

Project Management

Lecture 1 – Introduction to the Module

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Resources available at:

My Resources:

<http://samuellearning.org>

ARU Resources:

<https://canvas.anglia.ac.uk/courses/34177>



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 **Have you ever...**

- **Moved house?**
- **Organised a party?**
- **Planned a holiday/trip?**
- **Completed a group assignment?**
- **Decorated a room?**
- **Etc.**



Check In!- Your Current Project

- Tells us:
- **What project/s are you currently working on?**
- Or recently worked on

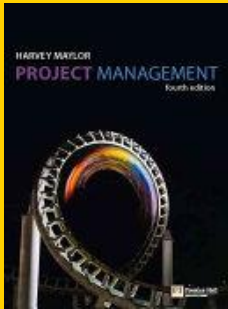
Examples of Typical Organizational Projects....



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



Maylor, H. and Turner, N. (2022) Project management. Fifth edition
Harlow, England : Pearson.

https://anglia.primo.exlibrisgroup.com/permalink/44APU_INST/1i1k4/alma999250133102051



Lock, D. (2018) Project management. Eighth edition. London :
Routledge.

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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

Assessment

- [010 Assignment 3000 words](#)

Case Study: GreenReach – Global Corporate Reorganization Study

- Part A- Consultancy Report (45%)
- Part B- Project planning- Gantt Chart report (45%)
- Part C - Academic Rigour (10%)

Session Learning Outcomes

Value of Project
Management

Measuring Project
Success

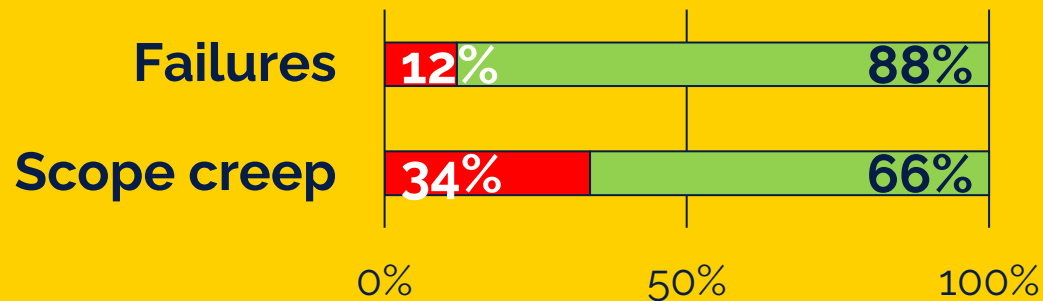
Define What is a
Project

Categorization of
Projects

The Strategic Value of Project Management

Project Failures and Scope Creep

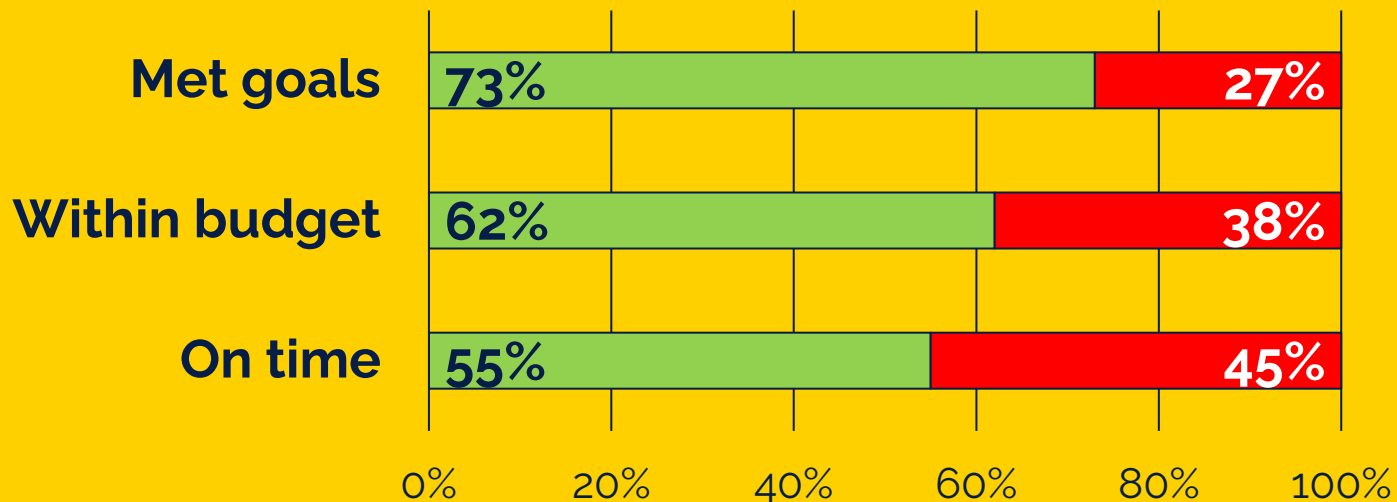
- PMI's (2021) survey revealed:
 - a **project failure rate of 12%**
 - 34% of projects experience scope creep



