

* What is a project

- * Goal orientated - definable deliverable, result specified i.e. a budget, schedule
- * Unique - variables that change
- * Time-and-Resource constrained - temporary has a target completion time & cost
- * Cross-functional - cross disciplinary & organizational
- * Somewhat unfamiliar & risky - involves something new/different → Risk
- * Something is at stake - failure would jeopardize the organisation
- * Follows logical sequence or progression of phases and stages.

Objectives

According to the SMART Method:

- * S = Specific
- M = Measurable
- A = Achievable (Challenging)
- R = Realistic
- T = Time-Related

Types of Projects:

- Construction
- Disaster Recovery
- Information System
- Advertising & Marketing
- Event Management
- Up-grading
- Defence R&D

* **Management** - is to plan, organise, co-ordinate (integrate), control, change and lead.

Resources - people, machinery, money, material, information

* **Project Management** - temporary endeavour undertaken to create a unique product or service

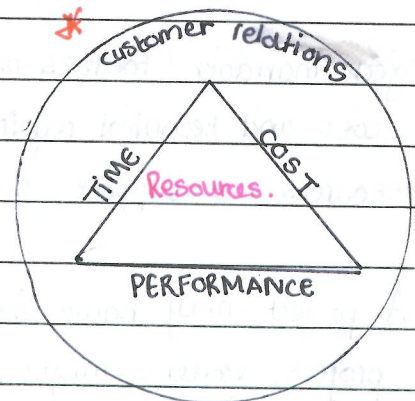
* Longer Definition:

Project Management is to:

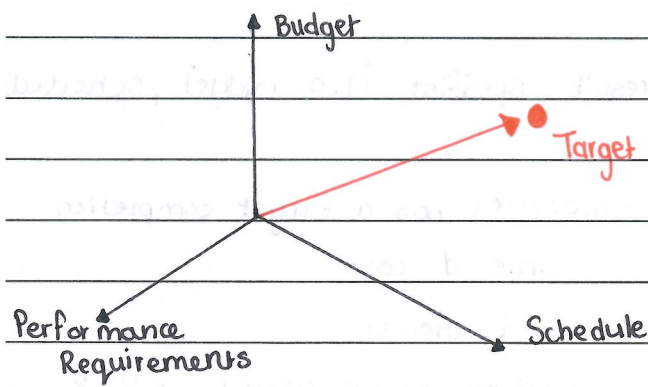
- define and execute everything necessary to complete a complex system of tasks
- achieve project end-Results that might be unique and unfamiliar

And do it:

- * by target completion date
- * constrained resources.



Three dimensions:



* Characteristics of Project Management

1. A single person, the project manager, heads the project organization. The project organization reflects the cross-functional, goal orientated, temporary nature of the project.
2. The project manager is the person who brings together all efforts to meet project objectives.
3. Project requires a variety of skills and resources, and is performed by people from different functional areas or by outside contractors.
4. The project manager integrates people from different areas & disciplines in the project.
5. Project manager negotiates with functional managers responsible for work tasks and personnel, pm is responsible for integrating tasks.
6. Project manager focuses on delivering product or services according to time, cost and technical requirements. Functional managers maintain pool of resources to support organizational goals. Conflict over resource allocation.
7. A project may have two chains of commands, one functional and one project, workers might report to both pm's and a functional manager.
8. Decision making, accountability, outcomes and rewards are shared among members of the project team and supporting functional units.

9. Each project organization is temporary. When the project ends, the project organization disbands and people return to their functional or subcontracting units.

Where do you need Project Management?

In situations where the work:

Is unfamiliar:

- job is different from the ordinary and routine. Requires that different things to be done, or things to be done differently

Requires Greater effort:

- job requires more resources (people, capital, equipment) than are normally employed

Is in a changing environment

- industry / environment involves high innovation, high competition, rapid product change, shifting markets

Requires a Multifunctional Effort

- the job requires lateral relationships between areas to coordinate / expedite work and reconcile conflicts

Impact the Reputation of Organization / Stakeholders

- failure to satisfactorily complete the work would result in financial ruin, loss of market share, damaged reputation and other problems for the stakeholders

PMBOK *

PMBOK → project management body of knowledge.
recognized standards, about what, minimally a project manager should know in practice for attaining professional certification.

Project management knowledge into 9 areas: *

- | | |
|--------------------------------------|---------|
| * Project integration management | In |
| * Project scope management | School |
| * Project time management | the |
| * Project cost management | cat |
| * Project quality management | quits |
| * Project human resources management | his |
| * Project communications management | current |
| * Project risk management | rugby |
| * Project procurement management | play |

Different forms of Project Management

Basic Project Management

- most common approach
- Project manager has the **authority** to plan, direct, organize and control the project
- PM and functional manager are on the same **organizational level**
- Implemente in two different forms:
 - **Pure project** - project is complete, self contained organization
 - **Matrix** - project is created from **resources borrowed from functional units**

Program Management

- **Similarity between programs and projects**
 - both **defined** i.e.o **goals/objectives** that must be accomplished.
 - both **emphasize** time period over which goals are pursued.
 - both require **plans, budget, schedules** for accomplishing goals.
- **Differences between projects & programmes.**
 - **Program** extends over **longer time horizon**
 - **several parallel** or sequential work efforts coordinated to meet **program goal**.

- Projects within a program share a common goal/resources and are interdependent

New Venture Management

- Generating new products or markets
- Team is specially created to find products/markets that fit the organizations skills, capabilities, resources
- After defining product → design → develop
- Similarities between project groups and venture groups
 - single unifying goal
 - Multidisciplinary
 - Action oriented
 - Temporary.

Product Management

- A single person has authority to oversee all aspects of products production, scheduling, inventory, sales
- PM communicates directly with all levels & functions within the organization
- Product manager coordinates functional units so that the total effort is directed at the accomplishment of product goals

Ad Hoc Committees | Task force

- Projects with short/medium duration, a temporary team is assembled.
- Team is an ad hoc com called task force or interdepartmental com.
- Leader & Members are selected by the person responsible for the project.
- Leader expedites/coordinates efforts and may have authority to direct project tasks