

THE PROJECT MANAGEMENT FRAMEWORK

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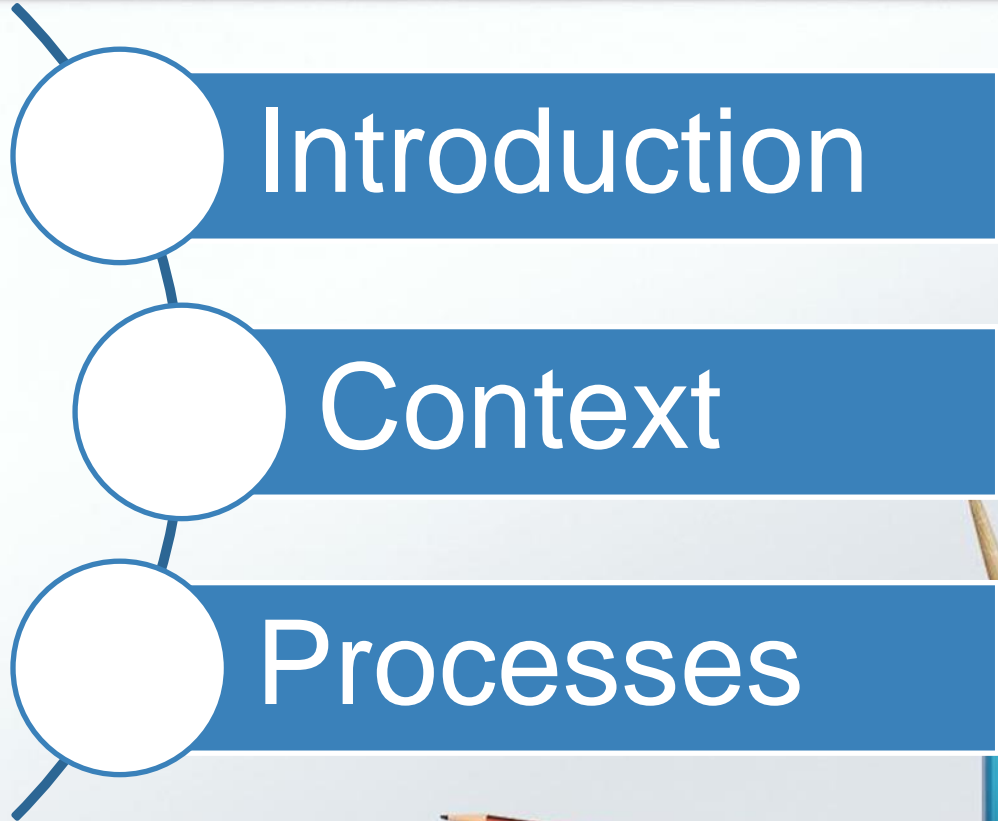




Watch this video clip: <https://www.youtube.com/watch?v=ulucJnxT7B4>



OUTLINE



WHAT IS A PROJECT?

- is a **temporary** endeavor undertaken to **create** a unique product or service
- ❑ For many organizations, projects are a means to respond to those request that **cannot be addressed within the organization's normal operational limits**



A PROJECT VS OPERATION

The operations of an organization are **continuing** and **repetitive** activities that are executed to achieve its mission and sustain the business, but without a definable end to their performance and without a unique output—that is, it is not produced or provided only once.



A PROJECT VS PROGRAM

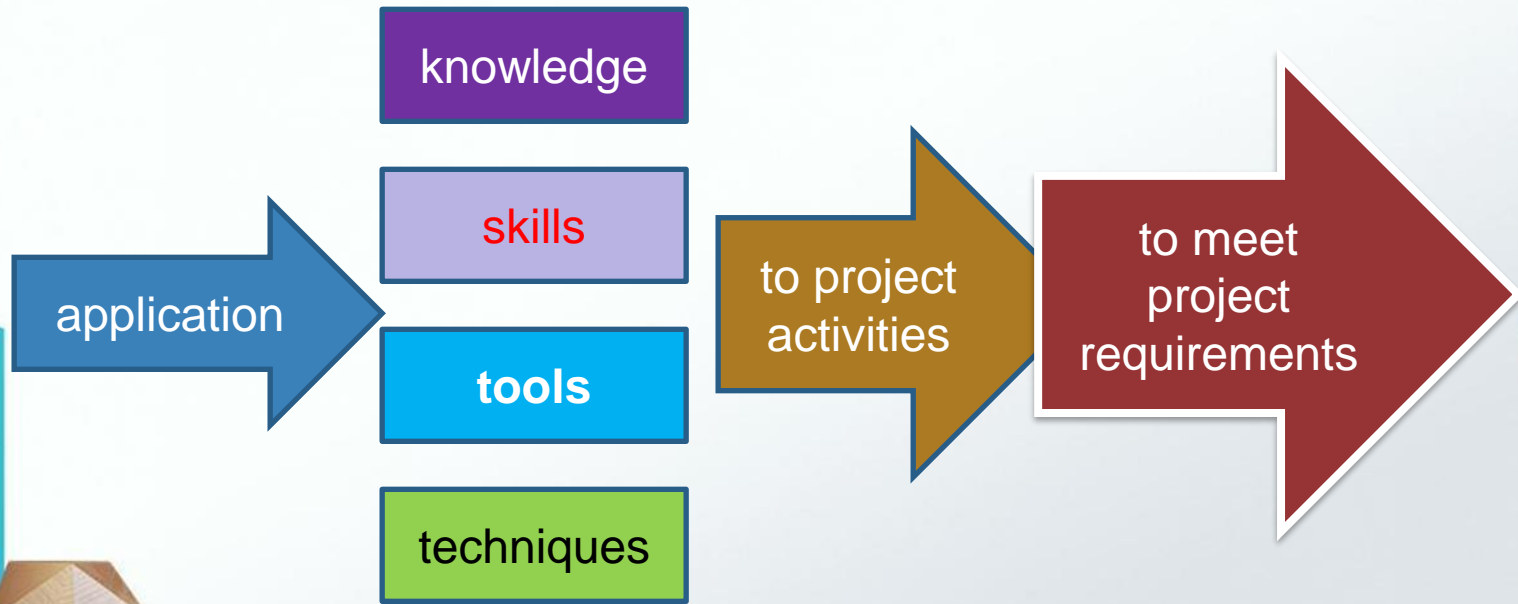
a program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually

may include elements or related work outside the scope of discrete projects in the program

programs often involve a series of repetitive or cyclical undertakings.



WHAT IS A PROJECT MANAGEMENT?