- 34% of those failed projects resulted in entire budget lost

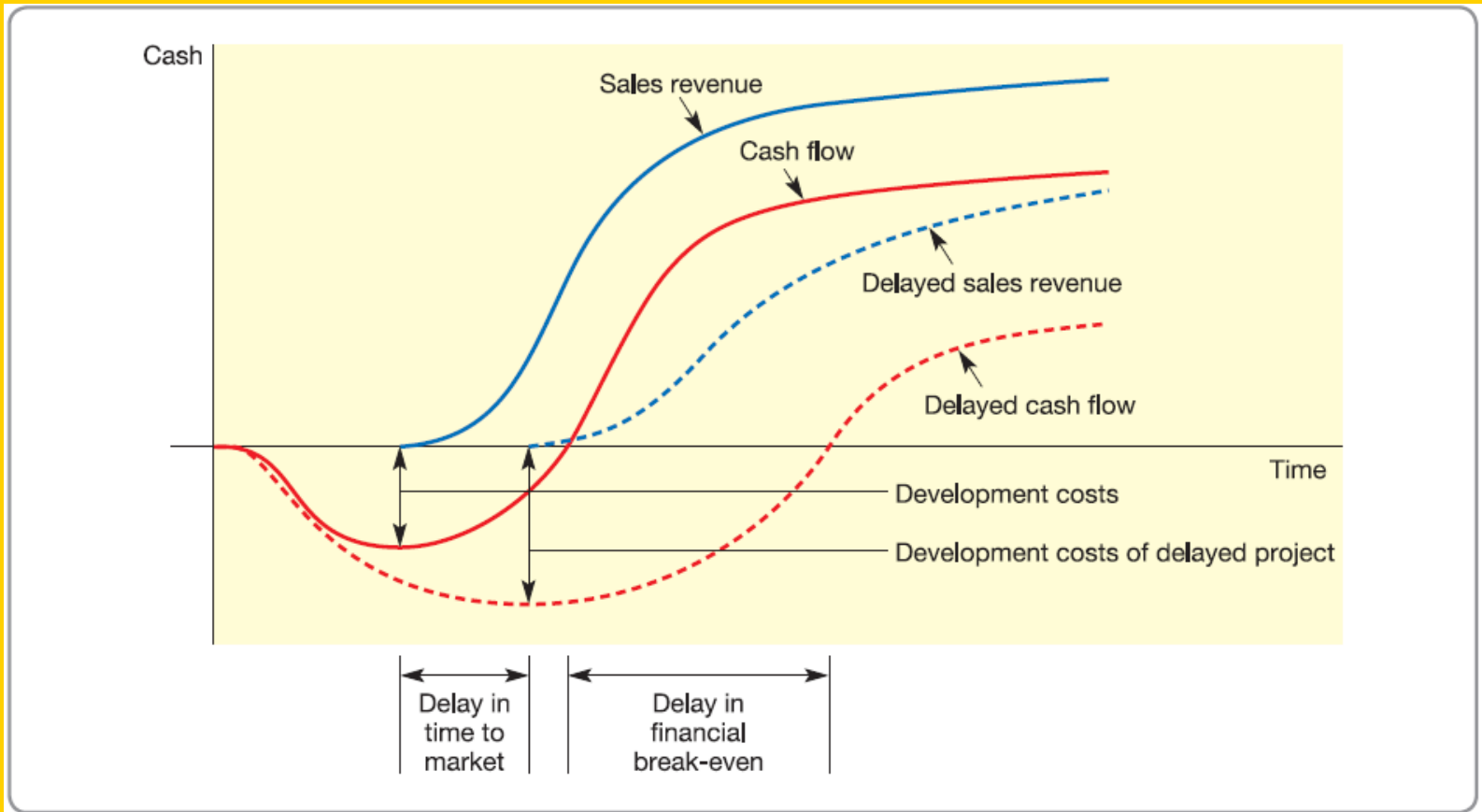
Managing Projects is Difficult

- Not all projects achieve their outcomes and/or do not succeed in all aspects



- Let's Explore this some more:
- [Pulse of the Profession by PMI](#)

