

# **Unit 7: Project Management**

# AGENDA

- ① Project and Project Management,
- ② Relationship Among Portfolio, Program, Project, and Organizational Project Management,
- ③ Relationship Between Project, Operations and Organizational Strategy,
- ④ Business Value,
- ⑤ Role and Responsibilities Of Project Manager.

# Project Management

## ⦿ **What is a Project?**

- ⦿ A project is a temporary endeavour undertaken to create a unique product, service, or result.
- ⦿ The temporary nature of projects indicates that a project has a definite beginning and end.
- ⦿ The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists.
- ⦿ A project may also be terminated if the client (customer, sponsor, or champion) wishes to terminate the project

# Project Management

- ⦿ Temporary does not typically apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome.
- ⦿ For example, a project to build a national monument will create a result expected to last for centuries.
- ⦿ Projects can also have social, economic, and environmental impacts that far outlive the projects themselves.
- ⦿ Every project creates a unique product, service, or result.
- ⦿ The outcome of the project may be tangible or intangible.
- ⦿ Although repetitive elements may be present in some project deliverables and activities, this repetition does not change the fundamental, unique characteristics of the project work.

# Project Management

## ◎ A project can create:

- A product that can be either a component of another item, an enhancement of an item, or an end item in itself;
- A service or a capability to perform a service (e.g., a business function that supports production or distribution);
- An improvement in the existing product or service lines (e.g., A Six Sigma project undertaken to reduce defects); or
- A result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society).

# Project Management

## ⦿ **Examples of projects include, but are not limited to:**

- Developing a new product, service, or result;
- Effecting a change in the structure, processes, staffing, or style of an organization;
- Developing or acquiring a new or modified information system (hardware or software);
- Conducting a research effort whose outcome will be aptly recorded;
- Constructing a building, industrial plant, or infrastructure; or
- Implementing, improving, or enhancing existing business processes and procedures.

# What is Project Management?

- ◎ Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
- ◎ Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups.
- ◎ These five Process Groups are:
  - Initiating,
  - Planning,
  - Executing,
  - Monitoring and Controlling, and
  - Closing.

# What is Project Management?

- ◉ Managing a project typically includes, but is not limited to:
  - Identifying requirements;
  - Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project;
  - Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature;
  - Managing stakeholders towards meeting project requirements and creating project deliverables;
  - Balancing the competing project constraints, which include, but are not limited to:
    - Scope,
    - Quality,
    - Schedule,
    - Budget,
    - Resources, and Risks.



# What is Project Management?

- ⦿ If any one factor changes, at least one other factor is likely to be affected.
- ⦿ **For example**, if the schedule is shortened, often the budget needs to be increased to add additional resources to complete the same amount of work in less time.
- ⦿ If a budget increase is not possible, the scope or targeted quality may be reduced to deliver the project's end result in less time within the same budget amount.
- ⦿ Due to the potential for change, project management plan is an iterative activity and is progressively elaborated throughout the project's life cycle.
- ⦿ Progressive elaboration involves continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available.

# Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management

- ◎ Portfolio, program, and project management: It is important to understand the similarities and differences amongst these disciplines.
- ◎ OPM is a strategy execution **framework utilizing project, program, and portfolio management** to consistently and predictably deliver organizational strategy, **producing better performance, better results, and a sustainable competitive advantage.**
- ◎ Conversely, portfolio, program, and project management differ in the way each contributes to the achievement of strategic goals.

# Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management

- ◎ Portfolio management aligns with organizational strategies by selecting the **right programs or projects, prioritizing the work, and providing the needed resources.**
- ◎ Program management harmonizes its **projects and program components and controls interdependencies** in order to realize specified benefits.
- ◎ Project management **develops and implements plans** to achieve a specific scope that is driven by the objectives of the program or portfolio it is subjected to and, ultimately, to organizational strategies.
- ◎ OPM advances organizational capability by **linking project, program, and portfolio management principles and practices** with organizational enablers (e.g. structural, cultural, technological, and human resource practices) to support strategic goals.

# Program Management

- ⦿ A program is defined as a group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually.
- ⦿ A project may or may not be part of a program but a program will always have projects.
- ⦿ Program management is the application of knowledge, skills, tools, and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually.
- ⦿ Projects within a program are related through the common outcome or collective capability.

# Program Management

- ⦿ Program management focuses on the project interdependencies and helps to determine the optimal approach for managing them.
- ⦿ Actions related to these interdependencies may include:
  - Resolving resource constraints and/or conflicts that affect multiple projects within the program,
  - Aligning organizational/strategic direction that affects project and program goals and objectives, and
  - Resolving issues and change management within a shared governance structure.
- ⦿ **Example:** A new communications satellite system with projects for design of the satellite and the ground stations, the construction of each, the integration of the system, and the launch of the satellite.