

Introduction to Project Management

Session 1-2

What is a Project ?

- Projects are a group of activities that have to be performed with limited resources to yield specific objectives, in a specific time, and in a specific locality. Thus, **a project is a temporary endeavor employed to create a unique product, service or results.**
- It is a unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of *time, cost and resources*.

What is a Project? contd,....

- In simple terms, Project is a collection of activities that are interrelated with a specific over all purpose.
- It is a temporary endeavor to create a unique product, service or result.
- A project is a complex , non-routine, one time effort limited by time, budget, resources, and performance specifications designed to meet customer needs.

Project Characteristics

- Project can have a number of starting points but one end.
- Complexity
- Investment Decision
- Focus- Fixed set of objectives/ mission/goal
- Time Bound through schedules
- Unique
- Unity in diversity

WHAT IS PROJECT MANAGEMENT ?

The application of

- Processes
- Methods
- Knowledge
- Skills
- Experience

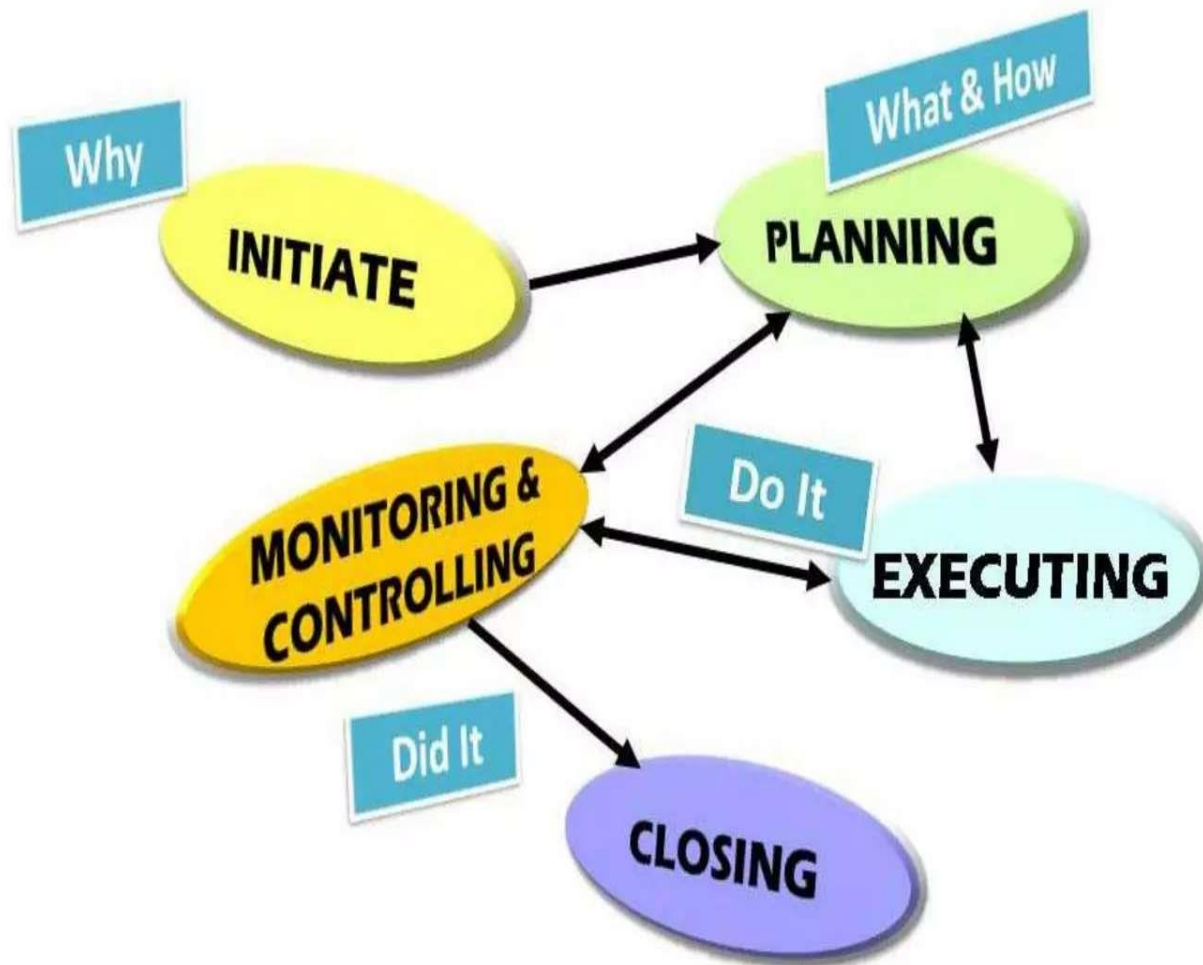


A FRAMEWORK FOR PROJECT MANAGEMENT:

- Understand the problem
- Specify project responsibilities
- Select a project manager
- Establish ground rules and set performance standards
- Select the right project



PHASES





Main Causes of Project Failure

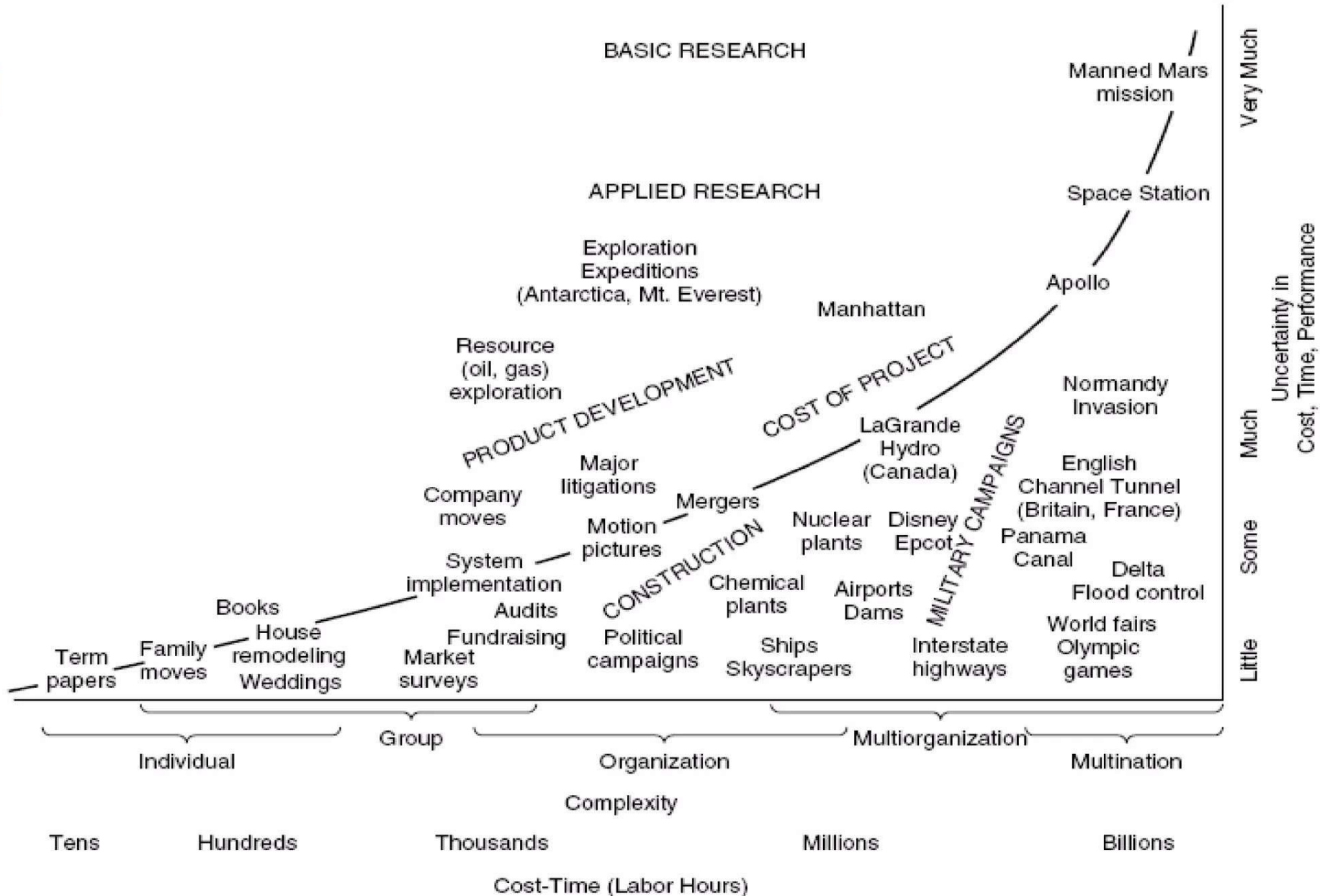
- Poor planning and/or inadequate process
- Inefficient way to document and track progress
- Poor leadership at any level
- Failure to set expectations and manage them
- Inadequately-trained project managers



