




Project Management

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Lecture-1 and 2


- ✓ Characteristics of projects
- ✓ Definition and objectives of Project Management



What is Project Management?

Project : A group of milestones or phases, activities or tasks that support an effort to accomplish something

Management : is the process of Planning, Organizing, Controlling and Measuring



Project...

- **A collection of linked activities, carried out in an organised manner, with a clearly defined START POINT and END POINT to achieve some specific results desired to satisfy the needs of the organisation at the current time**

Project Management

- **A dynamic process that utilises the appropriate resources of the organisation in a controlled and structured manner, to achieve some clearly defined objectives identified as needs.**
- **It is always conducted within a defined set of constraints**

What does Project Management Entail?

- ☛ **Planning:** is the most critical and gets the least amount of our time
Beginning with the End in mind-Stephen Covey
- ☛ **Organizing:** Orderly fashion
(Contingent/Prerequisites)
- ☛ **Controlling:** is critical if we are to use our limited resources wisely
- ☛ **Measuring:** To determine if we accomplished the goal or met the target?

Measuring.....

- ☛ Are we efficient?
- ☛ Are we productive?
- ☛ Are we doing a good job?
- ☛ What is the outcome?
- ☛ Is it what we wanted to be?

If you can't plan it, You can't do it

If you can't measure it, you can't manage it

Who uses Project Management?

- Nearly Everyone to some degree

People plan their Days, their Weeks, their Vacations and their Budgets and keep a simple project management form known as "To Do" list

- Any **Process or Means** used to **track tasks** or efforts towards accomplishing a goal could be considered Project Management

Why is Project Management used?

- ☛ It is necessary to Track or Measure the progress we have achieved towards a Goal we wish to accomplish
- ☛ We use Project Management to **Aid** us in **Maximizing** and **Optimizing** our resources to accomplish our goals

How much time does Project Management take?

- Not much. Probably more time is wasted as a consequence of lack of Project Management tool than is spent to Plan adequately, Organize, Control effectively and Measure appropriately**
- How long: As long as there are things to do**

Why is Project Management Important?

- ✓ **Enables us to map out a course of action or work plan**
- ✓ **Helps us to think systematically and thoroughly**
- ✓ **Unique Task**
- ✓ **Specific Objective**
- ✓ **Variety of Resources**
- ✓ **Time bound**

Advantages

- ✓ **In built Monitoring/ Sequencing**
- ✓ **Easy and Early identification of Bottlenecks**
- ✓ **Activity based costing**
- ✓ **Identification and Addition of missing and new activities**
- ✓ **Preempting unnecessary activity/expenditure**
- ✓ **Timely Completion**
- ✓ **Assigning tasks**
- ✓ **Reporting**

Road to Better Project Management

- ✓ Find a Project plan that fits your style of project management needs**
- ✓ It may be as simple as creating templates, forms and spreadsheets to track tasks**
- ✓ Formation of a Project Management committee**
- ✓ Listing out all the tasks and sub-tasks to accomplish a goal**
- ✓ Jot down the time period and person responsible against each task/sub-task**

Road to Better Project Management

- ✓ **Identify a Project Manager**
- ✓ **Identify Task Managers**
- ✓ **Sequence the activities in relation to time period**
- ✓ **Present to the PMC**
- ✓ **Finalize by reaching an agreement and start work.....**

Implementation

- ✓ **Regular Monitoring**
- ✓ **Resource Support**
- ✓ **Critical issues discussed and solution**
- ✓ **Meeting with the team on completion of each major milestone**
- ✓ **Track the progress against the plan**
- ✓ **System to add/delete tasks in the PMT**

Consequences of not using PMT

- DELAY**
- COST**
- WASTE OF RESOURCES**
- QUALITY**
- DISSATISFACTION**
- REPUTATION**

Project Management....



Work Smart Not Hard !!!


Some attributes that characterize projects.

☛ Importance

The most crucial attribute of a project is that it must be important enough in the eyes of senior management to justify setting up a special organizational unit outside the routine structure of the organization.




