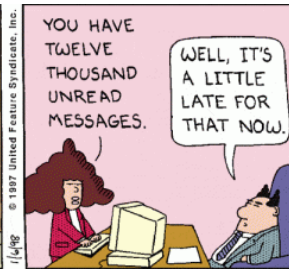


Introduction to Project Management





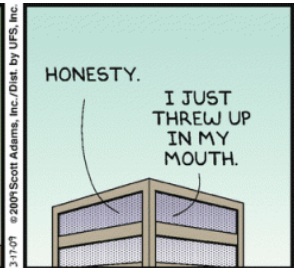
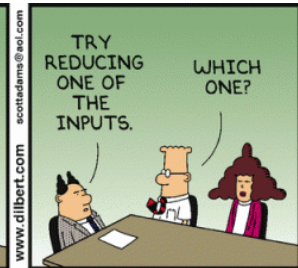
www.unitedmedia.com
© 1997 United Feature Syndicate, Inc.
5-Adams
1/4/98

www.dilbert.com
© 2007 Scott Adams, Inc./Dist. by UFS, Inc.
3-17-07



www.unitedmedia.com
© 1997 United Feature Syndicate, Inc.
5-Adams
1/4/98

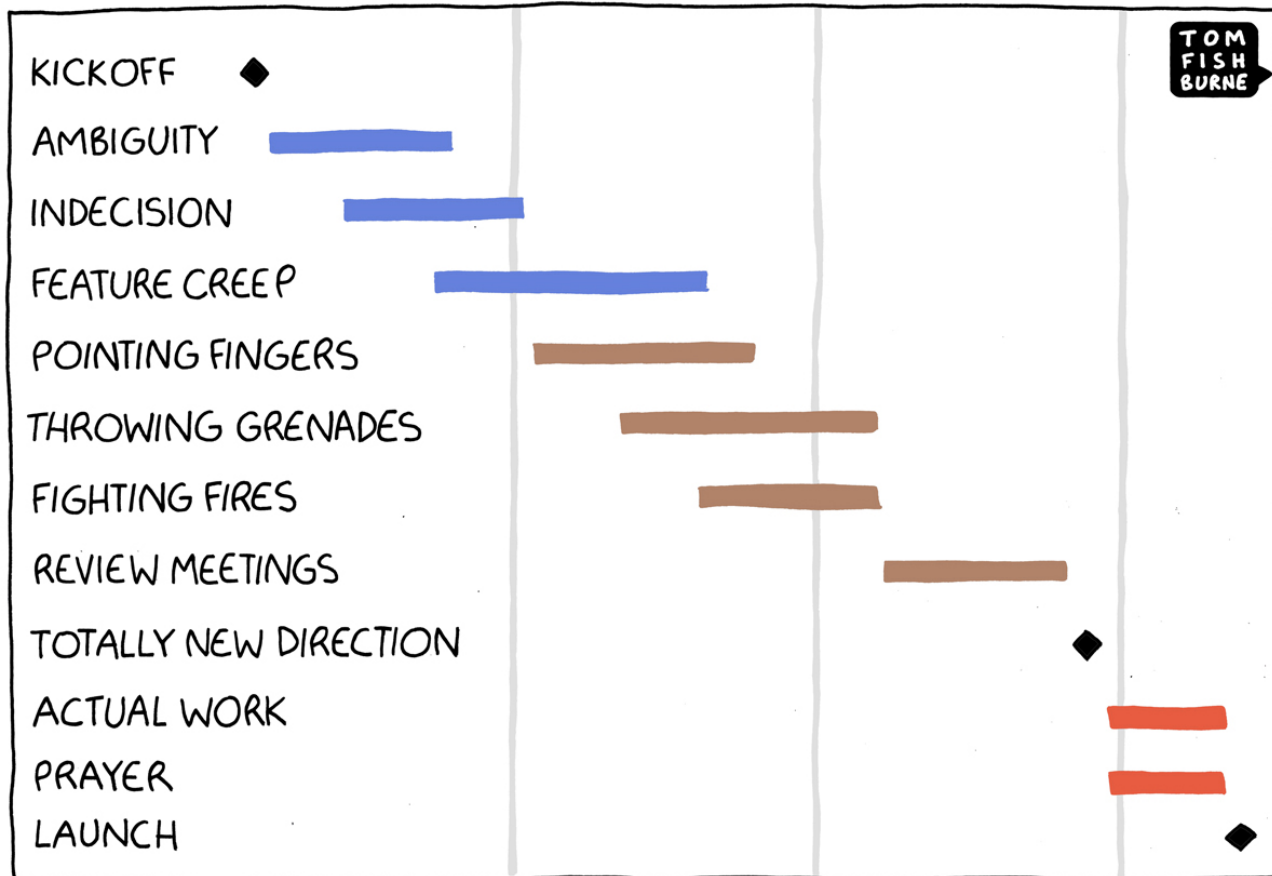
www.dilbert.com
© 2007 Scott Adams, Inc./Dist. by UFS, Inc.
3-17-07