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



Slack et al 2013

The Value of Project Management

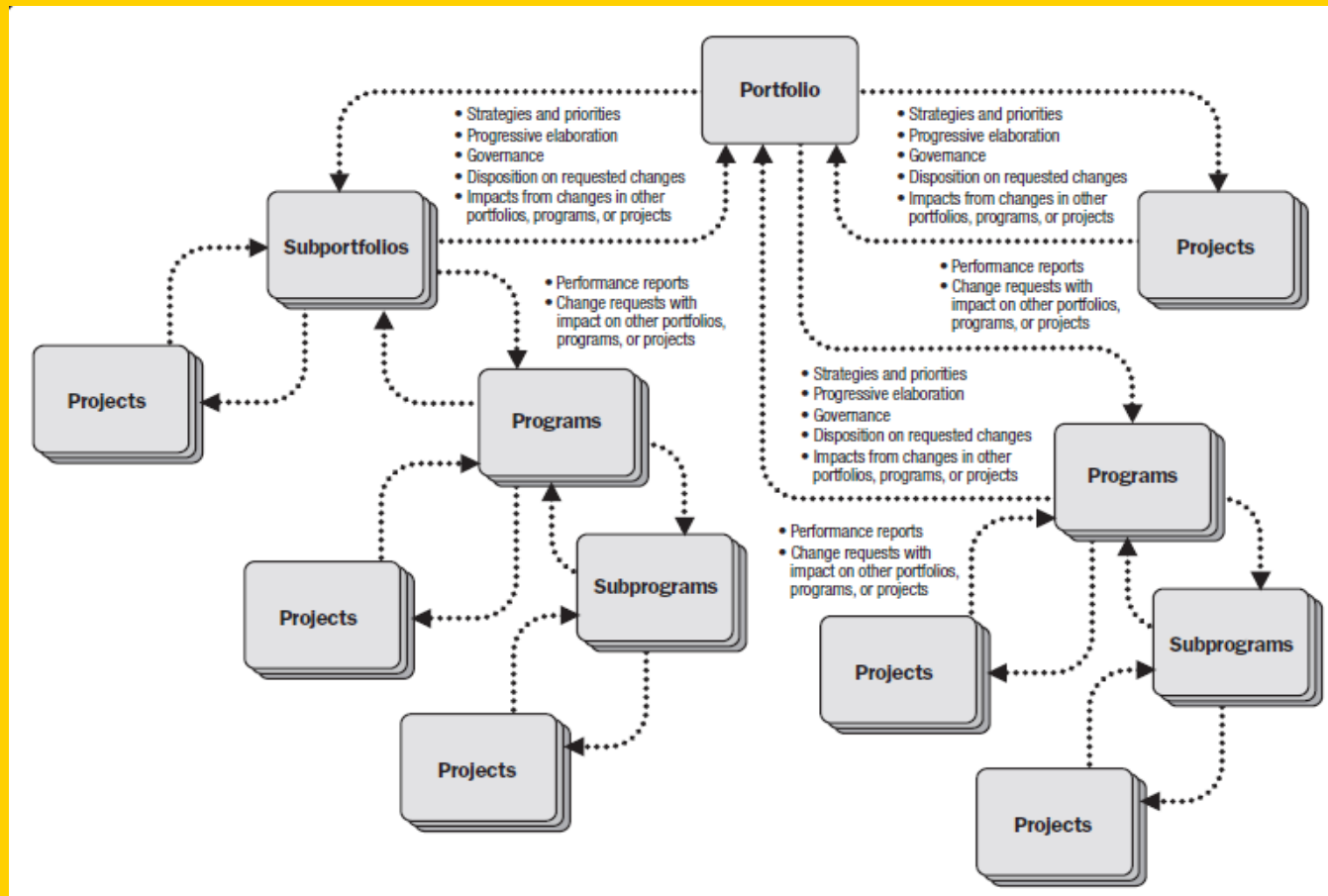
80 percent of global executives believed having project management as a core competency helped them remain competitive during the recession

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

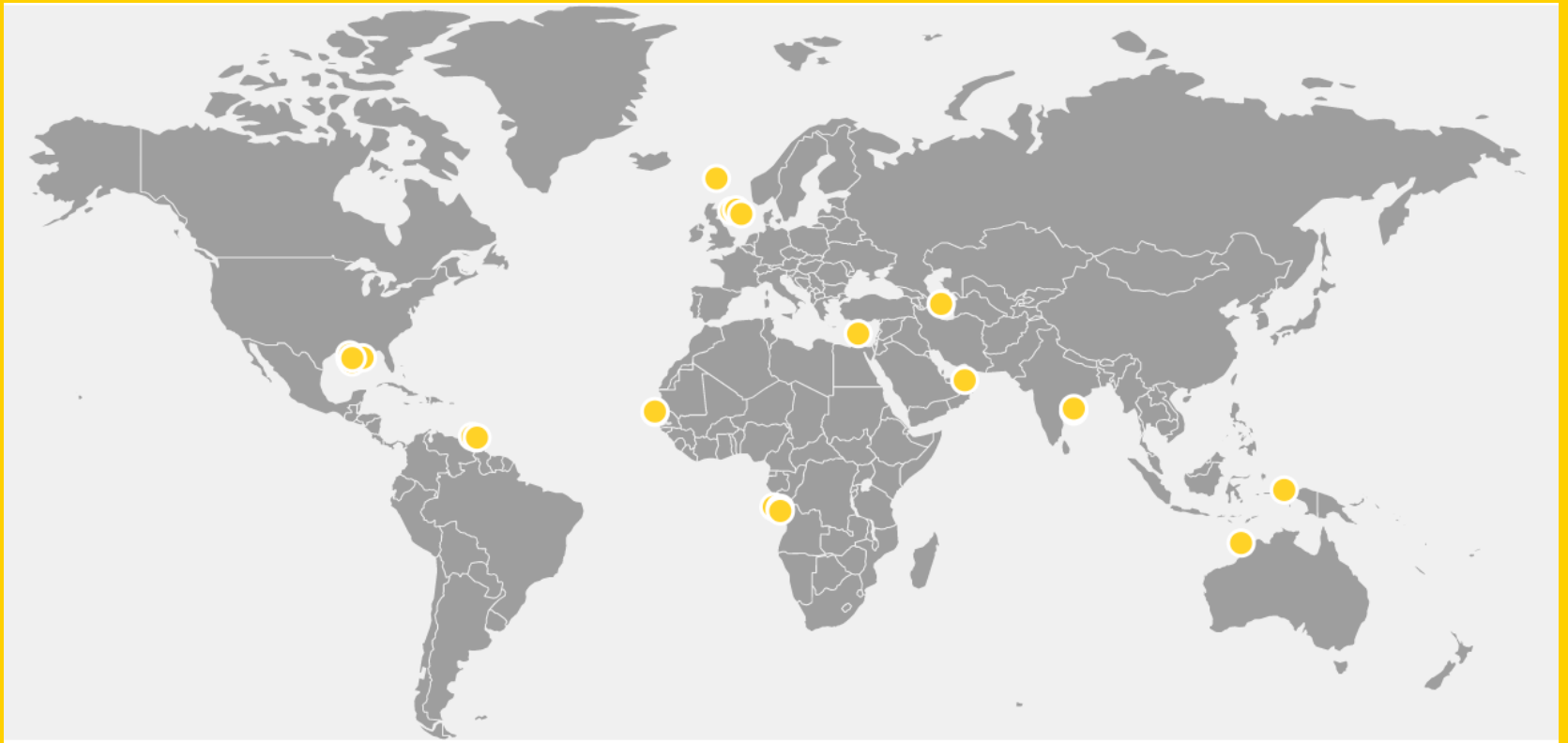
Good project management discipline stopped us from spending money on projects that fail

