



## ► Project Management

Project Management is both an art and a science. “The artistic aspect of project management includes leading, enabling, motivating, and communicating. An artistic project manager can direct the team when work priorities shift, resolve issues when they arise, and determine which information to communicate when and to whom. The science side of project management includes planning, estimating, measuring and controlling the work. The science encompasses the who-does-what-when issues and requires a solid schedule and budget to be managed using tools and techniques” Vinje & Burke *Project Management: Balancing Art and Science* (2007).

All projects have a life cycle and go through the following phases:

- I. Initiation Phase
  - Need/Opportunity
  - Stakeholders
  - Goals
  - Roles & Responsibilities
  - Communication Plan
  - Business Case
- II. Planning Phase
  - Work Breakdown Structure
  - Project Specifications
  - Gantt Chart
  - Time Dimension
  - Cost Dimension
  - Network Diagrams
  - Risk Analysis
- III. Execution/Implementation Phase
  - Monitoring
  - Control
- IV. Close-out Phase
  - Audit
  - Transfer of Ownership
  - Lessons Learned
  - Celebrate and say “Thanks”

To learn more about these phases, please attend our workshop *Introduction to Project Management* and visit our course catalog for other offerings.