Chapter 1

Modern Project Management

What is a Project?

Time

1. Project Defined

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

Tasks

Goals

Budget

Resource

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Major Characteristics of a Project

◆ Has an established objective
  ◆ Mỗi dự án là một quá trình tạo ra một kết quả cụ thể

◆ Has a defined life span with a beginning and an end.
  ● Dự án là một chuỗi các hoạt động nhất thời

Mục tiêu rõ ràng

Thời hạn nhất định

Đặc điểm của DA

Nguồn lực hạn chế

Tính độc đáo

◆ Unique
  ● Mục tiêu, phương thức thực hiện dự án

◆ Has specific time, cost, and performance requirements.

Nhân lực, nguyên vật liệu, ngân sách

❑ Requires across-the-organizational participation.
❑ Involves doing something never been done before.

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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.

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Comparison of Routine Work with Projects

TABLE 1.1

Routine, Repetitive Work	Projects
Taking class notes	Writing a term paper
Daily entering sales receipts into the accounting ledger	Setting up a sales kiosk for a professional accounting meeting
Responding to a supply-chain request	Developing a supply-chain information system
Practicing scales on the piano	Writing a new piano piece
Routine manufacture of an Apple iPod	Designing an iPod that is approximately 2 X 4 inches, interfaces with PC, and stores 10,000 songs
Attaching tags on a manufactured product	Wire-tag projects for GE and Wal-Mart

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Product Development life cycle

