

Project Management

basic concepts

Projects ↔ Processes

- carried out by people;
- subject to resource constraints;
- undertaken to achieve objectives;
- planned, executed and controlled;
- assessed using quality measurement methods.

Processes



Ongoing
&
Repetitive

Projects



Temporary
&
Unique

Project definition

A project is a temporary endeavor undertaken to create a unique product/service.

(PMI, PMBOK® Guide)

Project definition

A project is a series of organized activities aimed at achieving predefined goals or objectives, requiring resources and effort, and constituting a unique (and therefore risky) undertaking within a set budget and schedule.

Once completed, the project ceases to exist; the work carried out within a project is therefore not permanent.

(Turner, J.R. (1999) *The handbook of project-based management*... 2nd ed. London : McGraw-Hill)

Project definition

Key elements:

- is a *unique undertaking* (differs from other projects in various ways),
- has specific *objectives*, goals,
- requires *resources* (human or technical),
- relies on a *budget*,
- follows a specific *schedule*,
- involves *human effort*,
- is assessed using methods of *quality measurement*,
- lasts for a *limited* period of time.

Project definition (IT)

The outcome of an IT project
is a product & service

program → application → solution

The TEMPORARY nature of projects

- a clearly defined start and end
- end:
  - when **all objectives have been achieved,** or
  - when it is clear that **the objectives cannot be achieved**



- temporary ≠ a short period of time
- temporary ≠ a feature of the project result

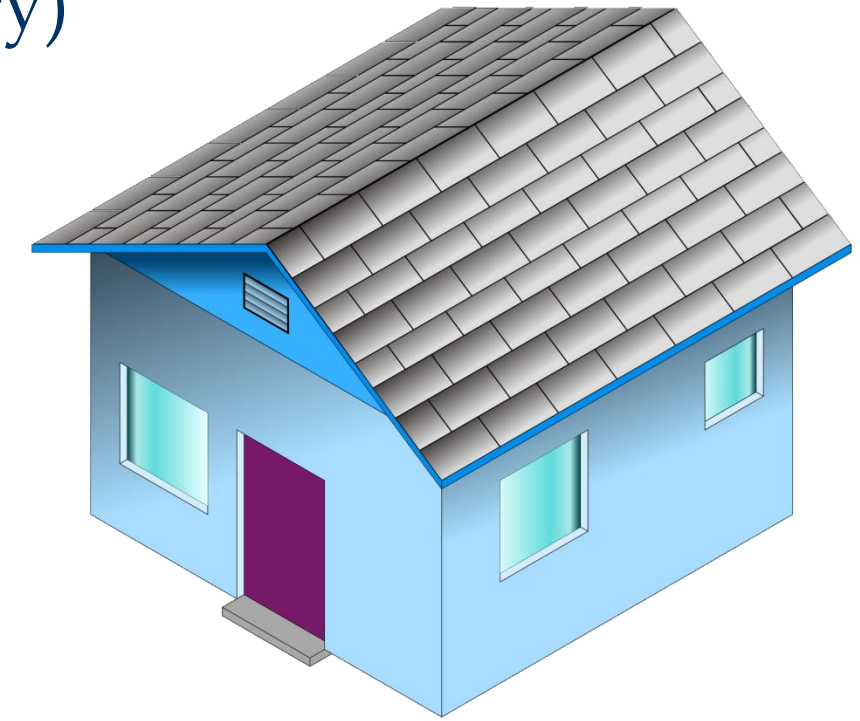
The TEMPORARY nature of projects

Other TEMPORARY aspects:

- Opportunity
- Project team

The UNIQUE nature of projects

- creating something that has not been done before (even if it belongs to a very broad category)
  - → uncertainty
  - → risk



