Project Management

Lecture 1 – Introduction to the Module

Dr. Andre Samuel

Resources available at:

My Resources:

http://samuellearning.org

andre.samuel@sam.edu.tt

Activity- Check in

- Tell us:

- Are you currently or recently worked on a project?

- What was it?

- And one 'Drama' that took place

Examples of Typical Organizational Projects….

Module Learning Outcomes

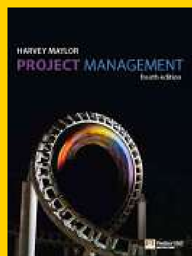
1. Critically evaluate the nature of projects and the **inter-relationship between time, cost and quality** constraints

2. Critically evaluate the **role of the project manager** and the human resource elements of project management

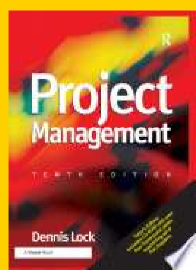
3. Operate leading **computer software tools** to support project management activities

4. Apply the **fundamental principles of planning, budgeting, resourcing and risk management** to a project based environment

Key Reading available through the ARU Library



Maylor, H. and Turner, N. (2022) Project management. Fifth edition Harlow, England : Pearson. https://anglia.primo.exlibrisgroup.com/permalink/44APU_INST/1il1k4/alma999250133102051



Lock, D. (2018) Project management. Eighth edition. London : Routledge. https://anglia.primo.exlibrisgroup.com/permalink/44APU_INST/1il1k4/alma999221111802051

Kerzner, H., 2017. Project management : a systems approach to planning, scheduling, and controlling Twelfth ed., Hoboken, New Jersey : Wiley https://anglia.primo.exlibrisgroup.com/permalink/44APU_INST/t7lk8a/alma998949423602051

Session Learning Outcomes

The Strategic Value of
Project Management

Measuring Project Success

‘ A project is whatever I call a project’

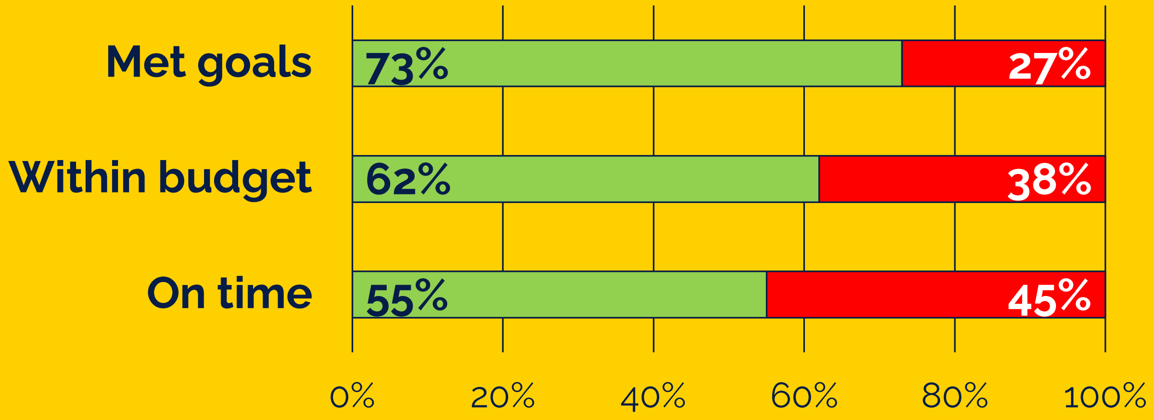
Types of Projects

The Strategic Value of Project Management

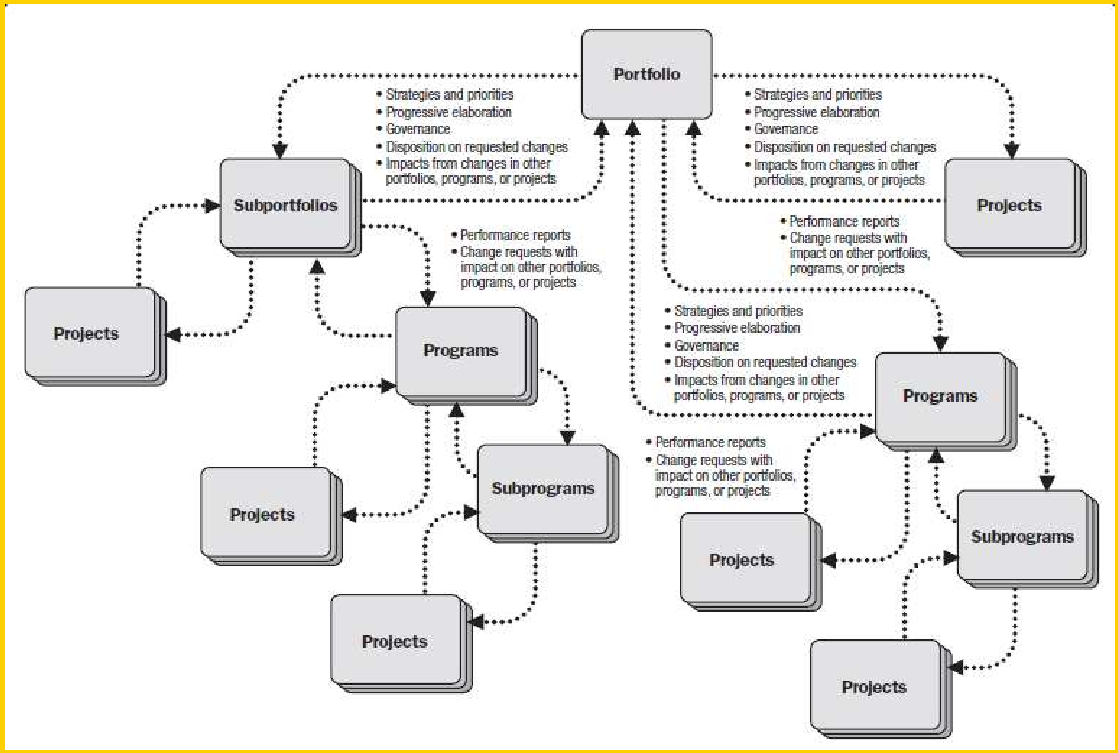
Project Failures

- PMI's (2024) a **project failure rate of 12%**

- PMI (2021) Not all projects achieve their outcomes and/or do not succeed in all aspects



