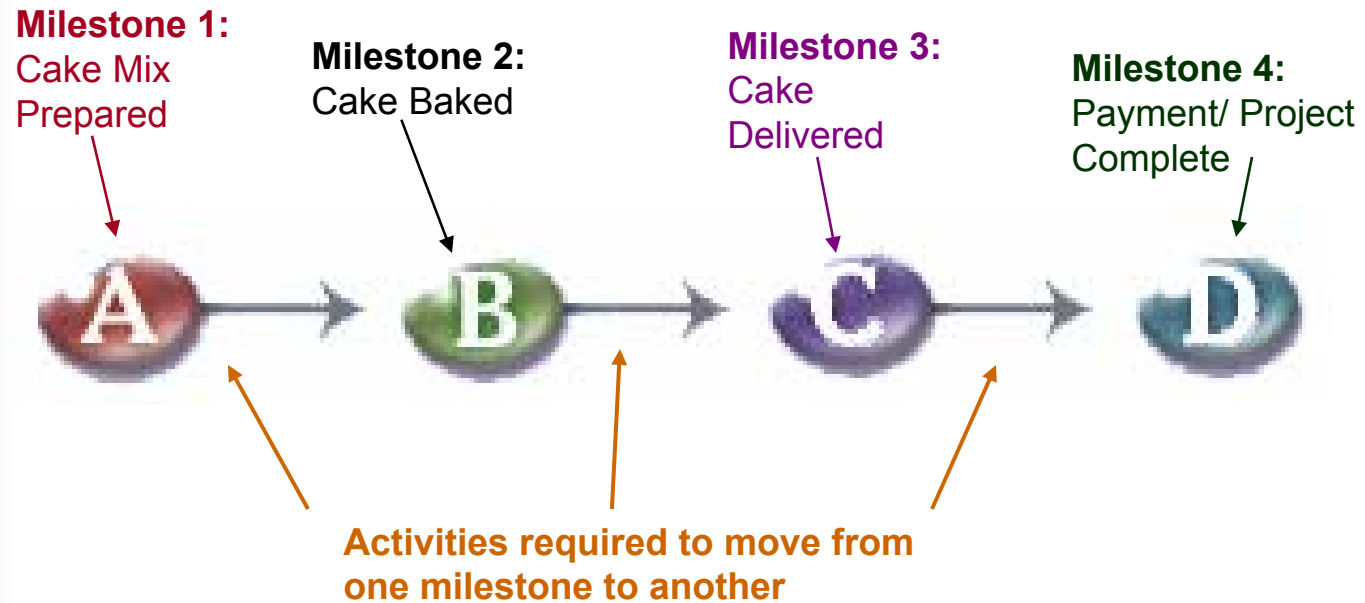
- A person, group, or authority that has a “stake” in the project.
- Key Stakeholders:
 - Project Manager
 - Client
 - Functional Managers
 - Sponsor



Activities and Tasks



Project Milestones





Budgets

■ Direct Costs

- Expenditures used solely to perform project activities
 - **Example:** Salaries of people on the project, materials, supplies, and equipment bought for your project

■ Indirect Costs

- Expenditures incurred to support project activities
 - **Example:** Overhead costs – office space rent and office supplies
 - **Example:** Administrative costs – accounting and legal service fees



Budgeting Process

- **Conceive**
 - Develop a rough estimate.

- **Define**
 - Develop a detailed budget estimate.

- **Start**
 - Review the project budget after personnel and resources are assigned.

- **Perform and Close**
 - Identify situations that may require changes to the approved project budget.



Managing a Budget

Tips for Success:

- Spend each dollar as your own
- Don't cut corners
- Research decisions
- Monitor project phases
- Have a contingency plan

Planning the Project Team

- Choose individuals with the correct skills and knowledge.
- Recruit people that have the authority to complete the tasks assigned.
- Select individuals with time available and Functional Manager support.