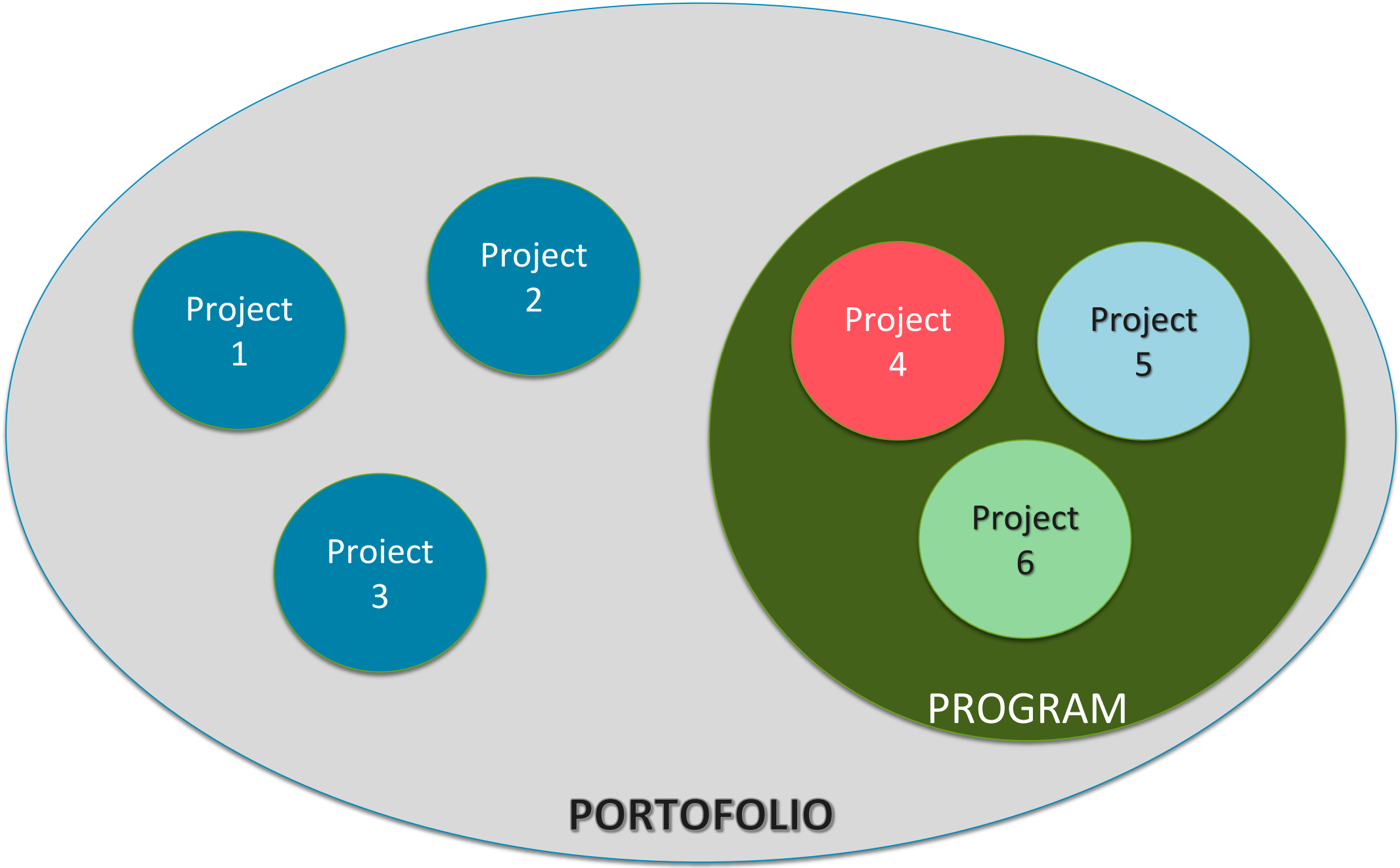
- the presence of repetitive elements does not change the fundamental uniqueness of the whole

Program

- A group of projects managed in a coordinated way to obtain benefits unavailable through managing each project individually.
- Programs may include ongoing operations or cyclical, repetitive activities.
- The relationship between a program and a project varies with the approach.

