

# Introduction

Project Management 2007  
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# What is a Project

*“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change”*

Charles Darwin

A project is a **temporary** endeavor undertaken to create a **unique** product, service or result

# What is a Project

Why do projects come about?

Why Project Management is important?

How the organizations perspective is important to the project manager?

# What is a Project

Projects are **SMART**:

**S**pecific

**M**easurable

**A**ttainable

**R**ealistic

**T**ime-bound

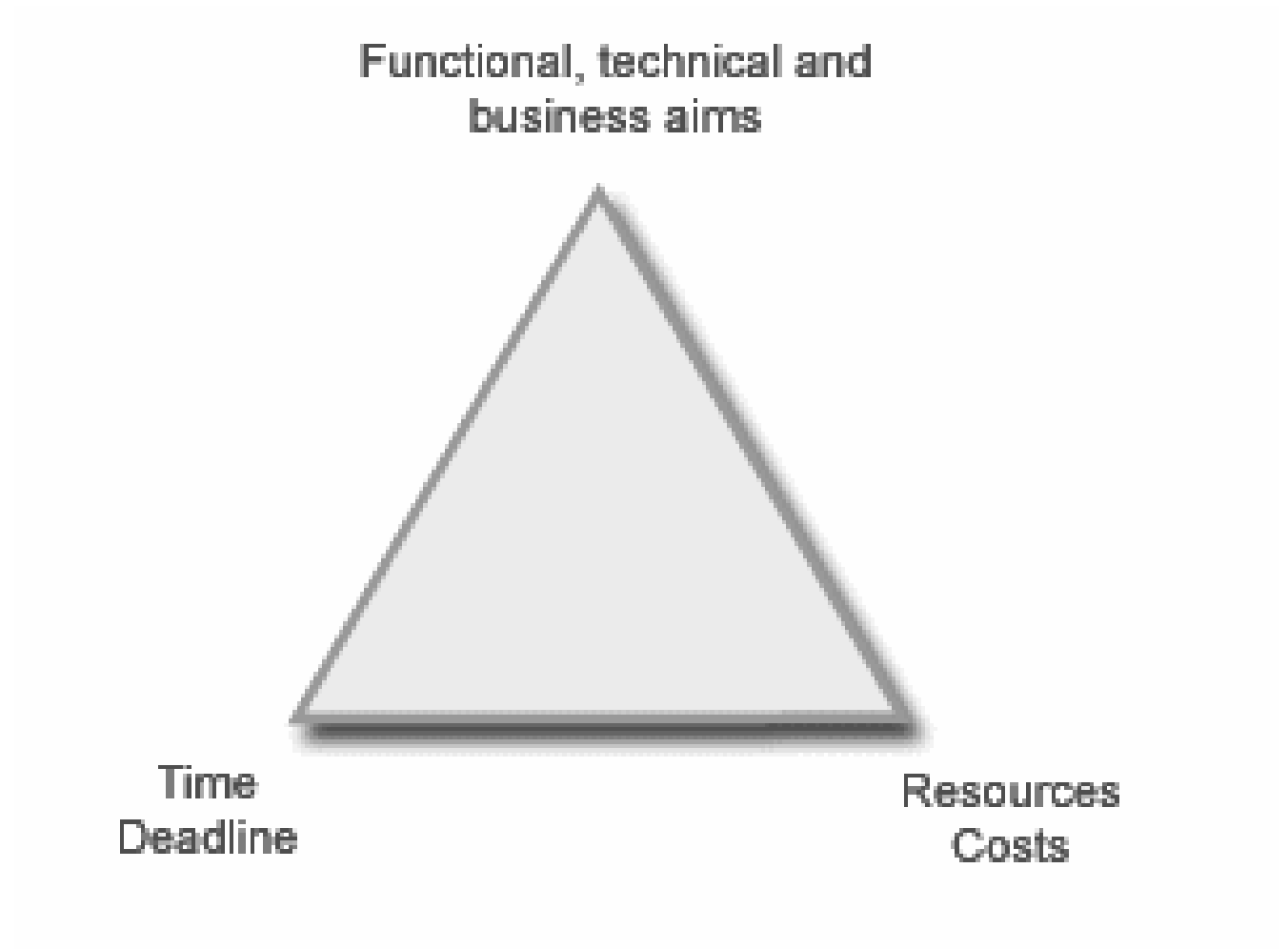
The project management team is responsible for determining what is appropriate for any given project

