

Project Management

An emerging career track

- Many people now have the title of Project Manager.
- Association for PM (PMI- Project Management Institute)
- 1991: 5,000 member; 1998: 36,000,
- 2010;270,000 PMPs in 125 countries.
- MS Project 98: more than 2 million users

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Project Management Institute

- PMI founded in 1969 offers certificates of PMP (Project Management Professionals)
- (to professionals that pass a comprehensive examination and document their experience in PM)
- CAPM(Certificate Associate in PM) to students that master the Project management body of knowledge.
- A company need a PMP to conduct its projects.

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Career track

- There are three tracks

- General management
- Project management
- Technician

Forcing a technologist to become a manager just so she can make more money:
lose a good technologist and gain a mediocre-even poor-manager.

If you really hate dealing with “people” issues, don’t be a manager .

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Project Management *Malpractice* (ref)

- *Malpractice: fail to follow accepted procedures in a certain discipline (every year many doctors are sued for Malpractice)*
- *Project:Trans-Alaska Pipeline:*
- *Over cost \$1.6 billion/8 billion*
- *Reasons: too simple GANTT chart, without WBS Work Breakdown Structure, without clear responsibility, slow report system..*

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What is a project?

A project is a temporary endeavor undertaken to create a unique product, service, or result.

- One time
- A result/outcome/deliverable
- A beginning and an end
- Unique

(Is not on-going operations)

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Project Management : *an emerging career track.*

Why?

- Building of pyramids in Egypt, aqueduct (waterworks) in antiquity.
- Building St. Peter's Basilica in Rome (Constructor Michelangelo)
 - incomplete specifications,
 - insufficient labor, unsure funding
 - powerful customers.

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PM: *an emerging career track*

- Tom Peters: projectized companies: agile and client-oriented
- Fortune magazine PM :#1 career choice in the post reengineering age.
- (Thanks to automation and computerization: free people from repetitive work → focusing on creation new products and services → need for projects
- "Reengineering" new employment paradigm (1990s): *flattened organizations or revamped them entirely*

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PM: *an emerging career track*

Prof. Oren Hararai(*Uni. of San Francisco*):*future of business: network of unaffiliated companies; work revolving around projects; people quickly come together, focus on problems and solutions and then disband!*

- Tom Stewart:(Fortune): *Companies have redrawn their boundaries, making them both **tight** (focus on core competencies) and **porous** (outsource noncore work)*

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PM: *an emerging career track*

- Pen Stout (specializing in PM of biopharmaceutical firms): independent worker and major corporations. *Project management because it's the way for strong big companies to use the strength of the smalls.*
- Clement Ngo Anh: Outside :*Compaq, Toshiba, IBM, HP, Dell, Acer, Packard Bell.* Inside: CPU:*Intel, Cyrix,AMD.* Hardisk: *Seagate or Conner, Western Digital, Maxtor*

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Why does everyone want to be a project manager?

Why does everyone want to be a project manager?

- **The world of employment: uncertain.** PM skills help transcend corporate and industry boundaries. Change means project
- **The increasing pace of change**
- *current products are becoming obsolete faster than ever. The internet and all its offspring create new cyber-economy.*
- Greater change=more innovations=more projects.

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Understanding PM is benefit able.

- **Contents of PM: How**
- ✓ To get agreement on goals and how to reach them.
- ✓ to enlist team members and project sponsors
- ✓ To negotiate schedules and budgets
- ✓ To reduce risks and increase the odds of success

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PM:Art informed by Science

- PM :Art + Science
- Science of PM (knowledge, theory, methodology) provides a foundation for the art of leadership
- PM skills can be learned.
- PM tools: PM systematic processes can be taught in classes
 - Management=Process

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Which factors for success in PM?

Five factors for success in PM

(Eric Verzuh, Director of Versatile Company)

- 1-Agreement on the goals of the project
- 2-A project plan:
 - to show overall path and clear responsibilities
 - to measure progress during the project

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Five factors for success in PM

- What is a good project plan?
- A) *not only*: who is responsible for what and where and when, *but also*:
 - what is possible?
- B) Estimation of the people, money, equipment, materials necessary..
- C) As an early warning system for being late or overbudget

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Five factors for success in PM

- 3. Constant, effective communication among everyone in the project
 - PM techniques are essentially communication techniques
- 4.A controlled scope:Things completed within a given time frame and budget.
 - A PM's ongoing task:"Managing stakeholders' expectation» especially if change are introduced.

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Five factors for success in PM

5 .Management support

- P. Managers rely on people in functional departments to supply human resources and equipment.
- Need for 'managing upward' technique.
- PM Art: political and interpersonal skills, knowing intuitively when to delegate work
- But learning PM science is requisite to practicing PM art..

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Main points of PM

- ❖ To master PM tools
- ❖ Interpersonnal relationship: important factor for sucess of a project

Linear-causal view of the world does not fit the reality in which we live → need for System thinking'

Politics ; an unavoidable tactics in PM (and generally in management)