Delivering Strategic Plans through Project Portfolio



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

BP Portfolio 2020 and Beyond



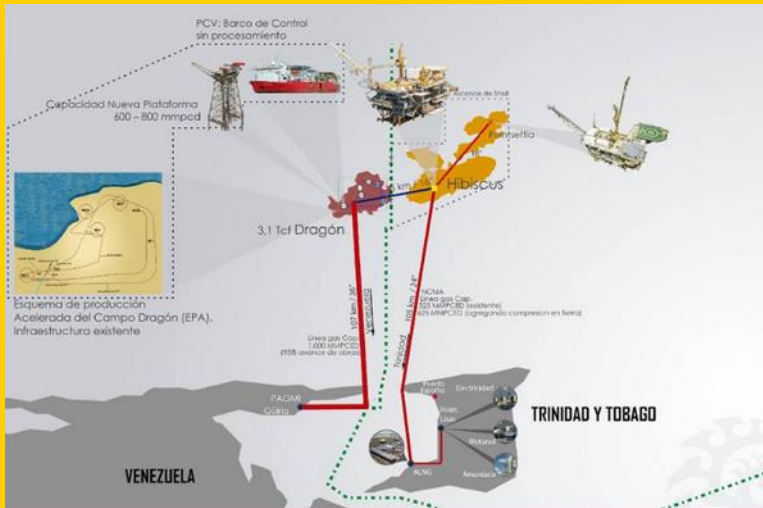
Saudi Arabia's -'The Line'



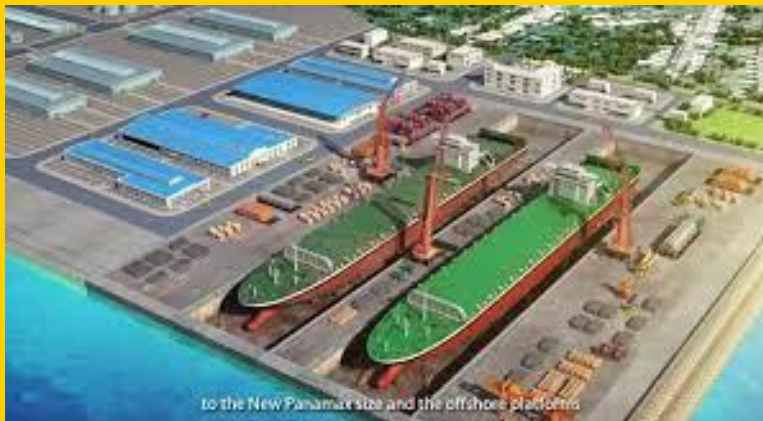
<https://youtu.be/fYqNOdMe8M8>

What's happening in TT?

- Dragon Gas Field



- La Brea Shipyard and Dry Dock



La Brea Shipyard and Dry Dock



<http://youtu.be/znKXJuVd2cM>

Measuring Project Success

Measuring Project Success

- **Micro-level success**

- “have triple constraints been met?”

- **Who:** Project Owner/Client, Sponsor, Contractors, Consultants

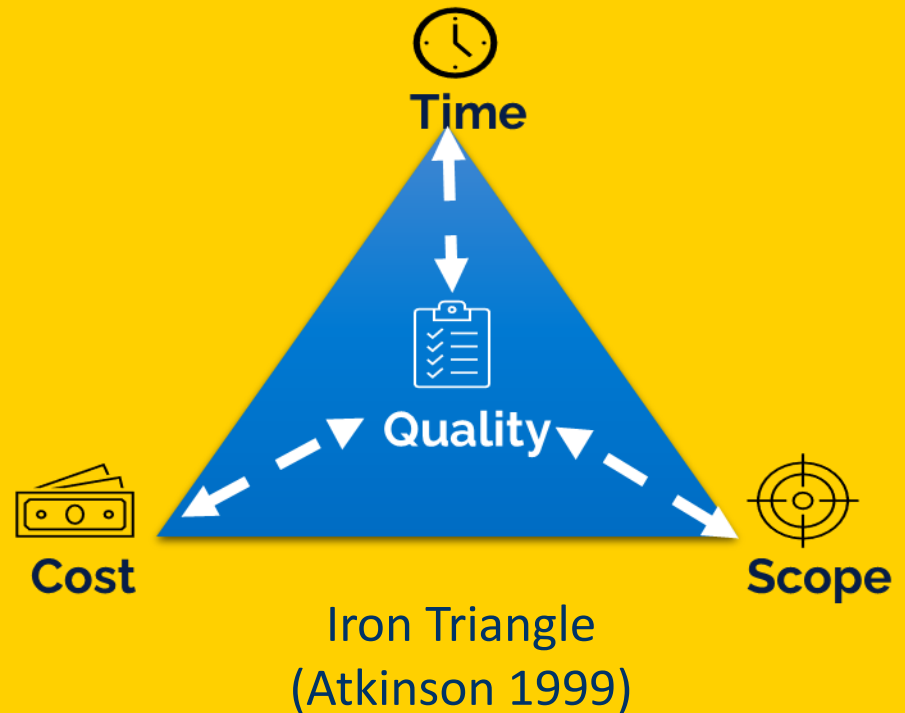
- Concerned about the Feasibility and Acceptability of the project i.e. Profitability