Delivering Strategic Plans through Project Portfolio



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

The Value of Project Management

80 percent of global executives believed having project management as a core competency helped them remain competitive during the recession

A survey by consulting giant McKinsey & Co. found that nearly 60 percent of senior executives said building a strong project management discipline is a top-three priority for their companies as they look to the future

Executives discovered that adhering to project management methods and strategies reduced risks, cut costs and improved success rates

Good project management discipline stopped us from spending money on projects that fail

PMI (2010)

Amazon’s Portfolio of Projects

The Climate Pledge- power its global infrastructure with 100% by 2030
(Businesswire 2019)

Project Kuiper- Launch more than 3,200 satellites into space with low-cost internet service.
(Business Insider 2019)
Will launch two satellites by Q4 2022 on ABL Space Systems' all-new RS1 rocket
Verizon Partnership (CNBC 2021)
Deploy at least half of that total by 2026

BP Portfolio 2020 and Beyond

Saudi Arabia- Jeddah Tower

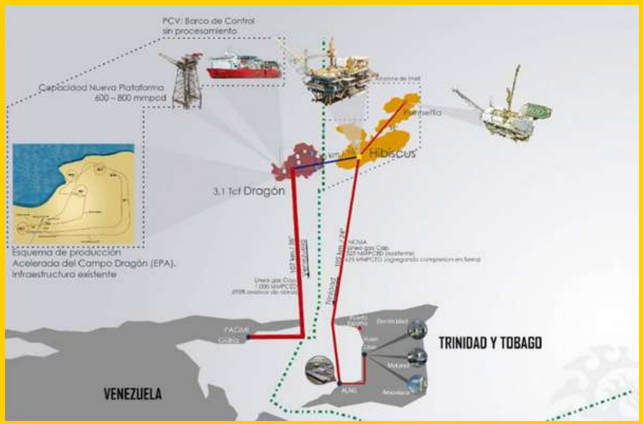
Dubai Creek Tower: Building the World's Tallest Structure

https://www.youtube.com/watch?v=lVTkDp-qR8s

Saudi Arabia's – NEOM

https://www.youtube.com/watch?v=z2Fy4e-ZUb8

What's happening in TT?



- Dragon Gas Field

- La Brea Shipyard and Dry Dock

La Brea Shipyard and Dry Dock

http://youtu.be/znKXJuVd2cM

Group Activity- Project Portfolio- 15 mins

- Lecture- Min of Finance
- Your group will be assigned a Ministerial Role
- Identify **2 new projects** you need to launch
- That aligns with the strategic plans of the government
- One Team Member will Post your ideas here:
- https://padlet.com/andresamuel2005/project-portfolio-eky9onv6cm04oz4a

