

Project Management

Lecture 2 - What is Project
Management?

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Previous Lecture- What is a project?

- Characteristics: Temporary, Unique Product, Progressive Elaboration
- Operations vs. Projects
- Constraints of a Project
- Why Project Fail?

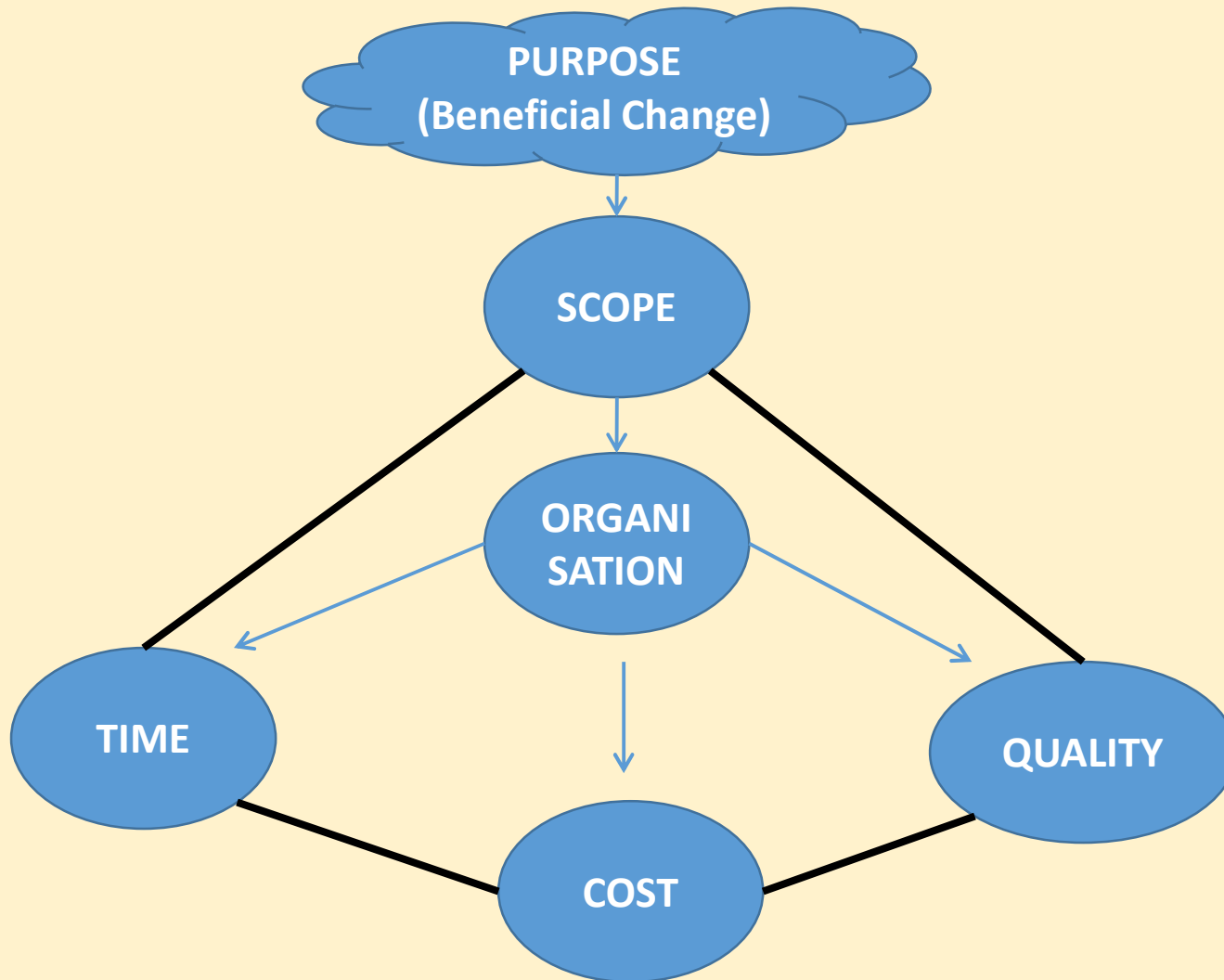
In this Lecture

- What is Project Management?
- Project Management Processes
- Project Management Process Group and Knowledge Area Mapping