Risks

Common sources of risk include:

- Changes in project requirements
- Design errors or misunderstandings
- Poorly defined or understood roles and responsibilities
- Insufficiently skilled staff





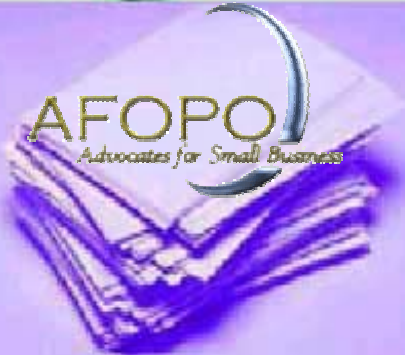
Risk Management Plan

Include the following:

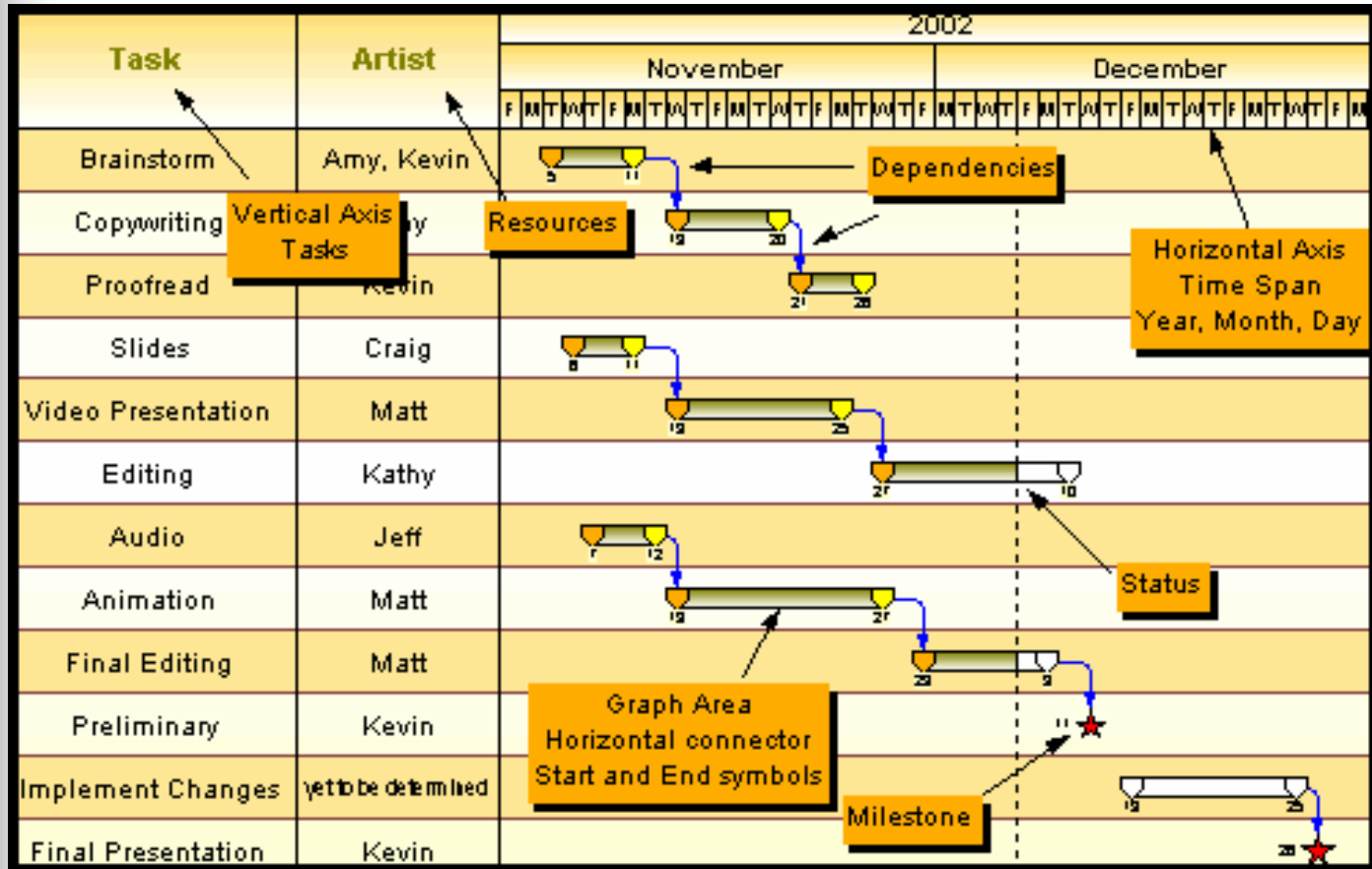
- A description of the risks
- An analysis of the chances the risk will occur and its impact
- An explanation of how you plan to manage each risk
- Details of how you plan to keep your project team informed of the risk status throughout the project