# Triple Constraints

Time

Cost

Scope



# Project Manager

Motivate people to contribute to the project

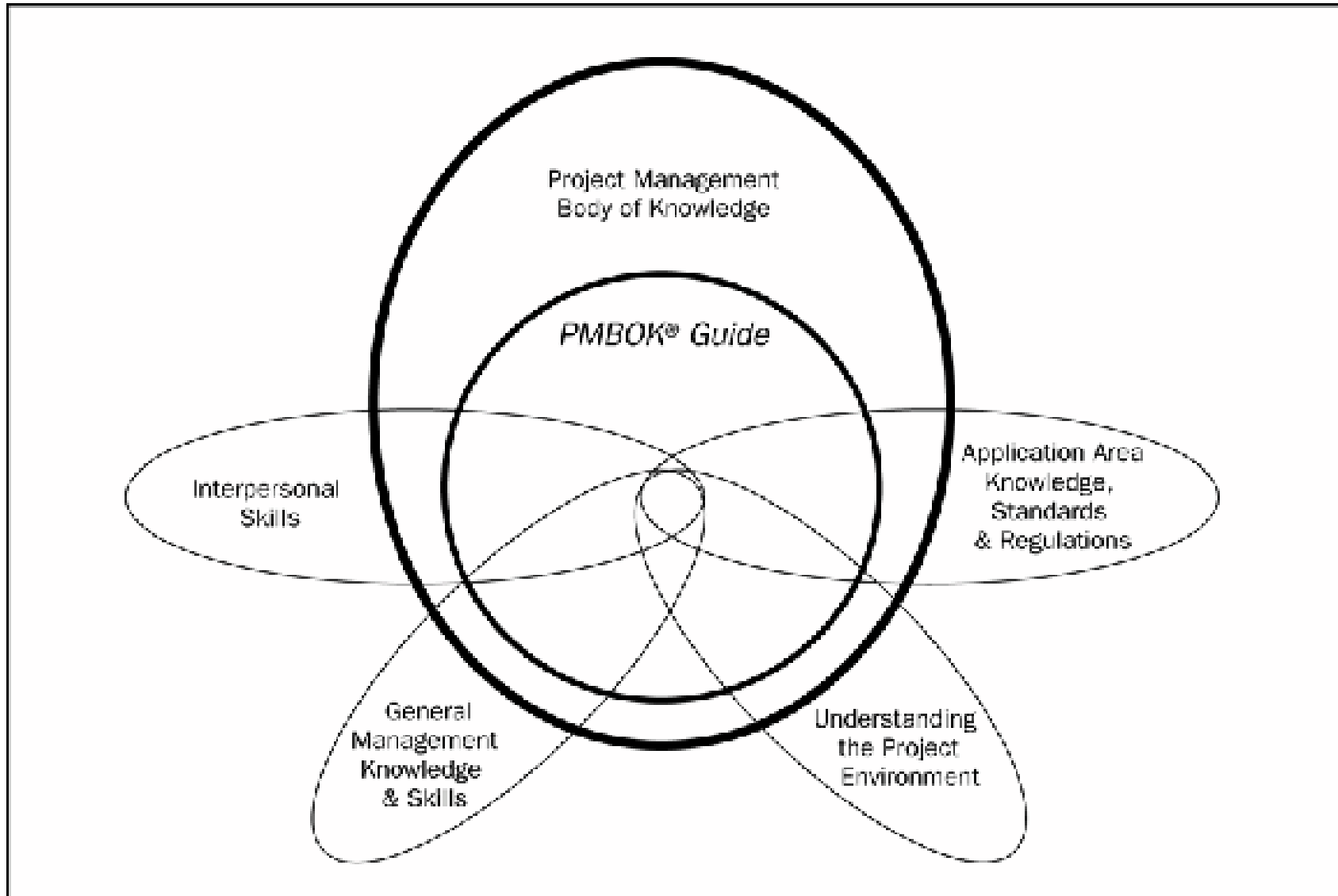
Take responsibility for the project – if something puts the project on hold, the project manager needs to arrange that the project continues