- **Short-term gains of the project**

Project Success Criteria- The Triple Constraints

- Project Manager's Responsibility:

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



Group Activity- Prioritizing Success Criteria

- **Project:** La Brea Shipyard and Dry Dock
- **Project Client:** TT Ship Co.
- **Each Group Member will Choose a Role in the Client Organization:**
 - Chief Financial Officer
 - Chief Executive Officer
 - HSE Manager
 - Business Development Manager
 - Public Relations Manager



**In your group,
Discuss 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

Six Constraints in Project Management



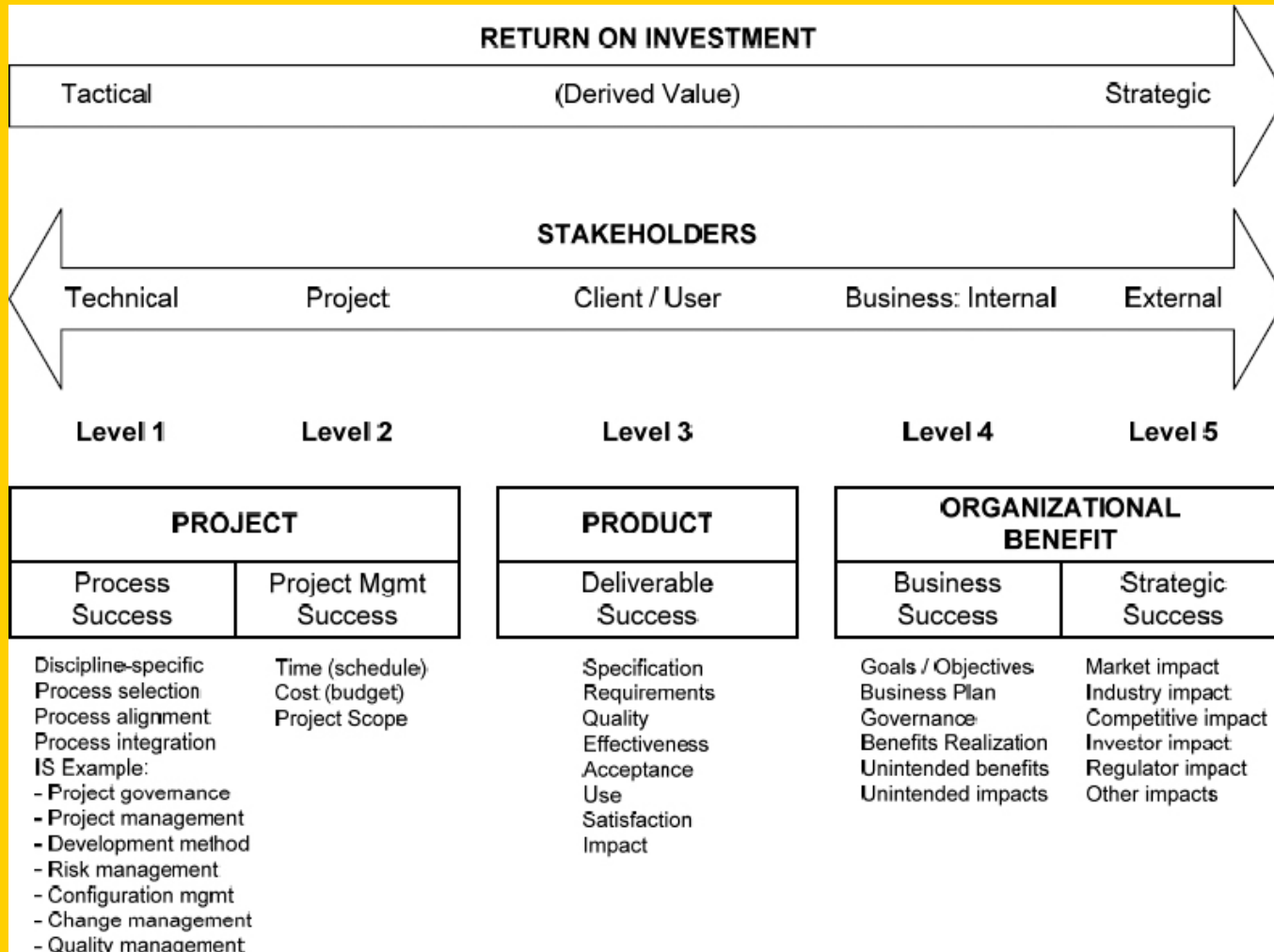
Measuring Project Success

- **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



Poll Activity- Why do you think Projects' Fail?

- What are your **top 3 reasons** why a project may fail?
- **Think about the project you recently worked on or currently work on**
- Go to: <https://www.menti.com/alno3tq6koiu>



‘ A project is whatever I call a project’

What is a Project?

