

Project Management

Lecture 1 - What is a Project?

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Welcome to your Project Management Module?

by Andre Samuel

Session 1- 5:00 pm to 9:00 pm

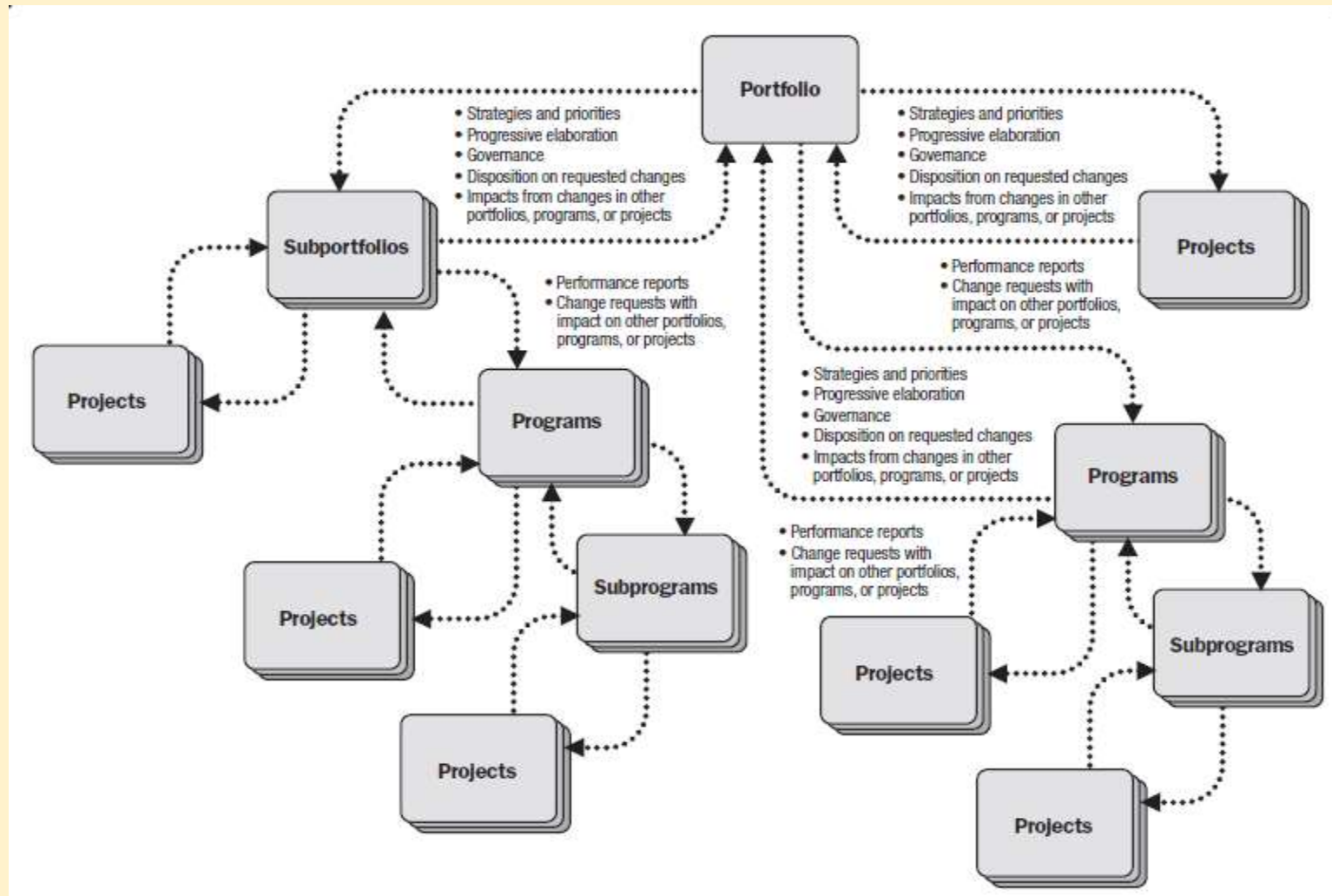
5:00 pm to 6:00 pm	<p>Introduction to Module</p> <ul style="list-style-type: none">• Strategic Value of Projects• Project Success Criteria
6:00 pm to 6:10 pm	<p>Coffee/Tea Break</p>
6:10 pm to 7:00 pm	<p>What is Project?</p> <ul style="list-style-type: none">• Characteristics of a Project• Project Lifecycle• Why do projects fail?
7:00 pm to 7:15 pm	<p>Coffee/Tea Break</p>
7:15 pm to 8:00 pm	<p>What is Project Management?</p> <ul style="list-style-type: none">• Project Management Knowledge Areas• Project Management Processes• Project Management Process Group and Knowledge Area Mapping
8:00 pm to 8:15 pm	<p>Coffee/Tea Break</p>
8:15 pm to 9:00 pm	<p>Getting Prepared for Next Session</p> <ul style="list-style-type: none">• Accessing the Learning Material• Introduction to Assignment and Case Study

In this Lecture

- Why do Managers need Project Management Skills?
- Strategic Value of Projects
- What is a Project?
- Project Success Criteria
- Why do Projects Fail?
- Learning Outcomes of Module

Why do Managers need
Project Management Skills?

