

Project Time Management

PMG212

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Lecture 1



Agenda

- Understanding Project Management
- Meaning of “ Project “
- Project Management Life Cycle
- Successful project management
- Benefits of project management
- Obstacles of project management
- Project Management
- Project Manager's Role
- Functional Manager's Role

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Understanding Project Management

In order to understand project management, one must begin with the definition of a project.

A project can be any series of activities and tasks.



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Meaning of “ Project “

A project: is a temporary endeavor undertaken to create a unique product, service, or result.

Project characteristic:

- ▶ Projects are temporary.

Has definite beginning and end, the end is reached when the project's objective have been achieved.

- ▶ Projects are unique.

Every project creates a unique product, service, or results.

- ▶ Progressively elaborated.

Progressively: proceeding in steps.

Elaborated: worked with care and detail.



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Meaning of “ Project “

- ❑ The temporary nature of projects indicates that a project has a definite beginning and end.
- ❑ Temporary does not necessarily mean a project has a short duration.
- ❑ The end of the project is reached when one or more of the following is true:
 - The project's objectives have been achieved;
 - The objectives will not or cannot be met;



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Project Ending

- Funding is exhausted or no longer available for allocation to the project;
- The need for the project no longer exists (e.g., the customer no longer wants the project completed, a change
- in strategy or priority ends the project, the organizational management provides direction to end the project);
- The human or physical resources are no longer available; or
- The project is terminated for legal cause or convenience.

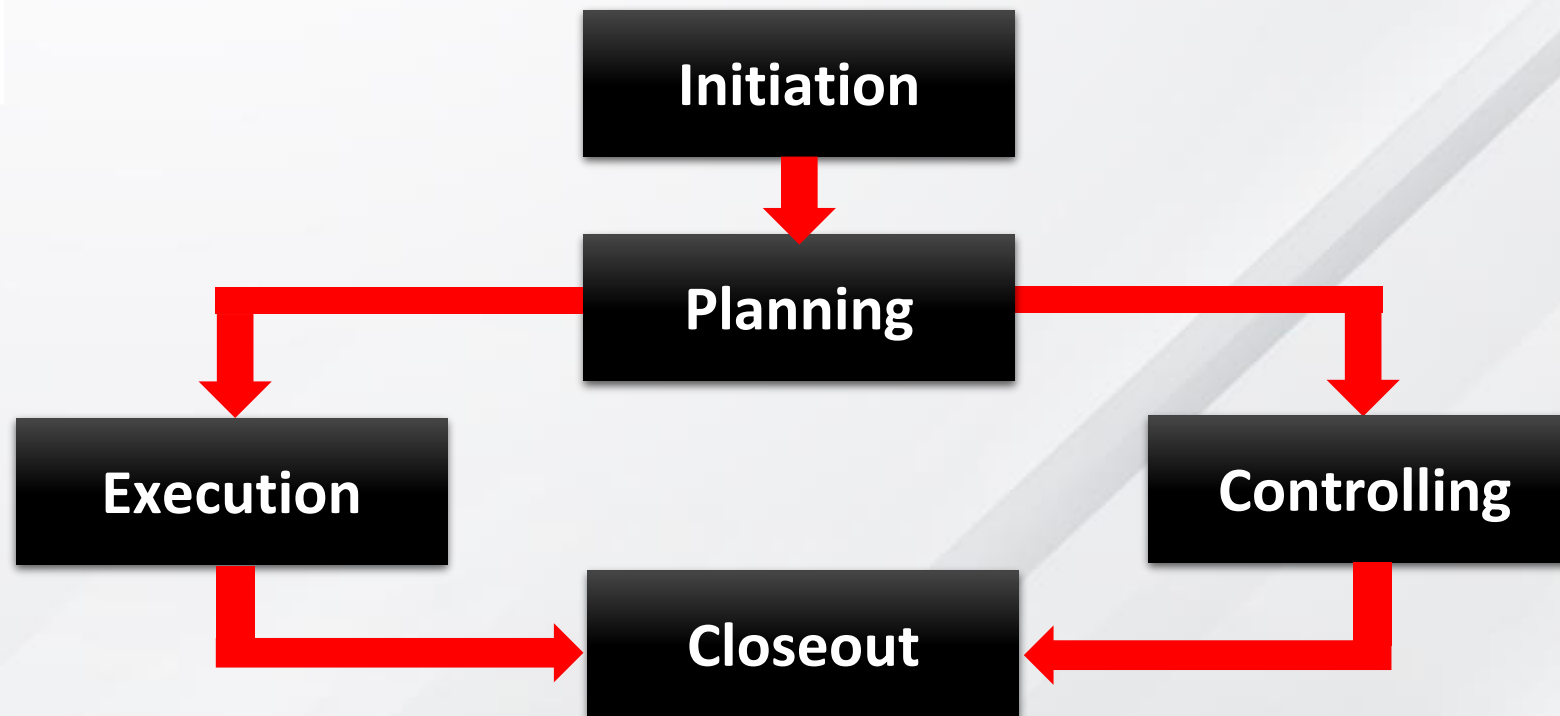


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Project Management Life Cycle

Project Management Process Groups



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1st PM Process Group

Project initiation

- ● Selection of the best project given resource limits
- ● Recognizing the benefits of the project
- ● Preparation of the documents to sanction the project
- ● Assigning of the project manager



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2nd PM Process Group Project planning

- ● Definition of the work requirements
- ● Definition of the quality and quantity of work
- ● Definition of the resources needed
- ● Scheduling the activities
- ● Evaluation of the various risks



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3rd PM Process Group Project execution

- ● Negotiating for the project team members
- ● Directing and managing the work
- ● Working with the team members to help them improve



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4th PM Process Group Project monitoring and control