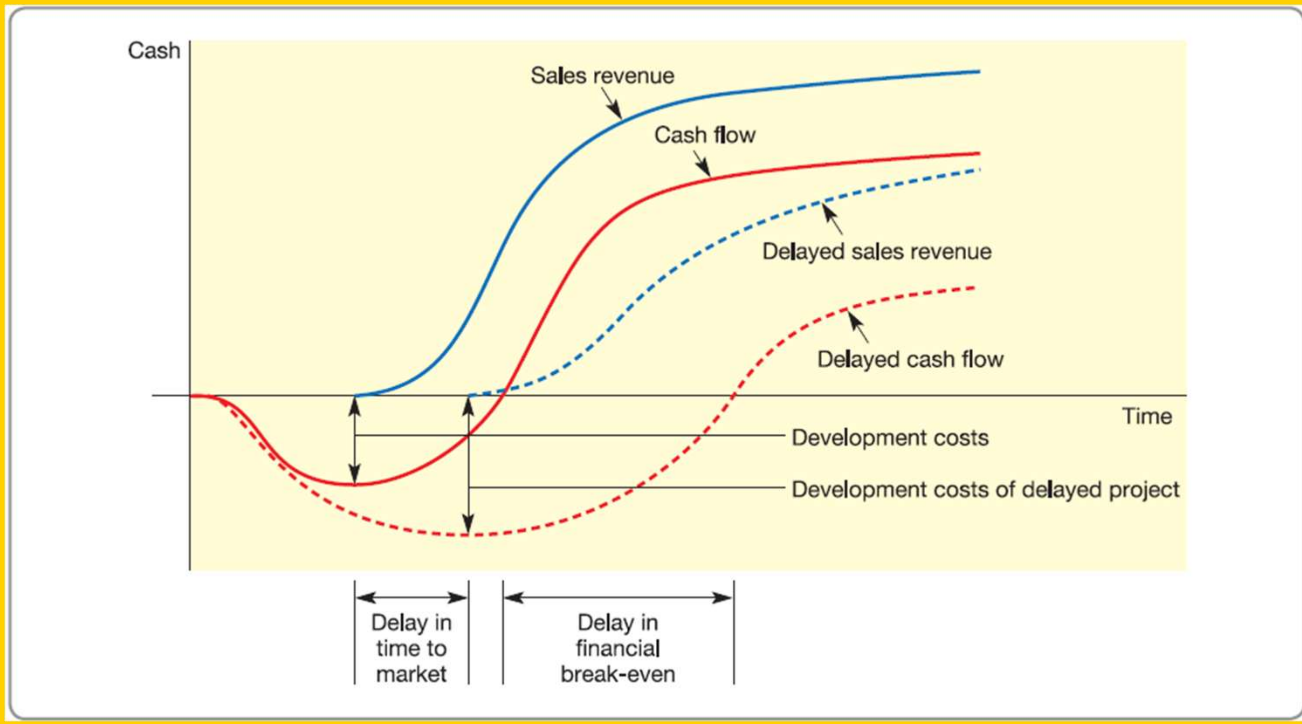
Subject: Ministry of …?…

Project 1
Project 2

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 i.e. Functional Structure
  - Conflicting priorities
  - Resource capability becomes an issue

Project Delays--> Delays Revenues--> Increase Development Cost



Slack et al 2013

Measuring Project Success

Measuring Project Success

- **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**

Project Success Criteria

- Project Manager's Responsibility:

1. to achieve the project objectives
2. within the project constraints

Iron Triangle
(Atkinson 1999)

Activity- Prioritizing Success Criteria

- **Project:** La Brea Shipyard and Dry Dock
- **Project Client:** TT Ship Co.

- **If you where:**
  - Chief Financial Officer
  - Chief Executive Officer
  - HSE Manager
  - Business Development Manager
  - Public Relations Manager
  - Any other relevant stakeholder
- **Choose one Role**

Which criteria would be your main concern for the project’s success?

Trade Offs

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

Case Study- Boeing 737 Max

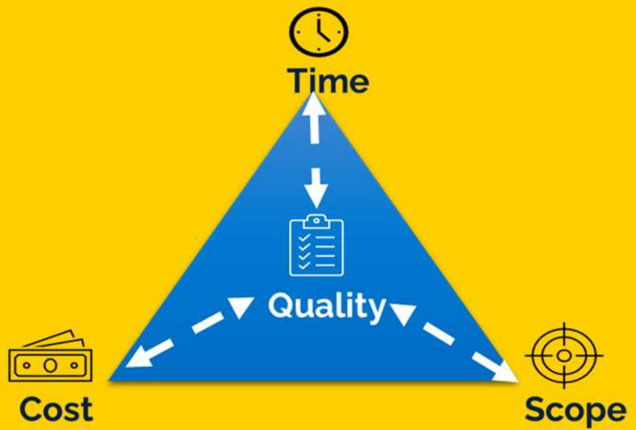
- [Internal Boeing messages detail how pressure to cut costs eroded company's renowned safety culture]()

- [Boeing faces fine for 737 Max plane 'designed by clowns']()

