

Chapter 1

Modern Project Management

What is a Project?

Time

Tasks

↓


Goals

Budget

Resource


- Project Defined
 - A complex, nonroutine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs.

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**There is a trade-off among three objectives of
the project management?
Why?**

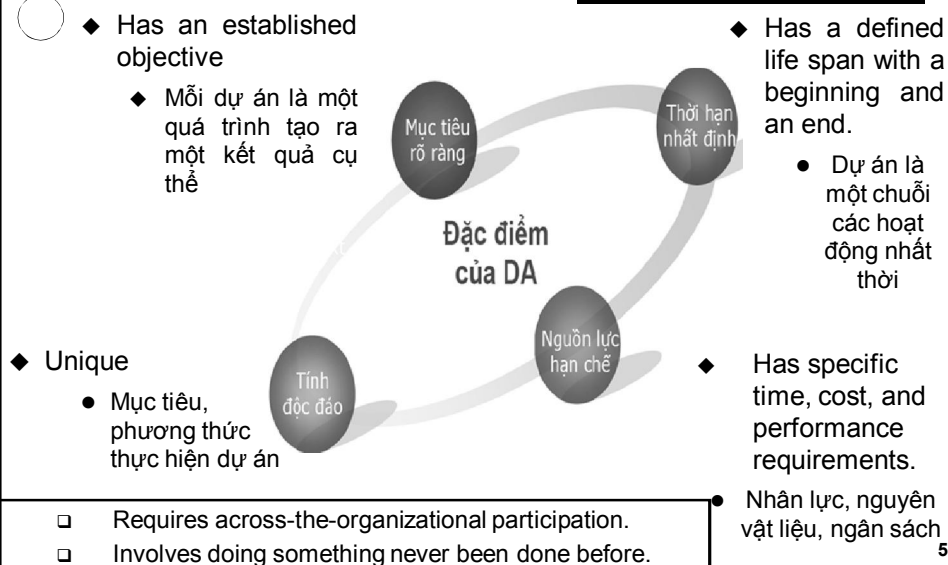
1-3



**What are Major Characteristics of a Project
?**

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Major Characteristics of a Project



Programs versus Projects

1. Program Defined

- ❑ A series of coordinated, related, multiple projects that continue over an extended time and are intended to achieve a goal.
- ❑ A higher level group of projects targeted at a common goal.
- ❑ Example:
 - Project: completion of a required course in project management.
 - Program: completion of all courses required for a business major.