Delivering Strategic Plans through Project Portfolio



Portfolio, Program, and Project Management Interactions (PMI 2013)

Amazon's Portfolio of Projects



The Climate Pledge- power its global infrastructure with 80% renewable energy by 2024 and 100% by 2030
(Businesswire 2019)



Project Kuiper- Launch more than 3,200 satellites into space and bathe the planet with low-cost internet service
(Business Insider 2019)



Amazon Go- Expansion of the company's cashier less ambitions. Possibility of licensing the technology to other retailers
(Bloomberg 2019)

BP Portfolio 2020 and Beyond



Dubai's Creek Tower



<https://www.youtube.com/watch?v=tb8eOV0s5bA>

Crown Point airport in Tobago



Curepe Interchange



Arima General Hospital



La Brea Shipyard and Dry Dock



<http://youtu.be/znKXJuVd2cM>



C3 CENTRE




South Park San Fernando







Xtra Plaza Endeavour





E commerce Projects





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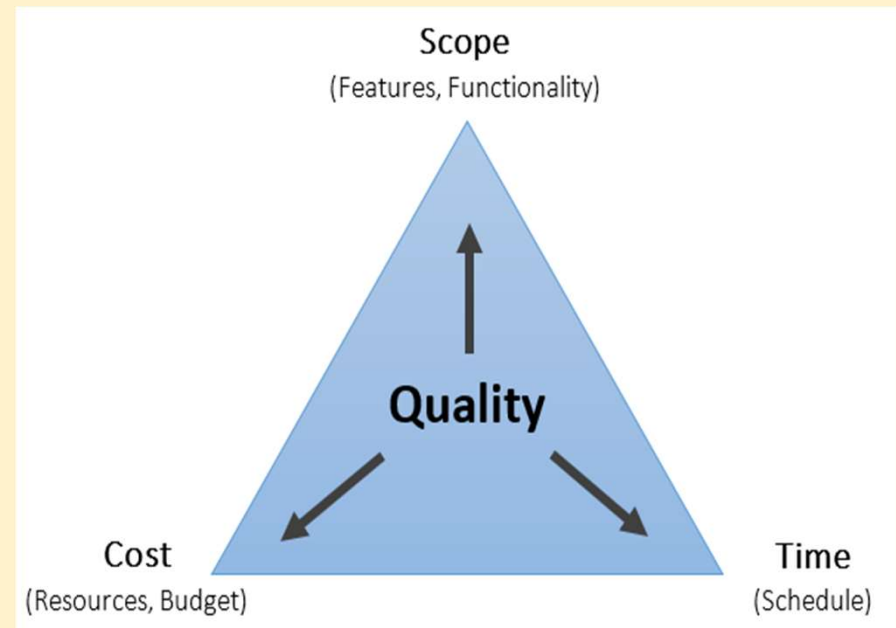
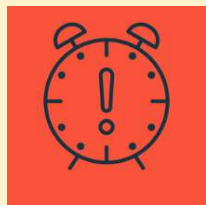
As we navigate the new normal.

So What's the Problem for Managers?

- Traditionally most managers have not been involved in PM
- Managers' apply conventional management theories
- Organization's are designed for Operations Management- Functional Structure
- Conflicting priorities
- Resource capability becomes an issue

Project Manager's Responsibility

- Achieve the project objectives within the constraints of:



Iron Triangle
(Adapted from Atkinson 1999)

Discussion Point

You can have it *cheap*, you can have it *good*
or you can have it *fast*.

But you can only have two out of the three

Brazil Olympics 2016- Jeopardy !!!



- Cost Overruns
- Delays in projects
- BUT The Olympics start date was Aug. 5 2016
- "It means you just have to throw more money at the thing to get it finished... The only variable you have is to spend more money," Flyvbjerg (May 2015) Oxford University