Main Causes of Project Failure

- Inaccurate cost estimation
- Lack of communication at any level
- Culture or ethical misalignment
- Competing priorities
- Disregard of project warning signs

Typology of projects

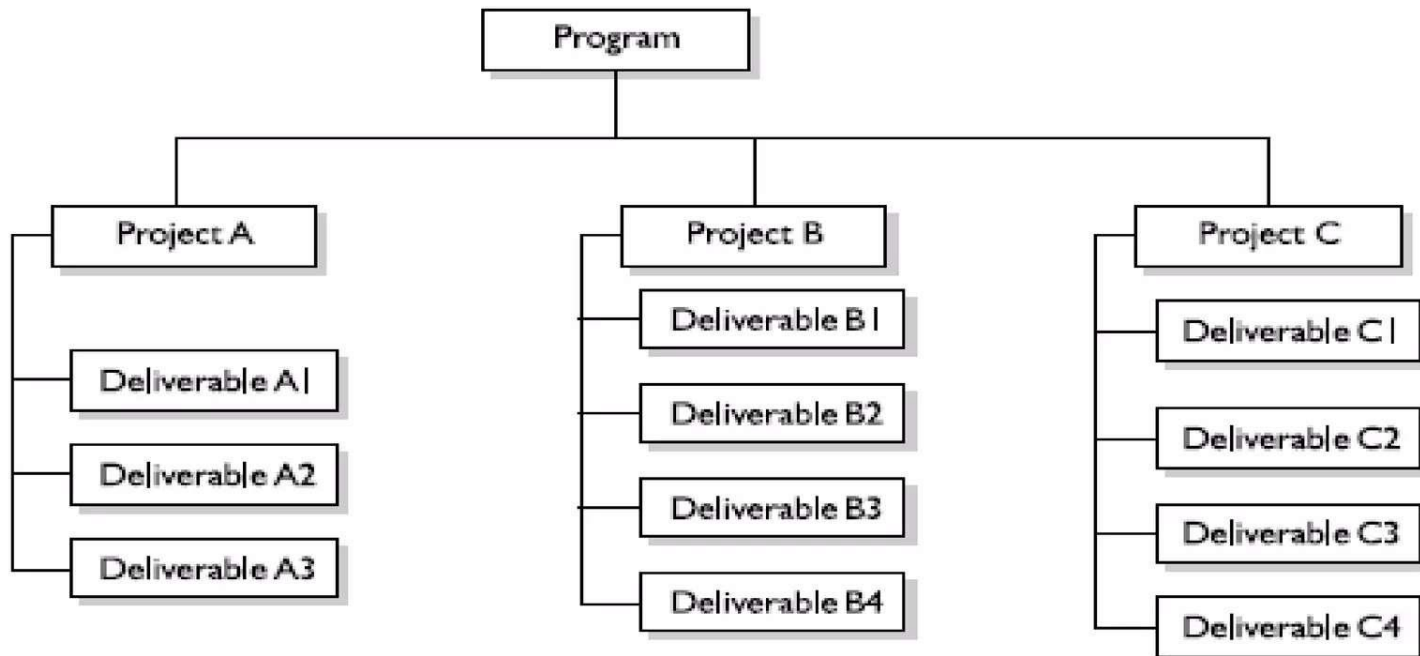


Project Vs. Program Management

- The coordinated management of a portfolio of projects to achieve a set of business objectives is called **program management**
- A program might refer to an ongoing set of activities internal to the organization, for example, a Total Quality Management program, workplace safety program, supplier development program, etc

Program Management

- Program management is the management of multiple projects all working in unison toward a common goal



Program Management

- Project managers would manage each of the projects within the program and report to the Program Manager.
- The Program Manager would ensure that all of the integrated projects worked together on schedule, on budget, and ultimately towards the completion of the program.