Performance

- A project is usually a one-time activity with a well-defined set of desired end results.
 - It can be divided into subtasks that must be accomplished in order to achieve the project goals
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Life Cycle with a Finite Due Date

- Like organic entities, projects have life cycles. From a slow beginning they progress to a buildup of size, then peak, begin a decline, and finally must be terminated by some due date





Interdependencies

- Projects often interact with other projects being carried out simultaneously by their parent organization. Typically, these interactions take the form of competition for scarce resources between projects
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Uniqueness

- Though the desired end results may have been achieved elsewhere, they are at least unique to this organization.
- Moreover, every project has some elements that are unique. No two construction or R & D projects are precisely alike.
- Though it is clear that construction projects are usually more routine than R & D projects, some degree of customization is a characteristic of projects

Resources



- ☛ Projects have limited budgets, both for personnel as well as other resources. Often the budget is implied rather than detailed, particularly concerning personnel, but it is strictly limited.
- ☛ The attempt to obtain additional resources (or any resources) leads to the next attribute—conflict.

Conflict

- More than most managers, the PM lives in a world characterized by conflict. Projects compete with functional departments for resources and personnel. More serious, with the growing proliferation of projects, is the project-versus-project conflict for resources within multiproject organizations.
- The four parties-at-interest or “stakeholders” (client, parent organization, project team, and the public) in any project even define success and failure in different ways

Nonprojects and Quasi-Projects

- ❏ If the characteristics listed above define a project, it is appropriate to ask if there are nonprojects.
- ❏ There are. The use of a manufacturing line to produce a flow of standard products is a nonproject.
- ❏ The production of weekly employment reports, the preparation of school lunches, the delivery of mail, the flight of AI from BBS to Delhi, checking your e-mail, all are nonprojects.
- ❏ While one might argue that each of these activities is, to some degree, unique, it is not their uniqueness that characterizes them. They are all routine. They are tasks that are performed over and over again. This is not true of projects. Each project is a one-time event.

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- Even the construction of a section of interstate highway is a project. No two miles are alike and constructing them demands constant adaptation to the differences in terrain and substructure of the earth on which the roadbed is to be laid.
 - Projects cannot be managed adequately by the managerial routines used for routine work
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quasi-projects

- “Mak, would you look into this?” “Pritam, we need to finish this by Friday’s meeting.” “Can you find out about this before we meet with the customer?”
- Most people would consider that they have just been assigned a project, depending on who “we” and “you” is supposed to include.
- Yet there may be no specific task identified, no specific budget given, and no specific deadline defined. Are they still projects, and if so, can project management methods be used to manage them? Certainly!
- One common quasi-project in the information systems area is where the project includes discovery of the scope or requirements of the task itself (and possibly also the budget and deadline). How can you plan a project when you don’t know the performance requirements? In this case, the project is, in fact, determining the performance requirements (and possibly the budget and deadline also). If the entire set of work (including the discovery) has been assigned to you as a project, then the best approach is to set this determination as the first “milestone” in the project, at which point the resources, budget, deadline, capabilities, personnel, and any other matters will be reviewed to determine if they are sufficient to the new project requirements

What is a Project?

“Unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost, quality and resources”

- ☛ A Project is a planned set of activities
- ☛ A Project has a scope
- ☛ A Project has time, cost, quality and resource constraints

What is Project Management?

- The art of organising, leading, reporting and completing a project through people



What is Project Management?

- ☛ A project is a planned undertaking
- ☛ A project manager is a person who causes things to happen
- ☛ Therefore, project management is causing a planned undertaking to happen.



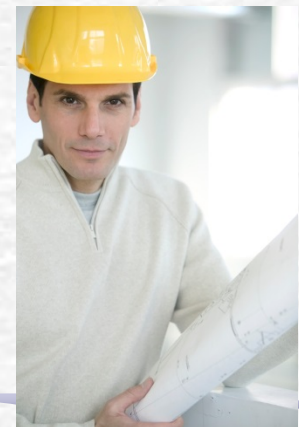
Exercise 1

- ✎ Write down three attributes of a good Project Manager

Project Manager Role

☛ A Good Project Manager

- Takes ownership of the whole project
- Is proactive not reactive
- Adequately plans the project
- Is Authoritative (**NOT** Authoritarian)
- Is Decisive
- Is a Good Communicator
- Manages by data and facts not uniformed optimism
- Leads by example
- Has sound Judgement
- Is a Motivator
- Is Diplomatic
- Can Delegate




Stakeholder Engagement





Stakeholder

“A person or group of people who have a vested interest in the success of an organization and the environment in which the organization operates”