Portfolio

- The set of all projects and processes within an organization


Project 1
Project 2
Proiect 3
Project 4
Project 5
Project 6
PROGRAM
PORTOFOLIO

Project management

The application of:

- ***Knowledge,***
- ***Skills,***
- ***Tools*** and
- ***Techniques***

across all project activities
to meet or exceed expectations

Example: Getting to work on time (**08:00**)

PLAN

06:15 ~~06:00~~

06:25 ~~06:10~~

06:45 ~~06:30~~

06:45

07:00

07:20

07:20 ~~07:30~~

07:50 ~~08:00~~















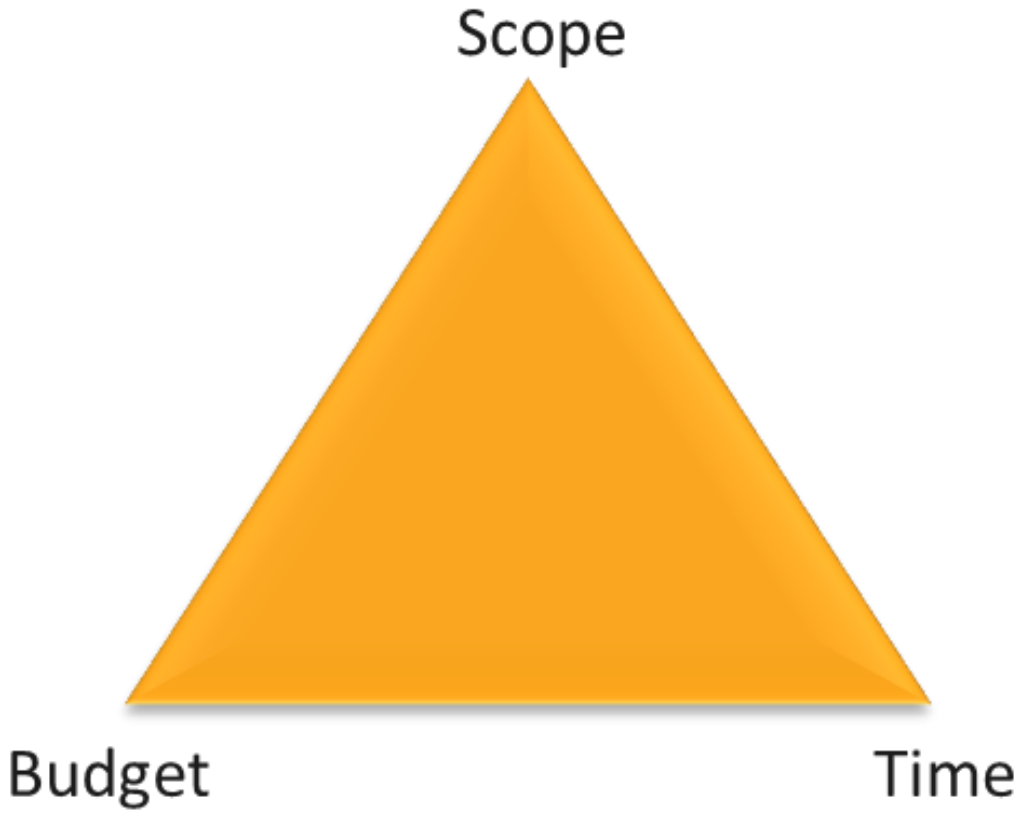






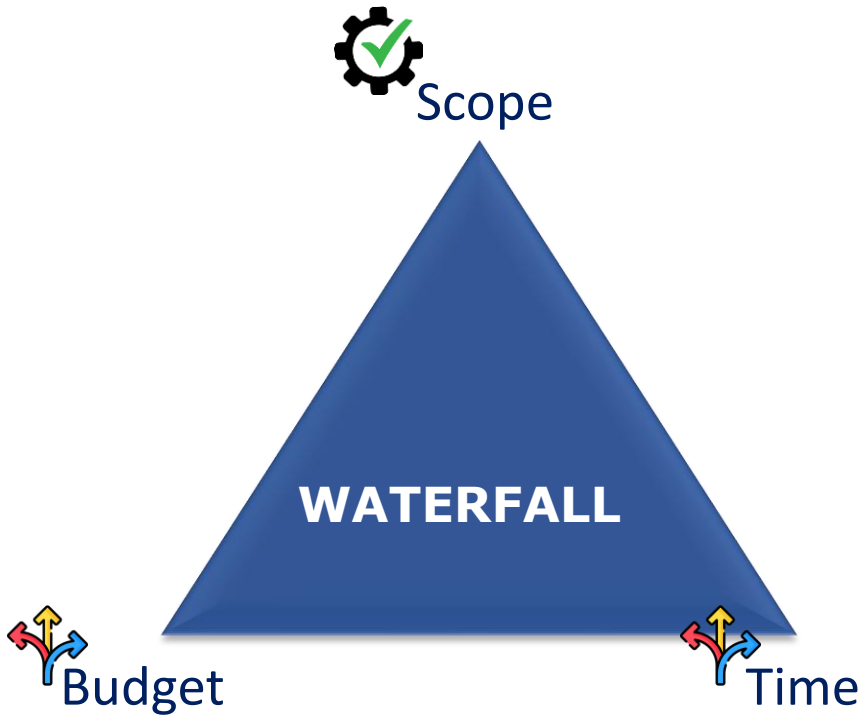
SUCCESS
?

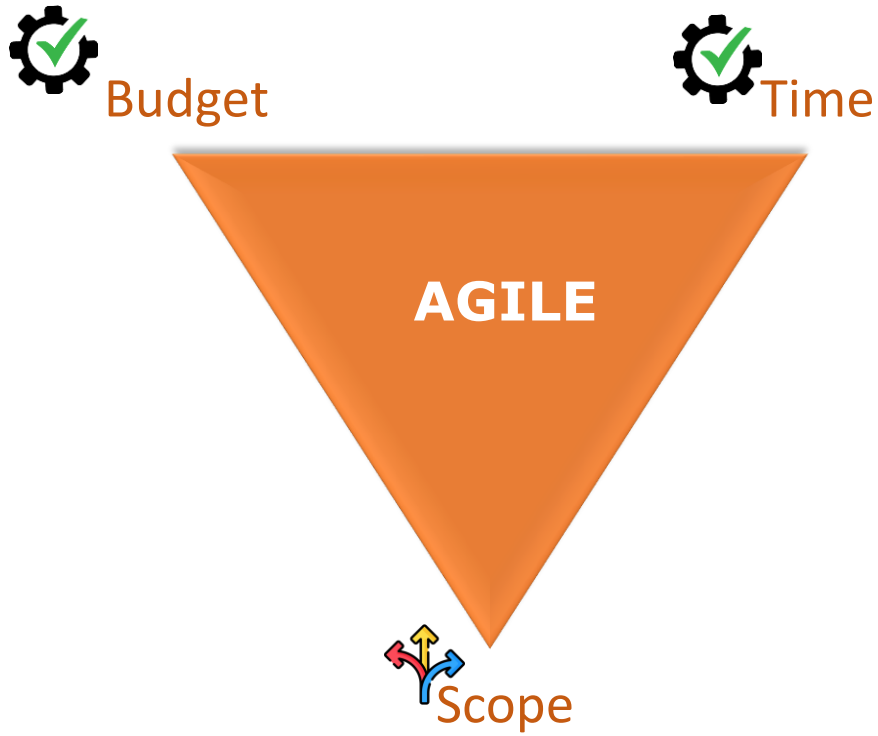
Project success factors (*The Triple Constraint*)



1. Understand expectations
2. Understand what is fixed and what is negotiable

Project success factors (*The Triple Constraint*)



