



Project Characteristics

- ❖ Have a specific objective (which may be unique or one-of-a-kind) to be completed within certain specifications
- ❖ Have defined start and end dates
- ❖ Have funding limits (if applicable)
- ❖ Consume human and nonhuman resources (i.e., money, people, equipment)
- ❖ Be multifunctional (cut across several functional lines)



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Project Management

- ❖ **Project Planning**
 - Definition of work requirements
 - Definition of quantity and quality of work
 - Definition of resources needed
- ❖ **Project monitoring**
 - Tracking progress
 - Comparing actual outcome to predicted outcome
 - Analyzing impact
 - Making adjustments

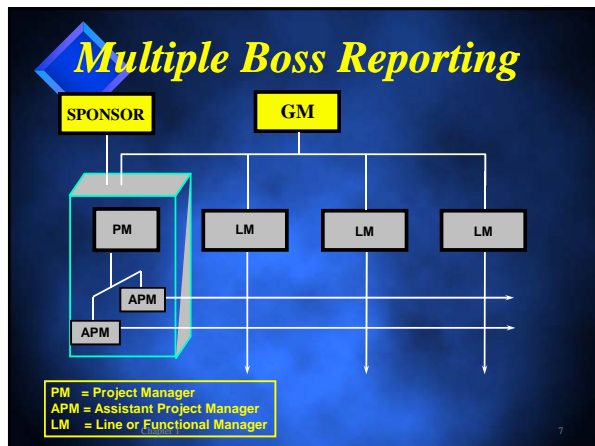
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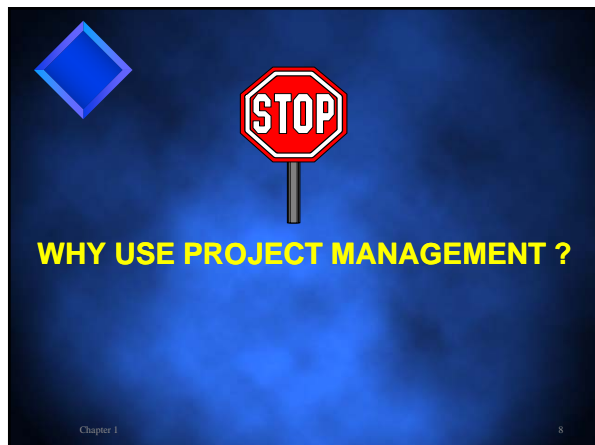
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**PROJECT MANAGEMENT IS THE
ART OF CREATING THE
ILLUSION THAT ANY OUTCOME
IS THE RESULT OF A SERIES OF
PREDETERMINED, DELIBERATE
ACTS WHEN IN FACT IT WAS
DUMB LUCK !**

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MATURITY IN PROJECT MANAGEMENT IS LIKE A THREE - LEGGED STOOL.

THE LEGS REPRESENT THE:

- ❖ Project Manager
- ❖ Line Manager(s)
- ❖ Executive Management (i.e... Project Sponsor)

Maturity cannot exist without stability

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The Three-Legged Stool



Project Manager Senior Management (i.e. Sponsor)
Line Management


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TOP OF THE THREE - LEGGED STOOL




ORGANIZATIONAL STRUCTURE ORGANIZATIONAL BEHAVIOR
TOOLS & TECHNIQUES

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 ***Critical Questions***

- ❖ How important is Project Management training ?
- ❖ Part-time Project Management - is it good or bad ?



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 ***Role Of The Project Manager***

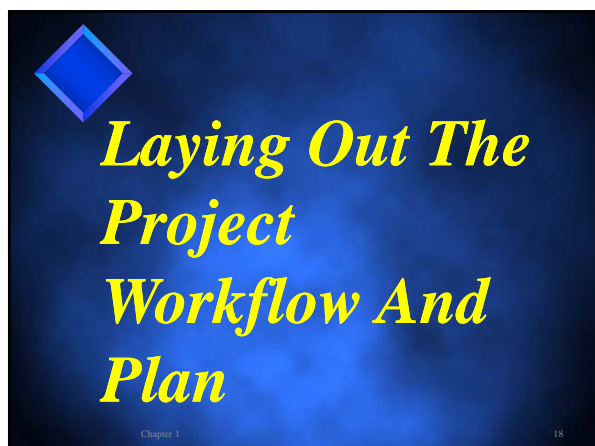
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 ***Negotiating For Resources***

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Establishing Performance Targets

