

# Small Project Management

**Duration: 2 days**

## Overview

Today's professionals spend up to 75% of their time in project-related work. Much of this work consists of small projects that we fail to manage as projects. Rather we treat it as work that needs to be done by the end of the month.

Thus, this unmanaged work just "happens". Because we are in an era where responsiveness and effectiveness are crucial, letting small projects "happen" is no longer acceptable.

## Techniques

The major challenge of small projects is finding techniques to keep them small. Too often, what starts out looking like a 1 - 3 week project becomes the never-ending, resource-consuming, unmanageable monster project from ....

To effectively keep a project small, you need techniques for understanding the environment, defining the needs, identifying alternative solutions and developing the solution that can be delivered in the allotted time frame.

## Approach

All of the tools and techniques of this 2-day seminar are based on the concept that every information technology project:

- a. regardless of size, requires proper planning to prevent poor performance and
- b. requires an appropriate mix of business analysis and project leadership skills that complement each other.

To follow both philosophies, this seminar presents minimal business analysis and project planning techniques that are designed to enhance the communication amongst all participants on a small information technology project.

The seminar takes a pragmatic "tell me, show me, let me" approach to teaching these techniques. Because techniques are best understood when the participants experience them, the seminar is built and sequenced around practical exercises.

## Audience

This workshop is for every professional who spends time on small projects, namely those projects that take up to 360 work-hours of effort and up to 3 months to complete. Although the workshop focuses on techniques for managing small projects, the techniques are for larger projects as well.

*Developed and presented by:*

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## **Presenters**

Our instructors have extensive experience in applying these techniques on small projects and recognizing when the project requires more "industrial strength" business analysis or project management techniques. Their ability to share their personal experience in the context of the individual techniques uniquely qualifies them for presenting this material.

## Outline

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### 1. Defining the Project

The concept of small project management is based on sound techniques that provide value from the first day of the project. Minimal problem identification, process analysis, requirements definition and sizing techniques help you define a reasonable project. Paying close attention to this phase pays huge dividends in the later stages of the project.

1. Defining Project Management; Issues of Small Projects
2. Characteristics of Small Projects; Successful-Project Skills
3. Project Management Techniques; The 3-D Life Cycle; The Small Project Activity List
4. Why Not “Just Do It”? First Step: Size Project and Plan First Phase
5. Make a First Guesstimate; Evaluating Small Project Success Criteria
6. State the Problem (or Opportunity); Define Scope and Objective
7. Understand Current Environment; Define Requirements for an Acceptable Solution
8. Priority and Planning the Next Phases; Reviews and The Basic Nine Deliverables
9. Summary: Defining The Project

### 2. Planning the Project

Project planning requires solid prioritization, refined estimating, strong scheduling, and viable quality assurance techniques. These techniques are required to ensure that the small project defined in the first step remains small through design and implementation.

1. Establishing Priority Over Multiple Concurrent Projects; Reflecting Priority
2. Building A Work Plan; Small Project Activity Templates; Specialized Activity Lists for Unique Projects
3. Estimating Project Activities; High-Low Consensus Effort Estimating
4. The Small Project Worksheet; The Effort — Duration Conversion
5. Scheduling Methods: Calendar Scheduling; Scheduling with Gantt Charts
6. Quality Assurance and Small Projects; Change Management and Small Projects
7. Summary: Planning The Project

**3. Coordinating The Project**

Even small projects require a certain degree of project management skills. Actually, the smaller the project, the more you have to rely on your ability to "make friends and influence others". As the leader of a small project, you are expected not only to do most of the work, but to get others to contribute although you have no authority over them.

1. The Challenge of Coordinating Others; Leadership Meets the Challenge
2. The Design Phase Activities; The Deliver Phase Activities: Purpose and Benefits
3. Often Omitted Activities: Testing, Documentation and Training
4. Minimalist Project Tracking; Implementing the Project: An Acceptance Test
5. Evaluating and Ending the Project
6. Scaling Techniques Upward; One Minute Small Project Manager
7. Summary: Coordinating The Project

## Objectives

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*Attend this section:*

*To be able to:*

1. **Defining the Project**
  - Discuss the unique issues of small projects, the skills needed to make small projects successful, and the methods that keep projects small.
  - Describe the 3D Life Cycle and discuss the purpose and benefits of each project phase
  - Apply the Define Phase activities to improve your understanding of a project, including analyzing the problem or opportunity, setting an objective, and defining requirements for an acceptable solution
2. **Planning the Project**
  - Plan the small project by prioritizing multiple current projects for their urgency and importance
  - Tailor the Small Project Phase-Activity template to create a work plan at the appropriate level of detail
  - Estimate effort and duration using the Small Project Worksheet, and schedule the small project using methods that work best for single-person and several-person staffing
3. **Coordinating The Project**
  - Discuss the challenge of coordinating the efforts of others, and the benefits of teamwork
  - Describe the activities of the Design and Deliver Phases, and the benefits of those phases
  - Apply minimum-effort project tracking methods and assess project status
  - Describe the benefits of applying these project management methods to small projects
  - Scale project management techniques for larger or higher-risk projects