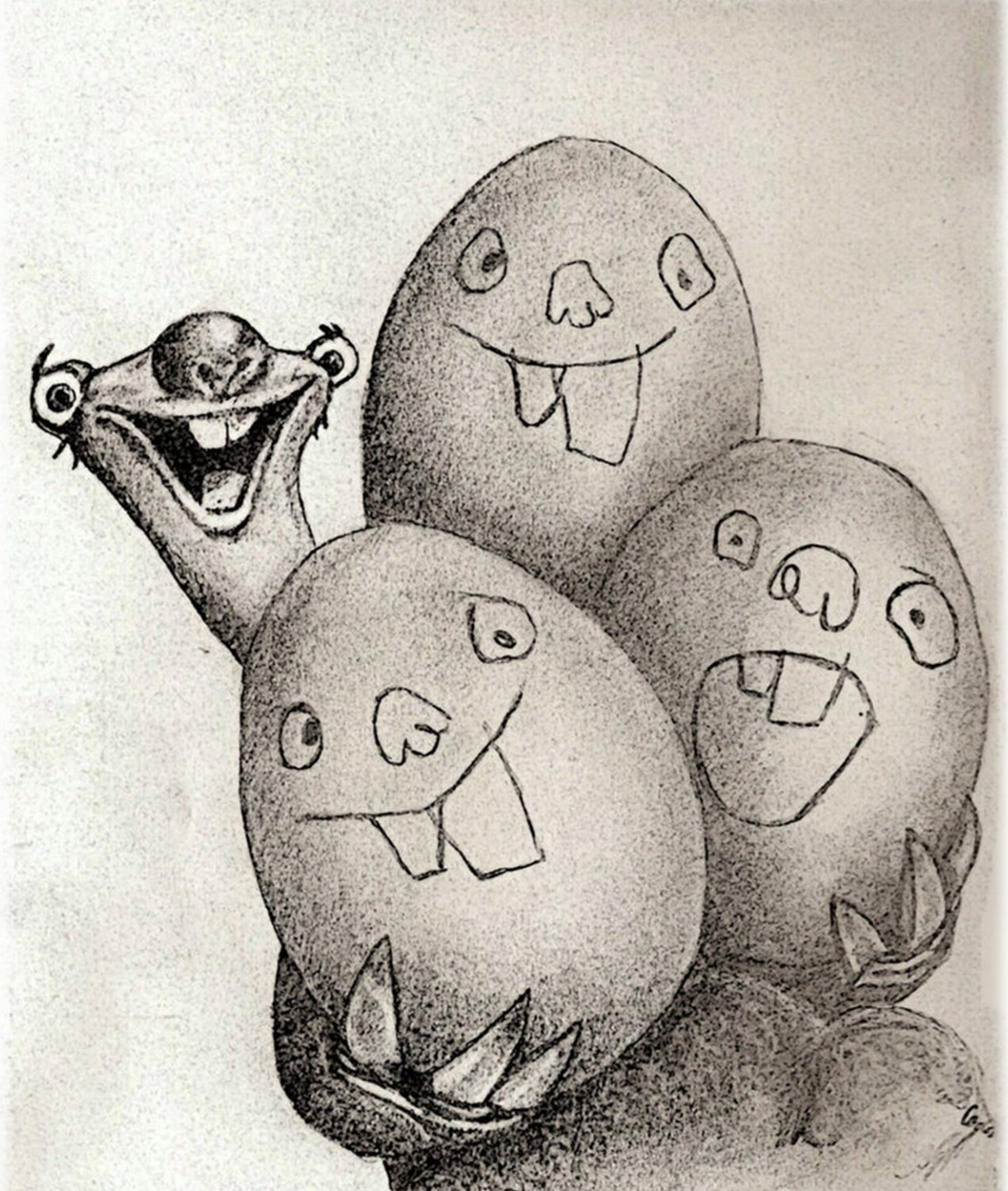



Finding the balance between…

TIME

SCOPE

BUDGET



WISHES



REQUESTS



NEEDS



COMPETING DEMANDS

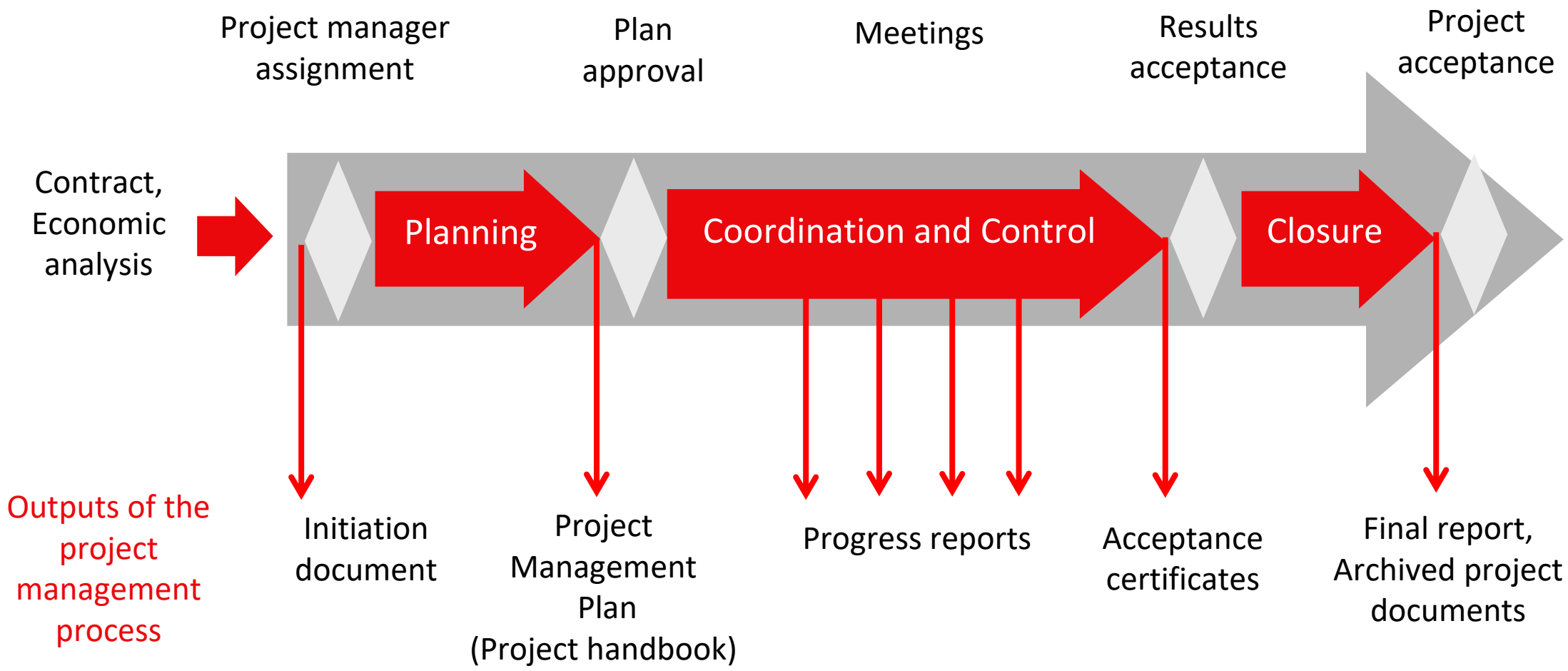


PROJECTS ARE NOT FAIR !

Types of projects

- in house - *originate within an organization and are carried out within that organization;*
- main contractor - *one organization issues a tender and another (the main contractor) undertakes the project;*
- sub-contractor - *the main contractor assigns part or all of the project to another organization;*
- consortium - *several companies (organizations) carry out a project as equal partners (in this case, responsibilities are difficult to define).*

Project phases



The 7 *actual* stages of a project

1. Enthusiasm
2. Disillusionment
3. Confusion
4. Panic
5. Finding someone to blame
6. Punishing the innocent
7. Promoting those who did not take part

GUY KAWASAKI



Guy Kawasaki "The Art of the Start" @ TiECon 2006