

PROJECT MANAGEMENT GUIDE

0) Foreword

This document, which I call a “guide”, explains what a project and project management consist of. It describes the functions of a project manager, as well as the fundamental principles and basic rules of project management. Many of these principles and rules apply to any kind of project, but the focus of this guide is on projects concerning the creation and publishing of software, including multimedia applications and websites.

This guide is intended for future project managers, junior project managers, and, more generally, for anyone who needs to understand and deal with project management. It addresses not only the technical aspects of projects but also other factors to be taken into consideration such as business models, human resources, suppliers, contracts, communication, the relationship with Marketing & Sales...

It covers all facets of the role of a project manager as well as many of those of a product manager. It also addresses aspects of management in general.

The content of this guide draws on the experience, including 25 years of management, I acquired in the course of my career, working for 12 years at Honeywell-Bull, 10 years at Apple and 12 years at Hachette, then, as of September 2007, as a freelance Project Management consultant for companies involved in digital technology and/or development & publishing, such as [Ganaxa](#), [IDM](#), Infostance (now [itslearning](#)), [Kayentis](#), [Fronter](#).

As director of a products division at Hachette, I managed, “from A to Z” so to speak, the entire 12-year-long life cycle of the *Hachette Multimedia Encyclopedia* (in French: *Encyclopédie Hachette Multimédia*, aka “EHM”). As co-designer as well as project director of the EHM, I played the dual role of “composer and conductor”.

The chronology of the EHM extends from the project feasibility study phase, during the summer of 1995, to the final stages of the end of life of the product, from 2007 to 2010, including the multiple phases of content creation and enhancement, software (re)design and (re)development, and extension of the product from CD/DVD-ROM to the web.

The case of the EHM, to which I often refer in this guide, is particularly interesting since that product consisted of frequently-updated content (the encyclopedic assets, ie text and multimedia illustrations), of software (the “container”), on CD/DVD-ROM and on the Internet, of administration and editing tools (the “back office”), of packaging (box including a manual) for the CD/DVD-ROM, and, for the online versions, of a part free of charge and a part available on a subscription basis via a user authentication system.

Furthermore, the EHM project involved a broad variety of in-house as well as external contributors: authors, editors, proofreaders, data architects, software developers, graphic designers, testing, hosting and payment-system service providers, as well as marketing, sales, human-resources, legal and finance people...

That is why I have chosen the EHM project/product as a source of many of the “real-life” examples that are provided in this guide.

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