



विद्या परं दैवतम्

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Project in Contemporary Organizations

Introduction

- Rapid growth in project management
- In the past, most projects were external
 - Building a new skyscraper
 - New ad campaign
 - Launching a rocket
- Growth lately is in internal projects
 - Developing a new product
 - Opening a new branch
 - Improving the services provided

The Definition of a “Project”

- A temporary endeavor undertaken to create a unique product, service, or result (PMBOK Guide)
- Time bound effort that has definite beginning and definite ending with several related and/or interdependent task to create a unique product or service.
- "A time bound effort constrained by performance specification, resource and budget to create product and service ”.
- Projects require:
 - an organized set of work efforts.
 - progressively elaborated detail.
 - a defined beginning and ending.
 - a unique combination of stakeholders.

How Project Management Developed

- Historical projects
 - Tower of Babel
 - Egyptian pyramids
 - Great Wall of China
- Modern credit for the development of project management goes to the military
 - Development of “smart bombs” and “missiles”

How Project Management Developed

- Projects are subject to time and resource limitations
- As the tools and techniques were developed, the use of project organization began to spread
- Project, Program, Task and Work Packages

How Project Management Developed

- Project management has found wide acceptance in industry
- It has many applications outside of construction
 - Managing legal cases
 - Managing new product releases

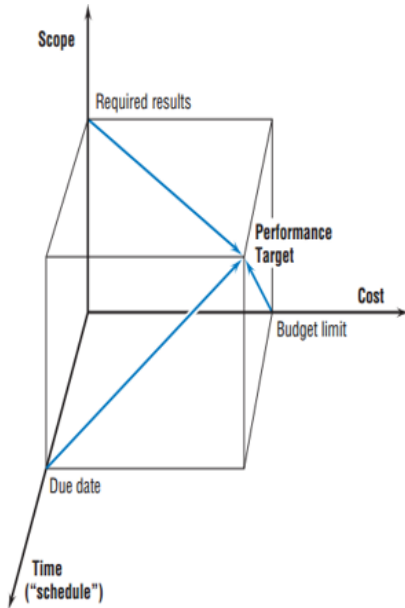
Projects Tend to be Large

- Projects Tend to be Large
- Projects are getting larger over time
- The more we can do, the more we try to do

Three Project Objectives: The “Triple Constraint”

- Also referred to as the “Iron Triangle”
 - Time**
 - Cost**
 - Scope**
- Time, cost, and performance are all related to a project

Direct Project Goals: Scope, Cost, Time



Major Characteristics of a Project

- Four main (Universal)
 - **Unique**
 - **One-time occurrence**
 - **Finite duration**
- Other
 - **Interdependencies**
 - **Limited resources**
 - **Conflict**

Nonprojects and Quasi-Projects

- Routine tasks are not projects
 - Ex: production of weekly employment reports, delivery of mail, etc
- Quasi-projects
 - Scope, schedule, and budget are implied

Project VS operations

- Projects are temporary
- Projects have routine and unique characteristics
- Operations are ongoing work
- Project with fewer uncertainties and unknown
- Operation, Consist ongoing work needed to ensure that an organization continue to function effectively
- Operation Manager uses the checklist to guide their work whereas PM uses Project Management tools to guide or determine what to do.
- Both are associated with processes. Processes produce similar and repetitive result , whereas project are unique.

Project Success and Failure

- Deliverables include all agreed-upon features
- Outputs please customers
- Customers use the outputs effectively
- Completed on schedule and on budget

Project Success and Failure

- Completed without heroics
- Learn new and/or refine skills
- Organizational learning
- Reap business-level benefits

Project Success

- Meeting Agreements
 - Cost, schedule, and specifications met
- Customer's Success
 - Needs met, deliverables used, customer satisfied
- Organization's Success
 - Market share, new products, new technology
- Project Team's Success
 - Loyalty, development, satisfaction
- *Source: Adapted from Timothy J. Kloppenborg, Debbie Tesch, and Ravi Chinta, "21st Century Project Success Measures: Evolution, Interpretation, and Direction," Proceedings, P M I Research and Education Conference 2012 (Limerick, Ireland, July 2012).*

Why Projects Fail

- Insufficient resources and/or time
- Unclear expectations
- Changing Requirement
- Stakeholders disagree on expectations
- Inadequate project planning
- Inadequate Executive Support

Project Management?