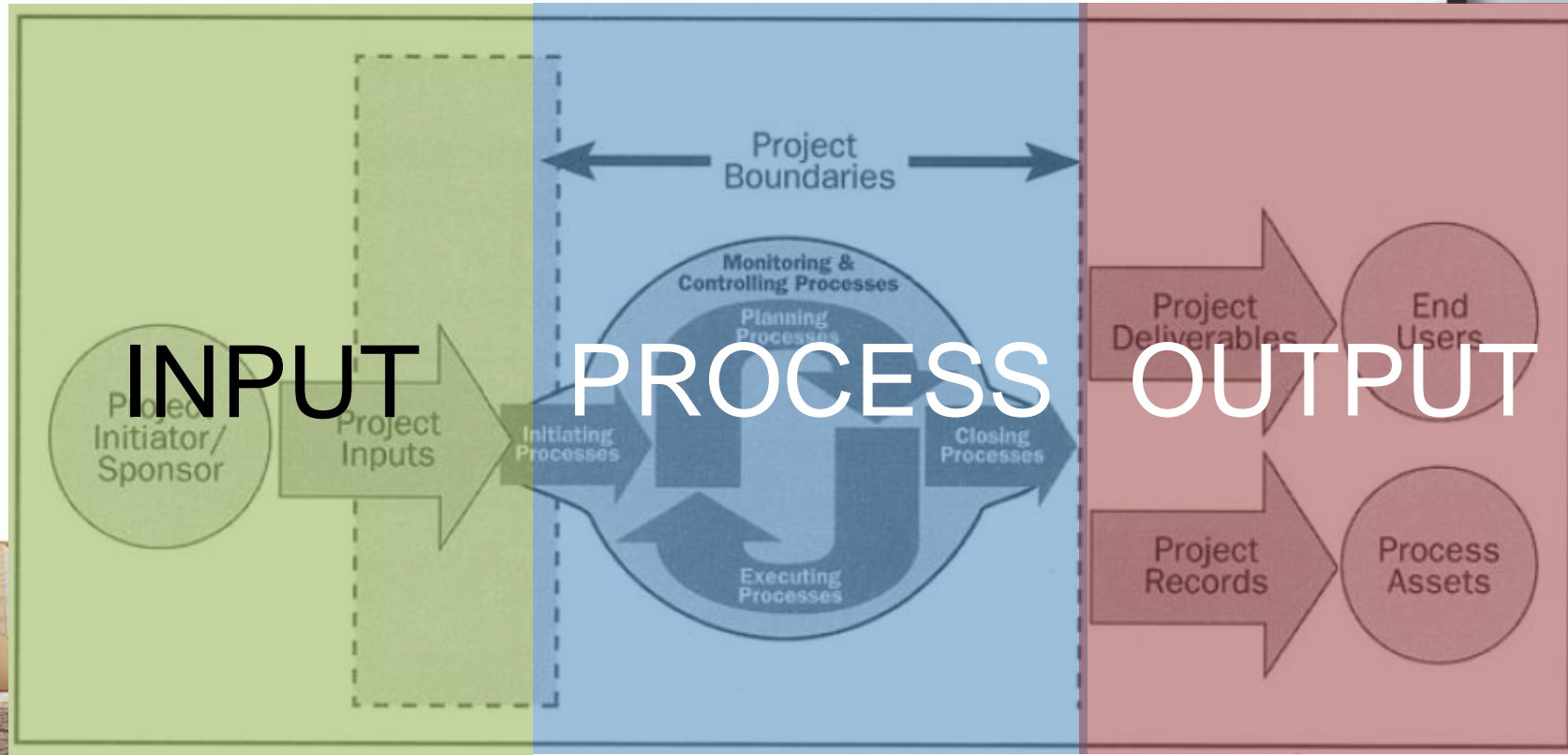
CONCEPTUAL DIAGRAM OF PM

INPUT

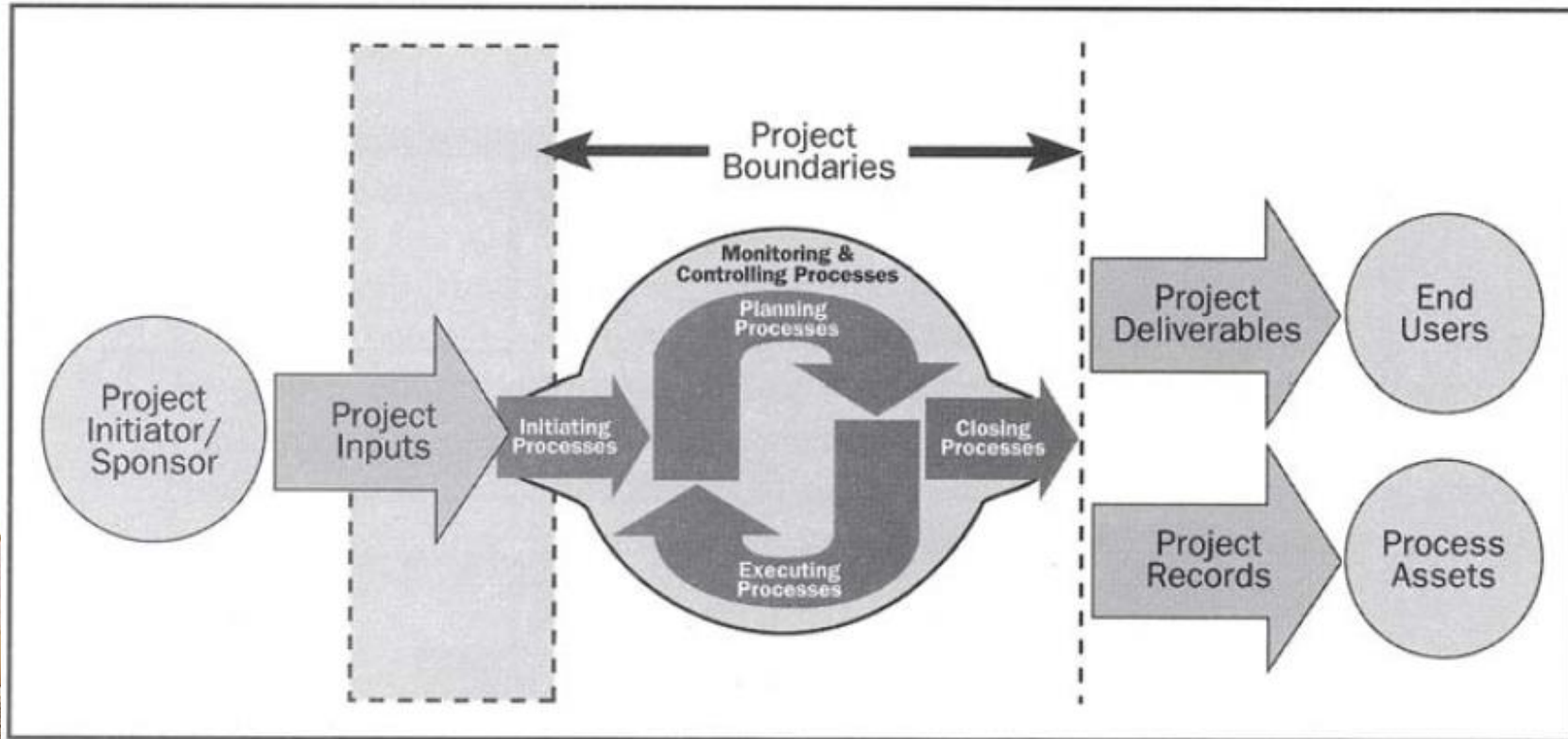
PROCESS

OUTPUT

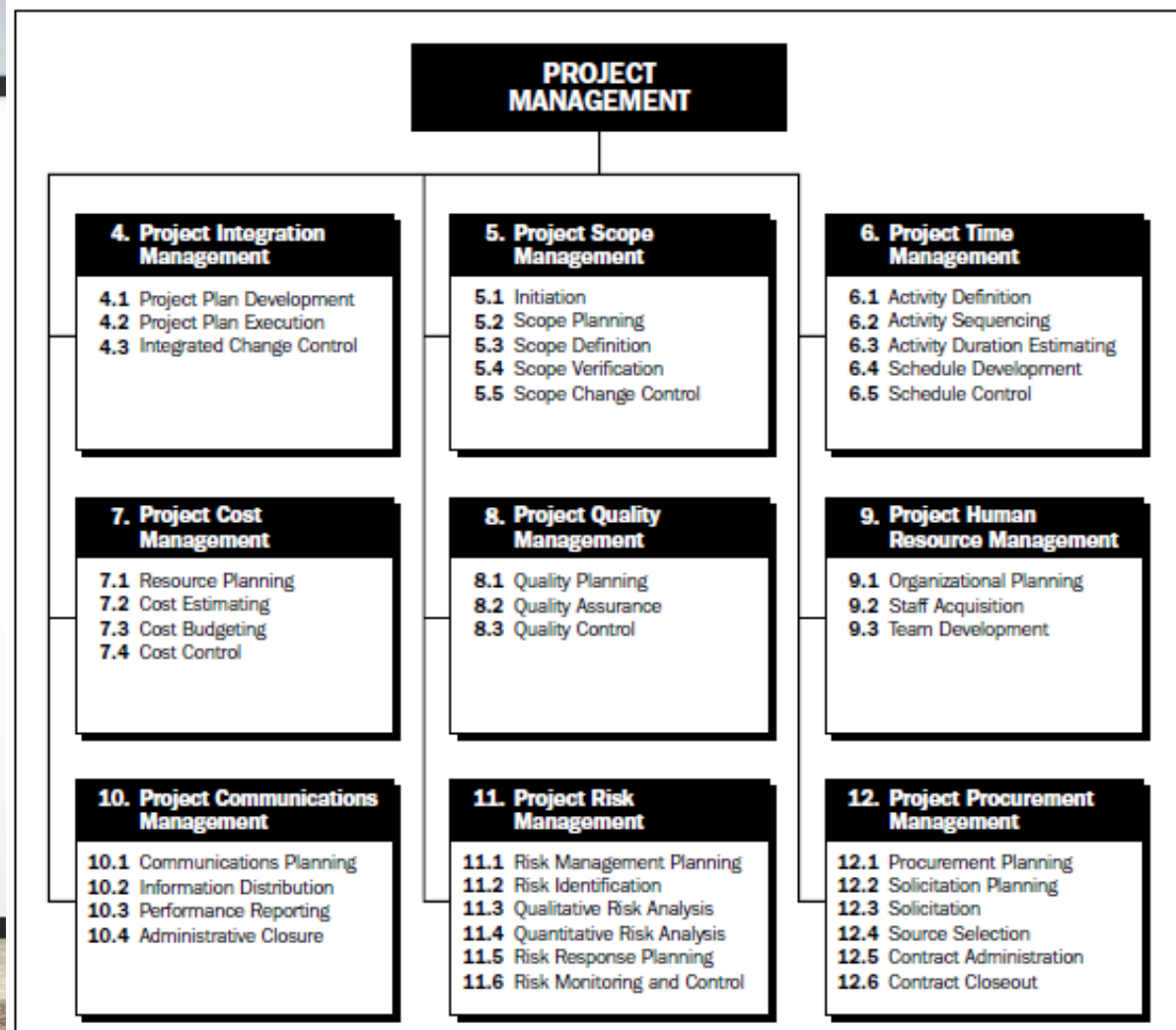
CONCEPTUAL DIAGRAM OF PM

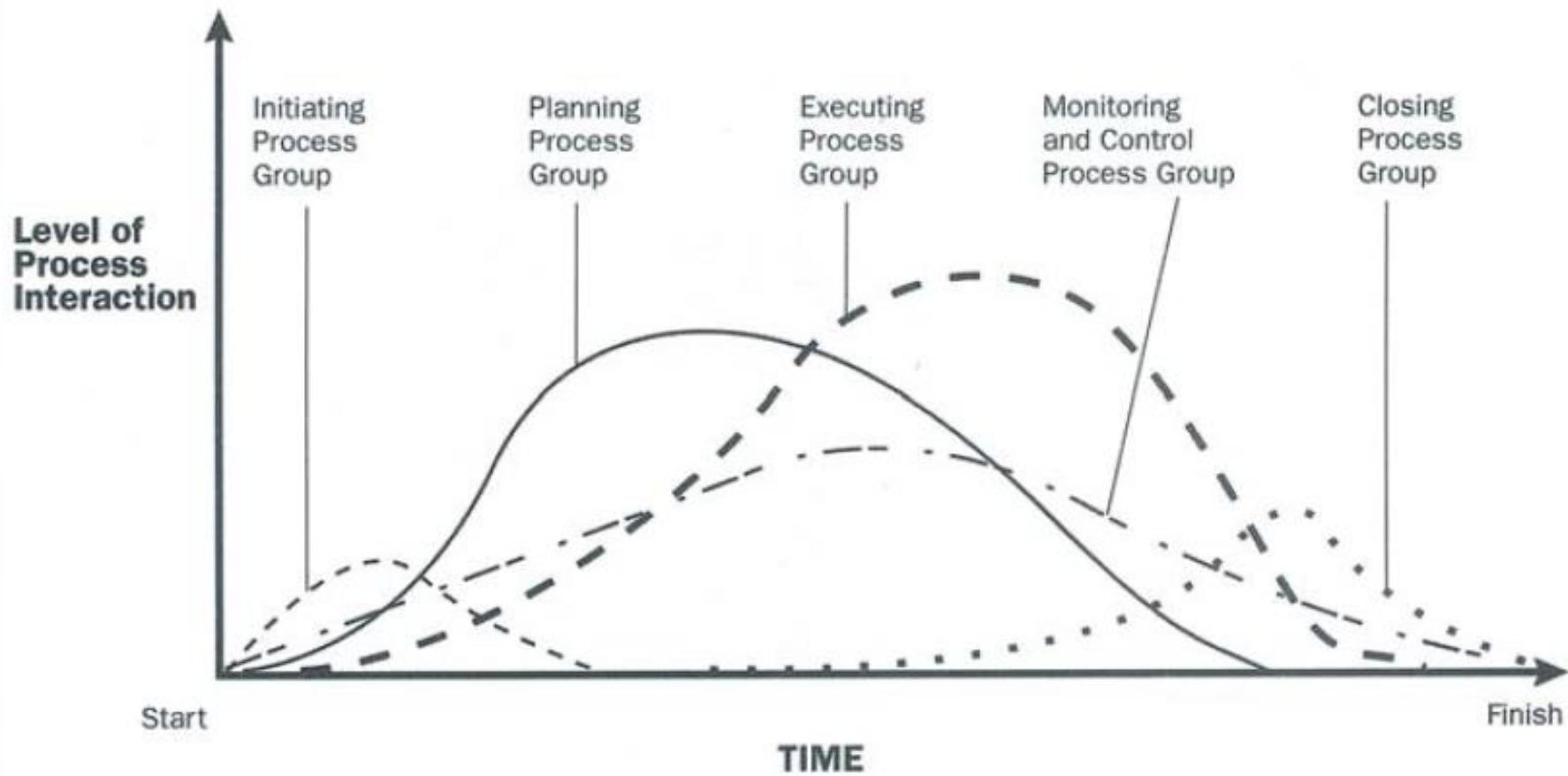


CONCEPTUAL DIAGRAM OF PM