| A:Requirement | B.Design | C:cConstruction | D:Operation |

Phase

1 2 3 4
Project A

1 2 3 4
Project B

Decision-making point

1 2 3 4
Project C

Project life cycle

| 1.Define | 2.Plan | 3.Execute | 4.Close out |
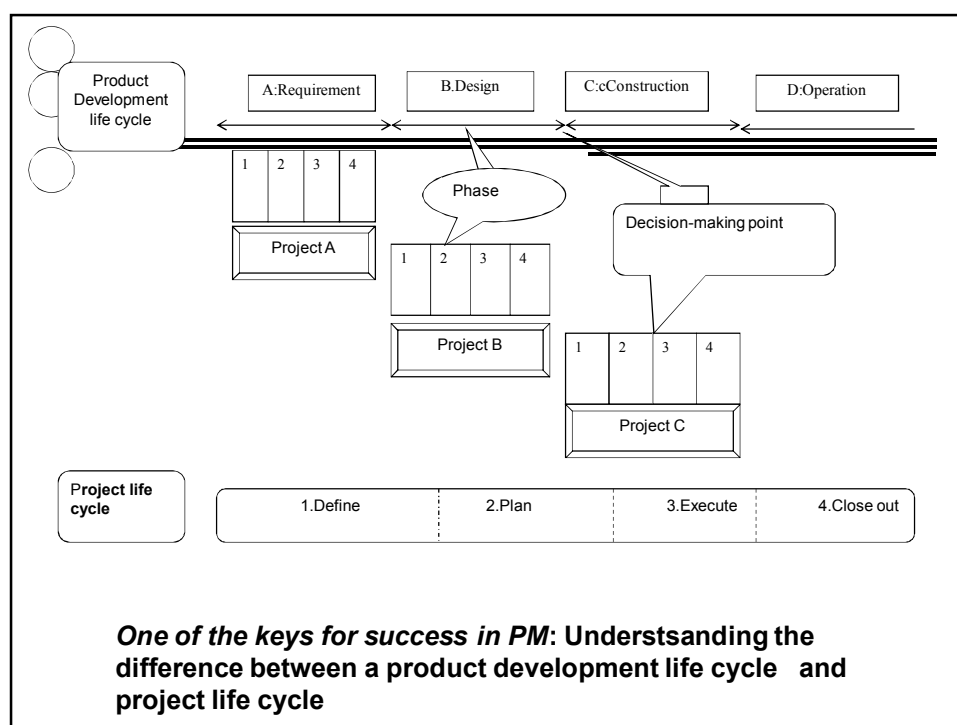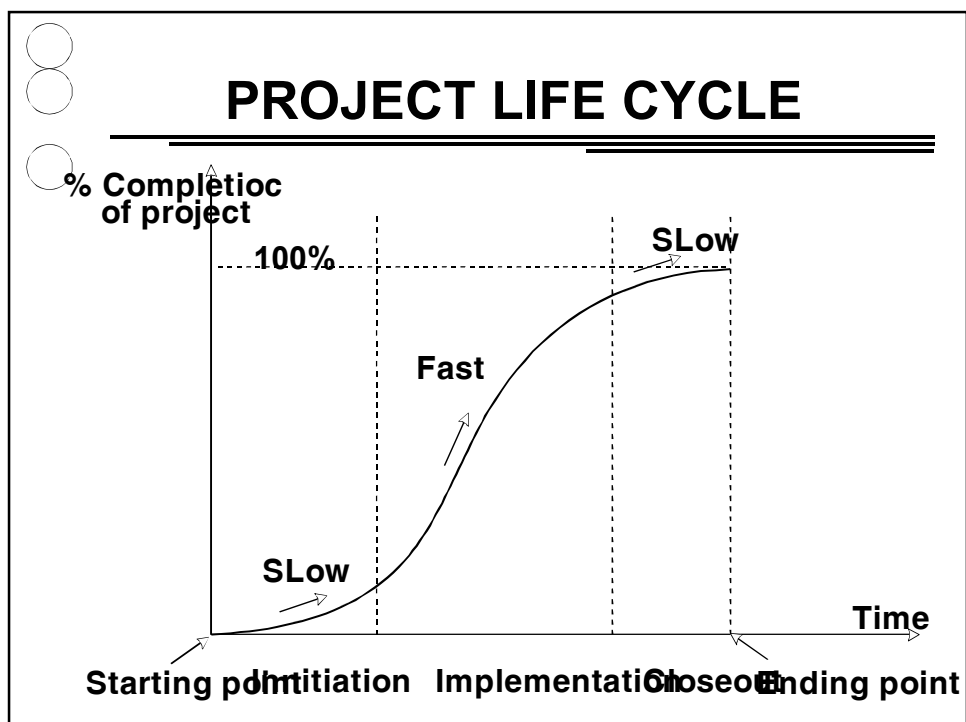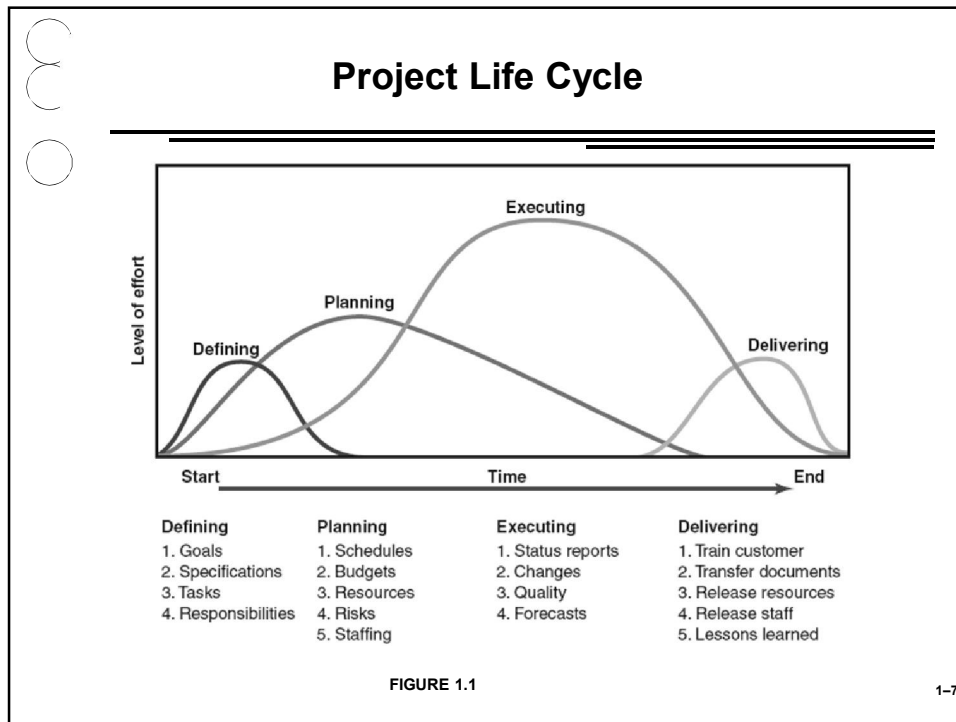
One of the keys for success in PM: **Understsanding the difference between a product development life cycle and project life cycle**

Project Life Cycle

FIGURE 1.1

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PROJECT LIFE CYCLE

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PROJECT LIFE CYCLE

| DEFINE | PLAN | EXECUTE | CLOSE OUT |

| INITIATION PHASE | IMPLEMENTATI ON PHASE | TERMINATION PHASE |

PROJECT MODEL

(vs PROJECT MANAGEMENT MODEL)

FOUR GOALS OF A PROJECT

Time

Performance

Scope

Cost/Resources
(Man +Money)

COST,TIME , SCOPE and QUALITI/PERFORMANCE RELATIONS

$C=f(T,S,P)$

Thời gian (Time)

