



BPP 1113

Introduction to Project Management



Lecture Objectives

- Project scenario
- Define project
- Understand project management
- History of project management

Project Management Scenario



Once there was a project manager.
His projects were never late. His team
never ran over budget. They always met
contract specifications and invariably
satisfied the expectations of the clients.

Does Business Benefit from Project Management?

- A recent survey of projects across 100 US companies (Public and Private) indicated:
 - Only 9% of Large, 16% of Medium and 28% of Small Company Projects were completed on time, within cost and delivered measurable business and stakeholder benefits
 - Cost overrun was in excess of USD250 Billion
 - Time overrun was in excess of 222%
 - Projects were not prioritized in-line with strategic objectives

Does Business Benefit from Project Management?

- Main Reasons:
 - 90% of projects failed due to business strategy and practical project implementation being misaligned
 - Poor project start-up, poor project administration
 - Almost no consolidation of project efforts to ensure strategic alignment and business benefit delivery
 - Changes, politics and limited project prioritization



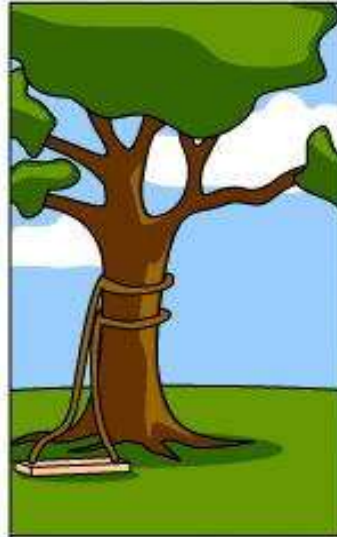
How the customer explained it



How the Project Leader understood it



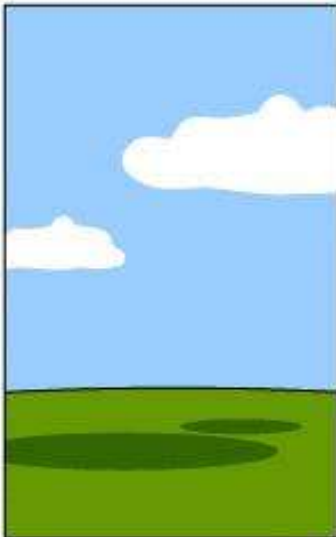
How the Analyst designed it



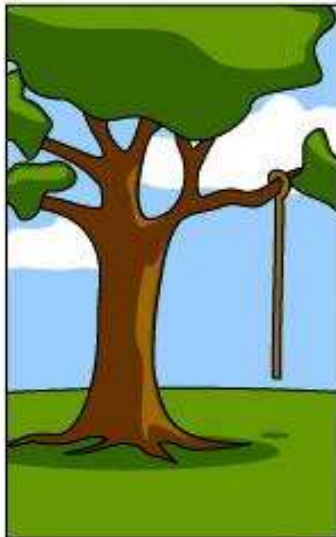
How the Programmer wrote it



How the Business Consultant described it



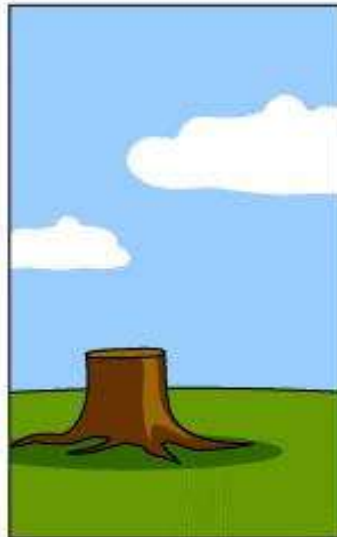
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

What is Project?

- A project is a **series of activities** designed to achieve a **specific outcome** within a set **budget** and **time-scale**.
- The accomplishment of a number of actions in series or parallel in order to reach an **OBJECTIVE**. (Robertson 1967)

What is Project? (cont'd)

- A **temporary** endeavor undertaken to create a **unique product, service or result.** (PMBOK)

What is Project? (cont'd)

- Temporary
 - Every project has a **definite beginning** and **definite end**;
 - Not ongoing efforts
- 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.