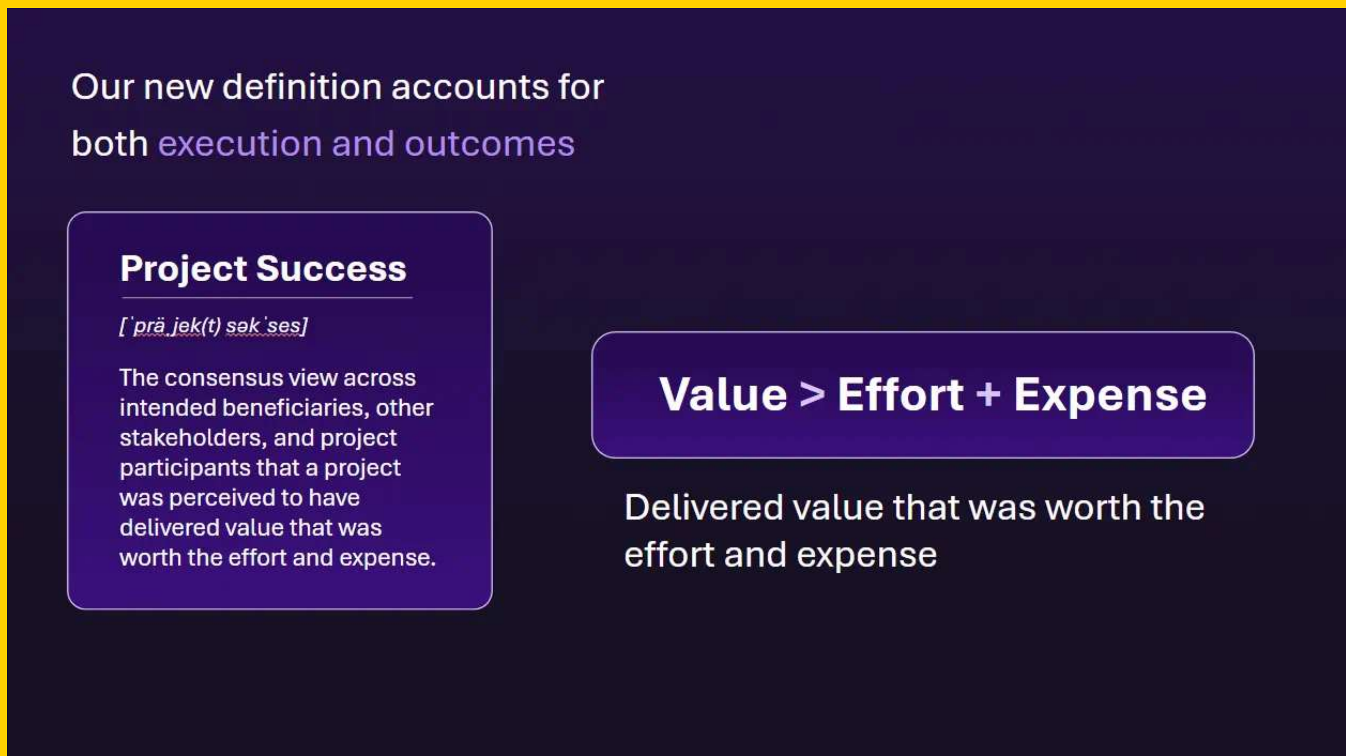
Activity: Beyond the Iron Triangle

- Considering **Sustainability** as a new constraint

- **IDEAS on How to re-draw the Iron Triangle**

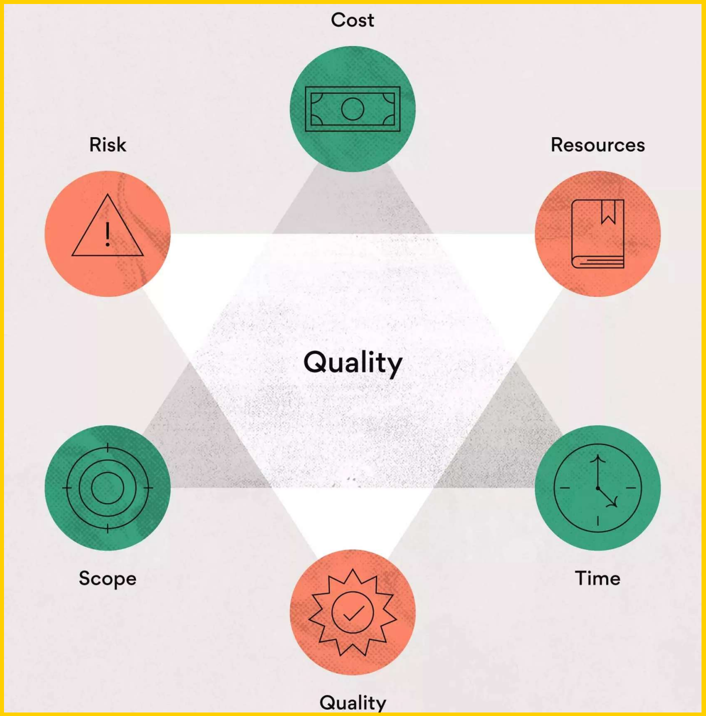


Reframing Project Success



[PMI’s (2024)]