1-6

Comparison of Routine Work with Projects

TABLE 1.1

Routine, Repetitive Work

Taking class notes

Daily entering sales receipts into the accounting ledger

Responding to a supply-chain request

Practicing scales on the piano

Routine manufacture of an Apple iPod

Attaching tags on a manufactured product

Projects

Writing a term paper

Setting up a sales kiosk for a professional accounting meeting

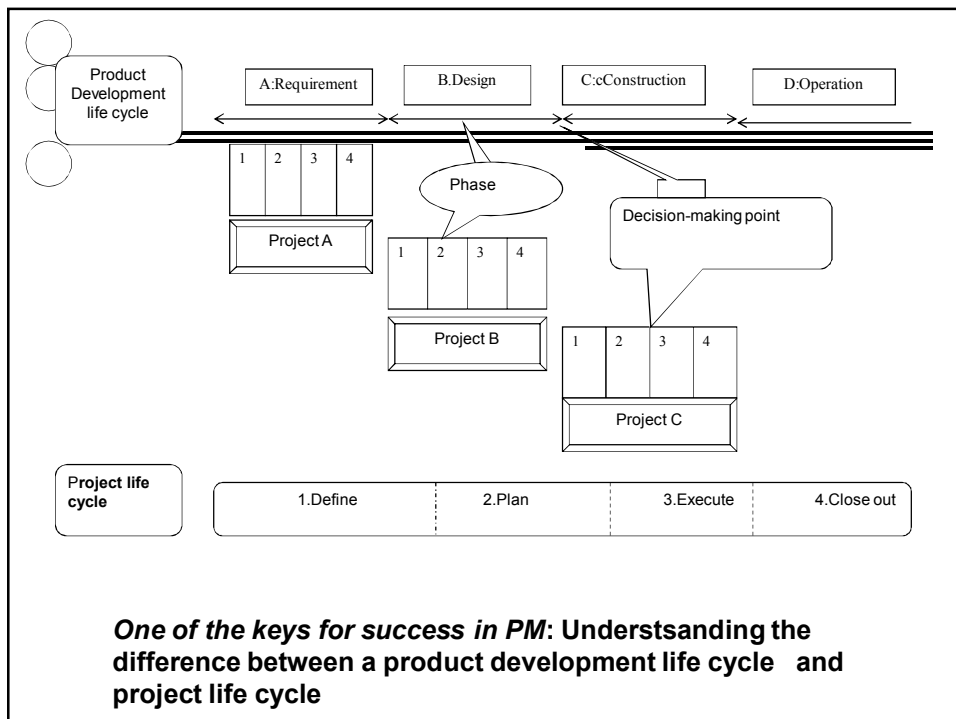
Developing a supply-chain information system

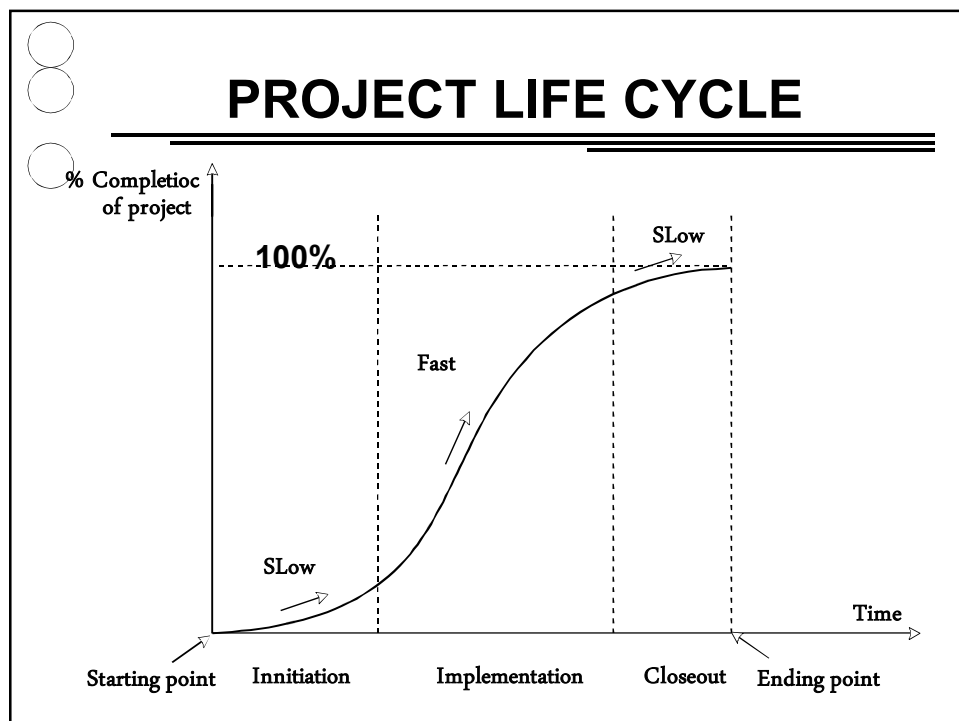
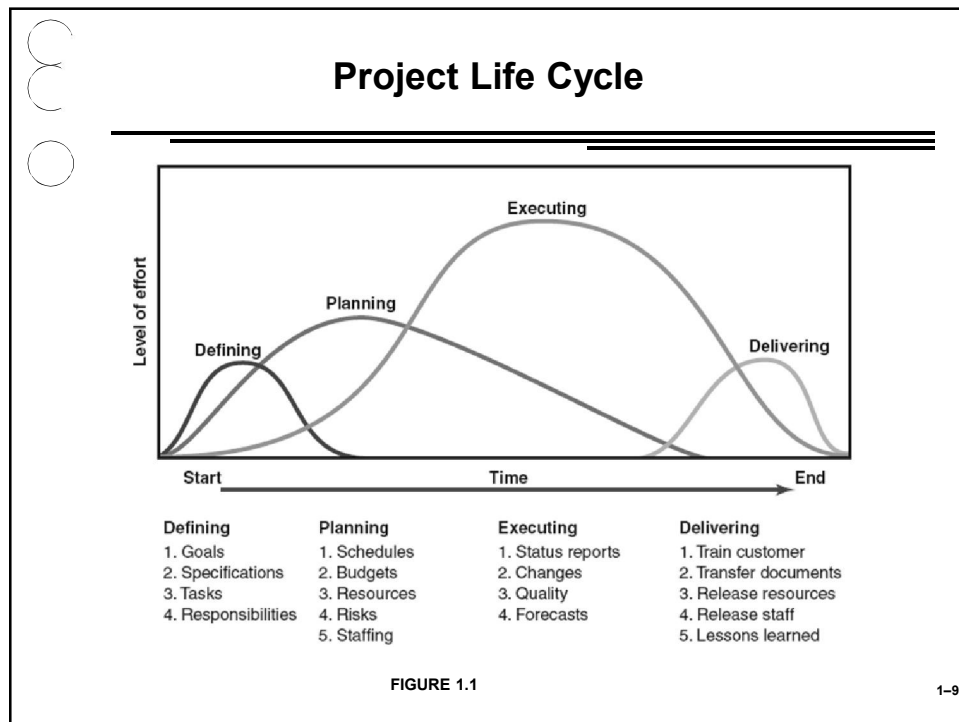
Writing a new piano piece