- "The application of knowledge, skills, tools and techniques to project activities to meet project requirements" .(PMBOK Guide)
- Project Management is planning ,organizing directing , controlling of company resource for a relatively short term objective .

Why Project Management?

- The main purpose for initiating a project is to accomplish some goal.
- Project management increases the likelihood of accomplishing that goal.
- Project management gives us someone (the project manager) to spearhead the project and to hold accountable for its completion.

Negative Side to Project Management

- Greater organizational complexity.
- Higher probability organizational policy will be violated.
- Says managers cannot accomplish the desired outcome
- Conflict.

Forces Fostering Project Management

- Main forces in driving the acceptance of project management:
 - Exponential growth of human knowledge
 - Growing demand for a broad range of complex goods and services
 - Increased worldwide competition
- All of these contribute to the need for organizations to do more and to do it faster

The Project Life Cycle

- "The series of phases that a project goes through from its initiation to its closure"
- Project life cycles vary among different disciplines but generally are comprised of the same general stages

The Project Life Cycle Stages

- Selecting and initiating
- Planning
- Executing (includes monitoring/controlling)
- Closing and realizing

Selecting and initiating

- Selection of best project given Resource limit
- Recognizing the benefits of the project.
- preparation of the document to sanction the project
- Assigning the project manager(PM).

Planning

- Defining work requirement
- Definition of Quality and quantity work.
- Definition of resource needed.
- Scheduling the activities.
- Evaluation of various risk

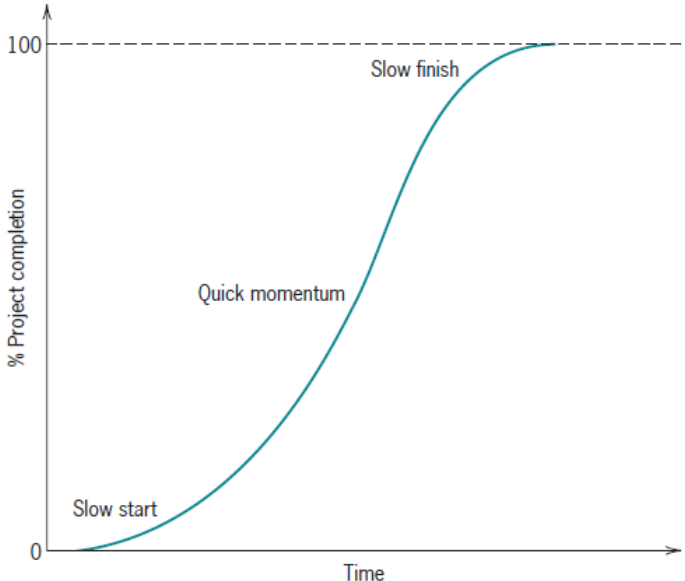
Executing (Includes monitoring/controlling)

- Negotiating for project team member
- Directing and managing the work
- Working with team member to help them improve
- Comparing actual outcome to predicted outcome
- Analyzing variances and implications
- Making adjustments

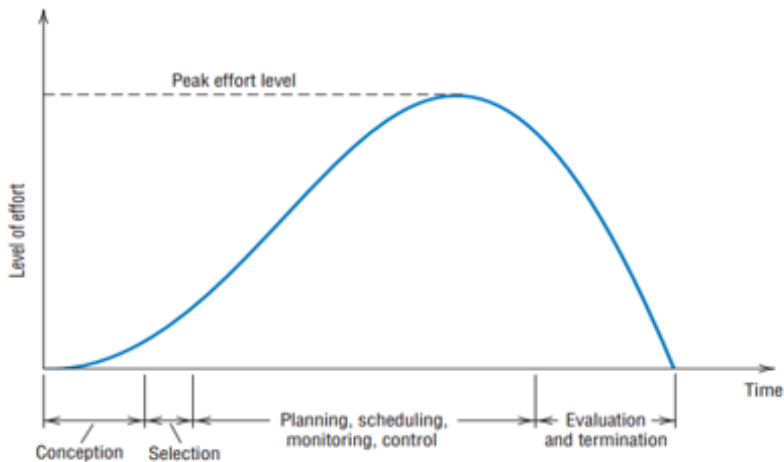
Closing and Realizing

- Verifying that all of the work has been completed
- Contractual closure of the contract.
- Financial closure
- Administrative closure of paper work.