Beyond the Iron Triangle

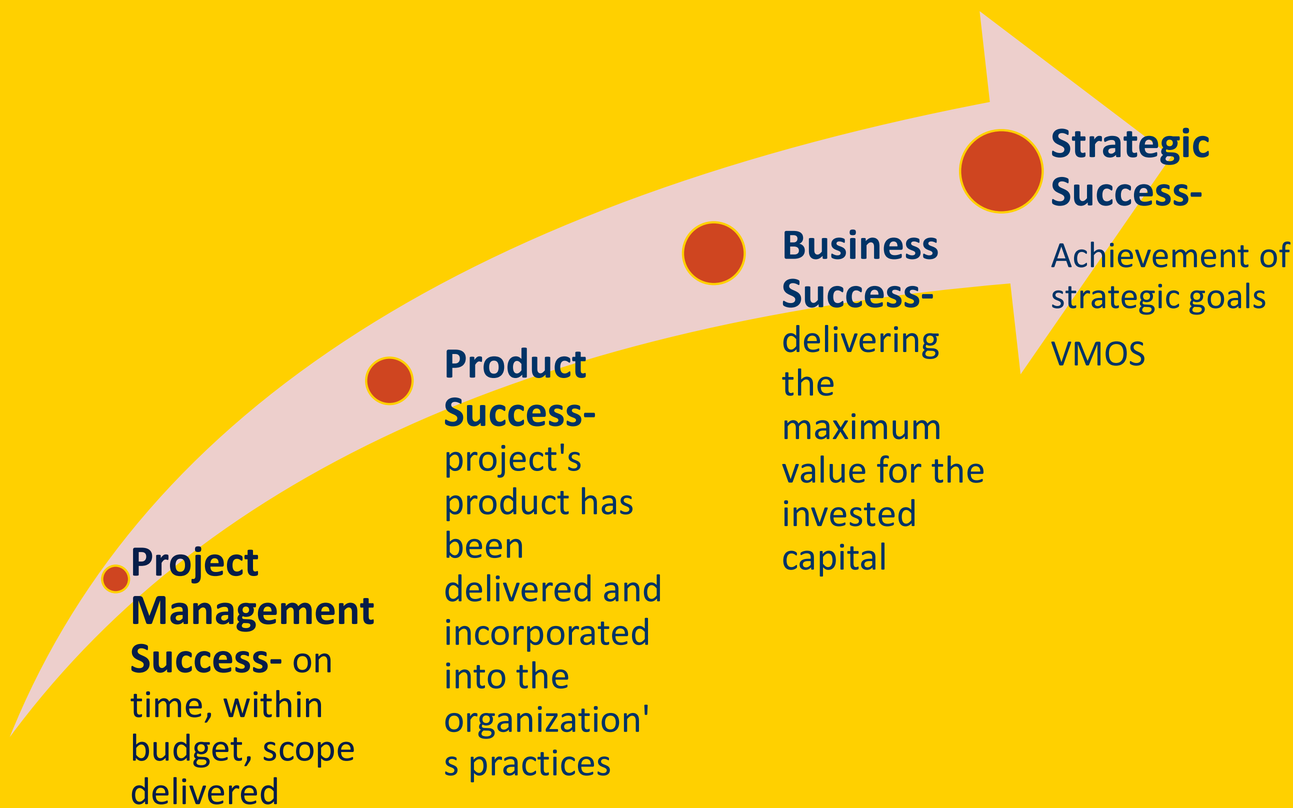


PMI (2013) Six Constraints in Project Management

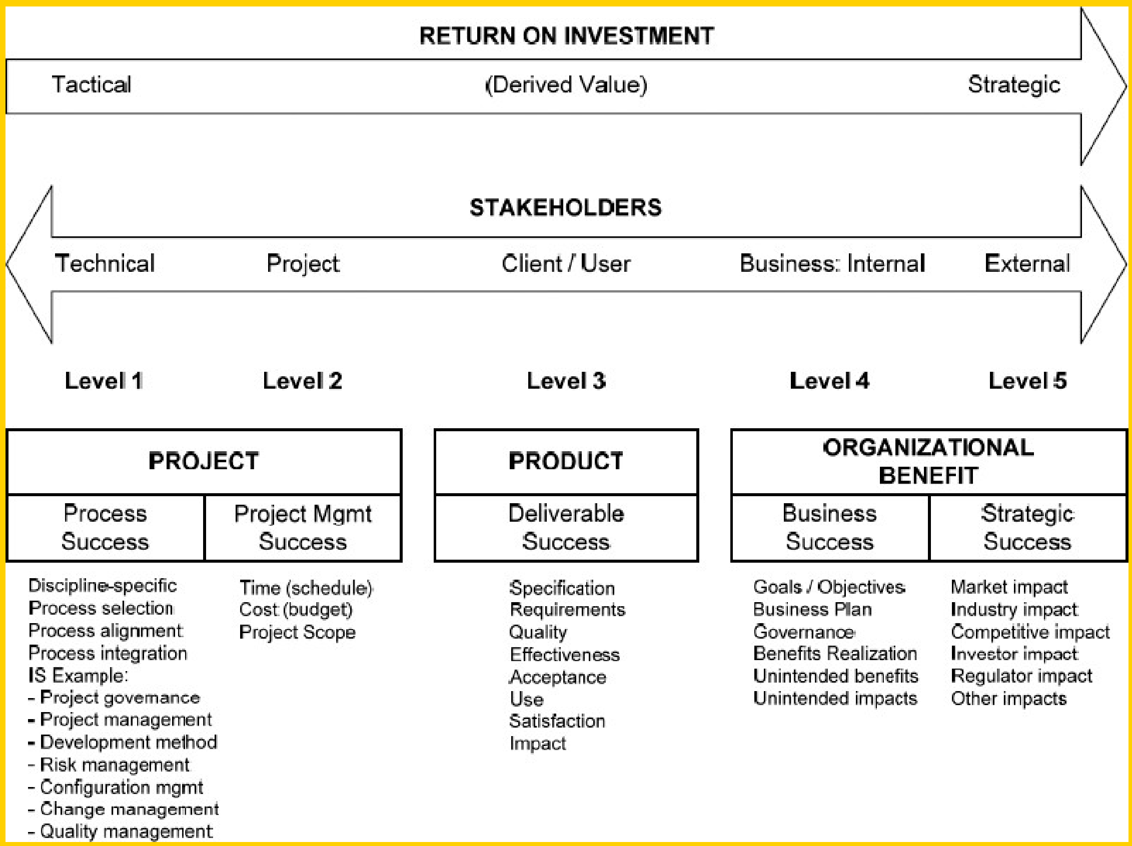
Measuring Project Success

- **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**

Levels of project success



Five Levels of Project Success

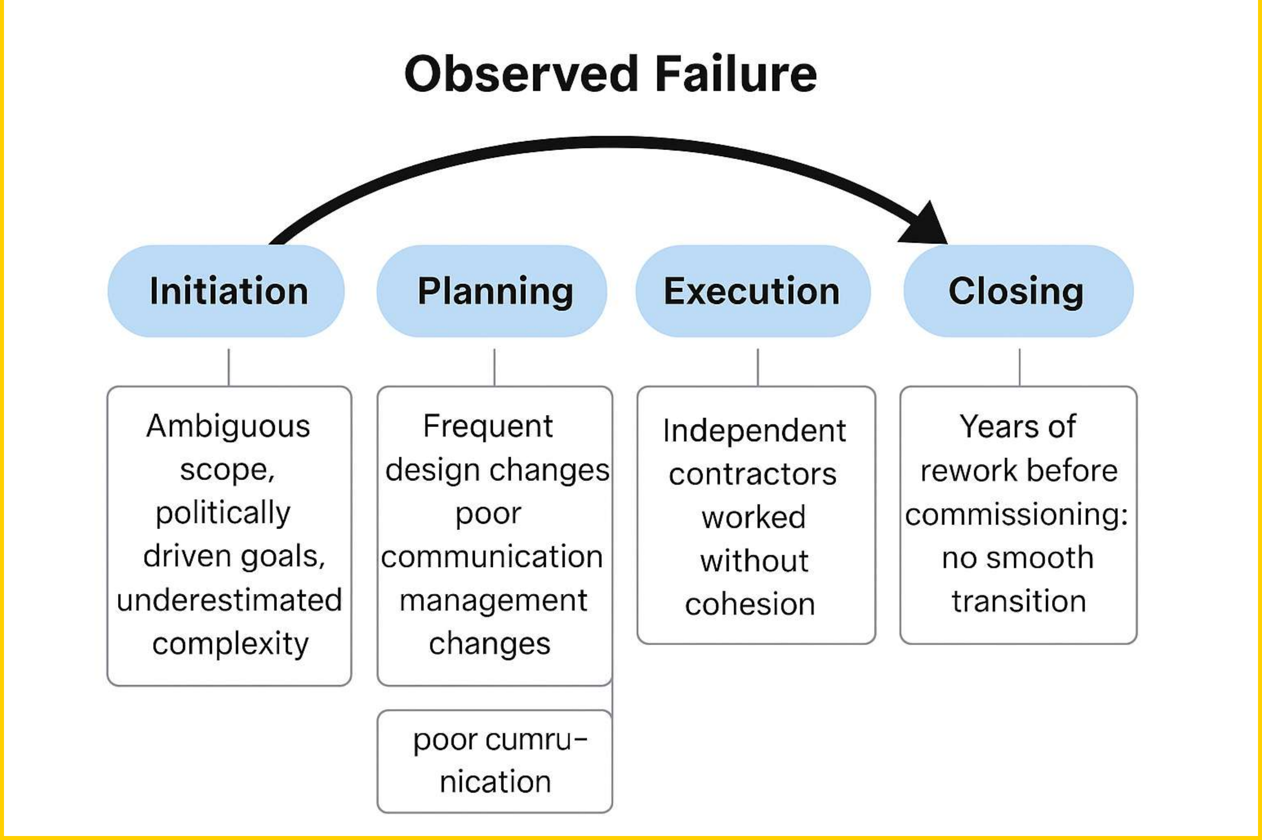


Bannerman, P. L. (2008)

Activity- Why do you think Projects' Fail?

https://youtu.be/gWYTnc7m9mE?si=Jvd6hUSpVE2ObhhR

BER Airport Reasons for Failure by Project Stages



‘ A project is whatever I call a project’