Construction of Wuhan Hospital

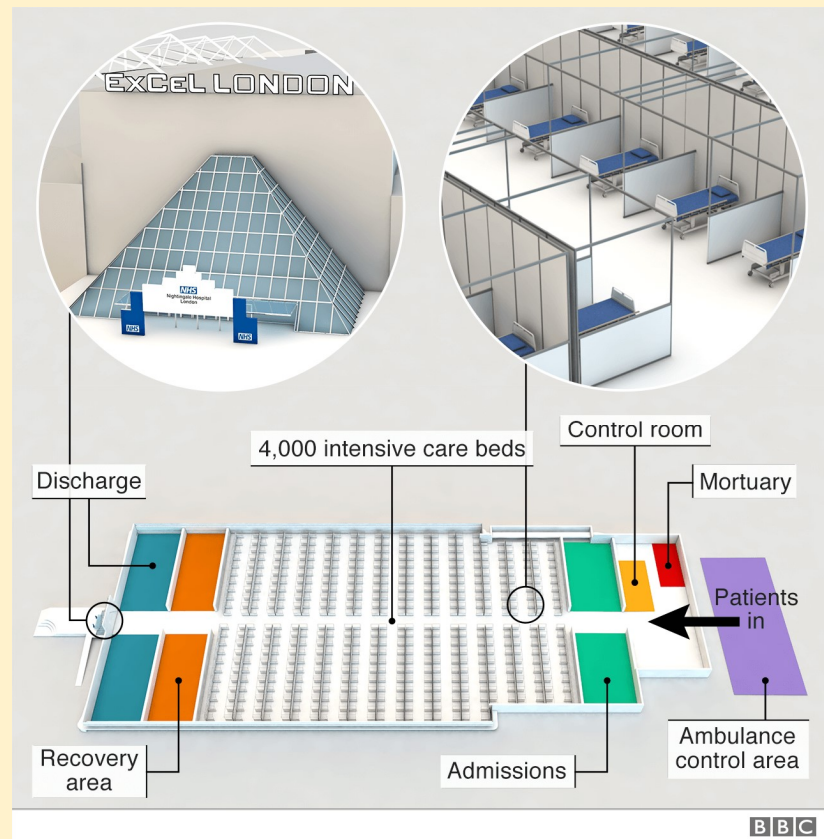


Construction of Wuhan Hospital



[BBC News \(2020\) Coronavirus: How can China build a hospital so quickly?](#)

NHS Nightingale Hospital London



[BBC News \(2020\) Coronavirus: How NHS Nightingale was built in just nine days](#)

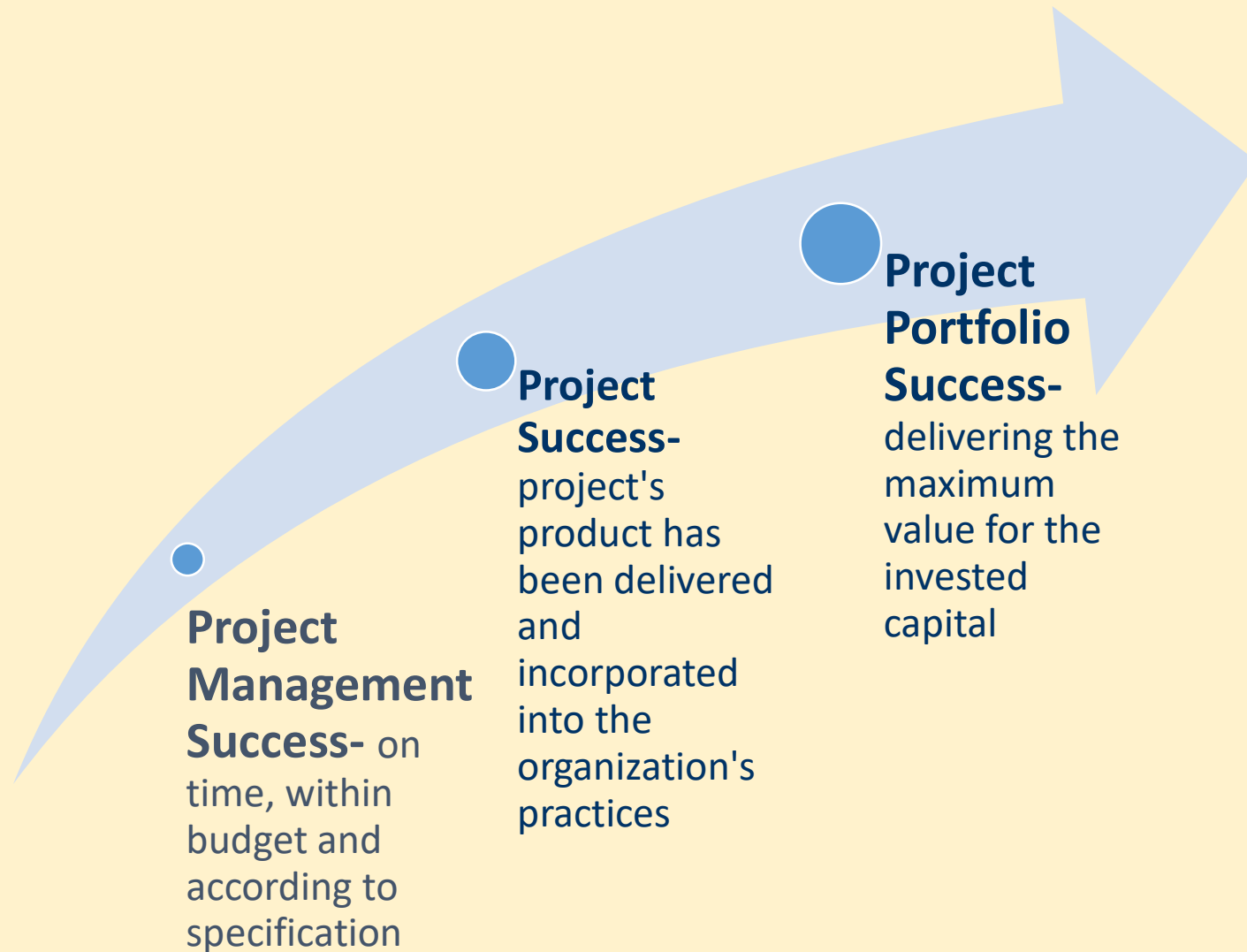
Measuring Project Success

- **Macro-level success**
 - “does the original concept tick?”
 - Who: End users and project beneficiaries
 - Concerned the eventual operation and functioning of the product
 - Long-term gains of the project

