Project Management (BPM1313)

Introduction to Project Management

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Introduction to Project Management

- Aims
  - Provides basic foundation of Project Management to the students
  - Gives understanding and knowledge to students in relation to planning, leading, organizing, monitoring and control throughout the implementation of a project until completion.

- Expected Outcomes
  - Understand how to start and plan any project regardless of size or complexity
  - Know the importance of planning, control and monitoring of a project

- Other related Information
  - PMBOK study guide

- References

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Project Management Scenario

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

Source: Thinkpalm.com

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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 overruns were in excess of USD250 Billion
  - ❑ Time overruns were in excess of 222%
  - ❑ Projects not prioritized in line with strategic objectives

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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

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What is a 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)

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What is a Project?

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

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What is a Project?

- 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.

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What is a Project?

- 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.

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What is a Project?

- 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;

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Project Deliverable

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

Source: projectjedi.wordpress.com

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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

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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

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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

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What is Project Management?

- 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).

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What is Project Management?

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

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What is Project Management?

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

Source: biohope.eu

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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 - Budget
  - Quality - Resources
  - Schedule - Risks

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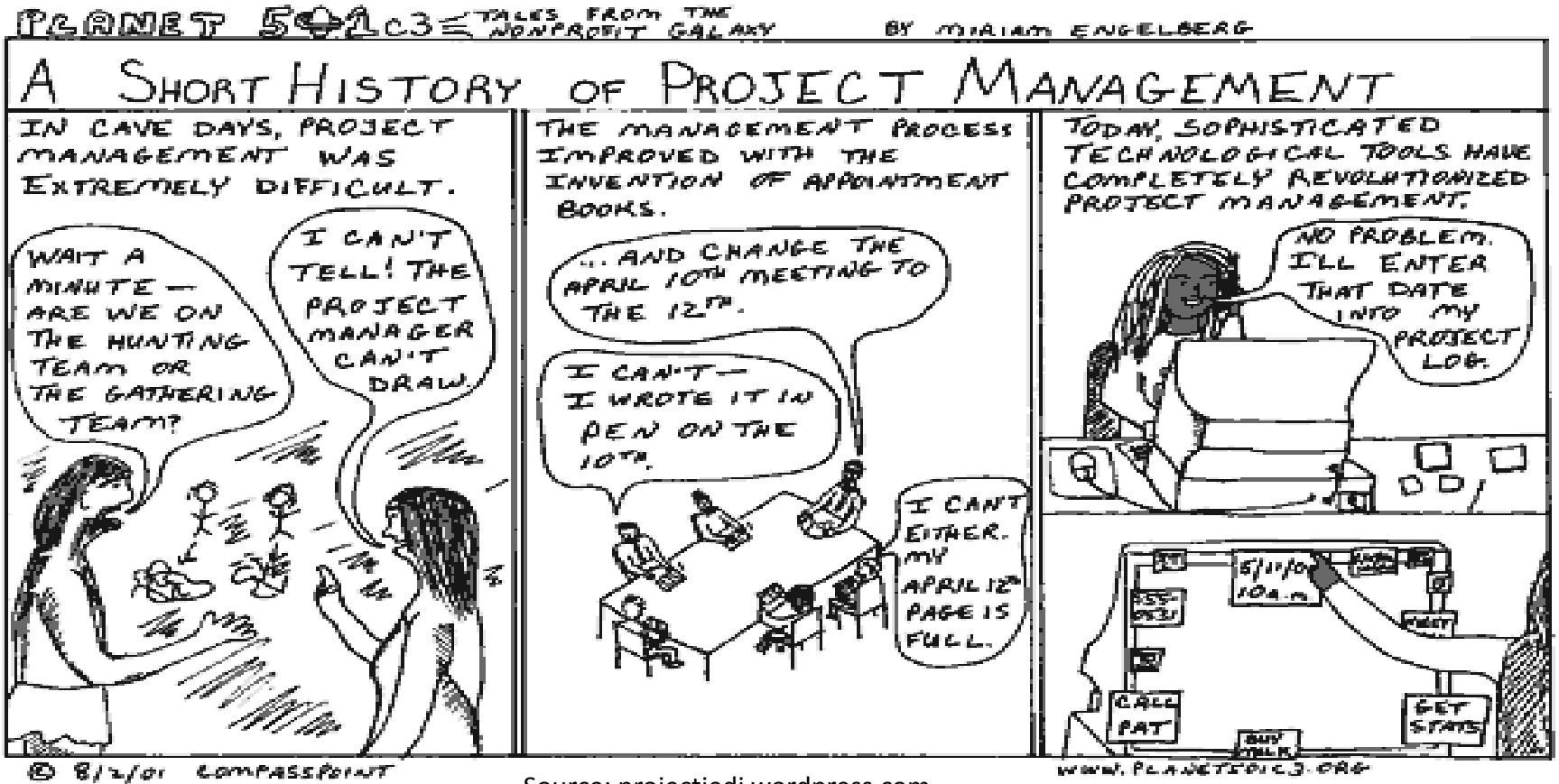
Project Management History



Source: projectjedi.wordpress.com

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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 for something, not to the act of actually carrying this plan out.

