

## Modern Project Management

- What is a project?
- Current drivers of project management
- Social-Technical approach for project management
- Case study discussion

➤CLO1: Explain, distinguish concepts, processes, and methods to solve problems in projects

- Current drivers of project management

- Social-Technical approach for project management

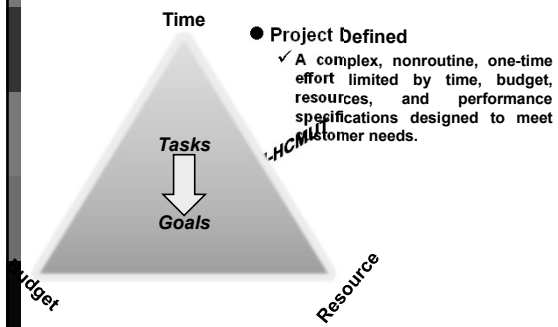
- Case study discussion

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## What is a Project?



- **Project Defined**

- ✓ A complex, nonroutine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs.

## Tasks

## Goals

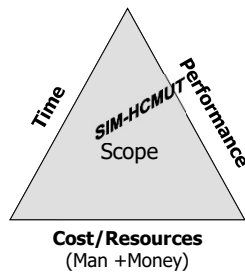
Target

**Resource**

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## GOALS OF A PROJECT



## SIM-11 Scope

Performance

**Cost/Resources**  
(Man + Money)

**COST, TIME , SCOPE , SCOPE  
QUALITI/PERFORMANCE RELATIONS**

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$C=f(T,S,P)$

(Cost)

(Scope)

(Time)

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(Performance)

*The stakeholders choose three goals. The Project manager takes the left! (Lewis, 2008)*

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# GOALS OF A PROJECT

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● Project triangles

The diagram illustrates the project triangle, a fundamental concept in project management. It is represented as a gray triangle with the word **Quality** in the center. The three vertices are labeled: **Time** at the top-left, **Cost** at the top-right, and **Scope** at the bottom. White arrows point from each vertex towards the center, indicating the relationship between these factors. The **Cost** label is crossed out with a diagonal line, and **HCMUT** is written below it. The entire diagram is set against a background of a large, faint triangle.

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# Major Characteristics of a Project

◆ Has an established objective

◆ Has a defined life span with a beginning and an end.

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◆ Unique

◆ Has specific time, cost, and performance requirements.

- Requires across-the-organizational participation.
- Involves doing something never been done before.

5-8

[illegible]

## Summary: What is a Project?

### ● Project Defined

- ✓ A complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs.

### ● Major Characteristics of a Project

- ✓ Has an established objective.
- ✓ Has a defined life span with a beginning and an end.
- ✓ Requires cross-the-organizational participation.
- ✓ Involves doing something never been done before.
- ✓ Has specific time, cost, and performance requirements.

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## Comparison of Routine Work with Projects

### Routine, Repetitive Work

Taking class notes  
Daily entering sales receipts into the accounting ledger  
Responding to a supply-chain request  
Practicing scales on the piano  
Routine manufacture of an Apple iPod  
Attaching tags on a manufactured product

### Projects

Writing a term paper  
Setting up a sales kiosk for a professional accounting meeting  
Developing a supply-chain information system  
Writing a new piano piece  
Designing an iPod that is approximately 2 X 4 inches, interfaces with PC, and stores 10,000 songs  
Wire-tag projects for GE and Wal-Mart

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## Programs versus Projects

### ● Program Defined

- ✓ A series of coordinated, related, multiple projects that continue over an extended time and are intended to achieve a goal.
- ✓ A higher level group of projects targeted at a common goal.
- ✓ Example:
  - Project: completion of a required course in project management.
  - Program: completion of all courses required for a business major.

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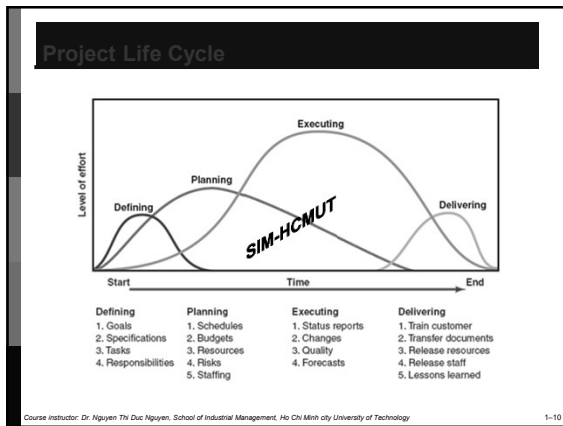
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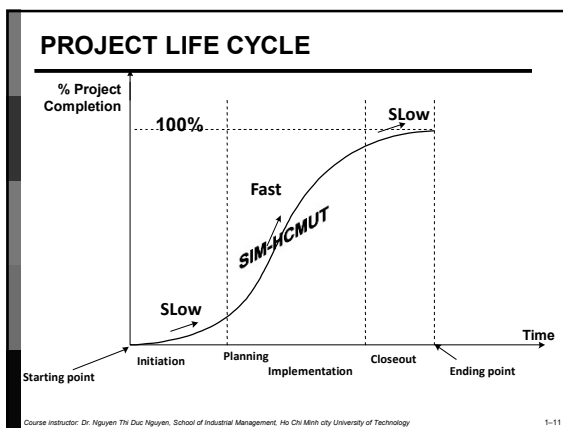
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### The Challenge of Project Management

- The Project Manager
  - ✓ Manages temporary, non-repetitive activities and frequently acts independently of the formal organization.
    - Marshals resources for the project.
    - Is linked directly to the customer interface.
    - Provides direction, coordination, and integration to the project team.
    - Is responsible for performance and success of the project.
  - ✓ Must induce the right people at the right time to address the right issues and make the right decisions.