- **Micro-level success**

- “have triple constraints been met?”
- Who: Project Owner/Client, Sponsor, Contractors, Consultants
- Concerned about the Feasibility and Acceptability of the project i.e. Profitability
- Short-term gains of the project

Levels of project success



Strategic Value of Projects

- Projects are essential to the growth and survival of organizations.
- Projects create value in the form of improved business processes, in the development of new products and services, and make it easier for companies to respond to changes in the environment, competition, and the marketplace.
- The project manager's role therefore becomes increasingly strategic

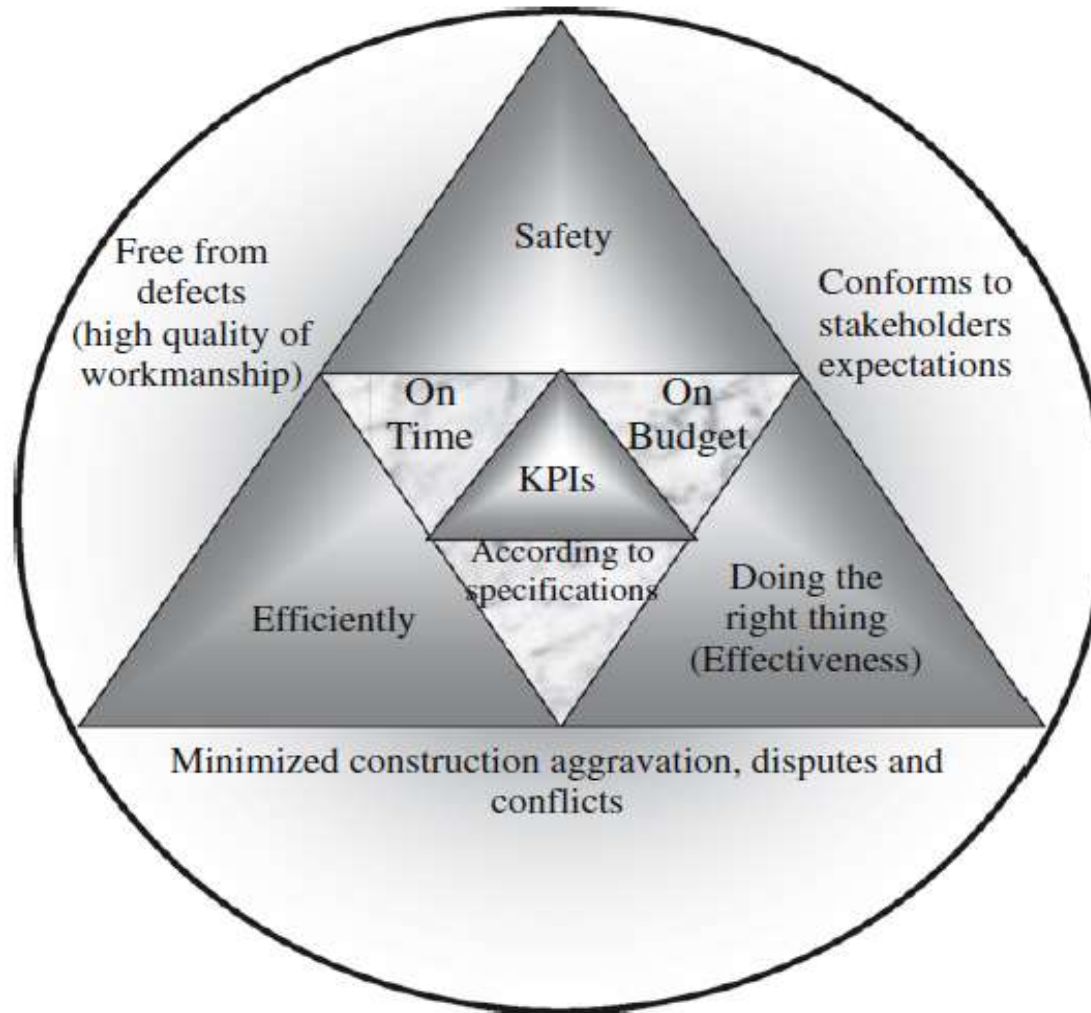
BPtt Juniper Project



<https://www.youtube.com/watch?v=YL1Azsn7pNI>

Performance Criteria for Mega Project

Toor and Ogunlana (2010)



Typical projects in an organization

- Developing Information Systems
- Develop new products
- Mergers and Acquisitions
- Change in Structure
- Rebranding
- New locations
- Constructing a new Building or facility

“The New Normal Projects”

Due to Covid-19, What projects are organizations embarking on?