Exercise 2

- ✎ Write down three typical project stakeholders

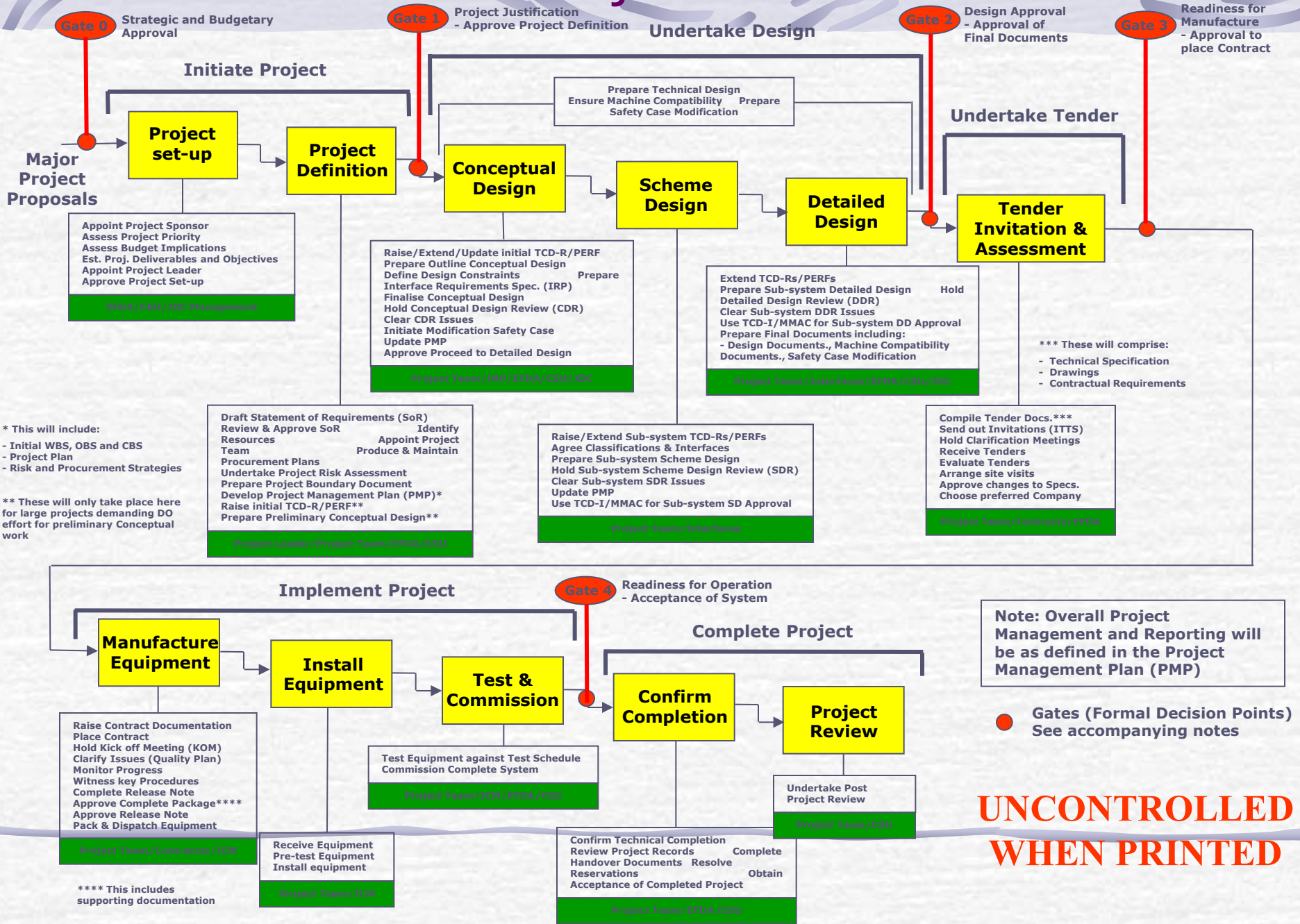
Exercise 2 - Typical Stakeholders

- ☛ Sponsor
- ☛ Funding Body
- ☛ Customer
- ☛ Suppliers
- ☛ End User
- ☛ HSE/Environmental Agency
- ☛ Maintenance Team
- ☛ Neighbours/Community/Shareholders
- ☛ Fusion Community
- ☛ Interfaces

Stakeholder Engagement process

- ☛ Identify Stakeholders
- ☛ Assess needs
- ☛ Define actions
- ☛ Establish communication channels
- ☛ Gather feedback
- ☛ Monitor and review

The Project Process



Definition

- Create Project Management Plan (PMP)
- Be clear of scope and objectives
- Establish clear statement of what is to be done (WBS)
- Establish Risks to be Managed
- Establish Costs and Durations
- Establish Resources Required