Project Control

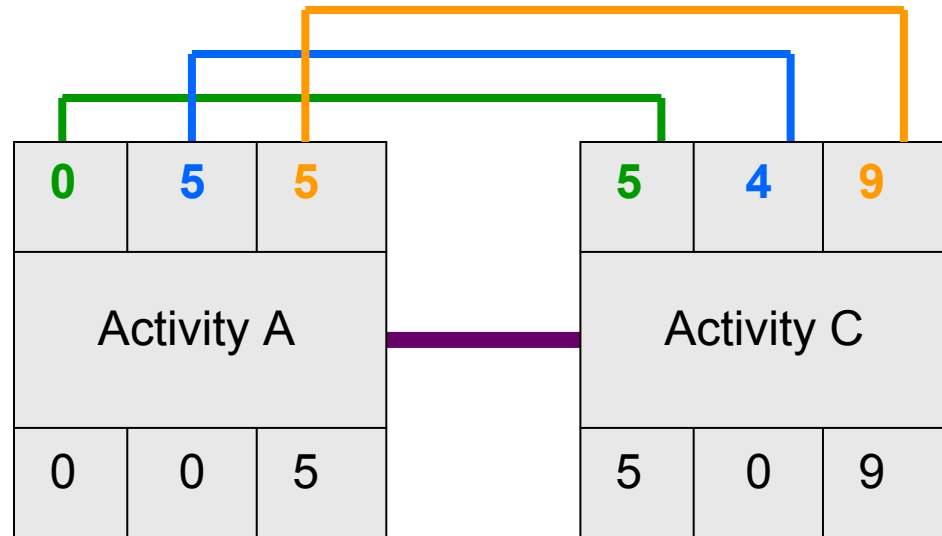
- Status Reports
- Gantt Charts
- Pert Charts



Gantt Chart Example



PERT Chart Example



Key

Earliest Start	Duration	Earliest Finish
Activity Description and Identifier		
Latest Start	Float	Latest Finish



Project Completion

- Complete all unfinished tasks or activities
- Obtain sign-off
- Reconcile all project transactions
- Announce project completion to all team members
- Acknowledge all team members' contributions with a celebration





Lessons Learned

- Questions to ask:

- Did you spend enough time writing the project plan?
- Were your goals realistic?
- Did you involve the right people?
- Was your schedule reasonable?

- Documents to keep:

- Resource names, numbers, and costs
- A copy of the project plan and scope documents
- A copy of the Risk Identification Plan



Potential Pitfalls

- ✓ Not involving all key project audiences
- ✓ Vague objectives
- ✓ Vague or nonexistent role and responsibility definitions
- ✓ Incomplete and inaccurate schedules and resource needs
- ✓ Not identifying and sharing key project assumptions
- ✓ Not writing down key information
- ✓ Not holding people accountable for performance
- ✓ Not anticipating and planning for risks and uncertainties
- ✓ Poor team communications
- ✓ Weak team leadership
- ✓ Inconsistent upper management support
- ✓ Lack of commitment by all team members to the project's success

Additional Small Business Learning Resources

Visit the Small Business Learning Center at http://selltoairforce.org/sell2af_sbic/ for additional training opportunities!!



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