What is a Project?

Characteristics

Temporary

Unique

Progressive Elaboration

1. Temporary

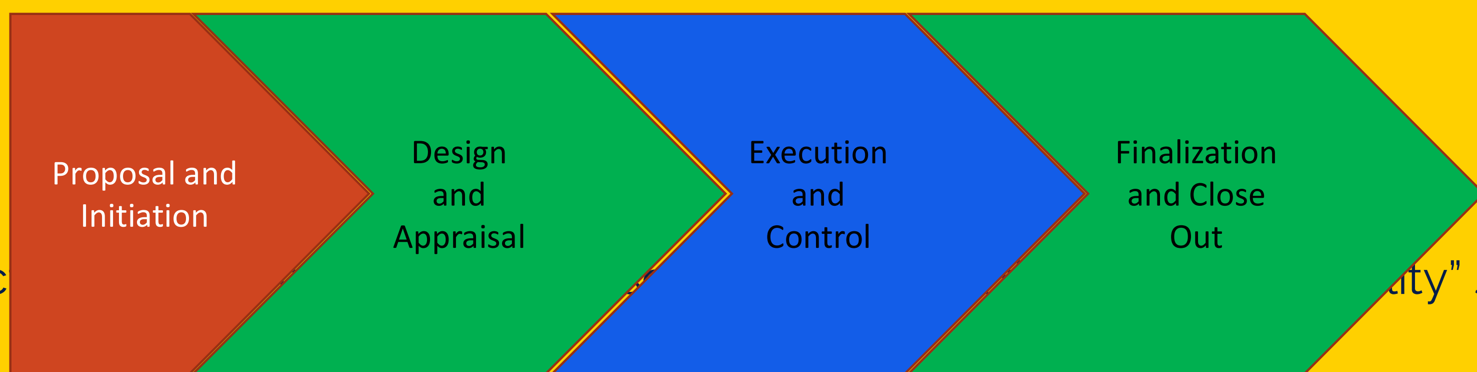
- Projects are **not ongoing operations**
- This means that a project is **temporary**
- That is, it has a definite beginning and a definite end
- The end is reached when
  - the project's objectives are achieved (successful) or
  - when it becomes clear that they cannot be met or
  - the project is 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’

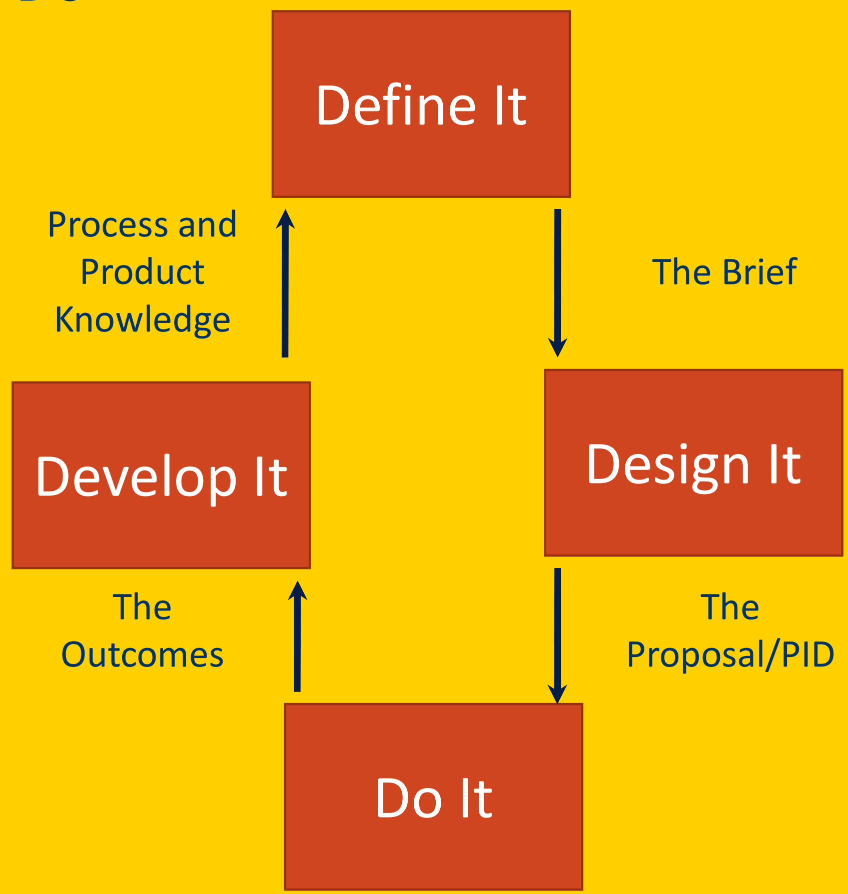
- Turner (1999, pg 11)