‘ A project is whatever I call a
project’

What is a Project?

- The difficulty of defining a project arises from the enormous variation in size that is possible
 - From very small to the gigantic
- But whatever the scale, the same principles of Project Management apply
- It is therefore possible to discern **Characteristics** that are true for most projects:
 - Temporary
 - Unique
 - Progressive elaboration

1. Temporary

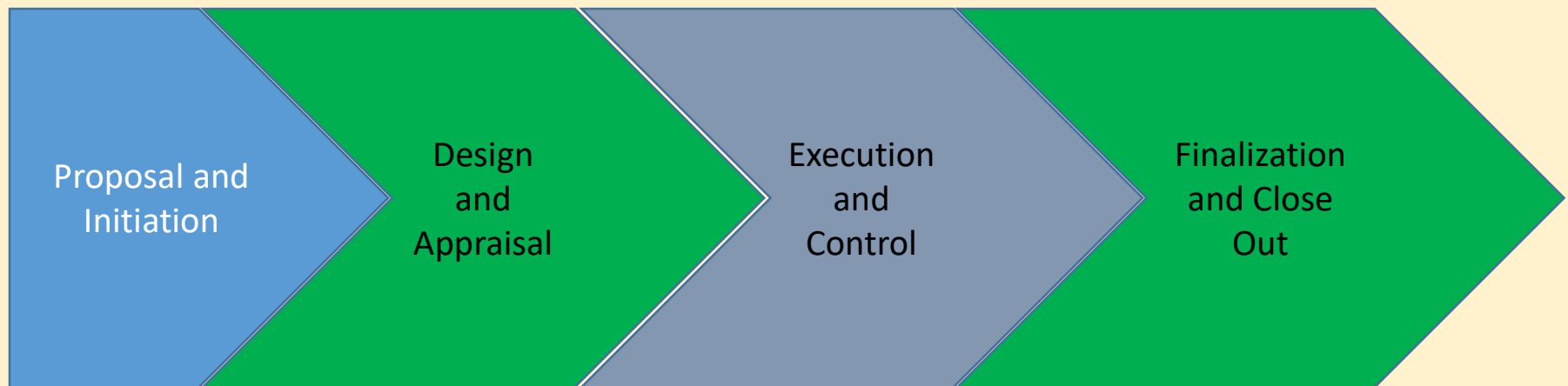
- Projects are **not ongoing operations**
- This means that a project is **temporary**
- That is, it has a definite beginning and a definite end
- The end is reached when
 - the project's objectives are achieved (successful) or
 - when it becomes clear that they cannot be met or
 - the project is no longer needed (terminated)
- **Temporary does not mean short in duration**
e.g. Stonehedge in England estimated 3500 years to complete

The Project Lifecycle

- The life cycle provides the basic framework for managing the project, regardless of the specific work involved.
- A project life cycle is the series of phases that a project passes through from its initiation to its closure
- The phases can be broken down by functional or partial objectives, intermediate results or deliverables, specific milestones within the overall scope of work

Project Lifecycle- 'from vision to reality'