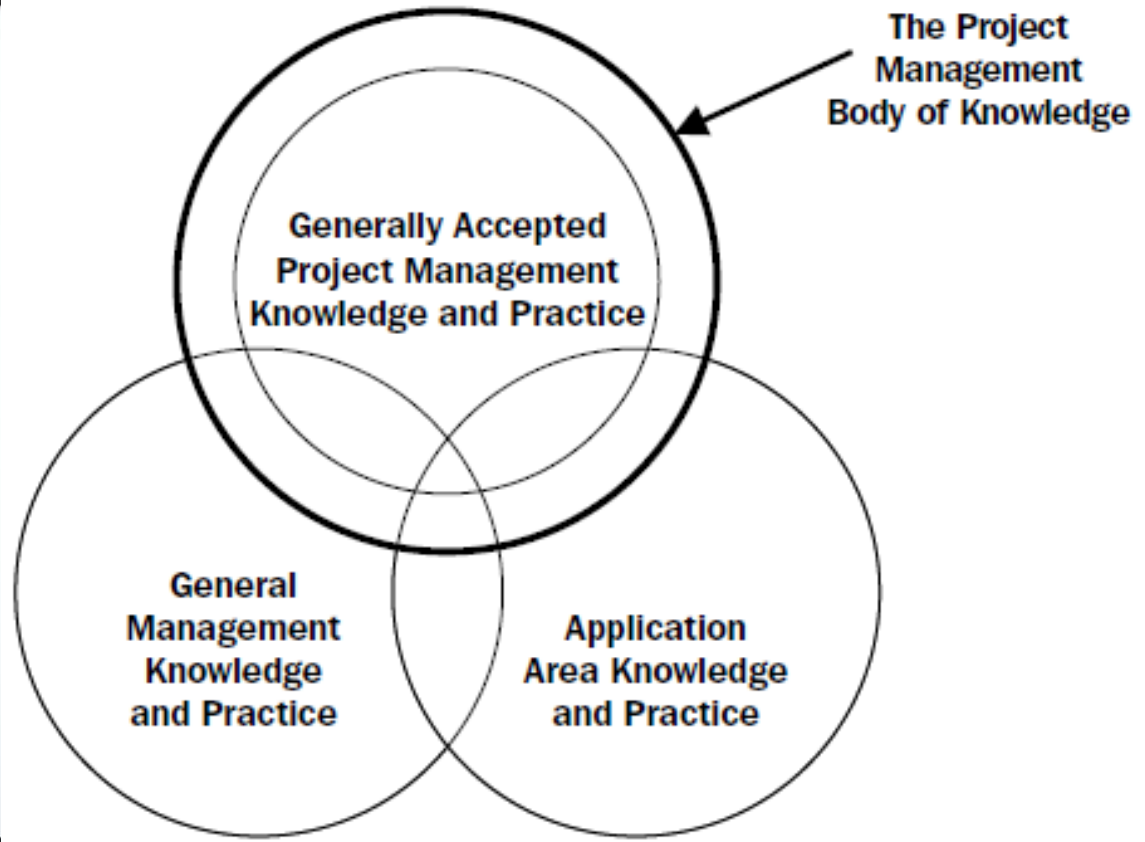


PM KNOWLEDGE AREAS





RELATIONSHIP TO OTHER MANAGEMENT DISCIPLINES



RELATED FACTORS



THE PROJECT MANAGEMENT CONTEXT



**Cost and
Staffing
Level**

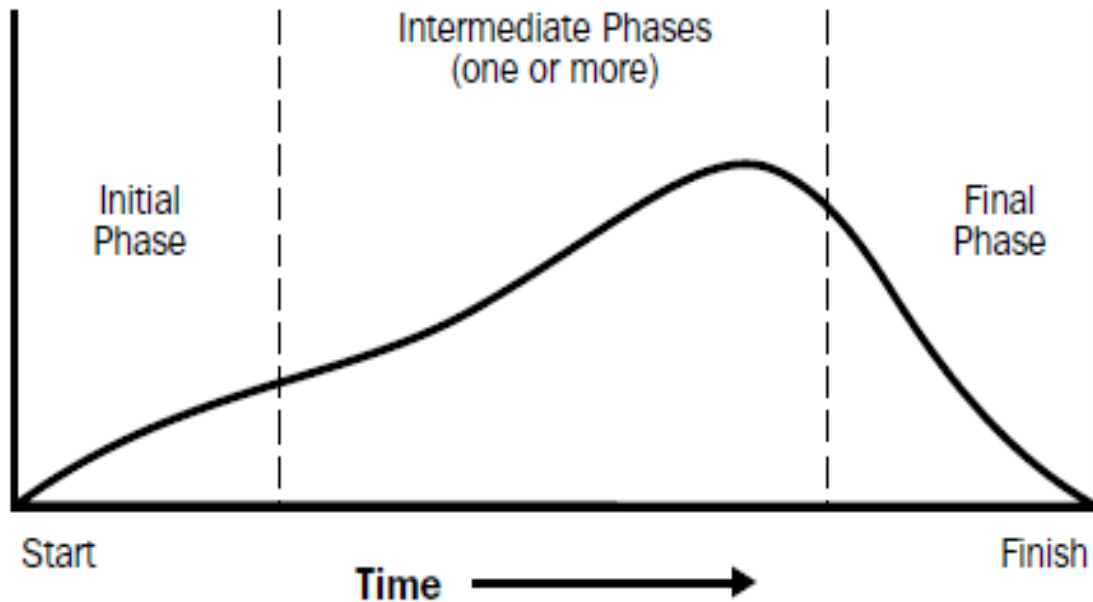
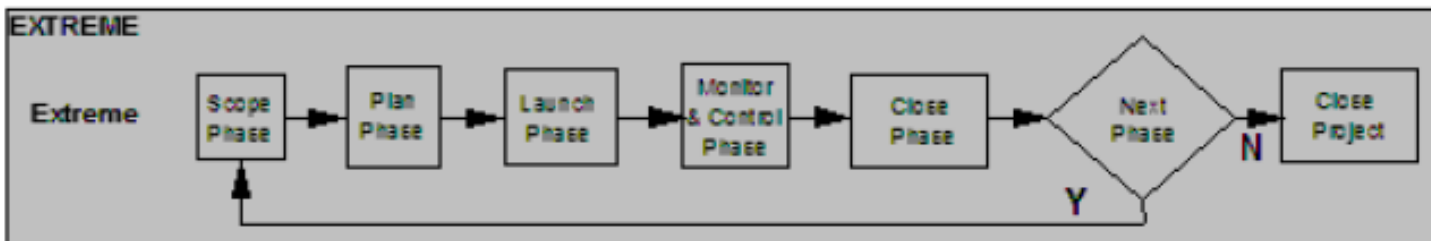