- “Projec ity” Jain (1995)

Project Lifecycle

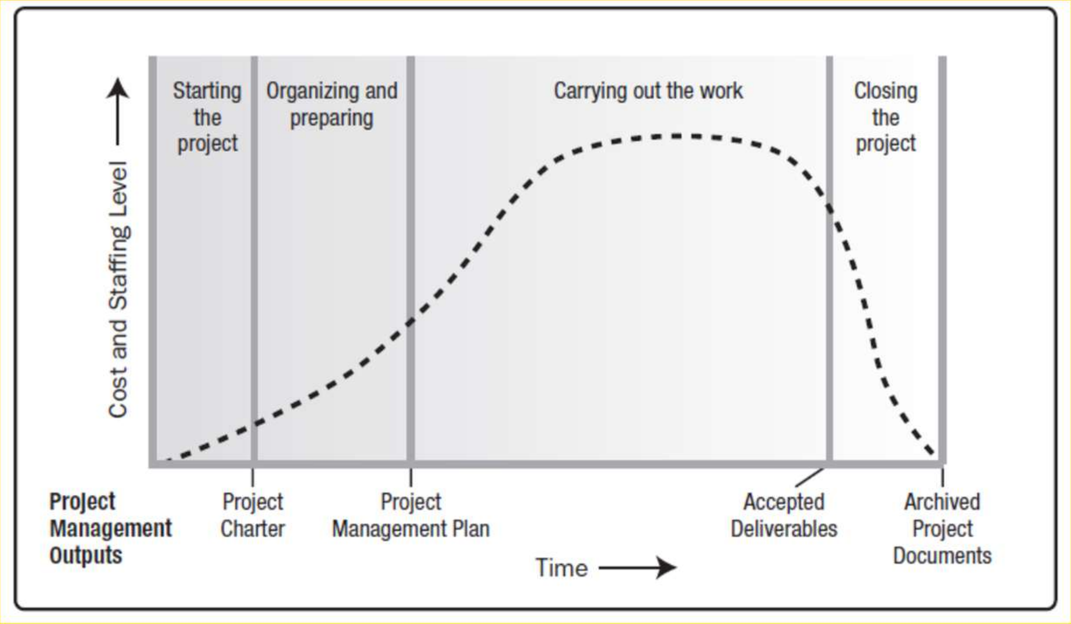
Maylor (2010, pg 32) 4 D's



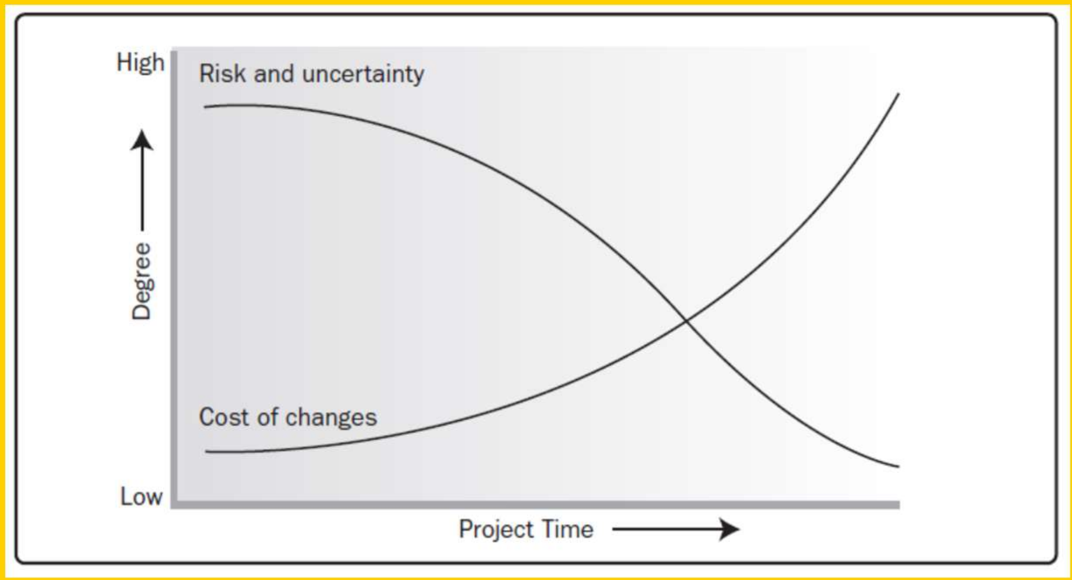
Lifecycle Characteristics

- **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 overs the Project Lifecycle
PMI (2013)