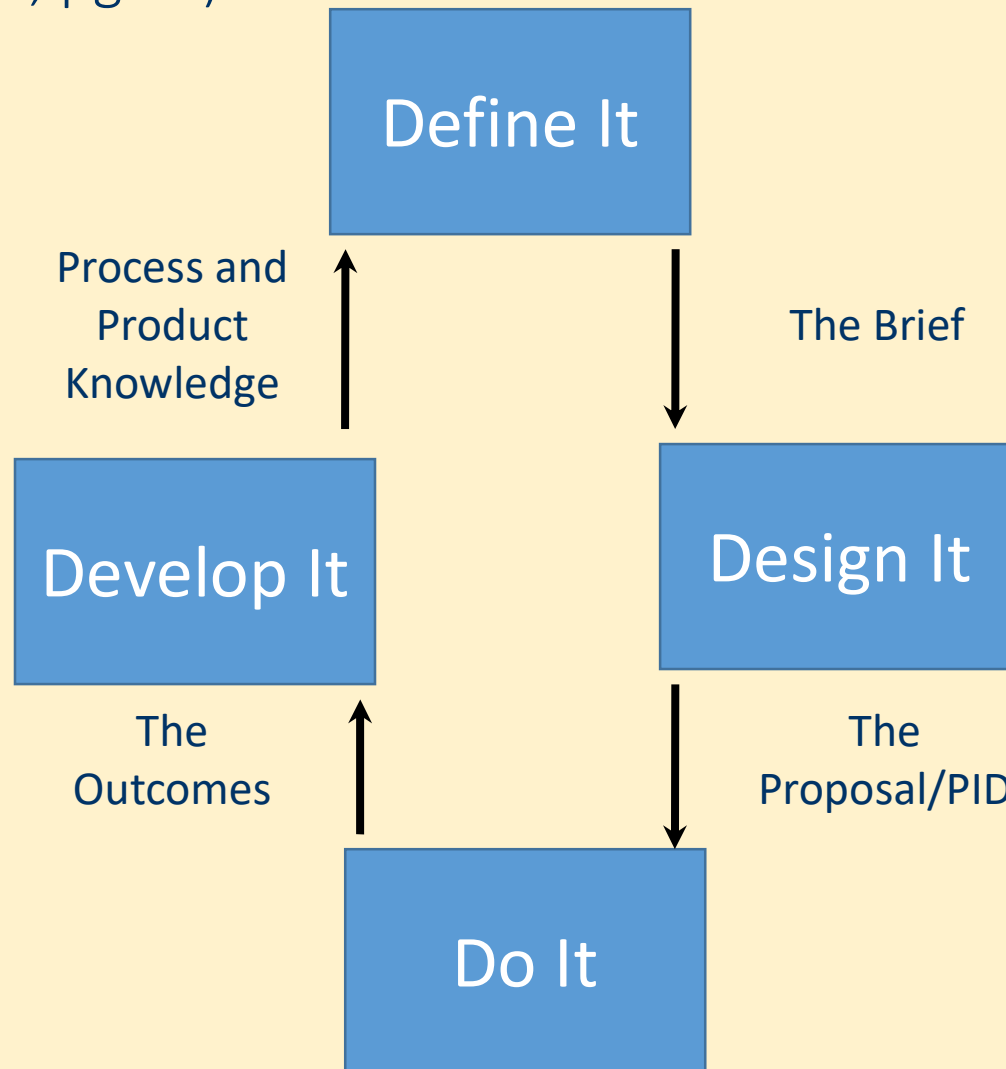
- Turner (1999, pg 11)



- “Project Management is the art and science of converting vision into reality” Jain (1995)