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Obtaining Funding

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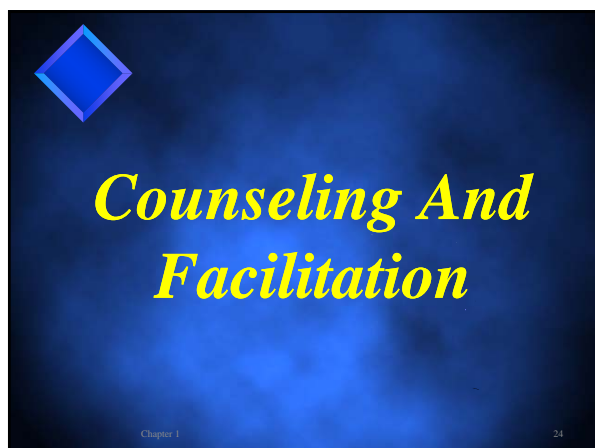


Executing The Plan

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***Encouraging The
Team To Focus
On Deadlines***

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***Monitoring
Progress By
“Pounding The
Pavement”***

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***Evaluating
Performance***

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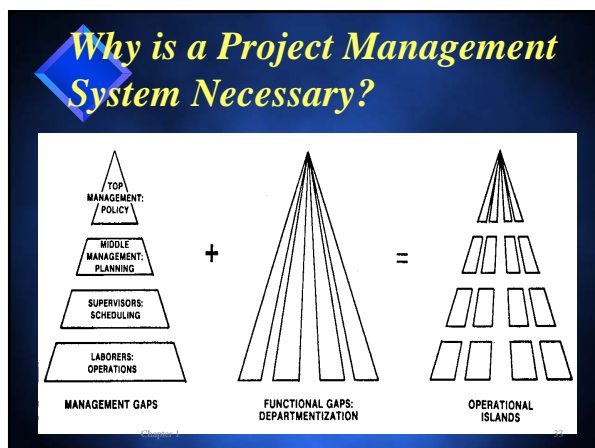