Designing an iPod that is approximately 2 X 4 inches, interfaces with PC, and stores 10,000 songs

Wire-tag projects for GE and Wal-Mart

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**In your opinion, how does the project progress
(slow-fast-slow) help the project manager in
making decisions?**

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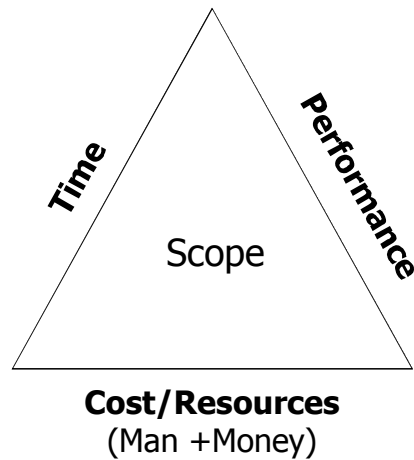
PROJECT LIFE CYCLE

DEFINE PLAN EXECUTE CLOSE OUT

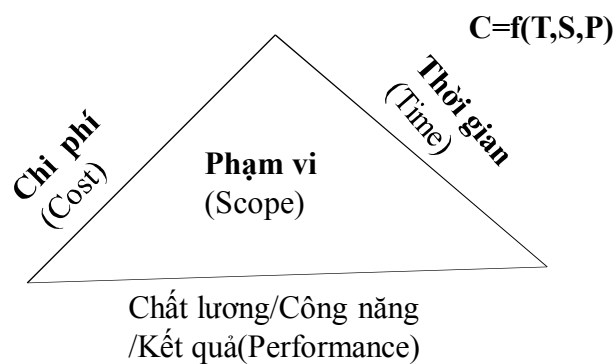
INITIATION PHASE IMPLEMENTATION PHASE TERMINATION PHASE

PROJECT MODEL
(vs PROJECT MANAGEMENT MODEL)


FOUR GOALS OF A PROJECT



COST, TIME , SCOPE and QUALITY/PERFORMANCE RELATIONS




The stakeholders choose three goals. The Project manager takes the left! (James P. Lewis)



The Challenge of Project Management ?