Project Lifecycle

Maylor (2010, pg 32) 4 D's

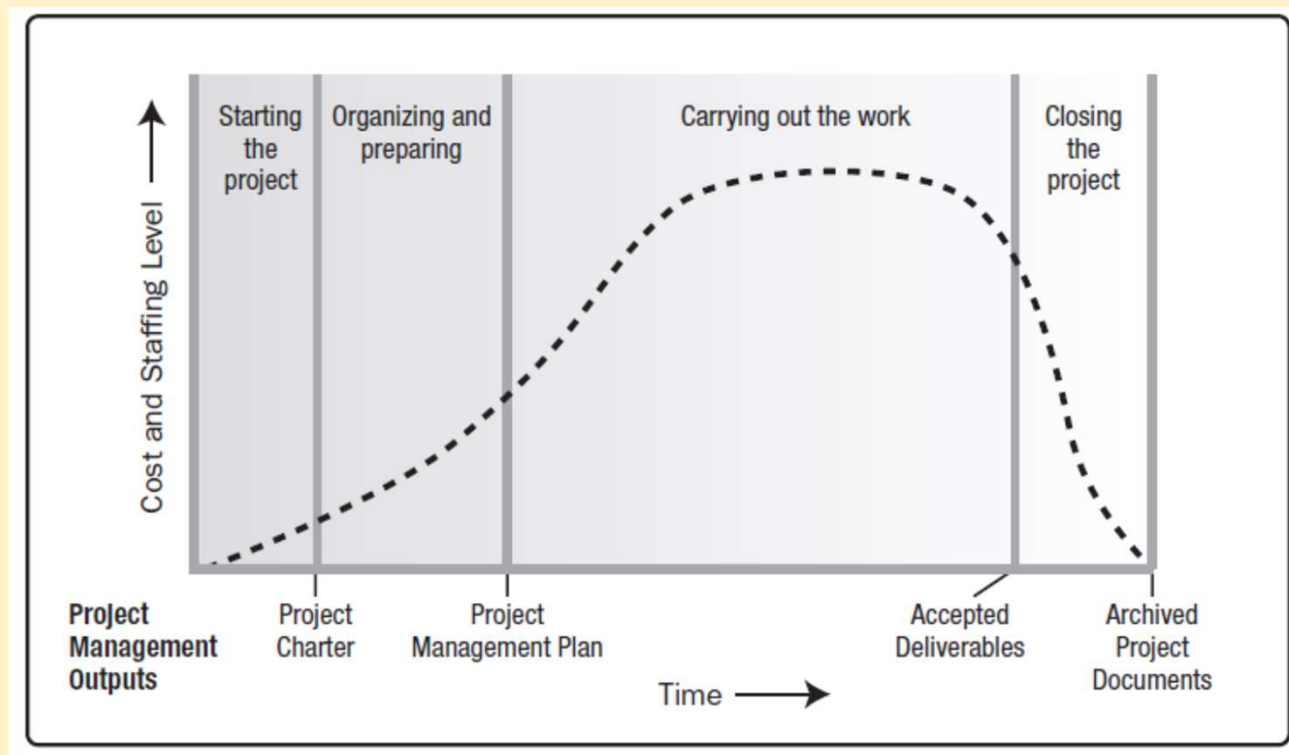


Lifecycle Characteristics

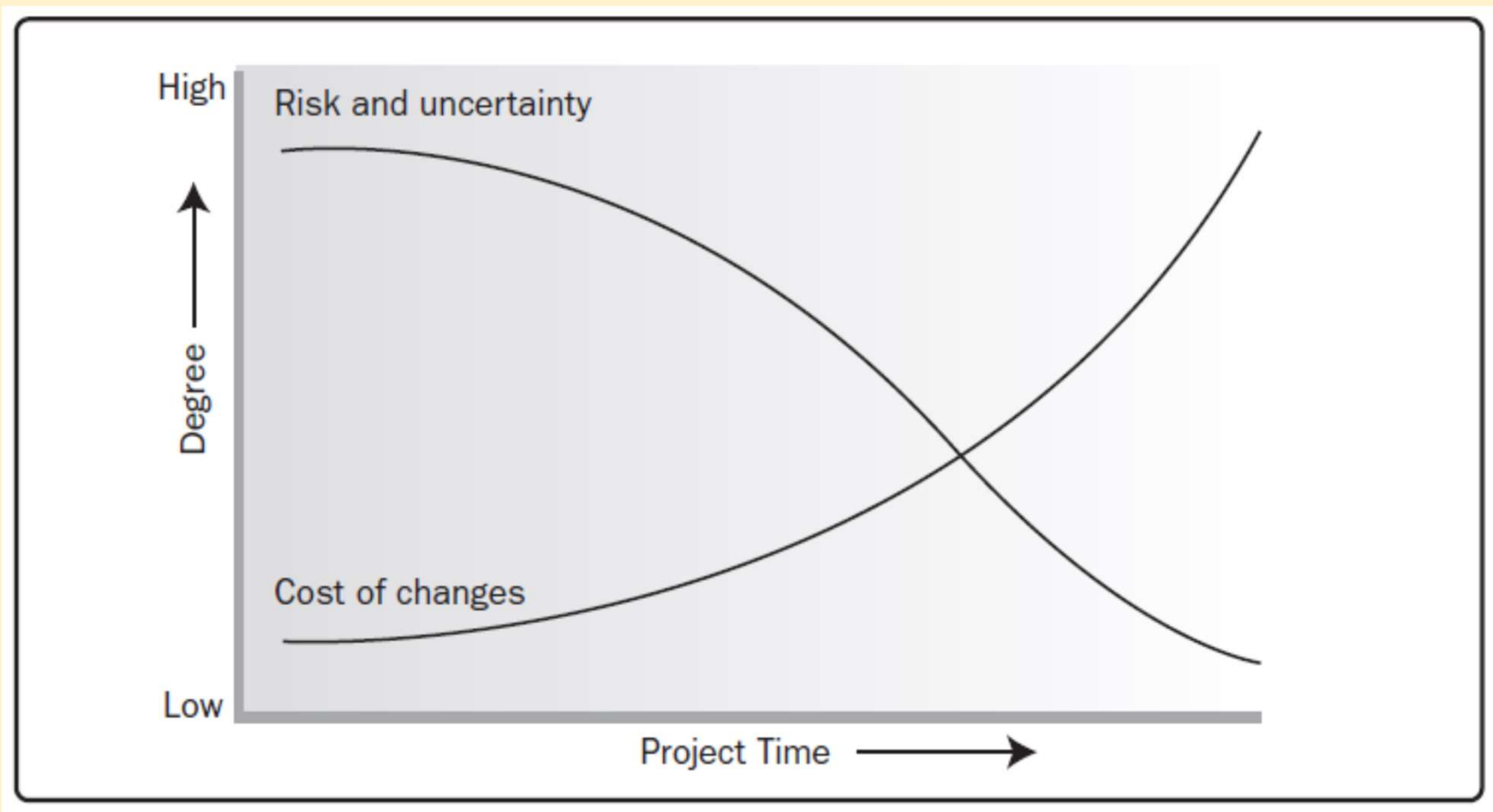
- **Resources-** consumption begins low during initiation, gains pace during planning, full throttle during execution
- **Predictability of outcome-** lowest at start, gets progressively higher as project continues
- **Opportunity to Influence-** (without increasing cost) highest at start but gets progressively lower

Staff and Cost Level Across the Lifecycle

PMI (2013)



Risk and Cost of Making Changes over the Project Lifecycle PMI (2013)