Object ☞ Project

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Project Management History

Early construction projects comprises of the ancient pyramids, medieval cathedral and the Indian cities etc.

Source: projectjedi.wordpress.com

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Project Management History

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

Source: projectjedi.wordpress.com

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Project Management History

- 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

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Project Management History

- 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.

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Project Management History

- In early 20th century, Frederick Taylor analyzed work patterns and behavior was discovered to better increase 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.

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Project Management History

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.

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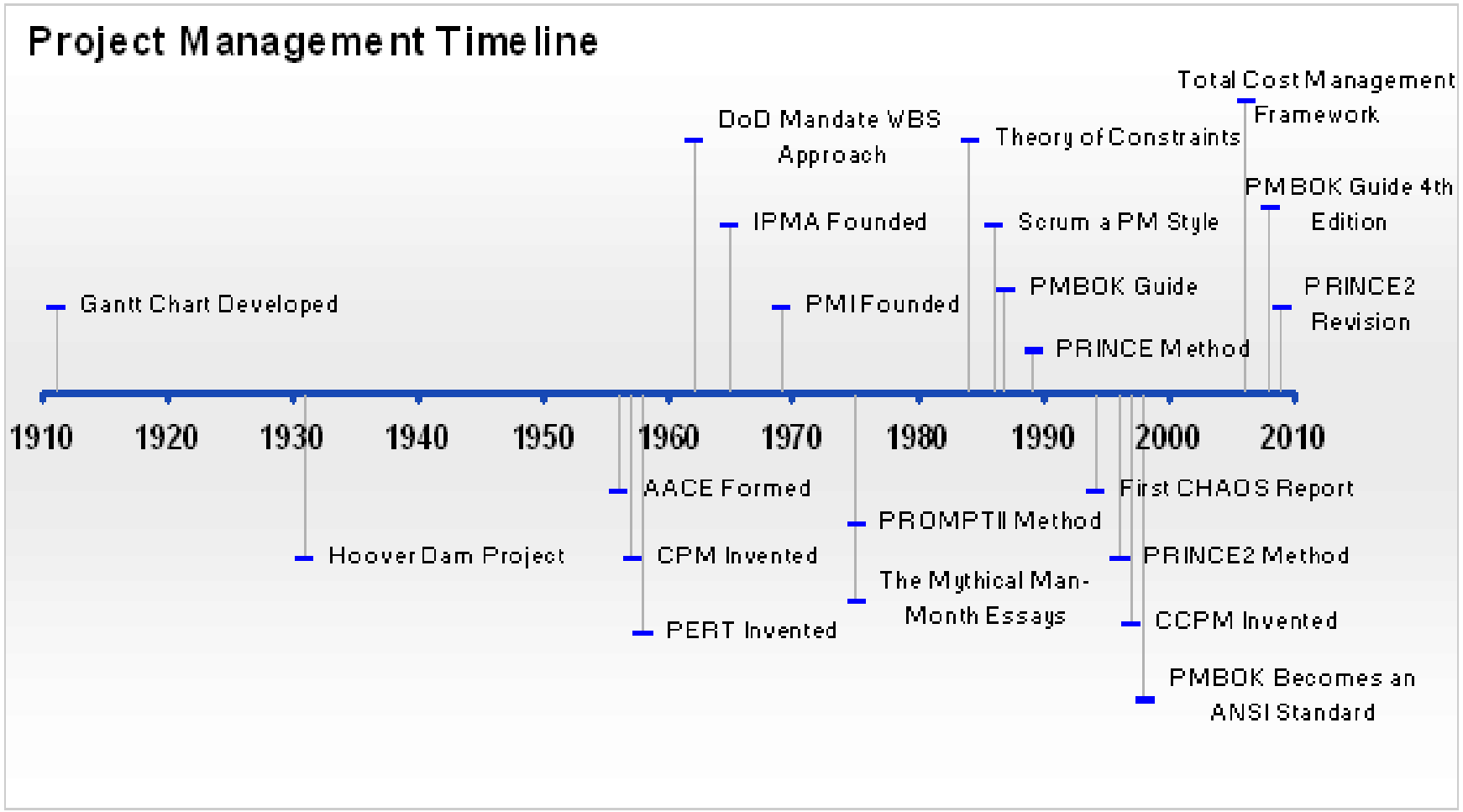
Project Management History



Source: projectjedi.wordpress.com

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Conclusion of The Chapter

- 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.

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