1-15



The Challenge of Project Management

1. The Project Manager
 - ☐ Manages temporary, non-repetitive activities and frequently acts independently of the formal organization.
 - Marshals resources for the project.
 - Is linked directly to the customer interface.
 - Provides direction, coordination, and integration to the project team.
 - Is responsible for performance and success of the project.
 - ☐ Must induce the right people at the right time to address the right issues and make the right decisions.

1-16

Factors leading to the increased use of project management ?


1-17

The Importance of Project Management

1. Factors leading to the increased use of project management:

- ☐ Compression of the product life cycle
- ☐ Global competition
- ☐ Knowledge explosion
- ☐ Corporate downsizing
- ☐ Increased customer focus
- ☐ Triple Bottom Line (planet, people, profit)

Small projects that represent big problems



1-18

Integrated Project Management Systems

Problems resulting from the use of piecemeal project management systems:

- ❑ Do not tie together the overall strategies of the firm.
- ❑ Fail to prioritize selection of projects by their importance of their contribution to the firm.
- ❑ Are not integrated throughout the project life cycle.
- ❑ Do not match project planning and controls with organizational culture to make appropriate adjustments in support of project endeavors.

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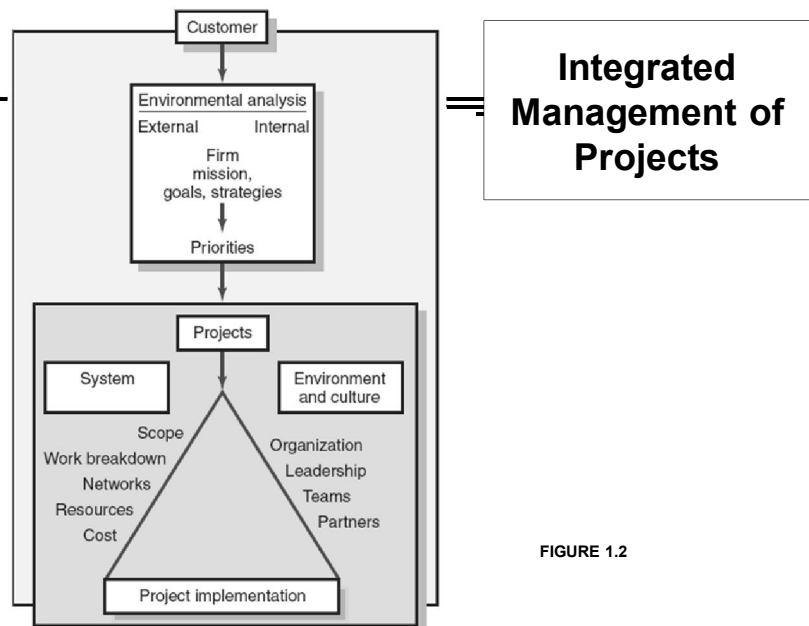
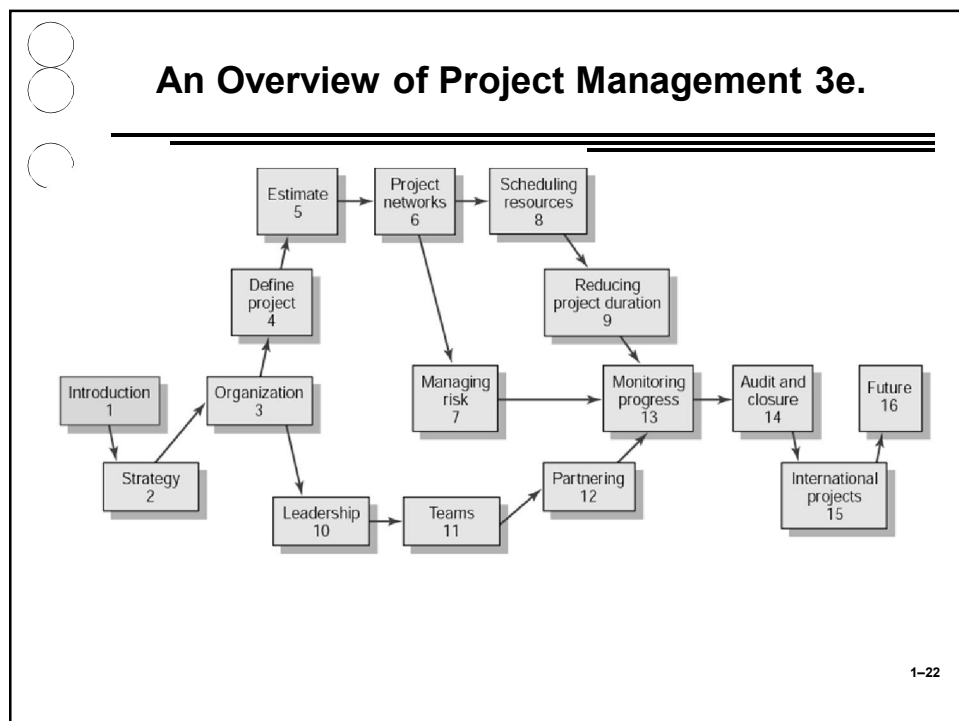
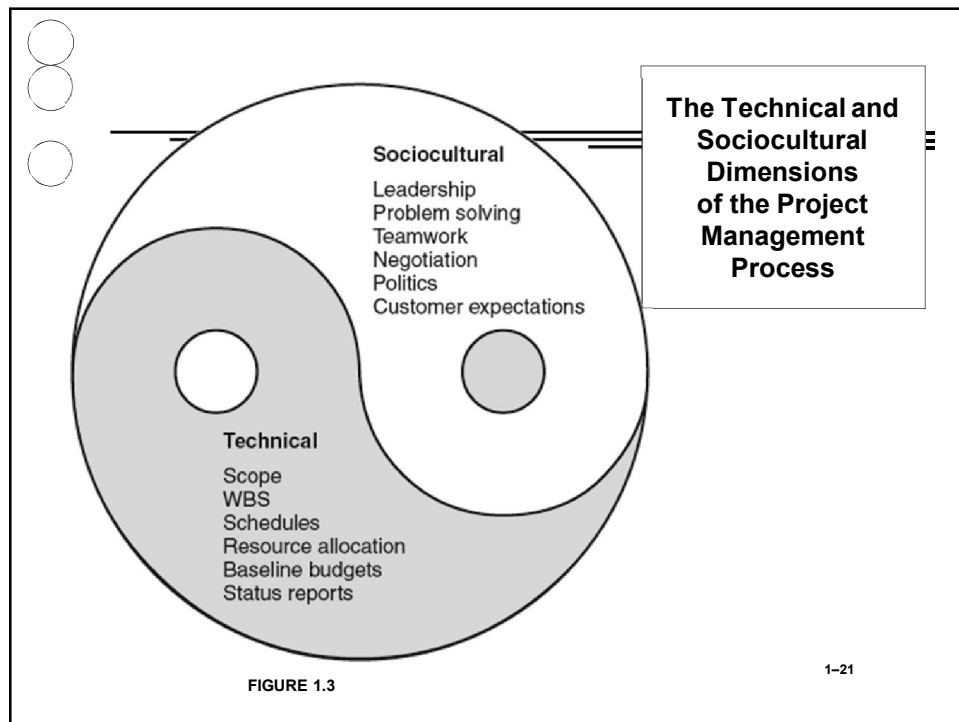


FIGURE 1.2

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Key Terms

Program

ISO 9000

Project

Project life cycle

Sociotechnical perspective

1-23

Questions?

24