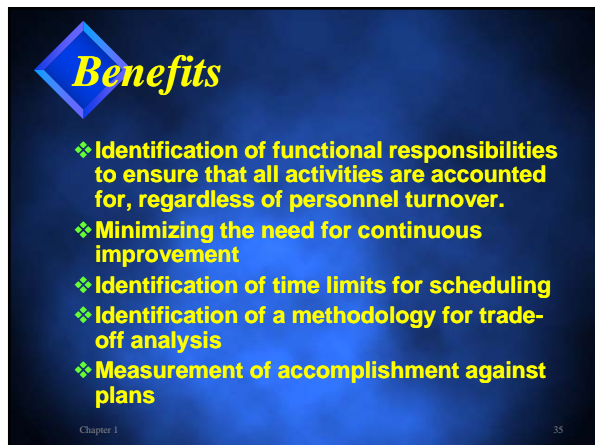


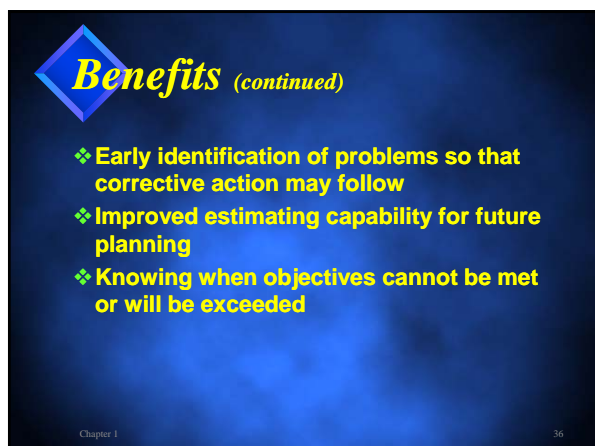


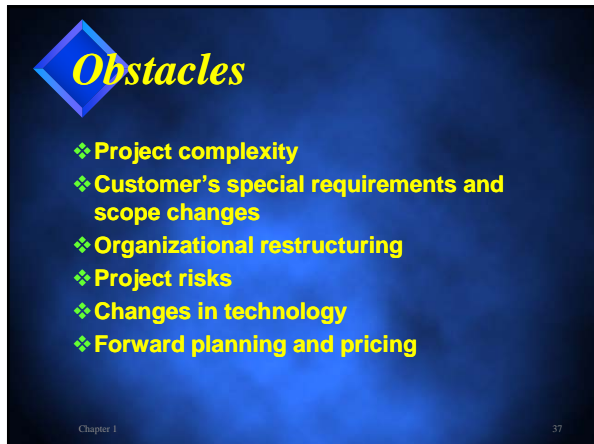








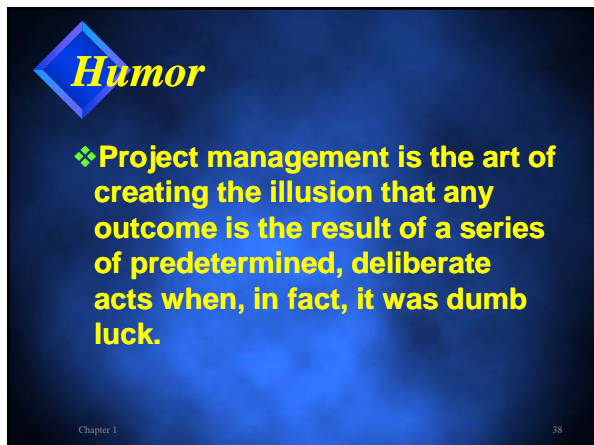




Obstacles

- ❖ Project complexity
- ❖ Customer's special requirements and scope changes
- ❖ Organizational restructuring
- ❖ Project risks
- ❖ Changes in technology
- ❖ Forward planning and pricing

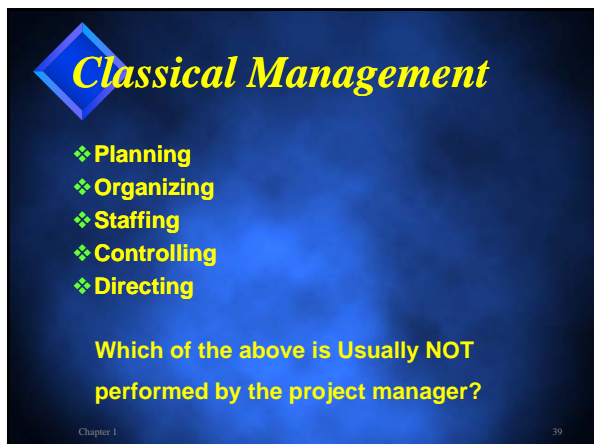
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Humor

- ❖ Project management is the art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when, in fact, it was dumb luck.

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Classical Management

- ❖ Planning
- ❖ Organizing
- ❖ Staffing
- ❖ Controlling
- ❖ Directing

Which of the above is Usually NOT performed by the project manager?

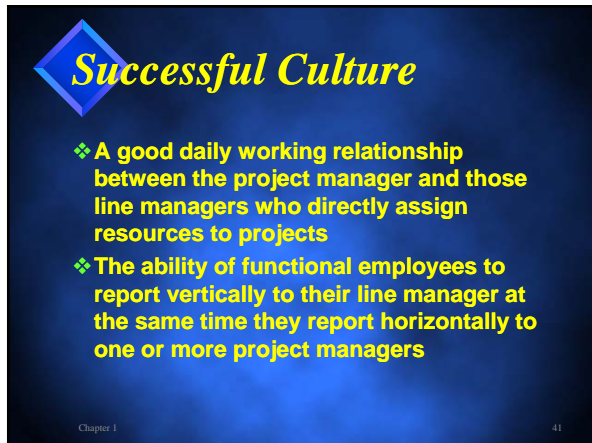
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Resources

- ❖ Money
- ❖ Manpower
- ❖ Equipment
- ❖ Facilities
- ❖ Materials
- ❖ Information/technology

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Successful Culture

- ❖ A good daily working relationship between the project manager and those line managers who directly assign resources to projects
- ❖ The ability of functional employees to report vertically to their line manager at the same time they report horizontally to one or more project managers

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Interface Management

- ❖ Managing human interrelationships within the project team
- ❖ Managing human interrelationships between the project team and the functional organization
- ❖ Managing human interrelationships between the project team and senior management
- ❖ Managing human interrelationships between the project team and the customer's organization, whether an internal or external organization

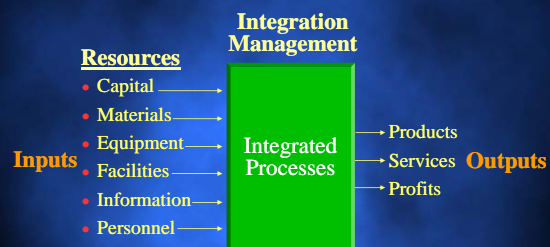
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As part of interface management, the project manager's role also includes integration management.

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Integration Management



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The Functional Role

- ❖ The functional manager has the responsibility to define *how* the task will be done and *where* the task will be done (i.e., the technical criteria)
- ❖ The functional manager has the responsibility to provide sufficient resources to accomplish the objective within the project's constraints (i.e., *who* will get the job done).