Key Project Issues by Stage

PHASE	KEY ISSUES	PROCESS	FUNDAMENTAL QUESTIONS	OUTPUTS
Proposal and Initiation	•Project Strategy • Goal Definition •Initial Estimates	•Develop proposals •Conduct Feasibility •Project Definition •Project Organization	•What is to be done? •Why is it to be done?	•Proposal •Project Definition Report •Feasibility Report •PID •Project Charter
Design	•Planning •Solution •Estimates •Contract s	•Develop Design •Scope Planning •Costing /Budgeting •Project Planning •Award Contract	•How it will be done? •Who will be involved? •When can it start and Finish	•Detailed Design • Project Budget/Estimates •Master Plan/Schedule •Contract Terms and Conditions
Execution and Control	•Doing Work/Progress •Control •Decision Making •Problem Solving	•Project Monitoring and Control •Risk Management •Quality Management •Change Control	•How should the project be managed on a day to day basis?	•Progress Reports •Change Documents •Project Board Meetings
Close Out	•Assessment of process •Outcomes of project •Evaluation	•Finish work •Transferring the Product •Commissioning •Disband Team •Project Audit •Terminate Contracts •Release Resources	•How can the process be continually improved?	•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?

Activity- Pictionary

- Identify these Iconic Buildings/Structures

Katara Towers: Qatar's New Landmark of Luxury

https://youtu.be/6R5k-eZ9PNA?si=n0u4FHBwZik6xwfG

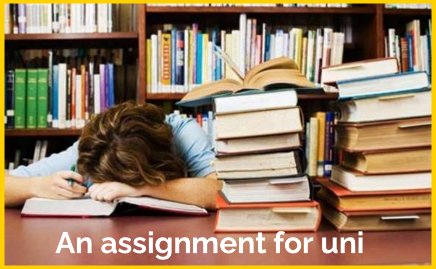
3. Progressive Elaboration

- 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)

Activity: Project or not?

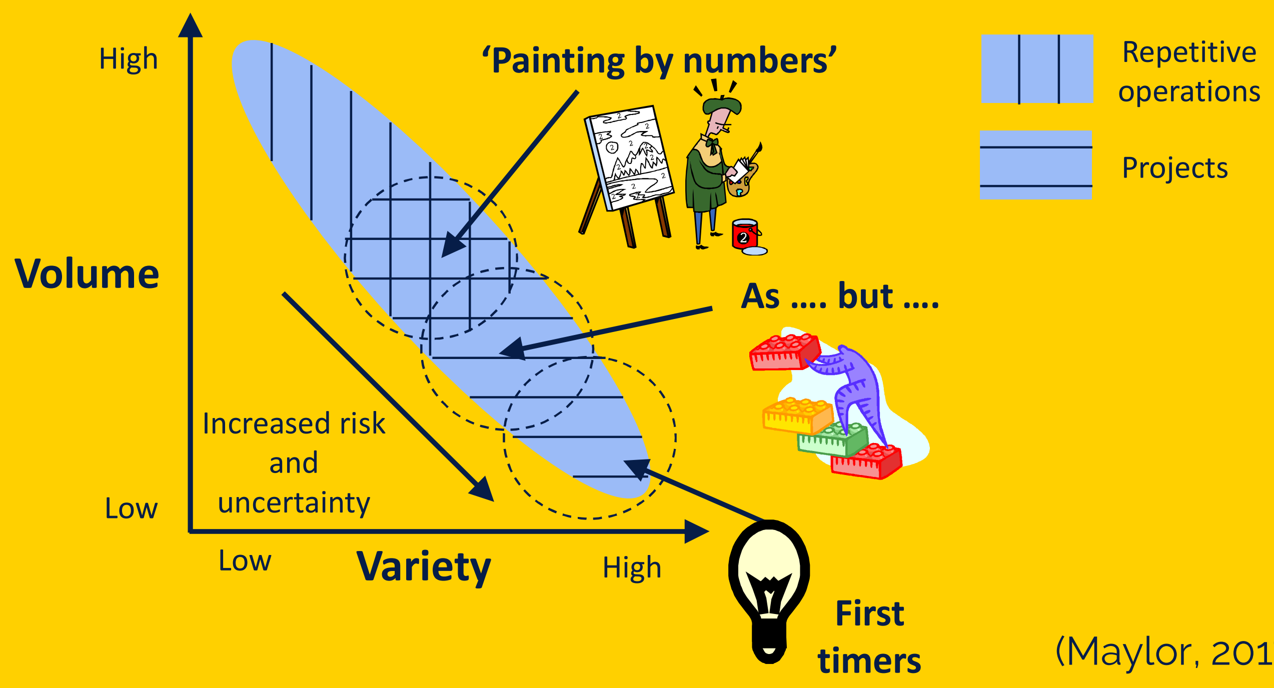


Relationship between Projects and Operations

- **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.

Types of Projects

Different types of projects can be more uncertain and risky…



(Maylor, 2017, p. 8)

Activity- Match the projects to a category

P1- Acquisition of Competitor Firm

'Painting by numbers'

P2- Developing Corporate Budget

As …. but ….

P3- Promotion campaign for a product

First timers

P4- Annual Audit Report

Check out-
How well did you understand the lecture?

Assessment

- **010 Assignment 3000 words**

Case Study: **IQI (Infinite Quantum Innovations)**

- Part A- Consultancy Report (45%)

- Part B- Project planning- Gantt Chart report (45%)

- Part C - Academic Rigour (10%)

Useful Websites

- Project Management Instititue- 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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- Maylor, H. (2005) Project Management, 3rd edition, Prentice Hall, England
- Gardiner, P. (2005) Project Management: A Strategic Planning Approach, 1st edition, MacMillan, New York