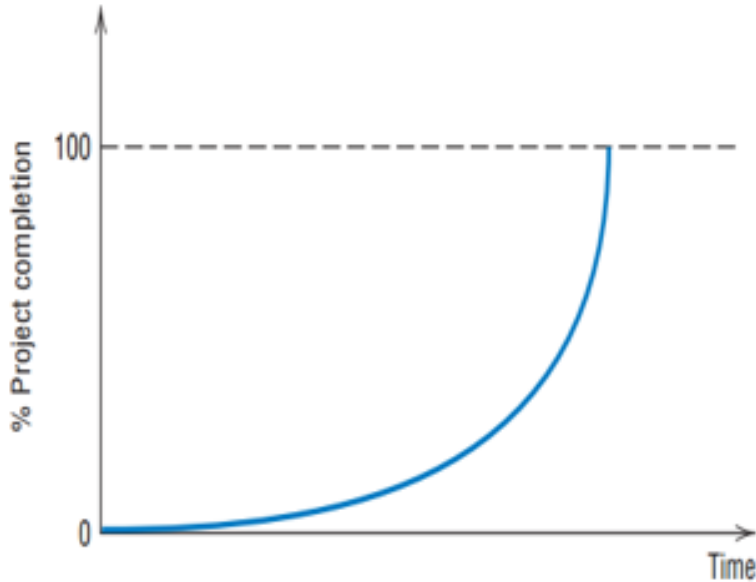
The Project Life Cycle



Time Distribution of Project Effort

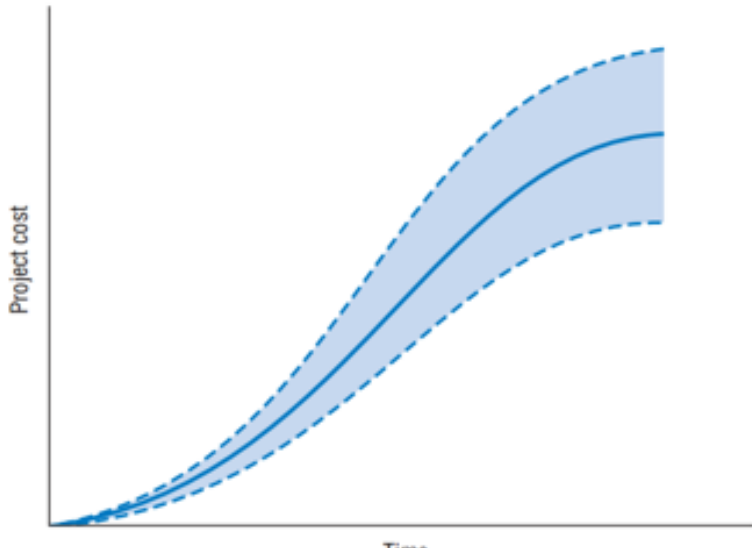


Another Possible Project Life Cycle

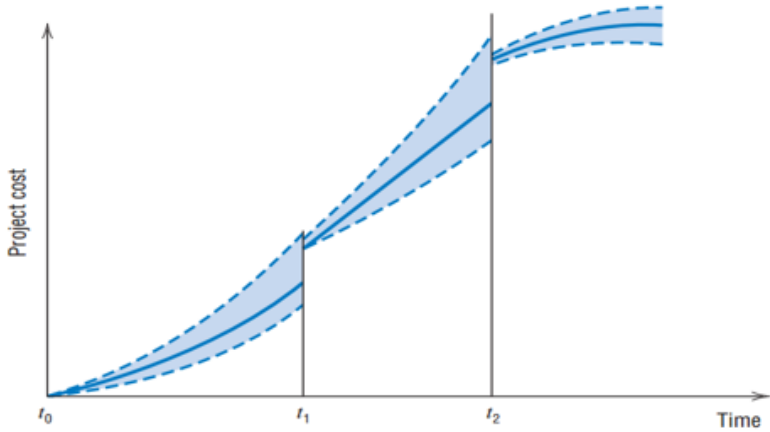


- Uncertainty about our inability to meet project goals due to various factors in the project life cycle