www.unitedmedia.com
© 1997 United Feature Syndicate, Inc.
5-Adams
1/4/98

www.dilbert.com
© 2007 Scott Adams, Inc./Dist. by UFS, Inc.
3-17-07

Project plan ☺



TOM
FISH
BURNE

Foundations

Projects :

- A project is “a temporary endeavor undertaken to create a unique product, service, or result”

~ (PMBOK® Guide, Sixth Edition, 2017)

- Temporary endeavor : has a definite beginning and an end.
- Projects may produce deliverables of a social, economic, material or environmental nature
- Repetitive elements may be present in some deliverables and activities.

Foundations

End of project is reached when one or more of the following are true:

- The projects objectives have been achieved
- The objectives will not/ cannot be met
- Funding is exhausted or no longer available for allocation to the project
- The need for the project does not exist.
- The human or physical resources are no longer available
- The project is terminated for legal cause or convenience
- Although projects are temporary, their deliverables may continue to exist.

Foundational

Projects drive change:

- The projects drive change in organization
- Projects aims to move organization from one state (current state) to another state (future state)
- Although projects are temporary, their deliverables may continue to exist.

Foundational

Projects enable future value creation:

- PMI defines business value as a net quantifiable benefit (tangible / intangible) derived from a business endeavor
- Business value is considered return in terms of savings – time, money, goods, services,

Project initiation contexts

Meet Regulatory/
Legal/ Social/
Business
Requirements

Satisfy Stakeholder
needs/ Requests

Project

Create, improve, or
Fix Products,
Processes, Services

Implement / Change
Business Strategy /
Technology Strategy

Factors leading to project creation

- Competitive forces
- New Technology
- Material issues
- Political changes
- Market demand
- Economic changes
- Customer needs
- Stakeholders demand
- Legal requirements
- Business process improvements
- Strategic opportunity
- Social Need
- Environmental considerations

Introduction (1 of 3)

- Many people and organizations today have a new or renewed interest in project management.
- Worldwide IT spending was \$3.5 trillion in 2017, a 2.4 percent increase from 2016 spending.
- The Project Management Institute reported that the number of jobs reached almost 66 million in 2017. By 2027, employers will need 87.7 million individuals working in project management-oriented roles

Introduction (2 of 3)

- In 2017, the average annual salary (without bonuses) for someone in the project management profession was \$112,000 in the U.S. and \$130,866 in Switzerland
- The top skills employers look for in new college graduates are all related to project management: team-work, problem-solving, and verbal communications
- Organizations waste \$97 million for every \$1 billion spent on projects, according to PMI's Pulse of the Profession® report

Introduction (3 of 3)

Advantages of Using Formal Project Management:

- Better control of financial, physical, and human resources
- Improved customer relations
- Shorter development times
- Deliver the right products/ services
- Lower costs and improved productivity
- Higher quality and increased reliability
- Higher profit margins
- Better internal coordination
- Positive impact on meeting strategic goals
- Higher worker morale

What is a Project?