Characteristics

Temporary

Unique

Progressive
Elaboration

1. Temporary

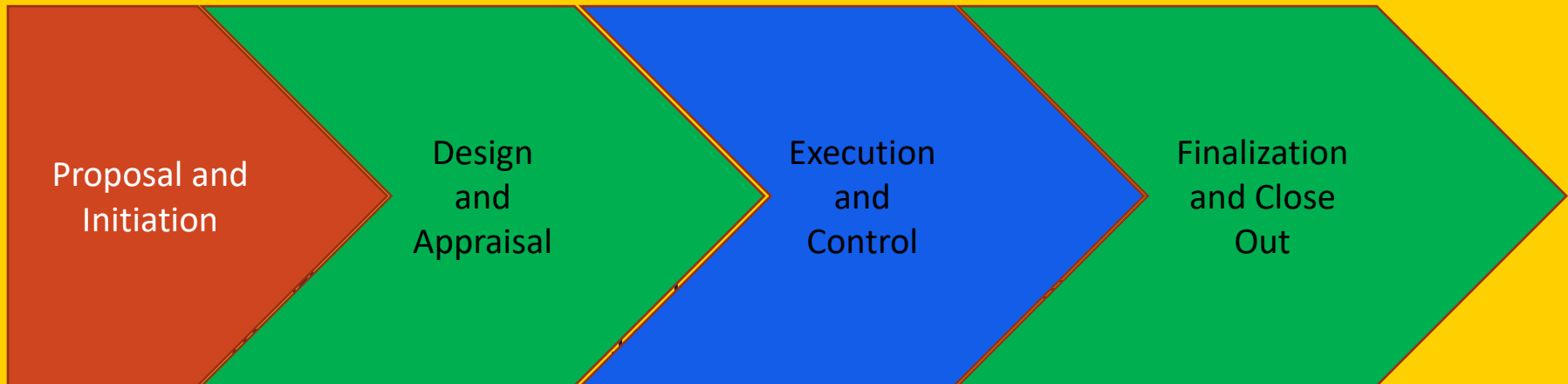
- Projects are **not ongoing operations**
- This means that a project is **temporary**
- That is, it has a definite beginning and a definite end
- The end is reached when
 - the project's objectives are achieved (successful) or
 - when it becomes clear that they cannot be met or
 - the project is no 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

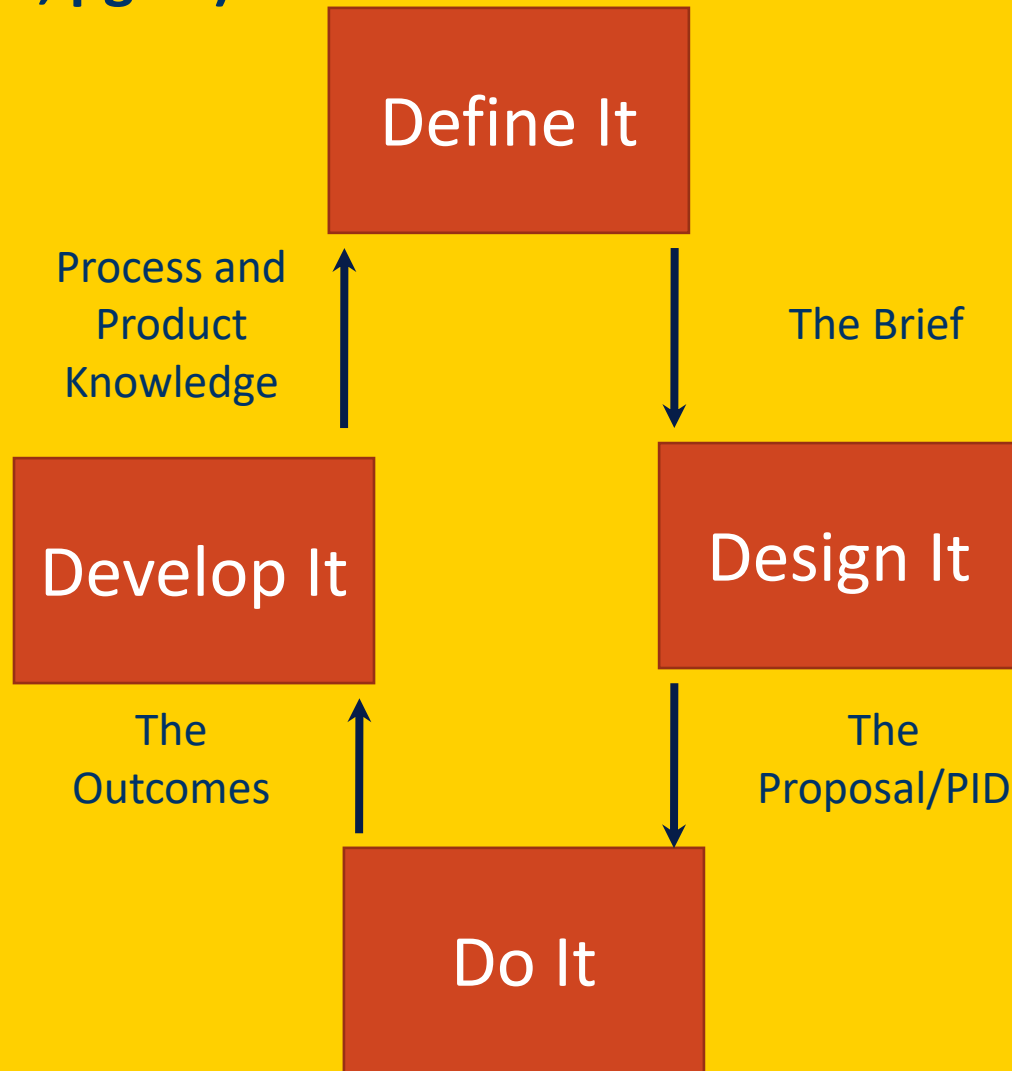
Project Lifecycle- 'from vision to reality'