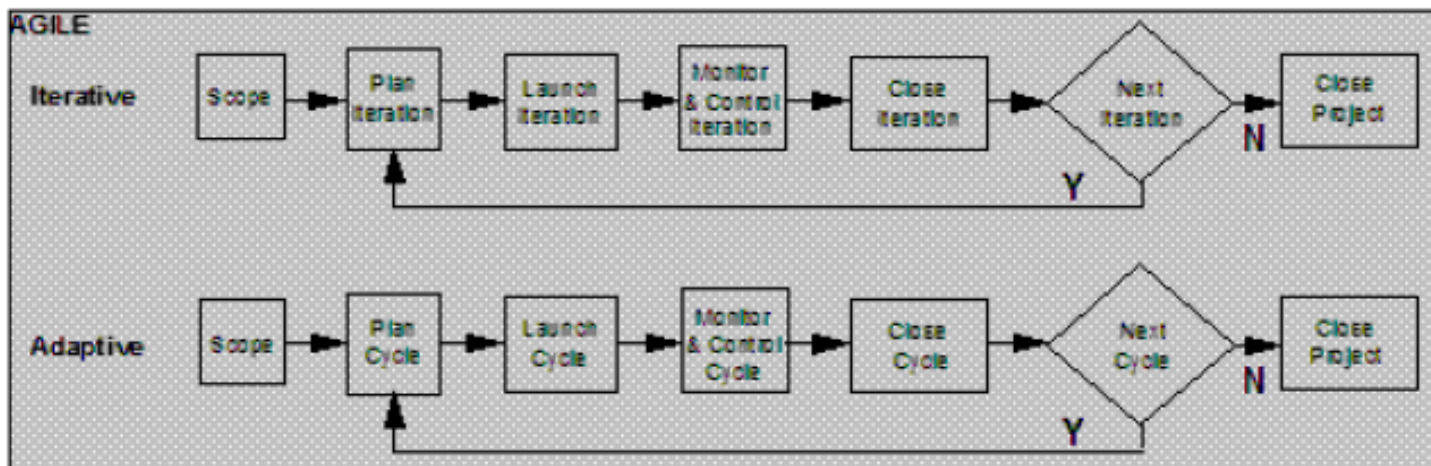
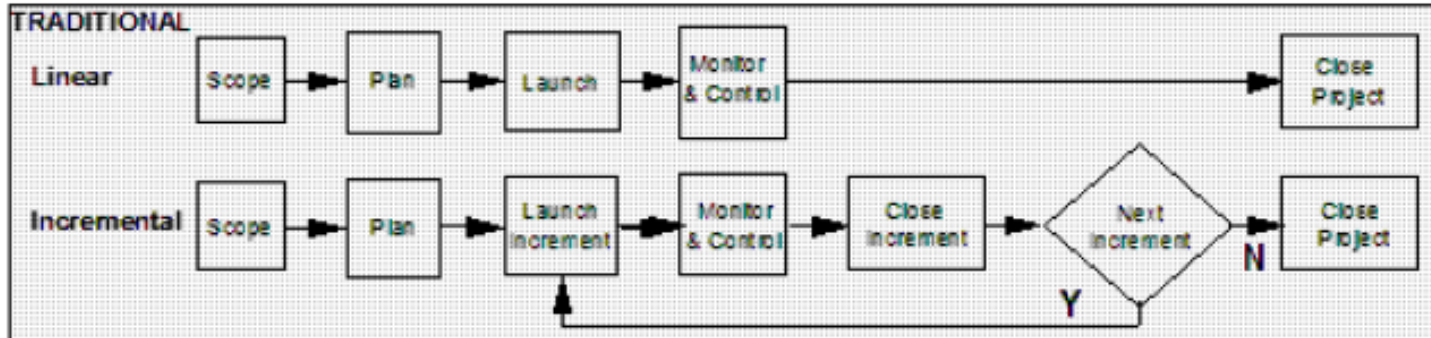


Figure 2-1. Sample Generic Life Cycle

SOME INNOVATIONS



PROJECT STAKEHOLDERS

are individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion;

they may also exert influence over the project and its results.