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Functional Obstacles

- ❖ Unlimited work requests (especially during competitive bidding)
- ❖ Predetermined deadlines
- ❖ All requests having a high priority
- ❖ Limited number of resources
- ❖ Limited availability of resources
- ❖ Unscheduled changes in the project plan
- ❖ Unpredicted lack of progress

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Functional Obstacles *(continued)*

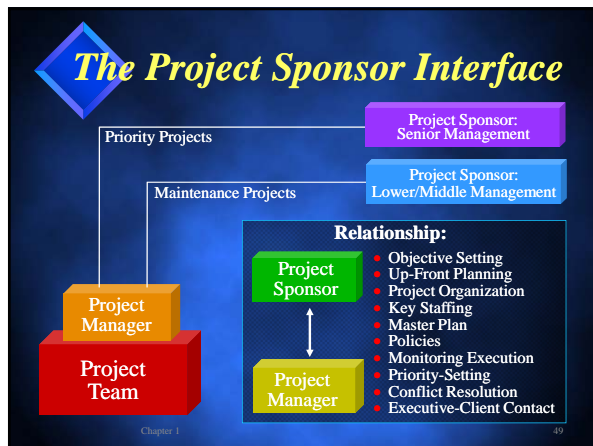
- ❖ Unpredicted lack of progress
- ❖ Unplanned absence of resources
- ❖ Unplanned breakdown of resources
- ❖ Unplanned loss of resources
- ❖ Unplanned turnover of personnel

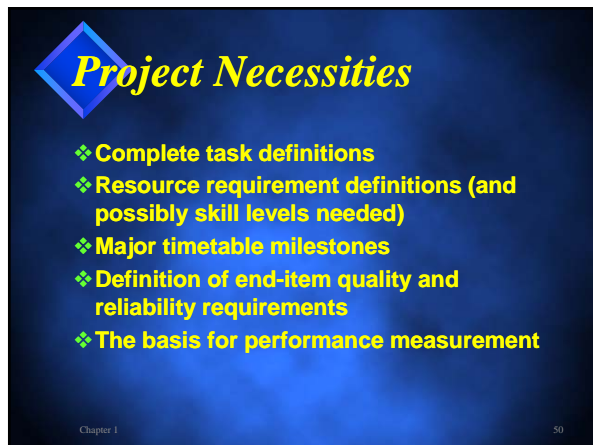
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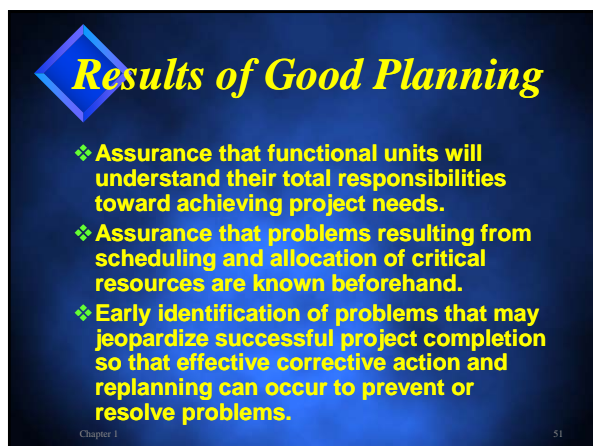


Most projects also have a project sponsor which may or may not reside at the executive levels of management.

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Promises Made???

- ❖ Promotion
- ❖ Grade
- ❖ Salary
- ❖ Bonus
- ❖ Overtime
- ❖ Responsibility
- ❖ Future work assignments

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Project Management in Non-Project-Driven Groups

- ❖ Projects may be few and far between
- ❖ Not all projects have the same project management requirements, and therefore they cannot be managed identically. This difficulty results from poor understanding of project management and a reluctance of companies to invest in proper training.
- ❖ Executives do not have sufficient time to manage projects themselves, yet refuse to delegate authority.

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Project Management in Non-Project-Driven Groups

(Continued)

- ❖ Projects tend to be delayed because approvals most often follow the vertical chain of command. As a result, project work stays too long in functional departments.
- ❖ Because project staffing is on a "local" basis, only a portion of the organization understands project management and sees the system in action.
- ❖ There exists heavy dependence on subcontractors and outside agencies for project management expertise.

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High-level Reporting

- ❖ The project manager is charged with getting results from the coordinated efforts of many functions. He should, therefore, report to the man who directs all those functions.
- ❖ The project manager must have adequate organizational status to do his job effectively.
- ❖ To get adequate and timely assistance in solving problems that inevitably appear in any important project, the project manager needs direct and specific access to an upper echelon of management

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High-level Reporting (continued)

- ❖ The customer, particularly in a competitive environment, will be favorably impressed if his project manager reports to a high organizational echelon.

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Low-level Reporting

- ❖ It is organizationally and operationally inefficient to have too many projects, especially small ones, diverting senior executives from more vital concerns.
- ❖ Although giving a small project a high place in the organization may create the illusion of executive attention, its real result is to foster executive neglect of the project.
- ❖ Placing a junior project manager too high in the organization will alienate senior functional executives on whom he must rely for support.

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