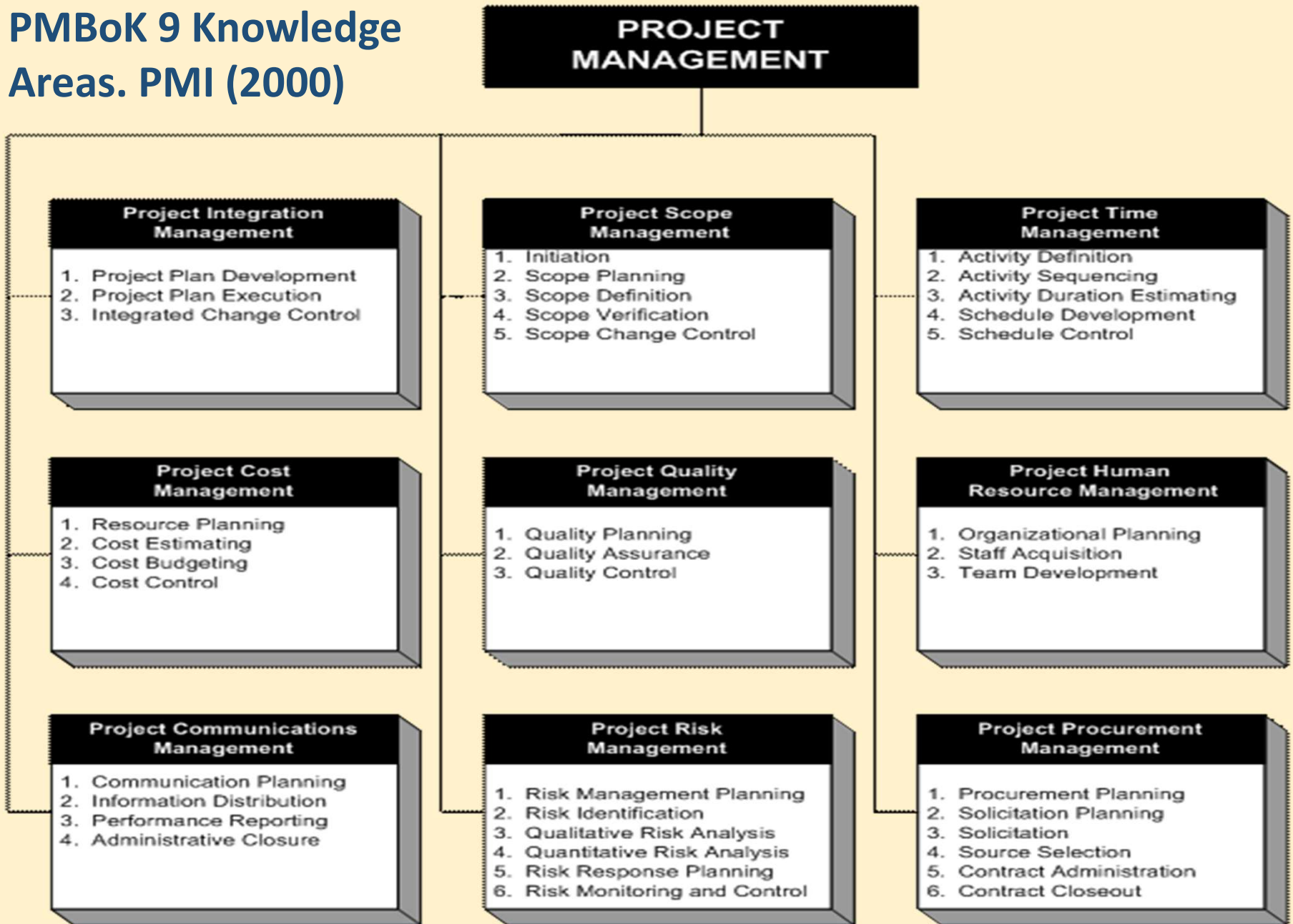
What is Project Management?