PROJECT STAKEHOLDERS

PM team must:

- **identify the stakeholders,**
- **determine the requirements, and then**
- **manage and influence those requirements to ensure a successful project.**



PROJECT STAKEHOLDERS

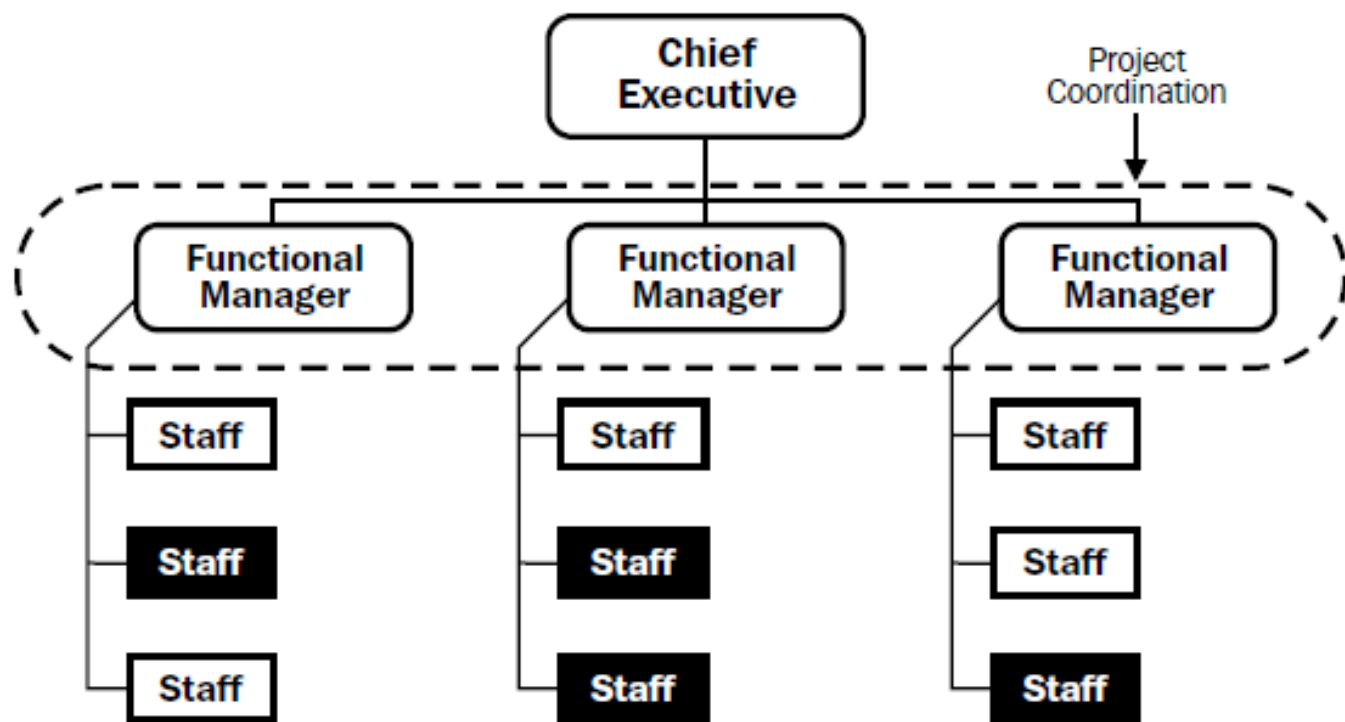
Project manager, customer, performing organization, project team members, sponsor, internal and external, owners and funders, sellers and contractors, team members and their families, government agencies and media outlets, individual citizens, temporary or permanent lobbying organizations, society at large



ORGANIZATIONAL SYSTEMS

Project-based organizations are those whose operations consist primarily of projects, such as:


- 1. Organizations that derive their revenue primarily from performing projects for others (architectural firms, engineering firms, consultants, construction contractors, government contractors, nongovernmental organizations, etc)**
- 2. Organizations that have adopted management by projects**



(Black boxes represent staff engaged in project activities.)

Figure 2-7. Functional Organization

Key General Management Skills



Finance
and
accounting

Strategic
planning,
tactical,
and
operational
planning

Organization
structures,
organization
behavior,
personnel
administration,
compensation,
benefits, and
career paths

Managing work
relationships
through
motivation,
delegation,
supervision,
team building,
conflict
management,
and other
techniques

Managing
oneself though
personal time
management,
stress
management,
and other
techniques

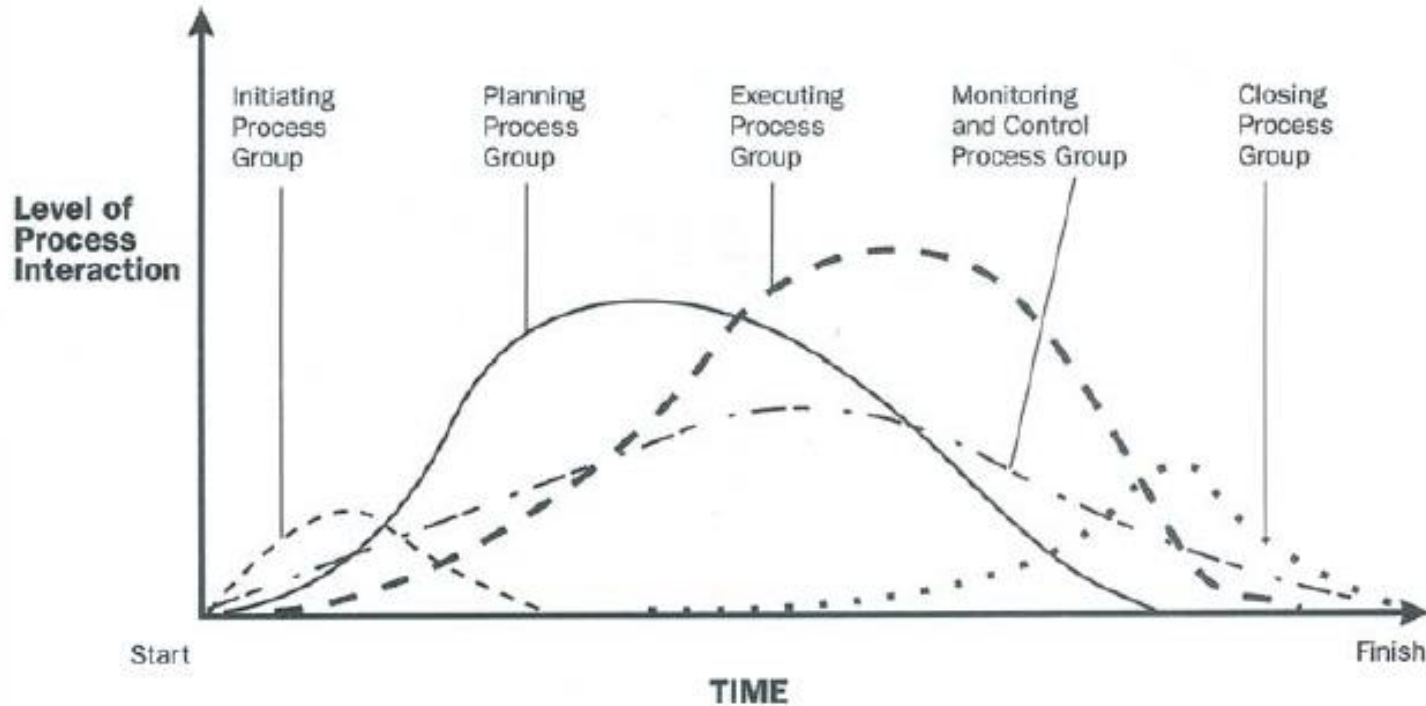
Leading vs Managing

Leading involves:

- *Establishing direction* – developing both a vision of the future and strategies for producing the changes needed to achieve that vision
- *Aligning people* – communicating the vision by words and deeds to all those whose cooperation may be needed to achieve the vision
- *Motivating and inspiring* – helping people energize themselves to overcome political, bureaucratic, and resource barriers to change

Managing is primarily concerned with “consistently producing key results expected by stakeholders”