Project Management

- It is the application of knowledge , skills, tools and techniques to project objectives to meet stake holders needs and expectations.
- It is planning , monitoring and controlling of all aspects of a project and motivation of all involved to achieve project objectives of safety and within a defined time, cost & performance.
- Project Management is both people and technical oriented. It involve understanding the cause-effect relationship and interactions among socio technical dimensions of projects.

How does project management benefit you?

- To have goal clarity and measurement
- resources will be coordinated
- risks will be identified and managed
- increase the possibilities of time savings
- increase the possibilities of cost savings
- increase the possibilities of achieving the agreed outcome
- increase the possibilities to deliver projects successfully

Project techniques and Improved quality.. The link.....

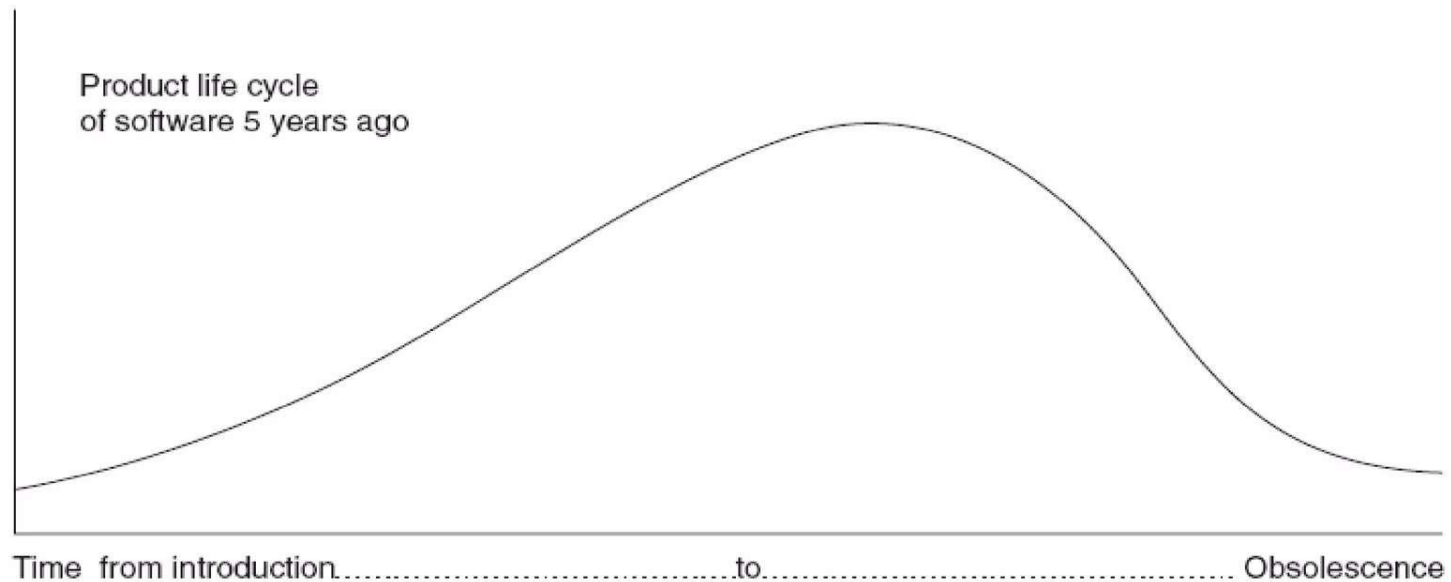
- Decision-making routes and processes are clearly defined
- Deadlines, costs and resources are controlled systematically
 - ▣ All processes in the project management activity chain are coordinated to ensure they remain in harmony with one another
- The result will help you to get:
 - ▣ more speed
 - ▣ greater flexibility
 - ▣ improved quality

NEED FOR PROJECT MANAGEMENT

- To manage large investment opportunities in different emerging sectors.
- Projects of increasingly complex sizes
- Aggressive competition
- Turbulent business environment
- Greater focus for operational effectiveness and efficiency.
- Downsizing

NEED FOR PROJECT MANAGEMENT

- The amount of time from introduction to obsolescence has decreased dramatically in the last 5 years, especially for high-tech products.