- “Project Management is the application of:
 - knowledge, skills,
 - tools and techniques
 - to project activities
 - to meet project requirements. “ PMI (2000, pg. 6)

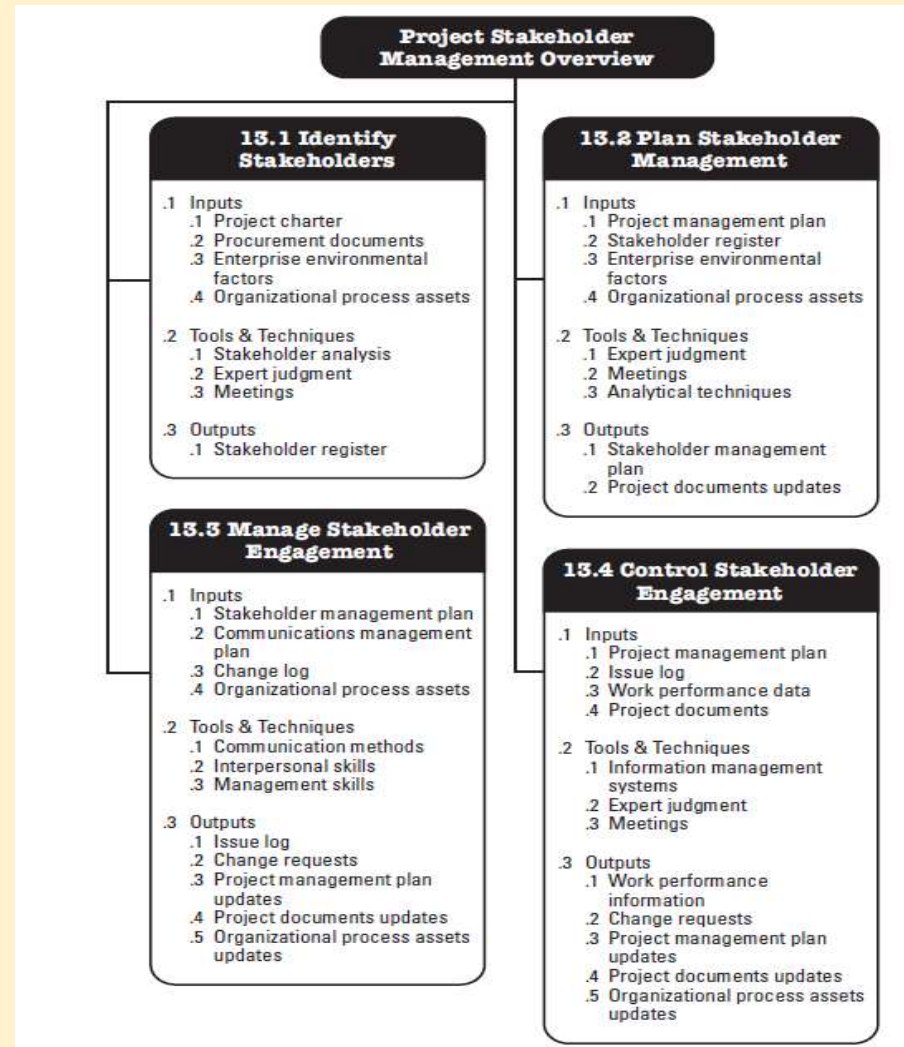
Turner (1999, pg. 8) Five Functions of Project-Based Management



PMBoK 9 Knowledge Areas. PMI (2000)



10th Knowledge Area PMI (2013)