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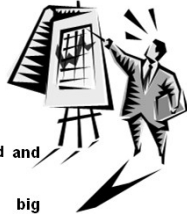
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## The Importance of Project Management

### ● Factors leading to the increased use of project management:

- ✓ Compression of the product life cycle
- ✓ Global competition
- ✓ Knowledge explosion
- ✓ Corporate downsizing
- ✓ Increased customer focus
- ✓ Rapid development of Third World and closed economies
- ✓ Small projects that represent big problems



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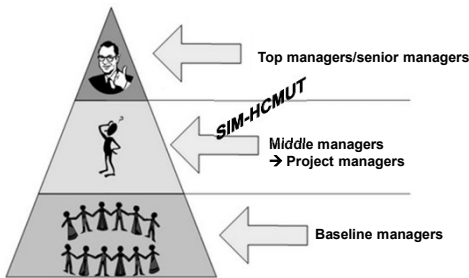
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## Current changes?



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## Integrated Project Management Systems

### ● Problems resulting from the use of piecemeal project management systems:

- ✓ Do not tie together the overall strategies of the firm.
- ✓ Fail to prioritize selection of projects by their importance of their contribution to the firm.
- ✓ Are not integrated throughout the project life cycle.
- ✓ Do not match project planning and controls with organizational culture to make appropriate adjustments in support of project endeavors.

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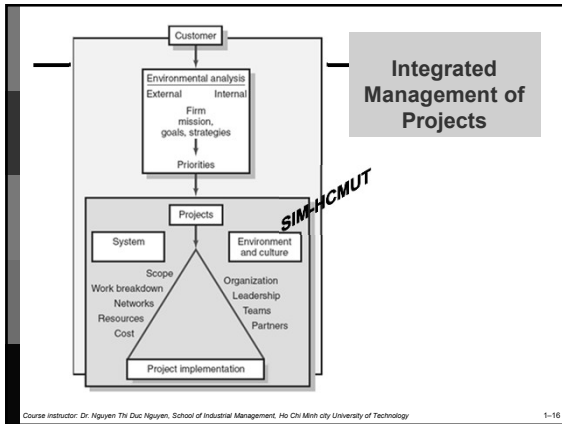
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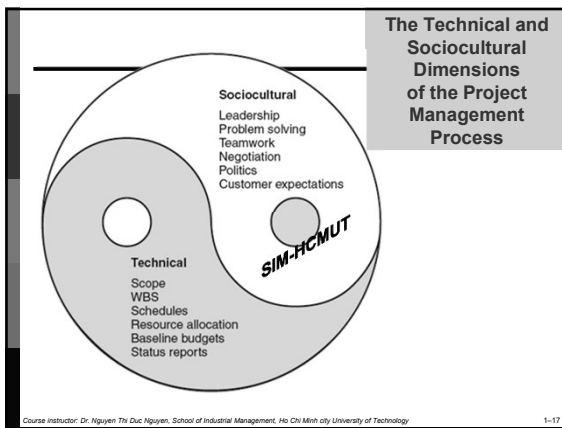
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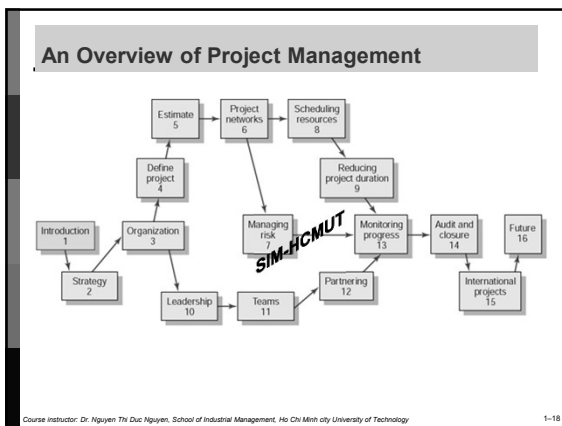
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## Key Terms

Program

Project

Project life cycle

Sociotechnical perspective

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ISO 9000

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## Case study discussion

● A Day in the Life

● The Hokies Lunch Group

- Self study and Welcome Group presentation

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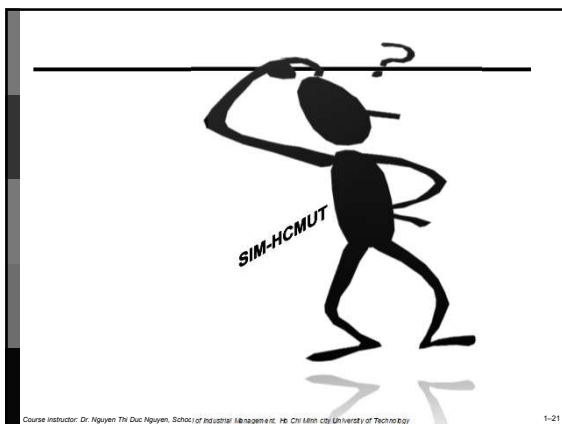
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