



Aalto University  
School of Business

37E01500 Project Management and Consulting  
Practice

# Wrap up

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# Evaluation



## Assessment and grading of learning diary (50% of total grade)

Each learning diary is graded individually by teachers, and all entries need to be submitted in order to get a grade. Below are *some guidelines* to give some idea what is required for grade for each entry. 10 % extra points for last diary for returned course feedback.

Grade	The learning diary shows . . .
4-5	deep learning on the topics and the "big picture"; personal touch and applications, various perspectives.
3	wider learning and reflection; relations between topics, and personal context, applications.
2	some learning of the topics; personal perspective and reflection.
1	little or no reflection; descriptive "report"; misunderstood central concepts.
0	No understanding of the topic; no effort put in the work.

**A**

## Assessment and grading of consulting assignment (50% of total grade)

The group will get one grade for the returned project report

Grade	The learning diary shows . . .
5	All parts of project plan clear in the report, consulting assignment thoughtful and gives useful insights
4	All parts of project plan clear in the report, consulting assignment well executed
3	Project plan done well and consulting assignment contains own ideas and analysis
2	All parts of the project plan available, routine analysis of the consulting assignment
1	Missing parts of the project plan, no reflection, poor analysis of the consulting assignment
0	Not returned, or missing large sections

**A**



## Some central topics in the course



## The project management profession

- **Project, program, and portfolio managers need to develop specific skills**
- **Project managers should have knowledge of the following**
  - All ten project management **knowledge areas**
  - The application area, including specific standards and regulations
  - The project environment
  - General management
  - Human relations
- **Certification is available for project managers**
- **There are many software tools to assist in project, program, and portfolio management**



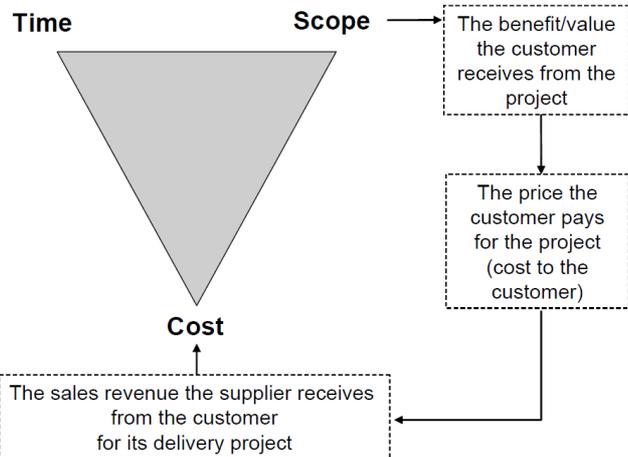
## Ten most important skills and competencies for project managers

1. People skills
2. Leadership
3. Listening
4. Integrity, ethical behavior, consistent
5. Strong at building trust
6. Verbal communication
7. Strong at building teams
8. Conflict resolution/management
9. Critical thinking/problem solving
10. Understands and balances priorities

## Identifying project stakeholders

- **Project stakeholders are the people involved in or affected by project activities**
- **Internal stakeholders:**
  - *the project sponsor, project team, support staff, and internal customers for the project.*
  - *top management, other functional managers, and other project managers*
- **External stakeholders:**
  - *project's customers (if they are external to the organization),*
  - *competitors, suppliers, and other external groups that are potentially involved in or affected by the project*
  - *government officials and concerned citizens.*

## Project objectives are interrelated - How to manage projects?



## Why some projects fail?

- **Some common pitfalls**
  - No consensus on goals, failed mutual understanding, poor commitment
  - Lack of user/customer involvement
  - Unrealistic time scales
  - Poor requirements
  - Scope creep
  - No change control system
  - Poor feedback

# Expectation management

**Be Honest From The Get-Go**

**Balance Expectations Against Time**

**Balance Expectations Against Budgets**

**Balance Expectations Against Quality**

**Anticipate the Client's Needs Before *They* Know Their Own Need**

**Constant Communication**

**Under Promise and Over Deliver**



<https://www.linkedin.com/pulse/20140715052459-70413502-consultant-s-guide-importance-of-expectation-management-while-delivering-business-solution-projects/>  
<https://www.forbes.com/sites/85broads/2013/07/22/the-top-five-tips-for-managing-client-expectations/#6effae8bc58e>

## Your reflections?