Chi phí (Cost)

Phạm vi (Scope)

Chất lương/Công năng /Kết quả(Performance)

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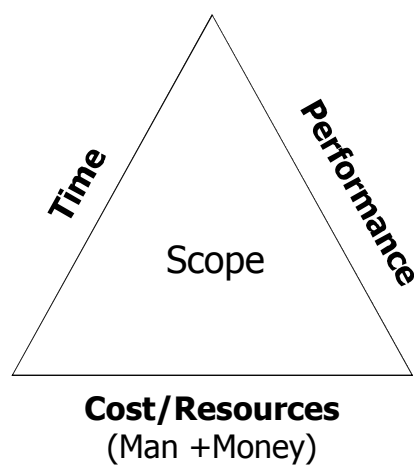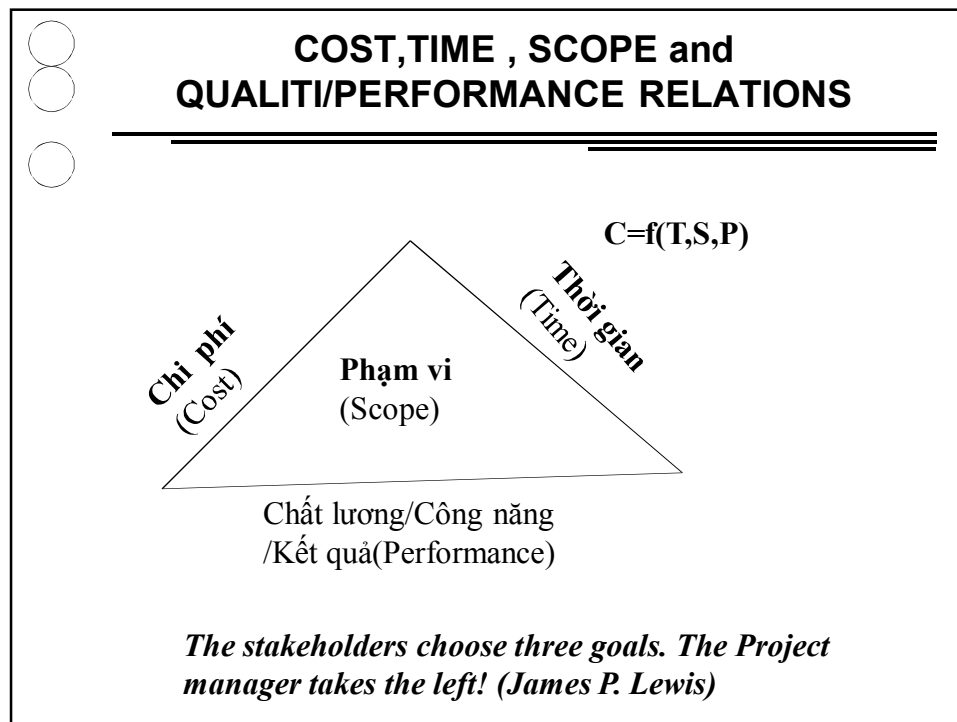
The Challenge of Project Management

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.