PROJECT MANAGEMENT PROCESS



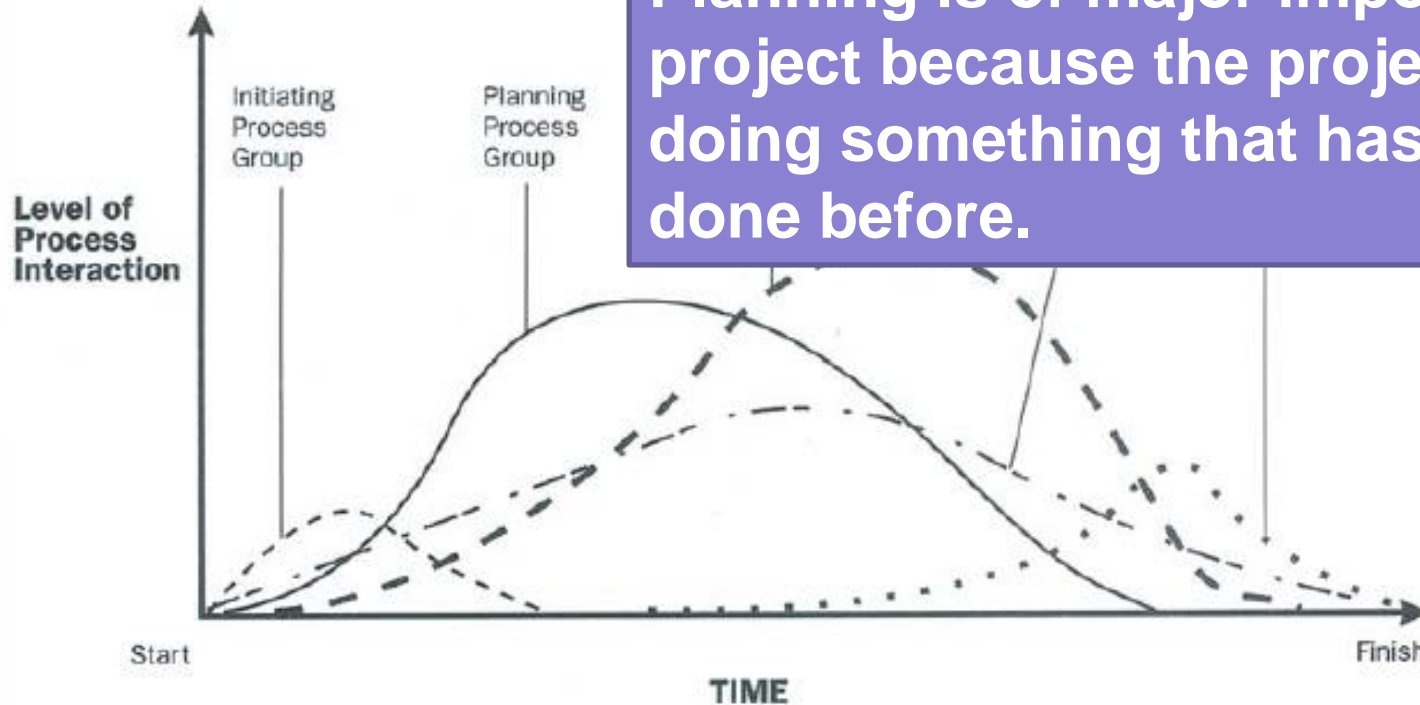
PROJECT MANAGEMENT PROCESS

Initiation – authorizing the project or phase is part of the project scope management



PROJECT MANAGEMENT PROCESS

Planning is of major importance to a project because the project involves doing something that has not been done before.

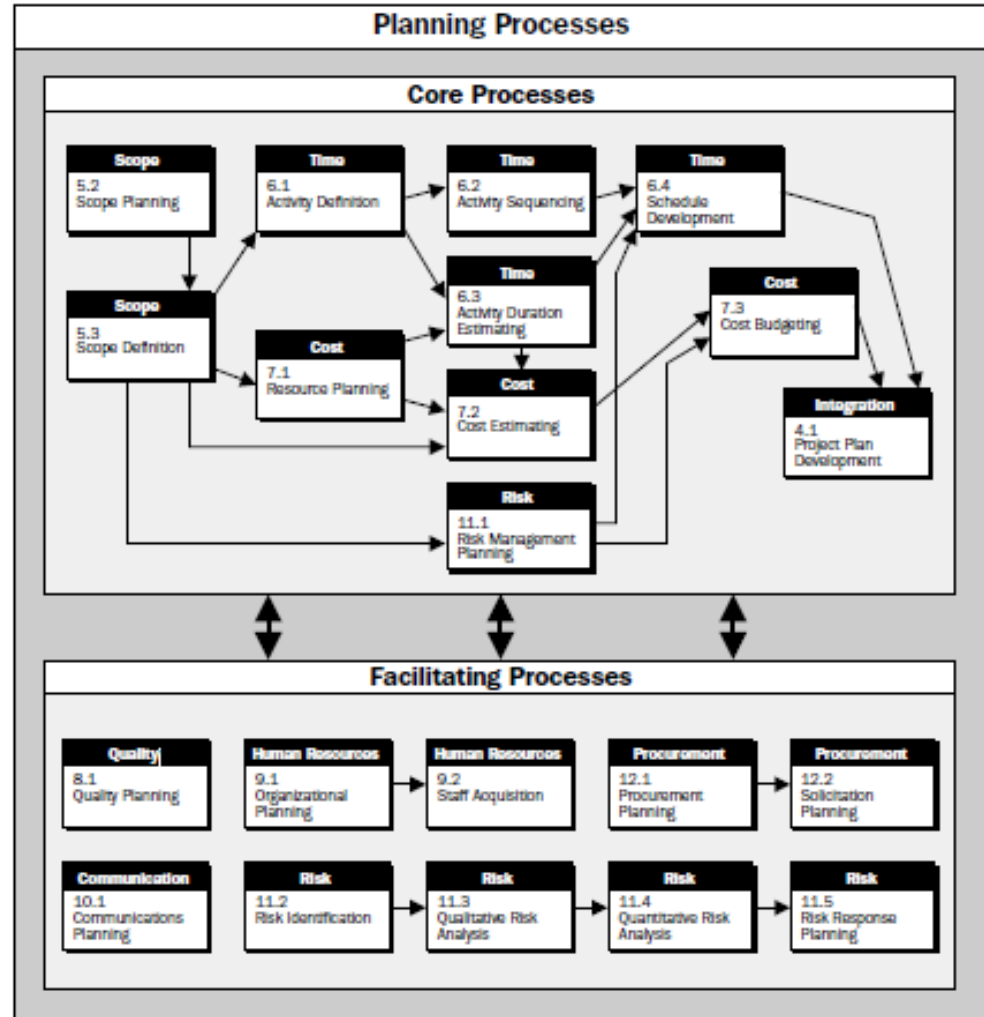


Relationship among the Planning Processes

From the Initiating Processes (Figure 3-4)



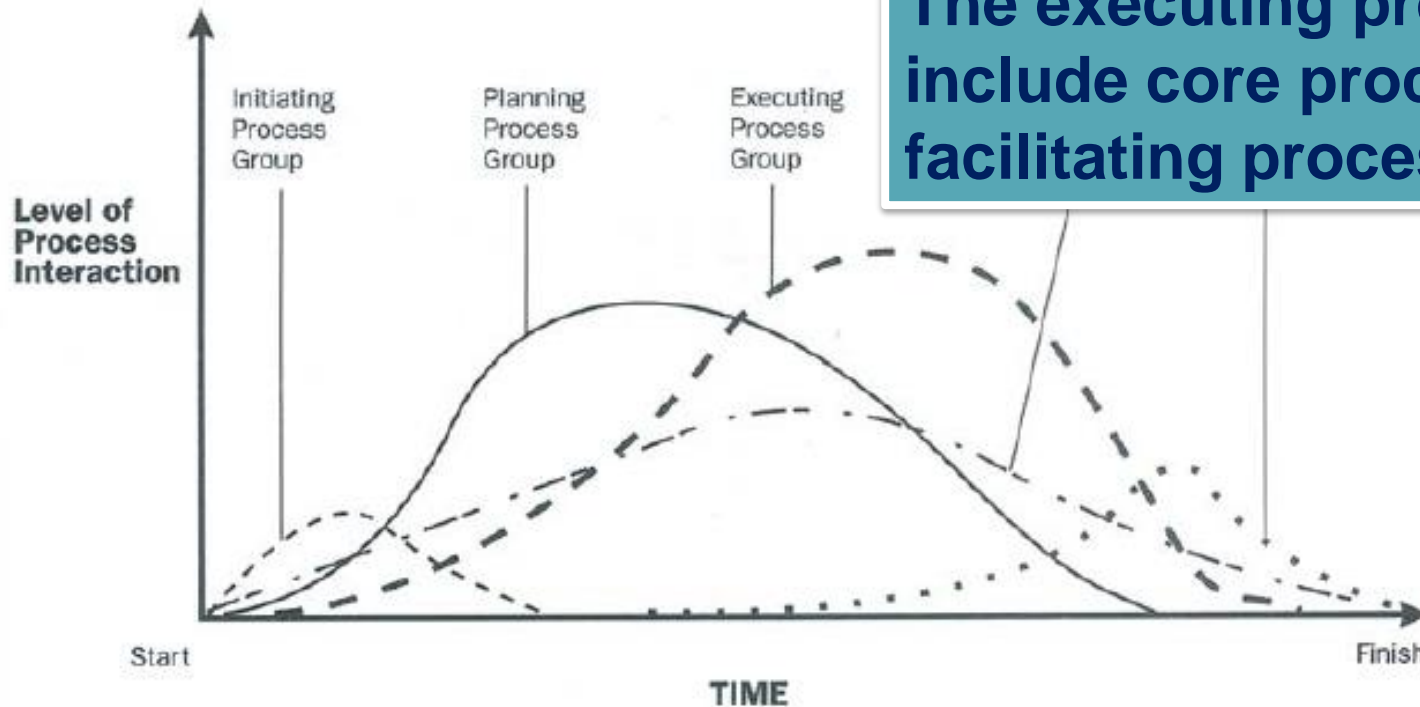
From the Controlling Processes (Figure 3-7)