- A project is “a temporary endeavor undertaken to create a unique product, service, or result” (PMBOK® Guide, Sixth Edition, 2017)
- Operations is work done to sustain the business
- Projects end when their objectives have been reached or the project has been terminated

Project Attributes

- A project
 - has a unique purpose
 - is temporary
 - drives change and enable value creation
 - is developed using progressive elaboration
 - requires resources, often from various areas
 - should have a primary customer or sponsor
 - The project sponsor usually provides the direction and funding for the project
 - involves uncertainty
- Project managers work with project sponsors, team, and other people involved in a project to achieve project goals

Project Constraints

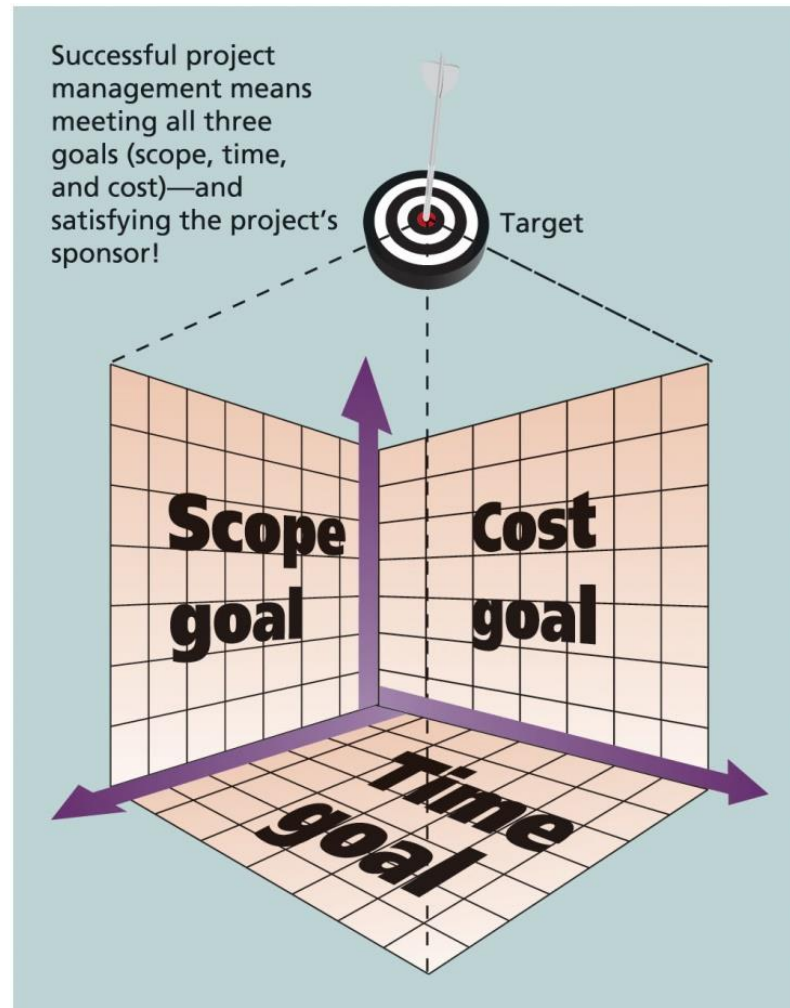


FIGURE 1-1 Project constraints

What is Project Management?

- Project management is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements” (PMBOK® Guide, Sixth Edition, 2017)
- Project managers strive to meet the triple constraint (project scope, time, and cost goals) and also facilitate the entire process to meet the needs and expectations of project stakeholders

What is Project Management?