- Turner (1999, pg 11)



Project Lifecycle

Maylor (2010, pg 32) 4 D's

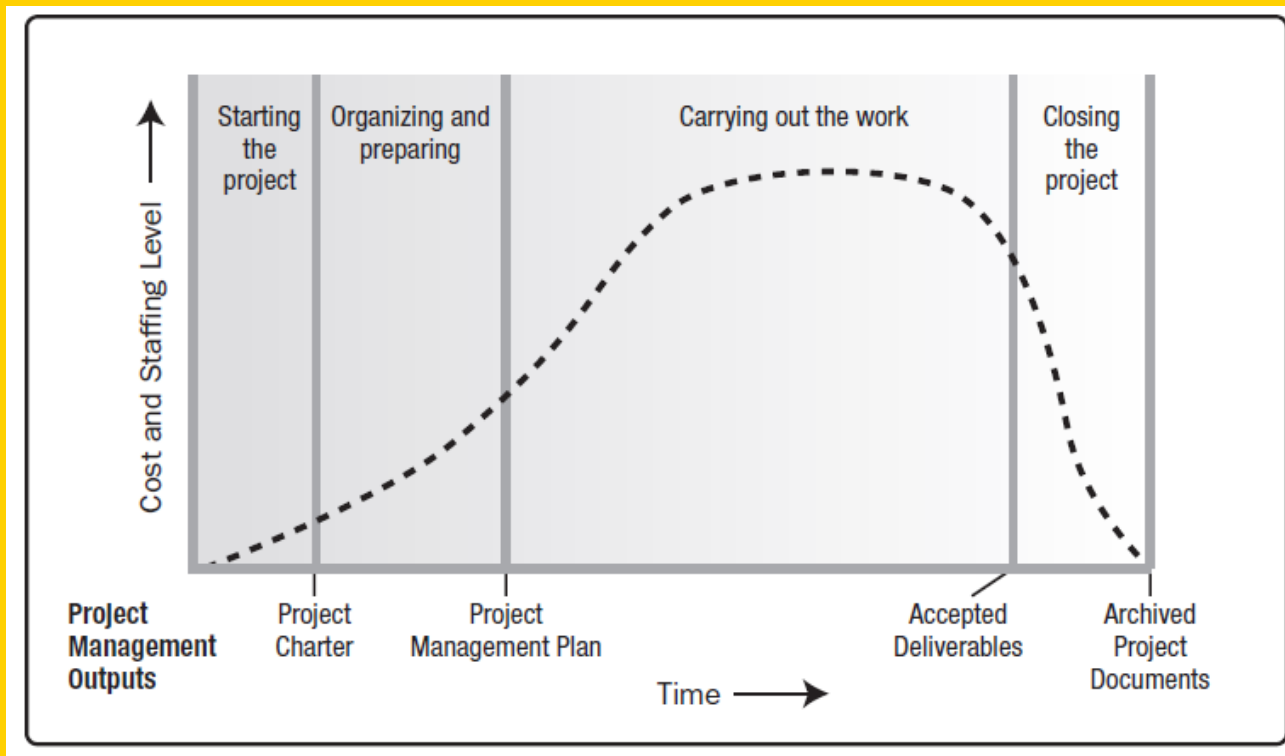


Lifecycle Characteristics

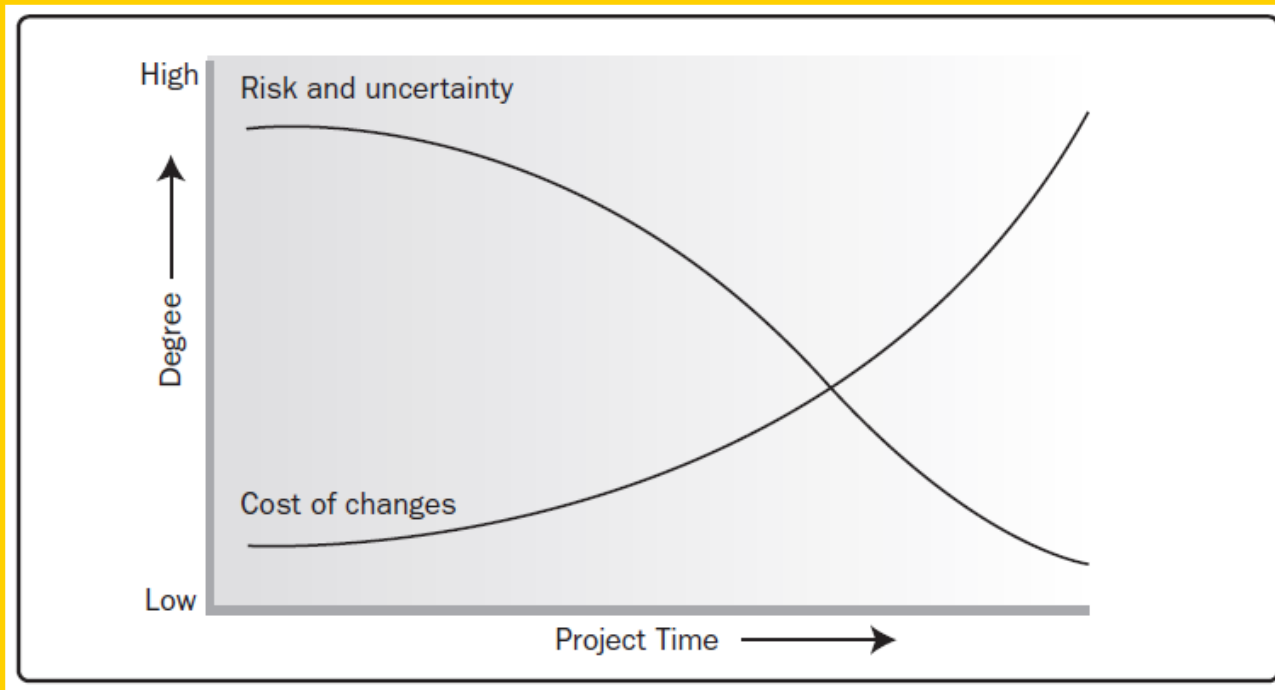
- **Resources-** consumption **begins low** during initiation, gains pace during planning, **full throttle during execution**
- **Predictability of outcome-** **lowest at start**, gets progressively **higher as project continues**
- **Opportunity to Influence-** (without increasing cost) **highest at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