To the Executing Processes (Figure 3-6)



PROJECT MANAGEMENT PROCESS



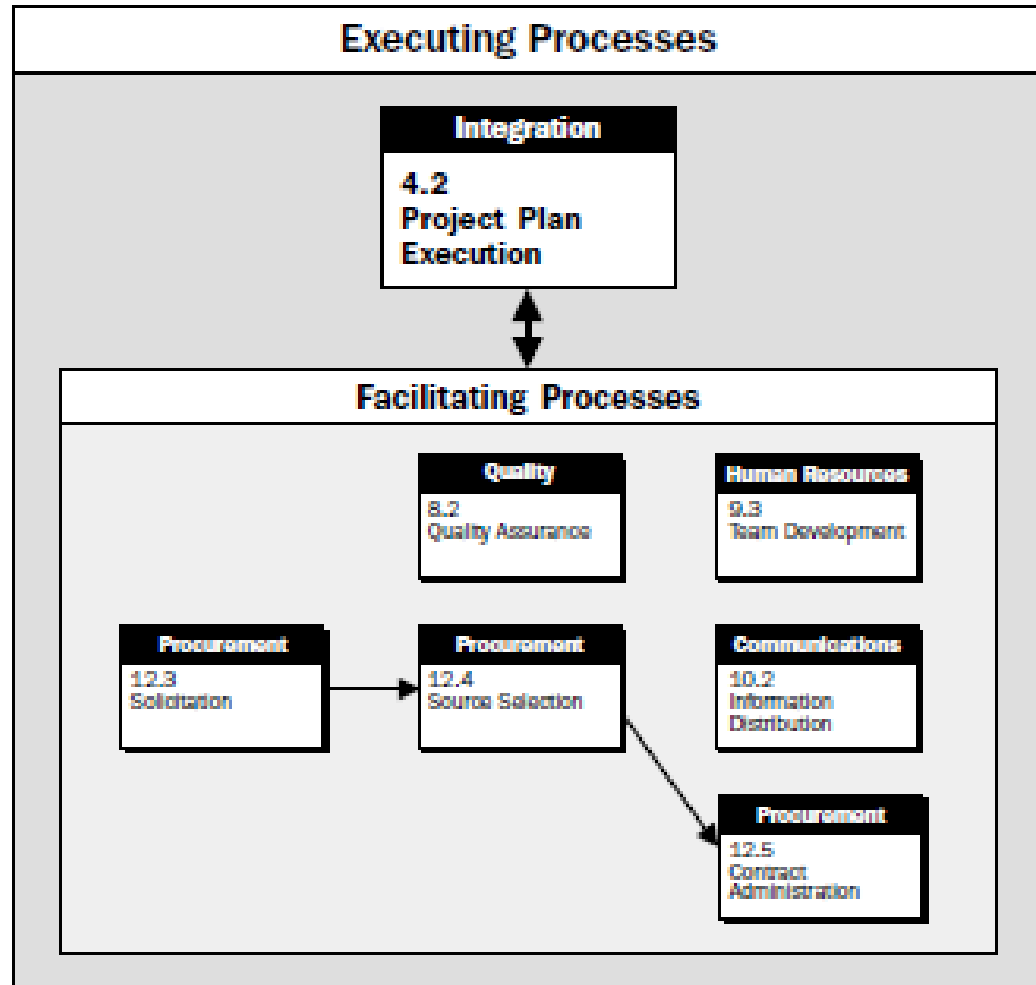
The executing processes include core processes and facilitating processes



Relationship among the Executing Processes

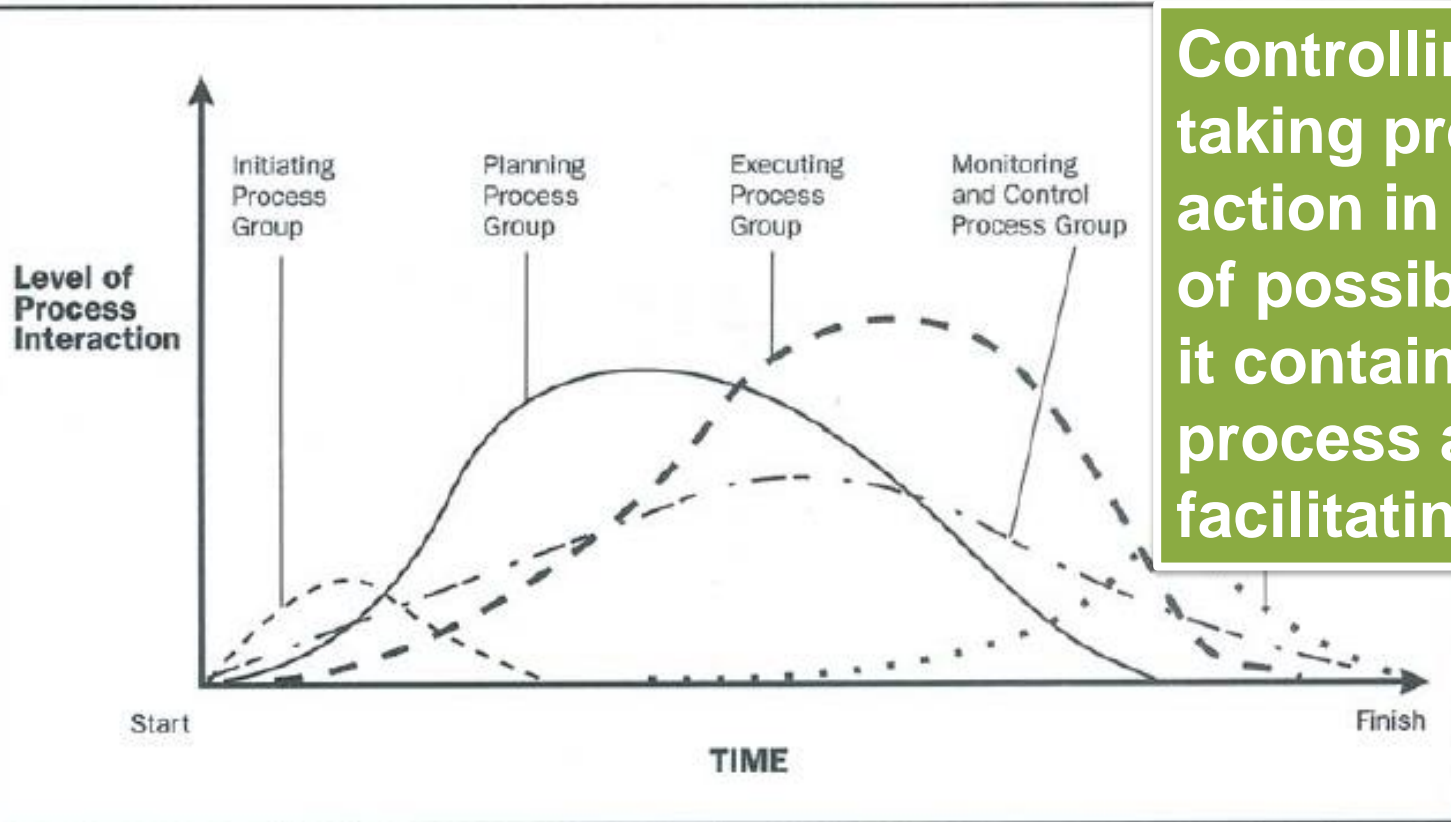
➔
From the
Planning
Processes
(Figure 3-5)