What is Project? (cont'd)

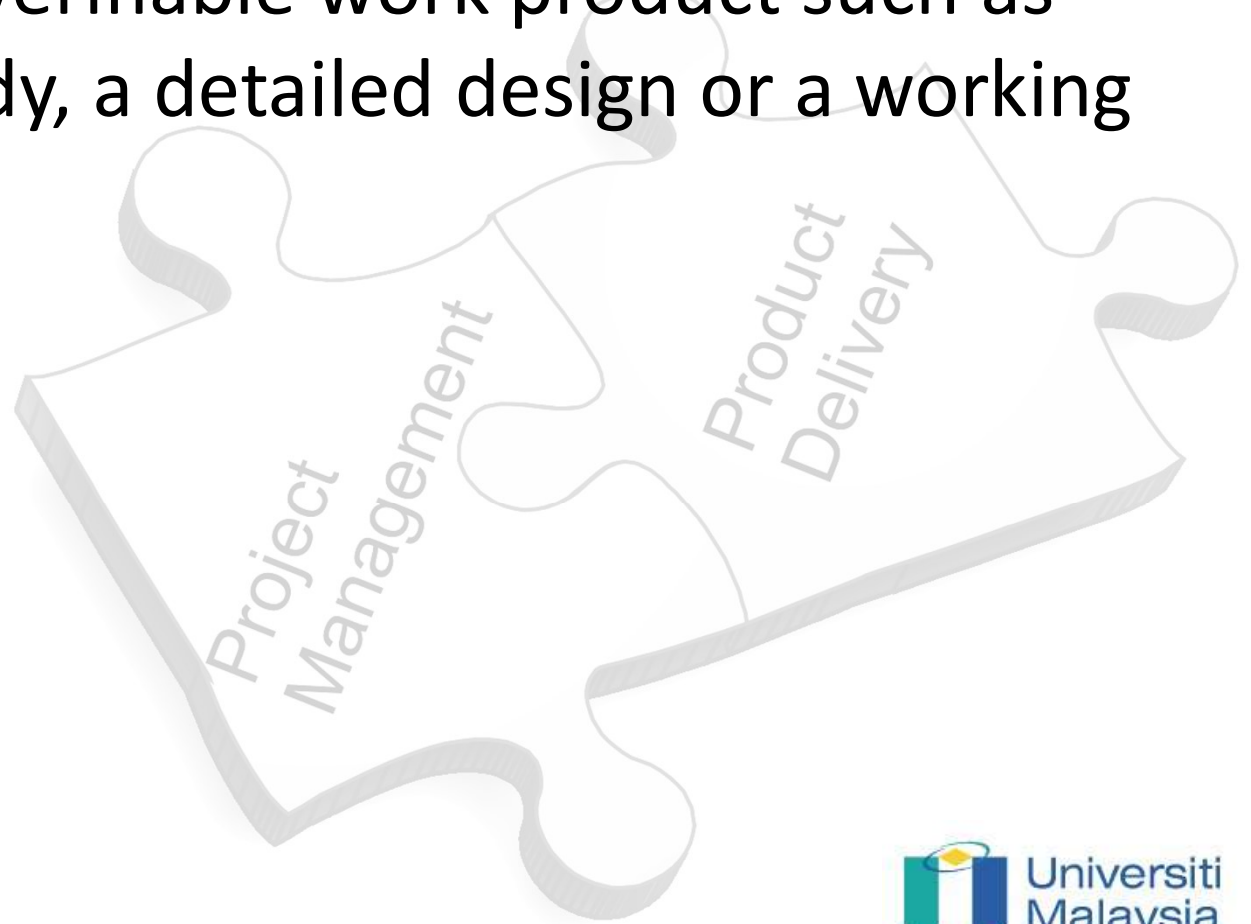
- Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity or durability.
- Temporary does not typically apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome. 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.

What is Project? (cont'd)

- A project can create:
 - A product that can be either a component of another item or an end item in itself;
 - A capability to perform a service;
 - A result such as an outcome or document;

Project Deliverable

- Is a tangible, verifiable work product such as feasibility study, a detailed design or a working prototype



Example of projects

- Developing and introducing a new product
- Consolidating two manufacturing plants
- Building a shopping mall
- Performing a series of surgeries on an accident victim
- Designing a business internship program for high school students
- Organize and hosting an international conference

Characteristics of a Project

- The objective of a project is to produce a ***product*** or a ***service***
- It has a definite beginning and (eventually) an end
- It requires resources
- It requires a champion
- It involves risks

What is Project Management?

The **art** of directing and coordinating **human** and **material resources** throughout the life of a project by using **modern management techniques** to achieve the pre-determined objectives of scope, cost, time, quality and participant satisfaction

What is Project Management? (cont'd)

- PM is the application of knowledge, skills, tools and techniques in project activities to meet the project requirements.
- PM includes **work processes** of initiate, plan, execute, control and close out.
- The processes involved **Scope, Quality, Cost** and **Schedule** (also known as project objectives).

What is Project Management? (cont'd)

- Project Management is accomplished through the appropriate application and integration of the 47 logically grouped PM processes comprising of 5 process groups (PMBOK5).

What is Project Management? (cont'd)

- 5 process groups
 - Initiating
 - Planning
 - Executing
 - Monitoring and Controlling
 - Closing



Managing Project typically...