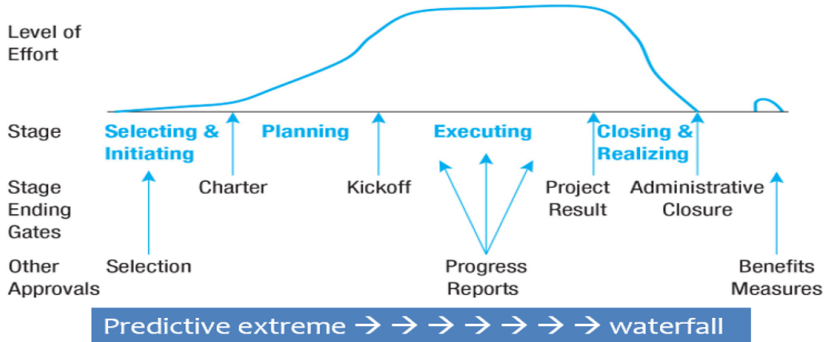
Risk During at the Start of the Life Cycle



Risk During the Life Cycle



Predictive (Plan-driven) PLC



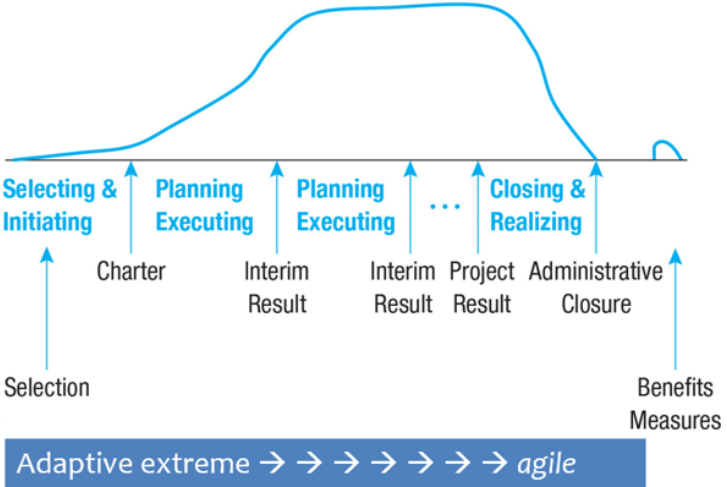
Adaptive (Change -driven) PLC

Level of Effort

Stage

Stage Ending Gates

Other Approvals



Understanding Projects

- Project Management Institute (PMI)
- Project Management Body of Knowledge (PMBOK)
- PMI Talent Triangle
- Selecting and Prioritizing Projects
- Project Goals and Constraints
- Types of Projects

The Project Management Institute (PMI)

- The largest professional organization.
- Produces A Guide to the Project Management Body of Knowledge (PMBOK Guide).
- Talent Triangle—Technical P M, Leadership, Strategic and Business Management.
- Project Management Professional (PMP) certification.
- Certified Associate in Project Management (CAPM) certification.

Project Management Body of Knowledge (PMBOK)

- Project Life Cycle
- 5 process groups
- 10 knowledge areas

- **Initiating**— “define a project or a new phase by obtaining authorization”
- **Planning**— “establish the project scope, refine objectives and define actions to attain objectives”
- **Executing**— “complete the work defined to satisfy project specifications”
- **Monitoring and controlling**— “track, review, and regulate progress and performance, identify changes required, and initiate changes”
- **Closing**— “finalize all activities to formally close project of phase”

PMBOK®'s 10 Knowledge Areas

- **Integration management** - “processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities”
- **Scope management** - “processes to ensure that the project includes all the work required, and only the work required, to complete the project successfully”
- **Schedule management** - “processes to manage timely completion of the project”
- **Cost management** – “processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget”

PMBOK®'s 10 Knowledge Areas

- **Quality management** - “processes to incorporate the organization’s quality policy regarding planning, managing, and controlling quality requirements to meet stakeholder expectations”
- **Resource management** - “processes to identify, acquire, and manage resources needed to successfully complete the project”
- **Communications management** - “processes to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information”
- **Risk management** - “processes of conducting risk management planning, identification, analysis, response planning, and control. . . to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project”