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?

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)

Relationship between Projects and Operations

- **Distinction:**

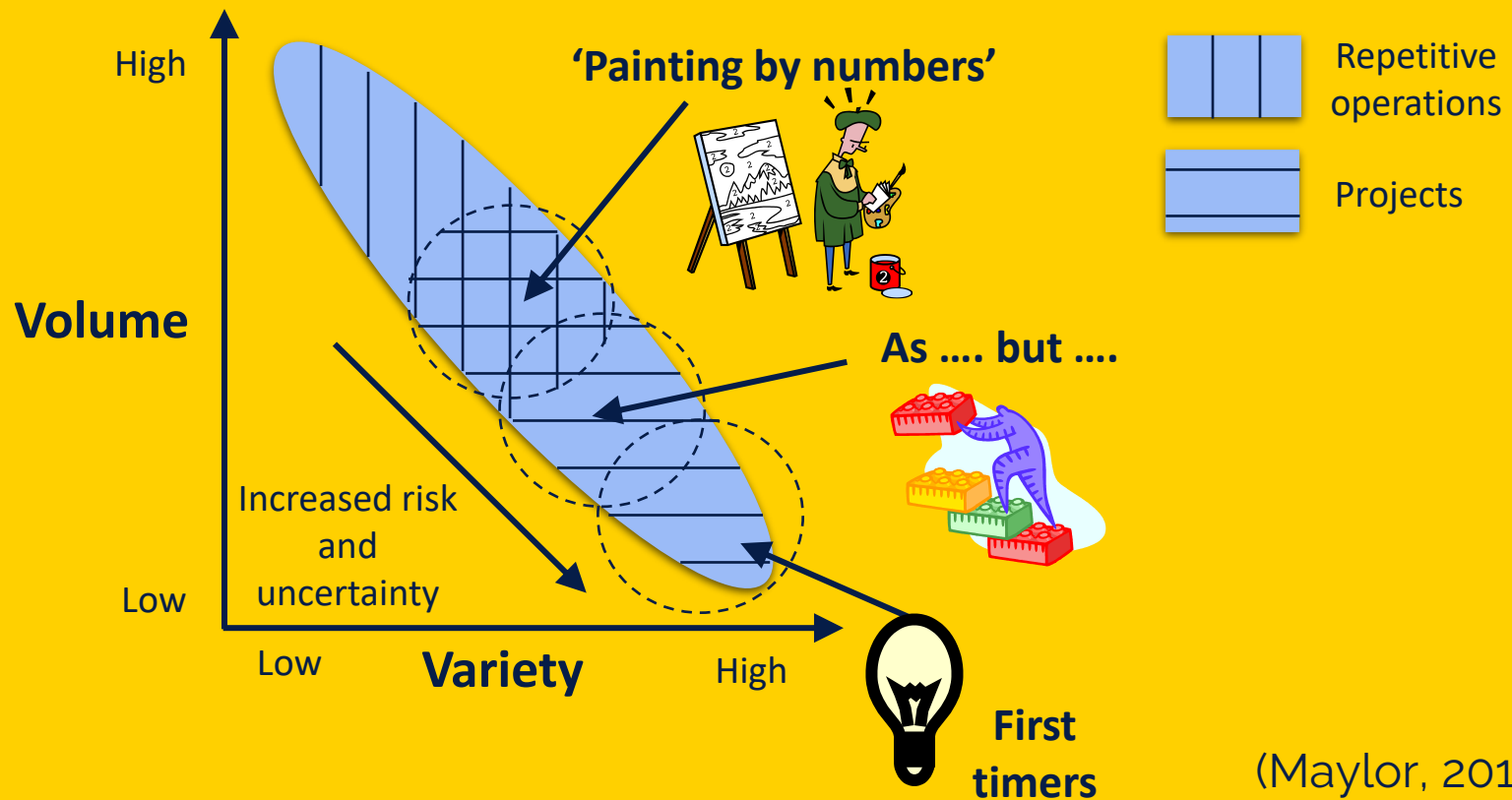
- Operations are ongoing endeavors that produce repetitive outputs
- Unlike the ongoing nature of operations, projects are temporary endeavors

- **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...



Group Activity- Discuss and Categorize the following projects:

- Post the categorization on Padlet using:



P1- Acquisition of Competitor Firm



P2- Developing Corporate Budget



P3- Digital promotion campaign for a product



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
- Turner, J.R. (1999) The Handbook of Project-Based Management, 2nd edition, McGraw-Hill, London
- 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