➔
From the
Controlling
Processes
(Figure 3-7)



➔
To the
Controlling
Processes
(Figure 3-7)

PROJECT MANAGEMENT PROCESS

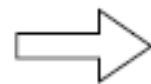
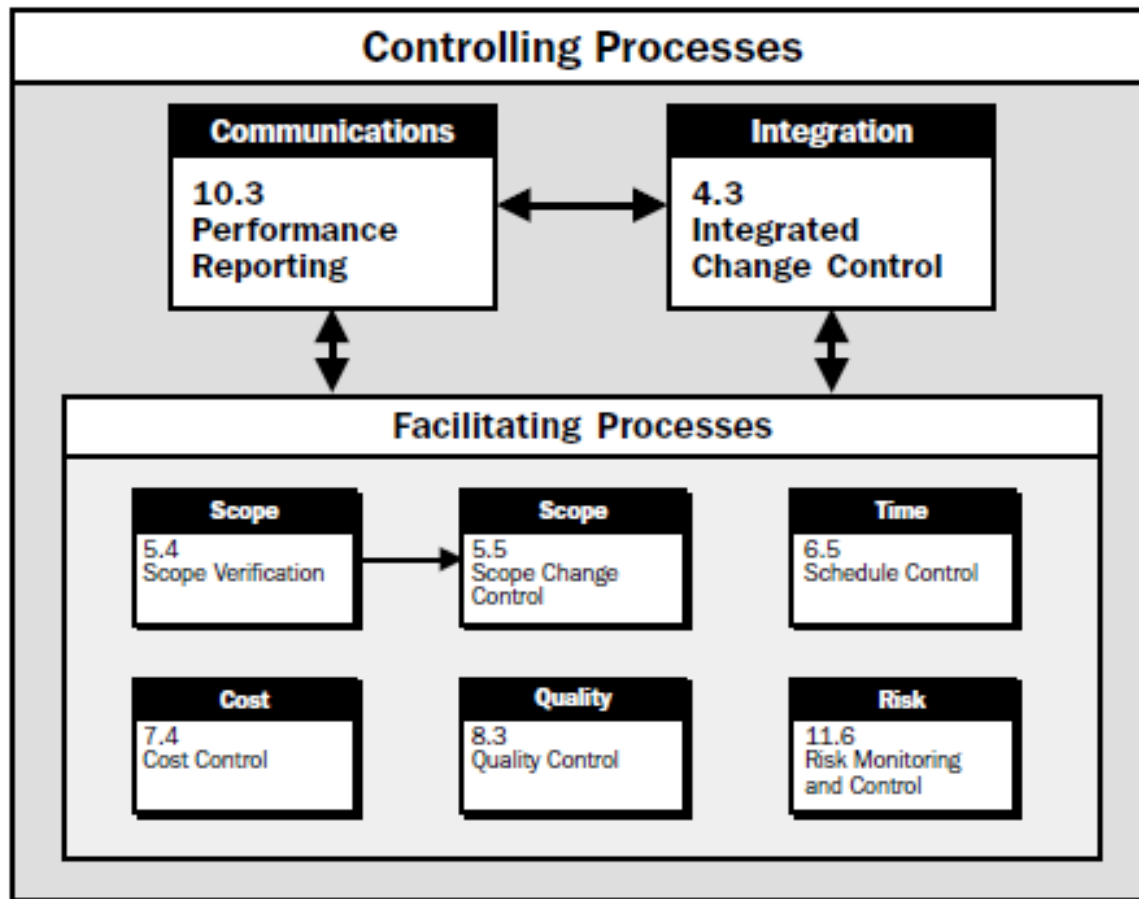


Controlling includes taking preventive action in anticipation of possible problems, it contains core process and facilitating processes



Relationship among the Controlling Processes

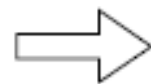
From the
Executing
Processes
(Figure 3-6)



To the Planning
Processes
(Figure 3-5)



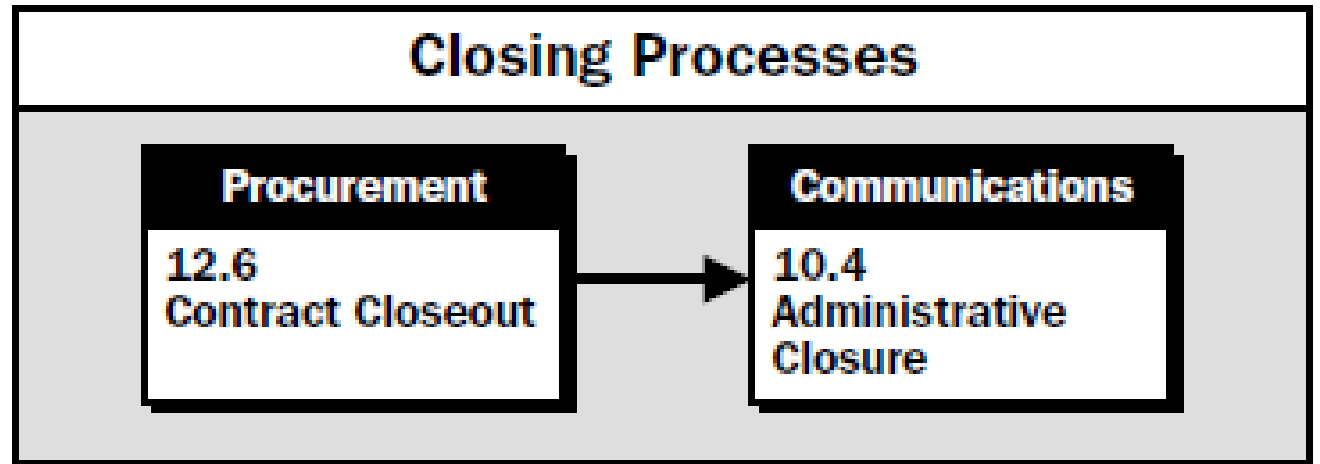
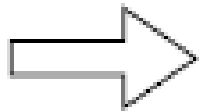
To the Executing
Processes
(Figure 3-6)



To the Closing
Processes
(Figure 3-8)

Relationship among the Controlling Processes

From the
Controlling
Processes
(Figure 3-7)



MAPPING OF PM PROCESSES TO THE PROCESS GROUPS AND KNOWLEDGE AREAS

Process Groups Knowledge Area	Initiating	Planning	Executing	Controlling	Closing
4. Project Integration Management		4.1 Project Plan Development	4.2 Project Plan Execution	4.3 Integrated Change Control	
5. Project Scope Management	5.1 Initiation	5.2 Scope Planning 5.3 Scope Definition		5.4 Scope Verification 5.5 Scope Change Control	
6. Project Time Management		6.1 Activity Definition 6.2 Activity Sequencing 6.3 Activity Duration Estimating 6.4 Schedule Development		6.5 Schedule Control	
7. Project Cost Management		7.1 Resource Planning 7.2 Cost Estimating 7.3 Cost Budgeting		7.4 Cost Control	
8. Project Quality Management		8.1 Quality Planning	8.2 Quality Assurance	8.3 Quality Control	
9. Project Human Resource Management		9.1 Organizational Planning 9.2 Staff Acquisition	9.3 Team Development		
10. Project Communications Management		10.1 Communications Planning	10.2 Information Distribution	10.3 Performance Reporting	10.4 Administrative Closure
11. Risk Project Management		11.1 Risk Management Planning 11.2 Risk Identification 11.3 Qualitative Risk Analysis 11.4 Quantitative Risk Analysis 11.5 Risk Response Planning		11.6 Risk Monitoring and Control	
12. Project Procurement Management		12.1 Procurement Planning 12.2 Solicitation Planning	12.3 Solicitation 12.4 Source Selection 12.5 Contract Administration		12.6 Contract Closeout



Q and A

**A Guide to the
Project
Management
Body of
Knowledge**
(PMBOK® Guide)

2000 Edition

Project Management Institute
Newtown Square, Pennsylvania USA

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