Ten Knowledge Areas

PMI (2013, pg. 7)

1. Project Integration
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management

Turner (1999, pg. 24) Tools and Techniques

Method	Techniques	Tools
Managing stakeholders	Stakeholder analysis	Stakeholder register Communication
Managing scope	Product breakdown Work breakdown Configuration management	Milestone plans Activity schedules
Managing organization	Organization breakdown	Responsibility charts
Managing quality	Quality assurance Quality control Configuration management	Quality plans Reviews and audits Procedures manuals
Managing cost	Cost control cube Earned value	Estimating techniques
Managing time	PERT/CPA	Networks/bar charts
Managing risk	Risk management	
Feasibility	Startup workshop	Definition report
Design	Definition workshop	Project manual
Execution	Baselining	Work-to-lists
Control	Forward-looking control	Turnaround documents S-curves
Close-out		Checklists

Trinidad- Toco Port



Perspective Sketch, Birds Eye View



View of Moorings to Ferry Terminal and Port Admin



View of Coast Guard Building



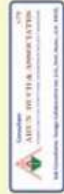
Masterplan Massimo Morol Quiroume



View Over Harbour



View From Capitainerie to Ferry Terminal Building



PERSPECTIVE VIEW '1'

PLANNING USE
TOCO PORT
 TRINIDAD

ADD/TP
 PE
 208

27th
 May 2019

Toco Port- Scope of Works

- **Terminal building**
- **Fisheries complex**
- **The Capitainerie**
- **Coast Guard base**
- **Port administration office**

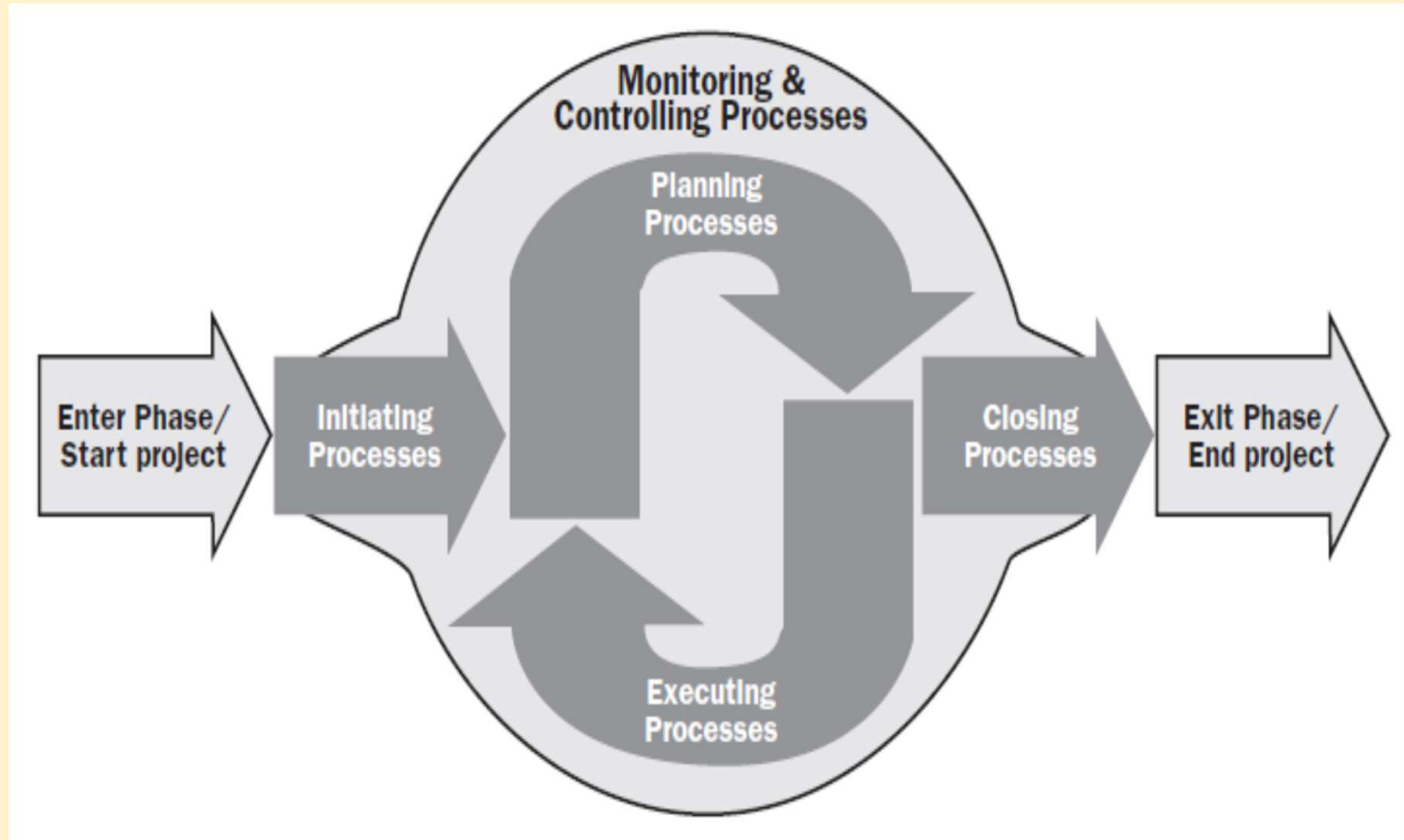
Guardian (2019) <https://www.guardian.co.tt/news/billiondollar-toco-port-to-start-weeks-before-general-election-6.2.954154.5ffa716da6>