- Identifying requirements
- Addressing the various needs, concerns and expectations of the stakeholders as the project is being planned and carried out
- Balancing the competing project constraints;
 - Scope
 - Quality
 - Schedule
 - Budget
 - Resources
 - Risks

Project Management History

A SHORT HISTORY OF PROJECT MANAGEMENT

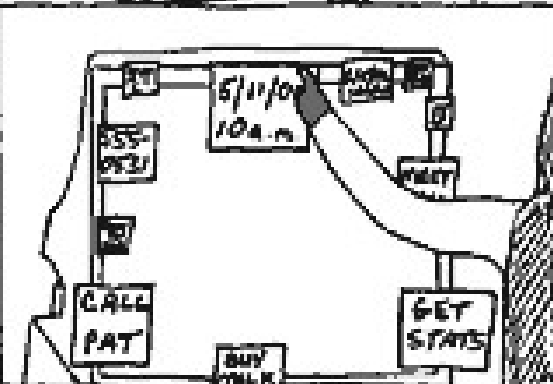
IN CAVE DAYS, PROJECT MANAGEMENT WAS EXTREMELY DIFFICULT.




THE MANAGEMENT PROCESS IMPROVED WITH THE INVENTION OF APPOINTMENT BOOKS.



TODAY, SOPHISTICATED TECHNOLOGICAL TOOLS HAVE COMPLETELY REVOLUTIONIZED PROJECT MANAGEMENT.



Project Management History

- PM is derived from a Latin word “**projectum**” means “to throw something forward” – something that comes before anything else is done.
- A plan of something, not to the act of actually carrying this plan out.
- **Object**  **Project**

Project Management History (cont'd)

- Early construction projects included the ancient pyramids, medieval cathedrals, Indian cities etc.



Project Management History (cont'd)

- In modern age, projects include laying railroads, developing farms, building cities, building houses or starting new businesses.



Project Management History (cont'd)

- Throughout history, projects were conducted:
 - With very little systematic planning and control
 - Accomplished at great human and financial cost
 - Exceedingly long period of time to complete

Project Management History (cont'd)

- PM eventually emerged as a formal discipline to be studied and practiced.
- 1950's and 1960's, techniques for planning and controlling schedules and costs were developed – to determine the project schedules.
- During this time, the industry had foreseen the benefits of organizing work around projects.
- It was critical to communicate and integrate work across multiple department and professions.

Project Management History(cont'd)

- In early 20th century, Frederick Taylor analyzed work patterns and behavior and found better methods can increase the productivity.
- This was known as **time and motion study**.
- In 1910-1920's, Henry Gantt studied the order of work operations in great detail. He introduced Gantt Chart.
- In the mid-20th century, **PERT charts** and **Critical Paths Methods** were introduced.

Month	June				July				August				September			
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Title																
Critique 1 (Proposal)																
Topic Chosen																
Problem Statement																
Problem Finding																
Criticality																
Critique 2 (Research Analysis)																
Research Material																
Precedent Studies																
Methodology																
Analysis																
Critique 3 (Organization & Management)																
Idea development																
Content development																
Flow Chart																
Budget																
Functional Specification Sheet																
Project Design																
Poster																
Video Teaser																
Artist Impression																

Nuruljannah Mohamad
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Urban Agriculture