Project Functions

PMI has identified six basic functions :

1. Manage the project's scope to define the goals and the work to be done in sufficient details to facilitate understanding and correct performance by participants
2. Manage the Human Resources effectively
3. Manage communications for smooth running of the project.
4. Managing time by planning and meeting schedules
5. Manage Quality so that project results are satisfactory
6. Manage Costs to see that project is performed at the minimum possible cost and within the budget.

Common Pitfalls in Project Management

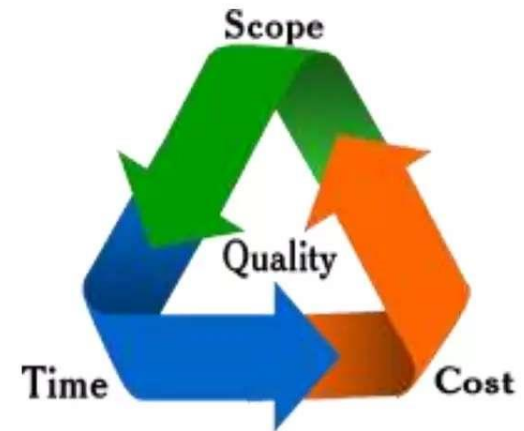
- Not being aligned to organisational strategy
- Lack of top management or sponsor support
- Political discord or disagreement
- Poor or inadequate estimating
- Working backwards from a given date
- Inexperienced project management personnel
- Fragmented team and team values

Common Pitfalls in Project Management

- Poorly/vaguely defined requirements (Scope)
- Lack of user (customer) involvement
- Unrealistic requirements or expectations
- Scope creep
- Poor communication or lack of communication
- Ignoring project warning signs
- Poor governance

Triple Constraints of Project Management

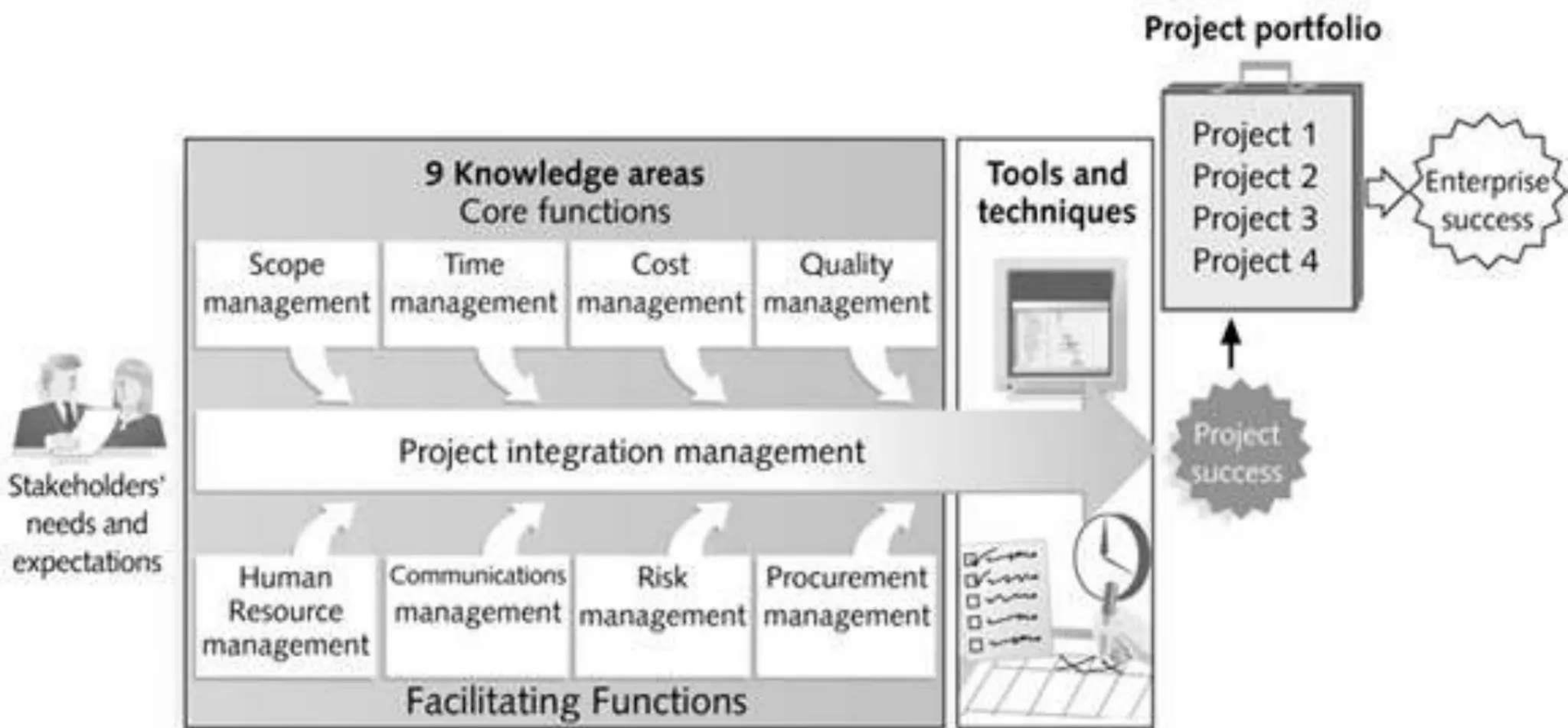
- All projects are bound by the Triple Constraints of Project Management: time, cost, and scope. Quality is affected by the balance of these three components.
- The Triple Constraints is also known as the Iron Triangle, as shown in the illustration below. If any one angle of the triangle changes, then the other two should change as well—if not, then quality will suffer