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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
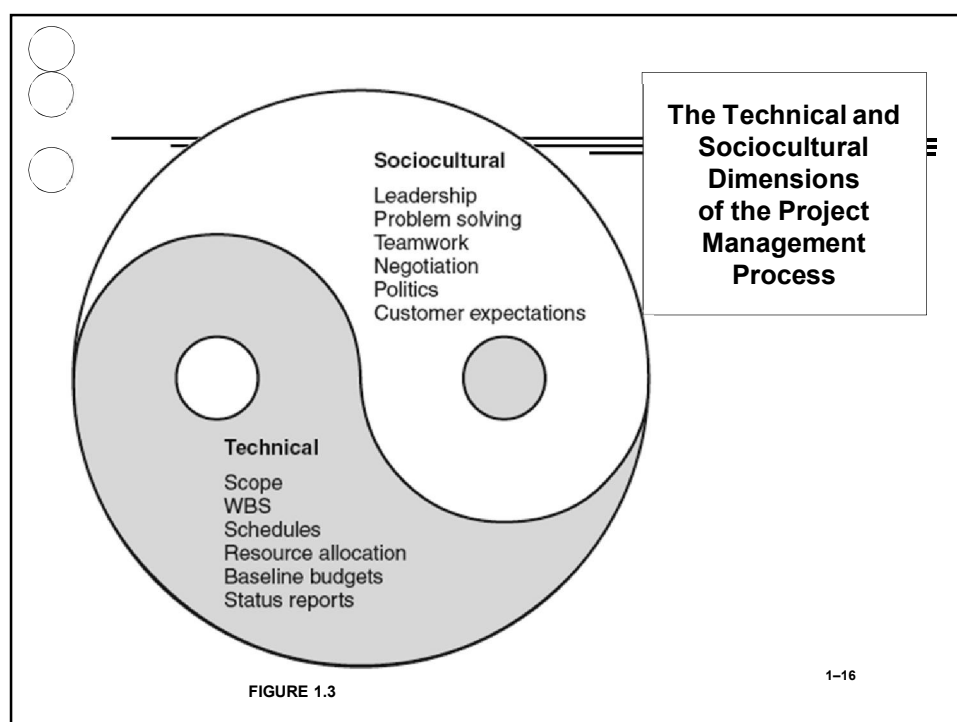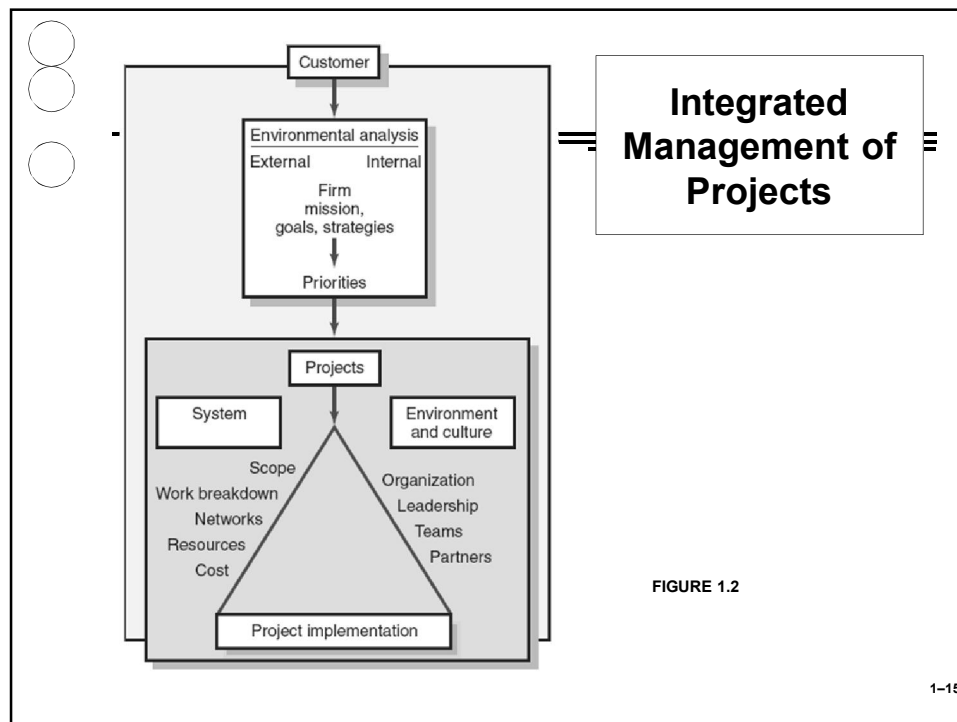   - Triple Bottom Line (planet, people, profit) Small projects that represent big problems
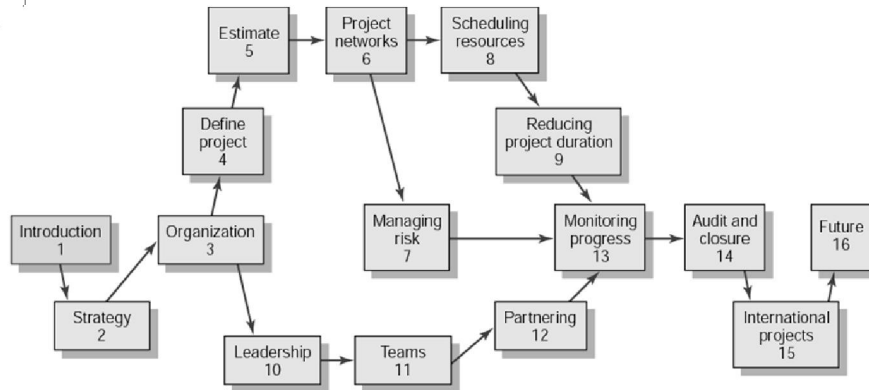
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Integrated Project Management Systems

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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Integrated Management of Projects

FIGURE 1.2

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The Technical and Sociocultural Dimensions of the Project Management Process

FIGURE 1.3

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An Overview of Project Management 3e.

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Key Terms

Program
ISO 9000
Project
Project life cycle
Sociotechnical perspective

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Questions?

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