- “The application of knowledge requires the effective management of the project management processes such as:

**initiating,
planning,
executing,
monitoring and controlling
closing”**

PMI (2013)

PMI (2013) Project Management Process Groups



Initiation Process

- Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
- The **initial scope is defined**
- **Initial financial resources** are committed post Feasibility Study
- Internal and external stakeholders who will interact and influence the overall outcome of the project are identified.
- The **project manager will be selected.**

- The project manager is given the authority to apply organizational resources to the subsequent project activities.
- When the **Project Charter** is approved, the project becomes officially authorized
- The key purpose of this Process Group is to align the stakeholders' expectations with the project's purpose, give them visibility about the scope and objectives

Planning Process

- Planning Process Group consists of those processes performed to establish the total scope of the effort
- Define and refine the objectives,
- Develop the course of action required to attain those objectives
- Develop the **project management plan** and the project documents
- It will explore all aspects of the scope, time, cost, quality, communications, human resources, risks, procurements, and stakeholder engagement.

Executing Process

- Executing Process Group consists of those processes performed to **complete the work defined in the project management plan** to satisfy the project specifications
- Involves coordinating people and resources, managing stakeholder expectations

Monitoring and Control

- Monitoring and Controlling Process Group consists of those processes required **to track, review, and orchestrate the progress and performance of the project**
- It will identify any areas in which changes to the plan are required; and initiate the corresponding changes
- Project performance is measured and analyzed at regular intervals

It involves:

- Monitoring the ongoing project activities against the project plan and the baseline
- Recommending corrective or preventive action in anticipation of possible problems
- Controlling changes so only approved changes are implemented

Closing

- Closing Process Group consists of those processes performed to conclude all activities
- Verifies that the defined processes are completed and formally establishes that the project is complete

The following will Occur:

- Obtain acceptance by the customer
- Conduct post-project review,
- Document lessons learned
- Apply appropriate updates to processes
- Archive all relevant project documents in the project management information system (PMIS) to be used as historical data
- Close out all procurement activities ensuring termination of all relevant agreements
- Perform team members' assessments and release project resources

Project Management Process Group and Knowledge Area Mapping

References

- PMI (2000), A Guide to the Project Management Body of Knowledge (PMBOK), 2000 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
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