Project Management Framework



The PMBOK's 9 Knowledge areas



Project Management Framework

Nine knowledge areas in PM

- Project management is comprised of the following nine knowledge areas.
 - **Project Integration Management**
 - **Project Scope Management**
 - **Project Time Management**
 - **Project Cost Management**
 - **Project Quality Management**
 - **Project Human Resource Management**
 - **Project Communications Management**
 - **Project Risk Management**
 - **Project Procurement Management**

Project Integration Management

- It is a subset of project management that includes the processes required ensuring that the various elements of the project are **properly coordinated**. It consists of *project plan development*, *project plan execution*, and *overall change control*.
- This knowledge area focuses on creating the project charter, the project scope statement, and a viable project plan.
- Once the project is in motion, then Project Integration Management is all about monitoring and controlling the work.
- If changes happen, and we know they will, then you have to determine how that change may affect all of the other knowledge areas.

Project Scope Management

- This knowledge area deals with the **planning, creation, protection, and fulfillment of the project scope.**
- One of the most important activities in all of project management happens in this knowledge area: viz. **creation of the Work Breakdown Structure.**

Project Time Management

- Time management is crucial to project success. This knowledge area covers activities, their characteristics, and how they fit into the project schedule.
- This is where you and the project team will define the activities, plot out their sequence, and calculate how long the project duration will actually take.

Project Cost Management

- Cost is always a constraint in project management. This knowledge area is concerned with the planning, estimating, budgeting, and control of costs.
- Cost management is tied to time and quality management—screw either of these up and the project costs will increase.

Project Quality Management

- A subset of project management that includes the processes required ensuring that the project will satisfy the needs for which it was undertaken.
- It consists of quality planning, quality assurance, and quality control.

Project Human Resource Management

- This knowledge area focuses on organizational planning, staff acquisition, and team development.
- The project manager has to somehow acquire the project team, develop this team, and then lead them to the project results

Project Communications Management

- This knowledge area details how communication happens, outlines stakeholder management, and shows how to plan for communications within any project
- 90 percent of a project manager's time is spent communicating.

Project Risk Management

- **Every project has risks. This knowledge area focuses on risk planning, analysis, monitoring, and control.**
- **The project manager has to complete qualitative analysis and then quantitative analysis in order to adequately prepare for project risks.**
- **Once the project moves forward, project manager needs to monitor and react to identified risks as planned.**

Project Procurement Management

- This knowledge area covers all the business of project procurement, the processes to acquire and select vendors, and contract negotiation.
- The contract between the vendor and the project manager's organization will guide all interaction between the project manager and the vendor.