- ● Tracking progress
- ● Comparing actual outcome to predicted outcome
- ● Analyzing variances and impacts
- ● Making adjustments



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5th PM Process Group Project closure

- ● Verifying that all of the work has been accomplished
- ● Contractual closure of the contract
- ● Financial closure of the charge numbers
- ● Administrative closure of the paperwork



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Successful project management

Successful project management can then be defined as having achieved the project objectives:

- Within time
- Within cost
- At the desired performance/technology level
- While utilizing the assigned resources effectively and efficiently
- Accepted by the customer



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Benefits of project management

- Identification of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover
- Minimizing the need for continuous reporting
- Identification of time limits for scheduling



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Benefits of project management

- Identification of a methodology for trade-off analysis
- Measurement of accomplishment against plans
- Early identification of problems so that corrective action may follow
- Improved estimating capability for future planning
- Knowing when objectives cannot be met or will be exceeded



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Obstacles of project management

- Project complexity
- Customer's special requirements and scope changes
- Organizational restructuring
- Project risks
- Changes in technology
- Forward planning and pricing



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Project Management

Project management can mean different things to different people.

Quite often, people misunderstand the concept because they have ongoing projects within their company and feel that they are using project management to control these activities.



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Project Management

In such a case, the following might be considered an appropriate definition:

Project management is the art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when, in fact, it was dumb luck.



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Project Management

Project management is designed to make better use of existing resources by getting work to flow horizontally as well as vertically within the company.



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Project Management

Project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives.



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Project Management

Classical management is usually considered to have five functions or principles:

- Planning
- Organizing
- Staffing
- Controlling
- Directing



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Project Management

Today, the definition of project success has been modified to include completion:

- Within the allocated time period
- Within the budgeted cost
- At the proper performance or specification level
- With acceptance by the customer/user



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Project Management

Today, the definition of project success has been modified to include completion:

- With minimum or mutually agreed upon scope changes
- Without disturbing the main work flow of the organization
- Without changing the corporate culture



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PROJECT MANAGER'S ROLE

The project manager is responsible for coordinating and integrating activities across multiple, functional lines.

The integration activities performed by the project manager include:

- Integrating the activities necessary to develop a project plan



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PROJECT MANAGER'S ROLE

The integration activities performed by the project manager include:

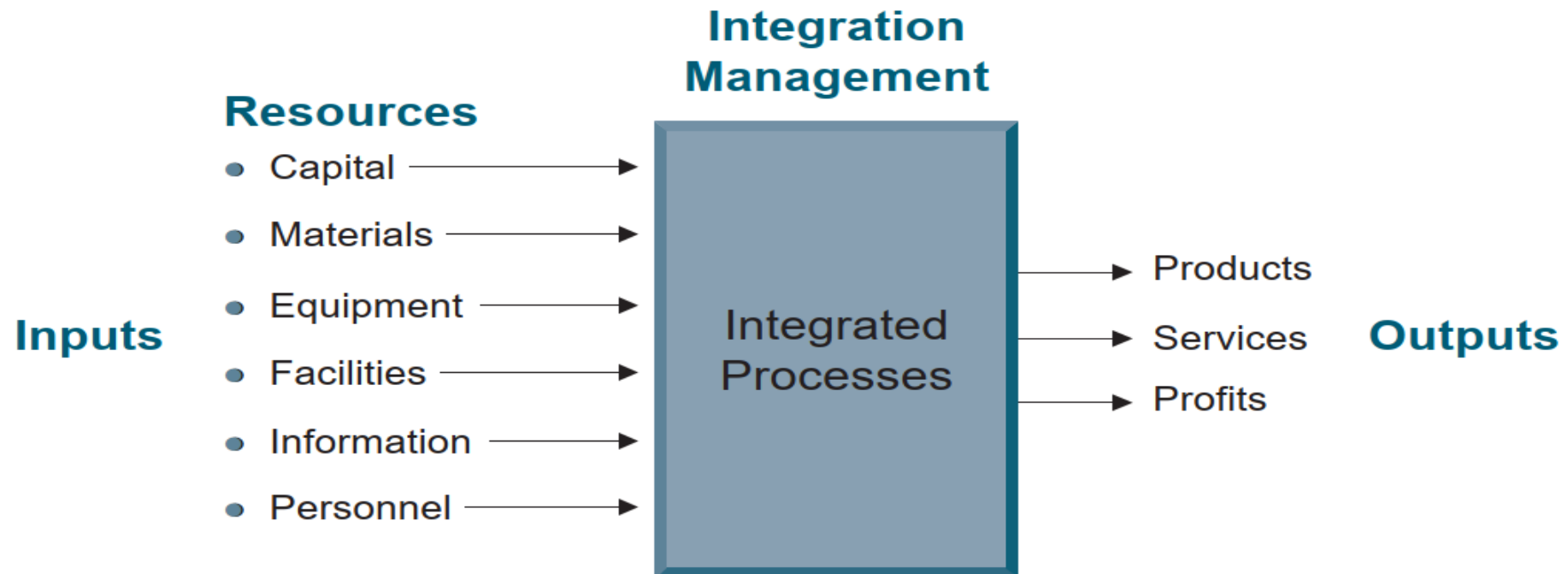
- Integrating the activities necessary to execute the plan
- Integrating the activities necessary to make changes to the plan



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Integration management.



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FUNCTIONAL MANAGER'S ROLE

- The functional manager has the responsibility to define how the task will be done and where the task will be done (i.e., the technical criteria).



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FUNCTIONAL MANAGER'S ROLE

- The functional manager has the responsibility to provide sufficient resources to accomplish the objective within the project's constraints (i.e., who will get the job done).



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FUNCTIONAL MANAGER'S ROLE

- The functional manager has the responsibility for the deliverable.







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Thank You