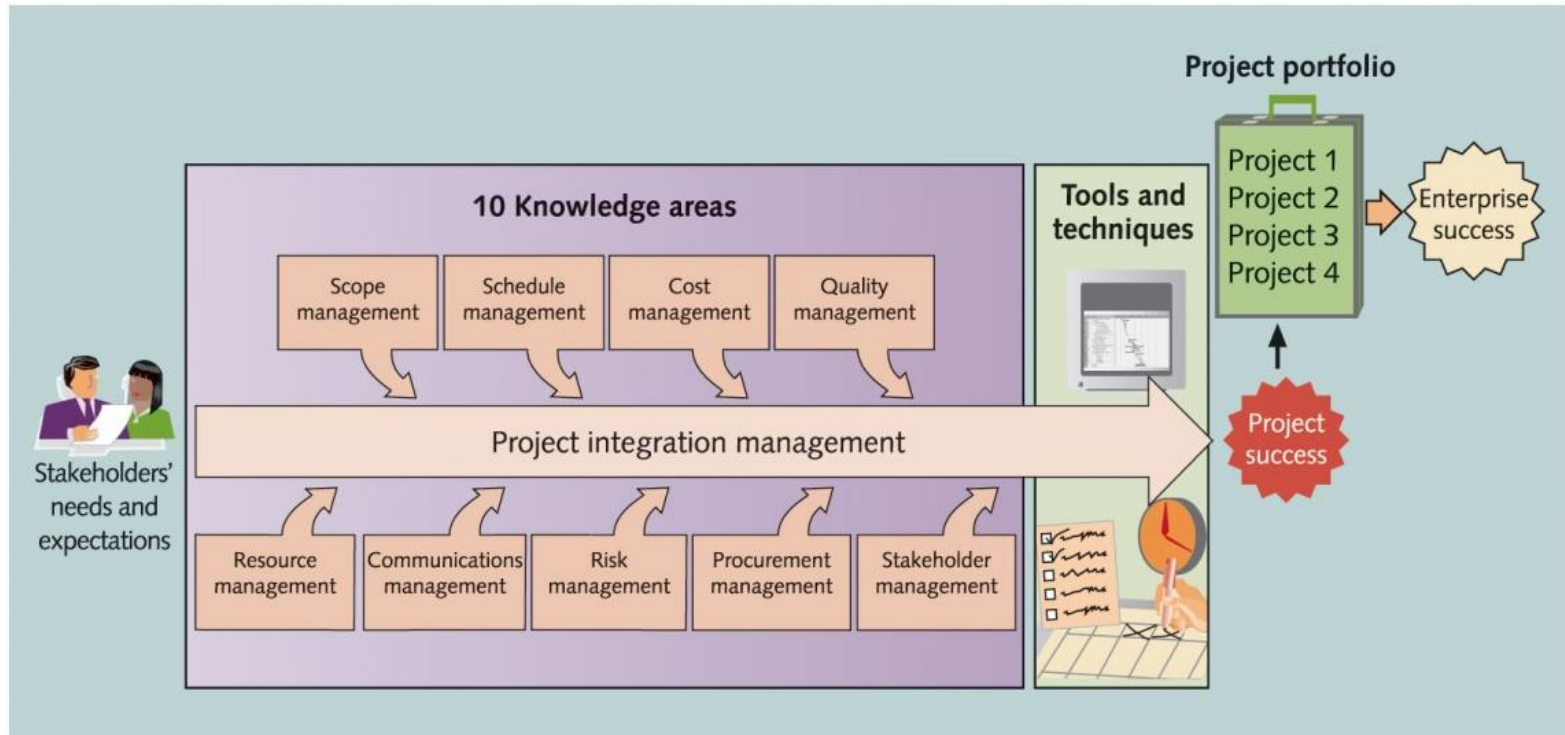


FIGURE 1-2 Project management framework

Project Stakeholders

- Stakeholders are the people involved in or affected by project activities
- Stakeholders include
 - the project sponsor
 - banks and other financial institutions
 - the project manager
 - the project team
 - support staff
 - suppliers
 - opponents to the project

Project Management Knowledge Areas

- Knowledge areas describe the key competencies that project managers must develop.
- Project managers must have knowledge and skills in all 10 knowledge areas (scope, schedule, cost, quality, resource, communications, risk, procurement, stakeholder, and project integration management)

Project Success

- There are several ways to define project success:
 - The project met scope, time, and cost goals
 - The project satisfied the customer/sponsor
 - The results of the project met its main objective, such as making or saving a certain amount of money, providing a good return on investment, or simply making the sponsors happy

Project Success

Factors of Success	Points
Executive sponsorship	15
Emotional maturity	15
User involvement	15
Optimization	15
Skilled resources	10
Agile processes	7
Modest execution	6
Project management expertise	5
Clear business objectives	4

Source: The Standish Group, CHAOS Manifesto 2015 (2015)

What Helps Projects Succeed?

Project Success

- Research findings show that companies that excel in project delivery capability:
 - Use an integrated toolbox
 - Grow project leaders
 - Develop a streamlined project delivery process
 - Measure project health using metrics, like customer satisfaction or return on investment