PMBOK®'s 10 Knowledge Areas

- **Procurement management**- “processes to purchase or acquire products, services, or results from outside the project team”
- **Stakeholder management** - “processes to identify the people, groups, or organizations, that could impact or be impacted by the project, analyze their expectations and impact, and develop strategies for engaging them and managing conflicting interests”

Selecting and Prioritizing Projects

- Identify potential projects
- All parts of the organization are involved
- Determine which projects align best with organizational goals

Selecting and Prioritizing Projects

- What value does each potential project bring to the organization?
- Are the demands of performing each project understood?
- Are the resources needed to perform the project available?
- Which projects will best help the organization achieve its goals?
- Is there enthusiastic support both from the external customers and from one or more internal champions?

Project Goals and Constraints

- Projects are undertaken to accomplish specific goals
- Scope and quality are performance goals
 - Scope – “the sum of the products, services, and results to be provided as a project.”
- Subject to constraints of time and cost
 - Quality – “the degree to which a set of inherent characteristics fulfills requirements.”

Project Goals and Constraints

- Obstacles or challenges may limit ability to perform
- Opportunities may allow projects to exceed original expectations.
- Project Managers (PMs) decide which goals and constraints take precedence
- Additional constraints
 - Amount of resources available
 - Decision maker's risk tolerance

Types of Projects

- Classifying by industry
- Classifying by size
 - Large projects often require more detailed planning and control*
- Classifying by understanding of project scope
 - How early in the project the project manager and team are able to determine the project scope*
- Classifying by application
 - All projects require planning and control
 - The art of project management:
 - when to use certain techniques
 - how to tailor techniques to the needs of a project.
 - how much detail to use

Traditional Project Roles

- Project Executive-Level Roles
- Project Management-Level Roles
- Project Associate-Level Roles

EXECUTIVE ROLES	MANAGERIAL ROLES	ASSOCIATE ROLES
Steering team	Project manager	Core team member
Chief project officer	Functional manager	Subject matter expert
Sponsor	Facilitator	
	Senior customer representative	

Project Executive-Level Roles

- The steering team
 - The top leader (C E O) and his/her direct reports
 - Select, prioritize, and resource projects
 - Ensure that accurate progress is reported

Project Executive-Level Roles

- Sponsor Active role:
 - Charter the project
 - Review progress reports
 - Sponsor Behind-the-scenes role:
 - Mentor the project manager
 - Assist the project manager
- ”Sponsor – “the person or group that provides resources and support for the project and is accountable for enabling success.”**

Project Executive-Level Roles

- The chief projects officer or PMO
 - Supports project managers
 - Require compliance to project directives

Project Management Office (PMO) – “an organizational structure that standardizes the project related governance processes and facilitates the sharing of resources, methodologies, tools and techniques.”

Project Management-Level Roles

- Project manager
 - Directly accountable for project results, schedule, and budget
 - The main communicator
 - Responsible for project planning and execution, from start to finish
 - Limited formal power

Project manager – “the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.”

Project Management-Level Roles

- Functional manager
 - Department heads
 - Determine the “how” of project work
 - Supervise the work
 - Negotiate with the project manager
- Facilitator
 - Helps the project manager with the process of running meetings and making decisions

Project Associate-Level Roles

- Project management team
 - Core team members—part of team throughout
 - Subject matter experts (SMEs)—only involved in part of project; not involved in most planning and decision making

Project management team – “members who are directly involved in project management activities.”

Project Executive-Level Roles (Agile Project)

- The senior customer representative
 - Identifies and prioritizes constituents requirements
 - Ensures project progress support customer desires
 - Continuous and active role

EXECUTIVE ROLES	MANAGERIAL ROLES	ASSOCIATE ROLES
Customer (product owner)	Customer (product owner)	Team Member
Sponsor (product manager)	Scrum Master	
Portfolio Team	Functional Manager	
Project Management/Scrum Office	Coach	

Project Management-Level Roles (Agile Project)

- Scrum Master
- Project manager who serves and leads as:
 - Collaborator
 - Facilitator

References

- **Contemporary Project Management by Kloppenborg, Pearson India.**
- **Project Management A Managerial Approach by Meredith and Mantel, John Wiley Sons.**

Thank you.

Any queries?