Key Project Issues by Stages

PHASE	KEY ISSUES	PROCESS	FUNDAMENTAL QUESTIONS	OUTPUTS
Proposal and Initiation	<ul style="list-style-type: none"> •Project Strategy • Goal Definition •Initial Estimates 	<ul style="list-style-type: none"> •Develop proposals •Conduct Feasibility •Project Definition •Project Organization 	<ul style="list-style-type: none"> •What is to be done? •Why is it to be done? 	<ul style="list-style-type: none"> •Proposal •Project Definition Report •Feasibility Report •PID •Project Charter
Design	<ul style="list-style-type: none"> •Planning •Solution •Estimates •Contract s 	<ul style="list-style-type: none"> •Develop Design •Scope Planning •Costing /Budgeting •Project Planning •Award Contract 	<ul style="list-style-type: none"> •How it will be done? •Who will be involved? •When can it start and Finish 	<ul style="list-style-type: none"> •Detailed Design • Project Budget/Estimates •Master Plan/Schedule •Contract Terms and Conditions
Execution and Control	<ul style="list-style-type: none"> •Doing Work/Progress •Control •Decision Making •Problem Solving 	<ul style="list-style-type: none"> •Project Monitoring and Control •Risk Management •Quality Management •Change Control 	<ul style="list-style-type: none"> •How should the project be managed on a day to day basis? 	<ul style="list-style-type: none"> •Progress Reports •Change Documents •Project Board Meetings
Close Out	<ul style="list-style-type: none"> •Assessment of process •Outcomes of project •Evaluation 	<ul style="list-style-type: none"> •Finish work •Transferring the Product •Commissioning •Disband Team •Project Audit •Terminate Contracts •Release Resources 	<ul style="list-style-type: none"> •How can the process be continually improved? 	<ul style="list-style-type: none"> •Sign Off •LLR •PIR

2. Unique

- Projects involve doing something **novel**
- They are therefore produce an outcome which is **unique**
- Never been done before- one of a kind, first
- We look at the outcome or product of the project for uniqueness
- Uniqueness can be achieved even if the category to which it belongs to is large e.g. New McDonald Location
- Is a Healthy and Safety Inspection a Project?

3. Progressive Elaboration

- This integrates the concepts of temporary and unique
- **Because the product is unique, the product must be progressively elaborated**
- That is proceeding in steps, continuing steadily by increments
- The unique characteristics must be thoroughly and carefully worked out
- **Work required is gradually defined and increasing detail added over time**

Formal Definition

- “Projects are unique, transient endeavours undertaken to achieve a desired outcome”
APM (2004)
- “A project is a temporary endeavour undertaken to create a unique product or service” PMI (2000)

Relationship between Projects and Operations

- **Distinction:**

- Operations are ongoing endeavors that produce repetitive outputs
- Unlike the ongoing nature of operations, projects are temporary endeavors

- **Relationship:**

- Changes in business operations may be the focus of a dedicated project
- Operations evolve to support the day-to-day business
- Deliverables and knowledge are transferred between the project and operations for implementation of the delivered work.

- Group Activity:
- Discuss- **Why do Projects Fail?**
- One member, take note of the key reasons

Why Projects Fail?

- **Ready, fire, aim- shoot first whatever you hit is the target**
- It's all in my head
- We don't have time to do this stuff
- I've got certification, therefore I am a Project Mgr
- We have a procedure for that
- We need not use that methodology
- We've done this before
- No Planning

Role of Project Manager

- **To achieve the project's objectives within the time, cost and quality/performance constraints**
- **Make timely decisions to assure the project's success and satisfy all stakeholders**
- Plan, monitor and control the project through to completion
- Select, build and motivate the project team
- Informing the sponsor and senior management of progress and problems
- Recommend termination of the project (if necessary)
- Serve as the principal point of contact between the sponsor, management and contributors
- Select and manage subcontractors.

Learning Outcomes

- 1) Critically evaluate the nature of projects and the inter-relationship between time, cost and quality constraints
- 2) Critically evaluate the role of the project manager and the human resource elements of project management
- 3) Operate leading computer software tools to support project management activities
- 4) Evaluate and apply project support techniques including project optimization, control and trouble shooting
- 5) Apply the fundamental principles of planning budgeting, resourcing and risk management to a project based environment

Summary

- Projects have a number of key characteristics that distinguish them from ongoing operations.

Projects have:

- A finite and defined life-span
- Defined and measurable product outputs
- Defined and measurable activities and resources
- Defined roles and responsibilities.

Useful Websites

- Project Management Institute- <http://www.pmi.org>
- The Association for Project Management (UK)- <http://www.apm.org.uk>
- Prince 2 2009- <http://www.prince2.com>
- International Project Management Association- <http://www.ipma.ch>

References

- PMI (2013), A Guide to the Project Management Body of Knowledge (PMBOK), 5th edition, PMI Publications
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- Cleland, D.I. (1988) Project Management Handbook, 2nd edition, Van Nostrand Reinhold, New York
- Lock, D. (2007) Project Management, 9th edition, Gower, England
- Maylor, H. (2005) Project Management, 3rd edition, Prentice Hall, England
- Gardiner, P. (2005) Project Management: A Strategic Planning Approach, 1st edition, MacMillan, New York