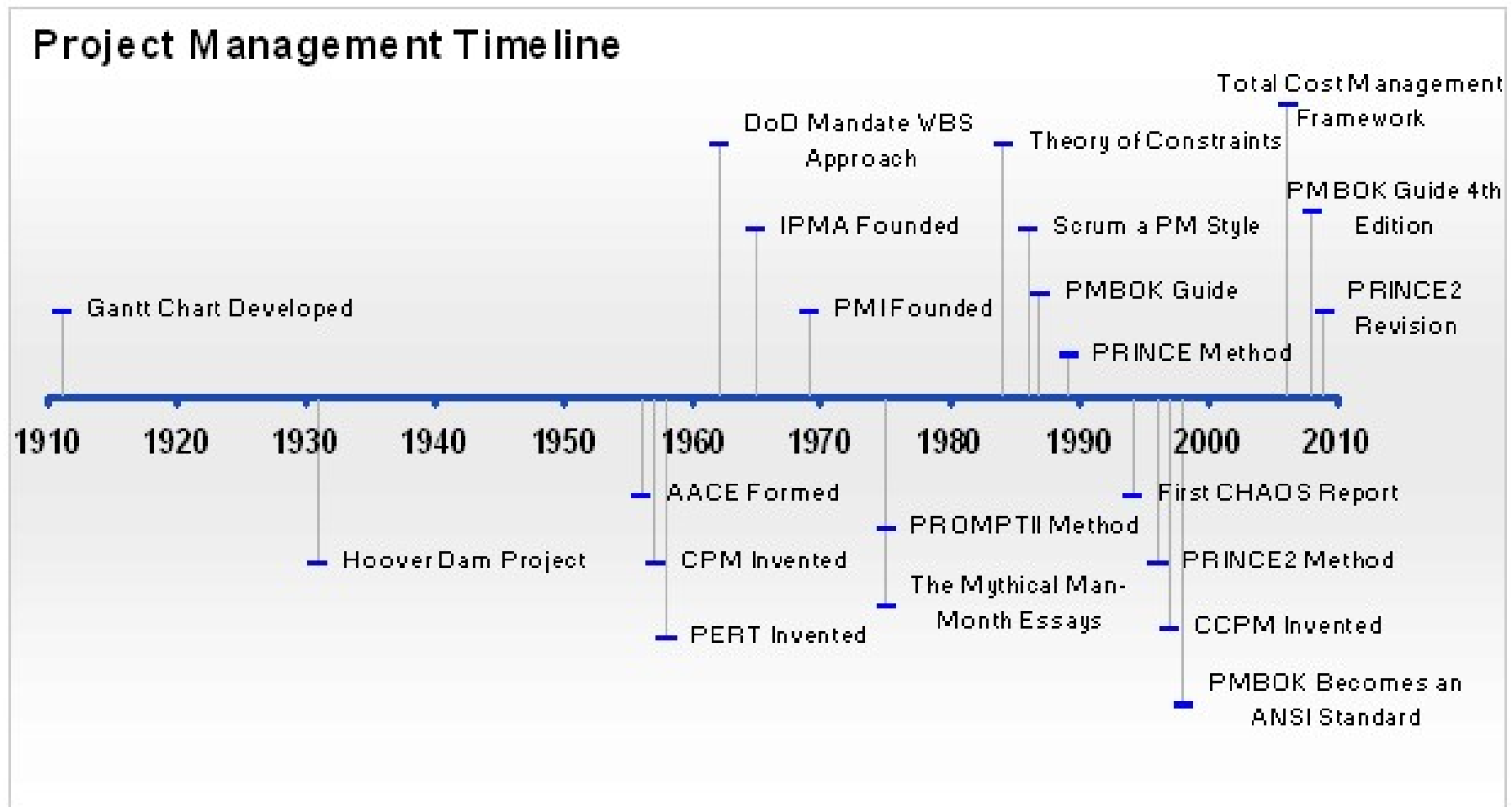
Project Management History (cont'd)

- 1980's and 1990's, several software companies offered more powerful and easier ways to plan and control project costs and schedules.

Project Management History (cont'd)

- Recent development:
 - Practitioners realized that communication and leadership play major roles in project success.
 - Project planning and management techniques are used widely in various industry.
 - Project planning and management techniques can be modified and used for smaller projects.

Project Management History (cont'd)



Conclusion

- A project is temporary, unique, and the product of multi-faceted and progressively elaborated process that produces a solution for a specific objective.
- For the endeavor to be successful, the project must be accomplished on time, within budget, and satisfy the objectives.



**Let's
see...**

Question 1

- Which organization has set the de facto standards for project management technique?
 - a) PMBOK
 - b) PMO
 - c) PMI
 - d) PMA

Question 2

- Project Management is accomplished through the appropriate application and integration of the logically grouped PM processes comprising of process groups.
 - a) 42 5
 - b) 5 ... 42
 - c) 47 5
 - d) 5 ... 47

Question 3

- Henry Gantt introduced ...
 - a) Critical Chain Management (CCM)
 - b) Program Evaluation Review Technique (PERT)
 - c) Gantt Program Method
 - d) Gantt Chart

Question 4

- A project is considered successful when
 - a) The product of the project has been manufactured
 - b) The project sponsor announces the completion of the project
 - c) The product of the project is turned over to the operations area to handle the on-going aspects of the project
 - d) The project meets or exceeds the expectations of the stakeholders

Question 5

- What are the five project management process groups, in order?
 - a) Initiating, Executing, Planning, Monitoring and Controlling and Closing
 - b) Initiating, Monitoring and Controlling, Planning, Executing and Closing
 - c) Initiating, Planning, Monitoring and Controlling, Executing and Closing
 - d) Initiating, Planning, Executing, Monitoring and Controlling and Closing

Thank you...

Questions?



We are what we repeatedly do. Excellence, then, is not an act but a habit. - Aristotle



Tutorial

- List **TWO (2)** project management professional bodies.
- What is the objective of PMI credentials?
- Explain **TWO (2)** PMI Core Values.
- Differentiate between Generally Recognized and Good Practice as stated in PMBOK.
- List the **TEN (10)** Knowledge Areas in Project Management.