Single point of contact

Organize regular meetings and milestones

*Must never allow senior management to be surprised*

# PM Areas of Expertise





# Project Stakeholders

Project Manager

Project Sponsor

Project Team

Trade Unions

Clients

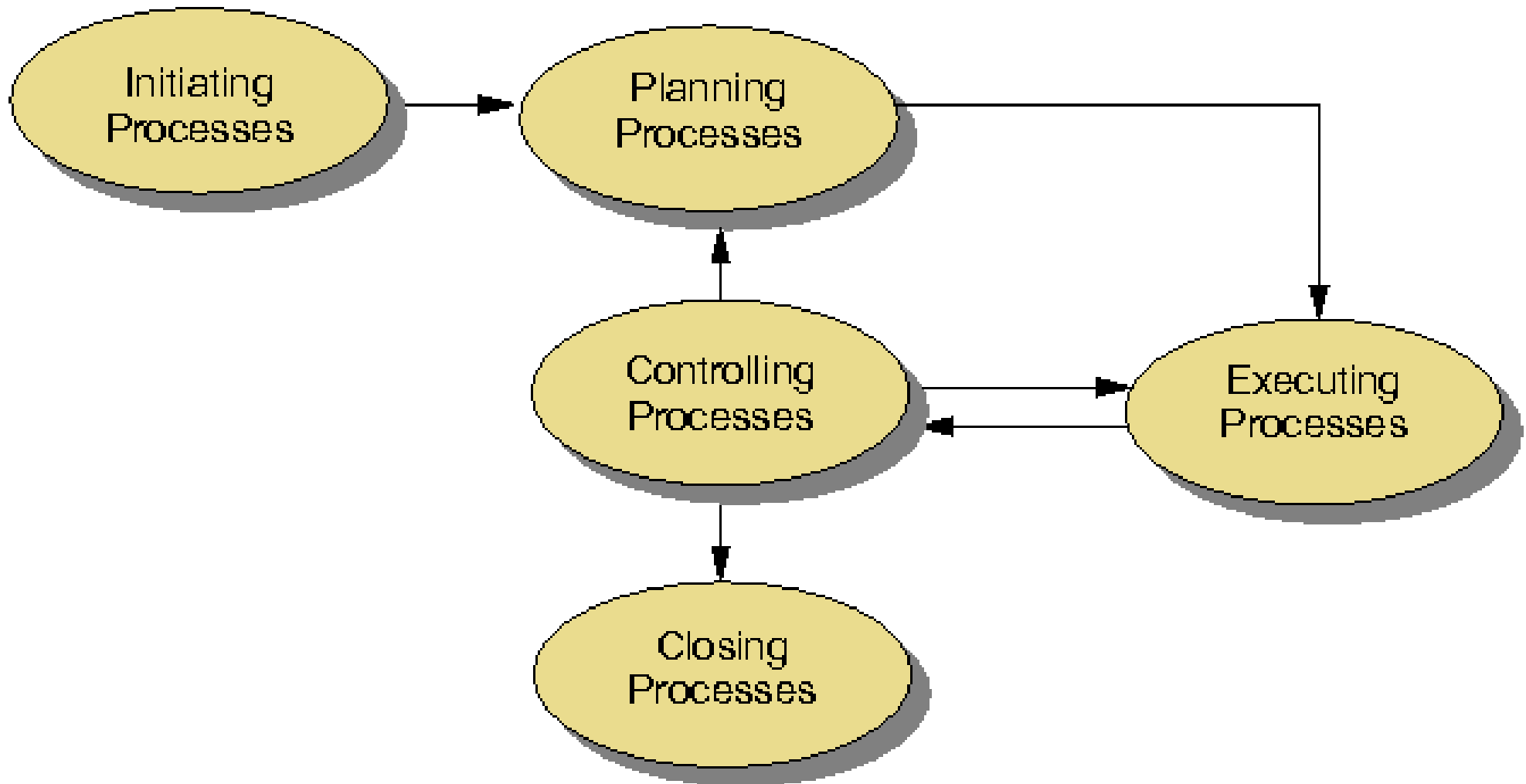
Suppliers/Creditors

Organization

Government

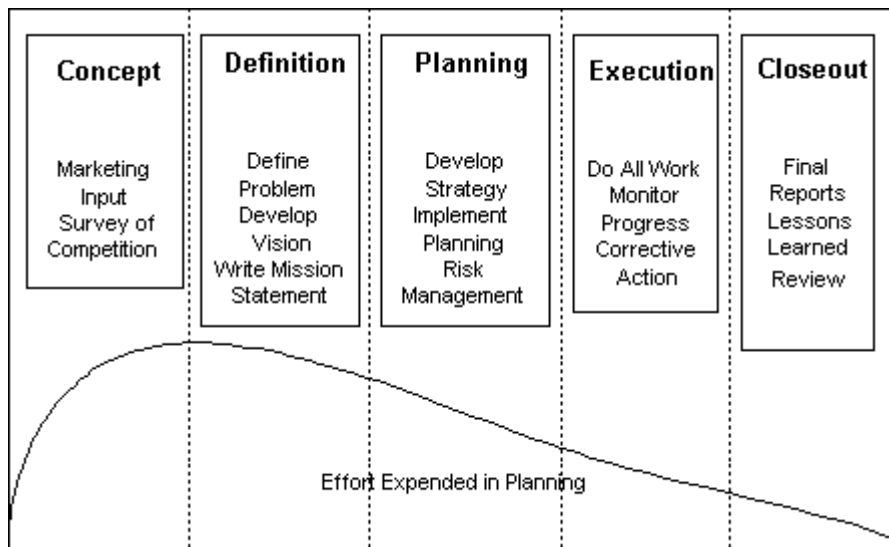
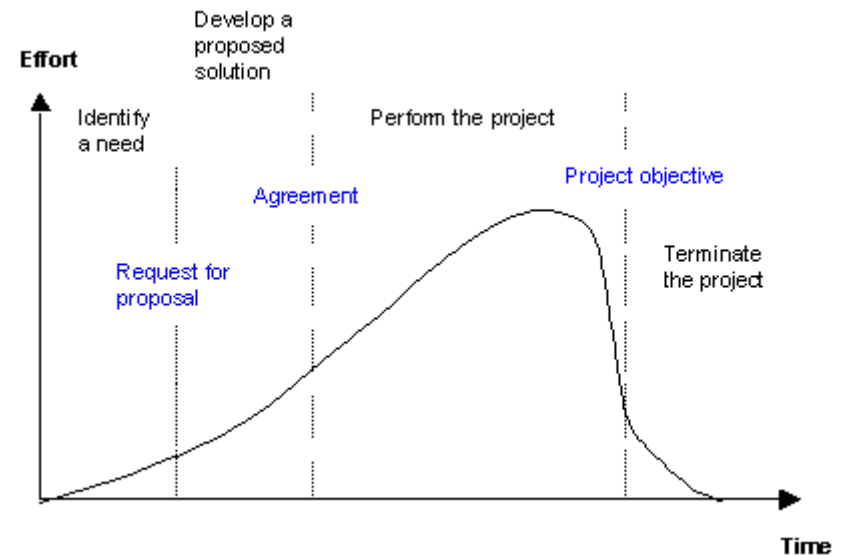
Local Community

# Project Life Cycle



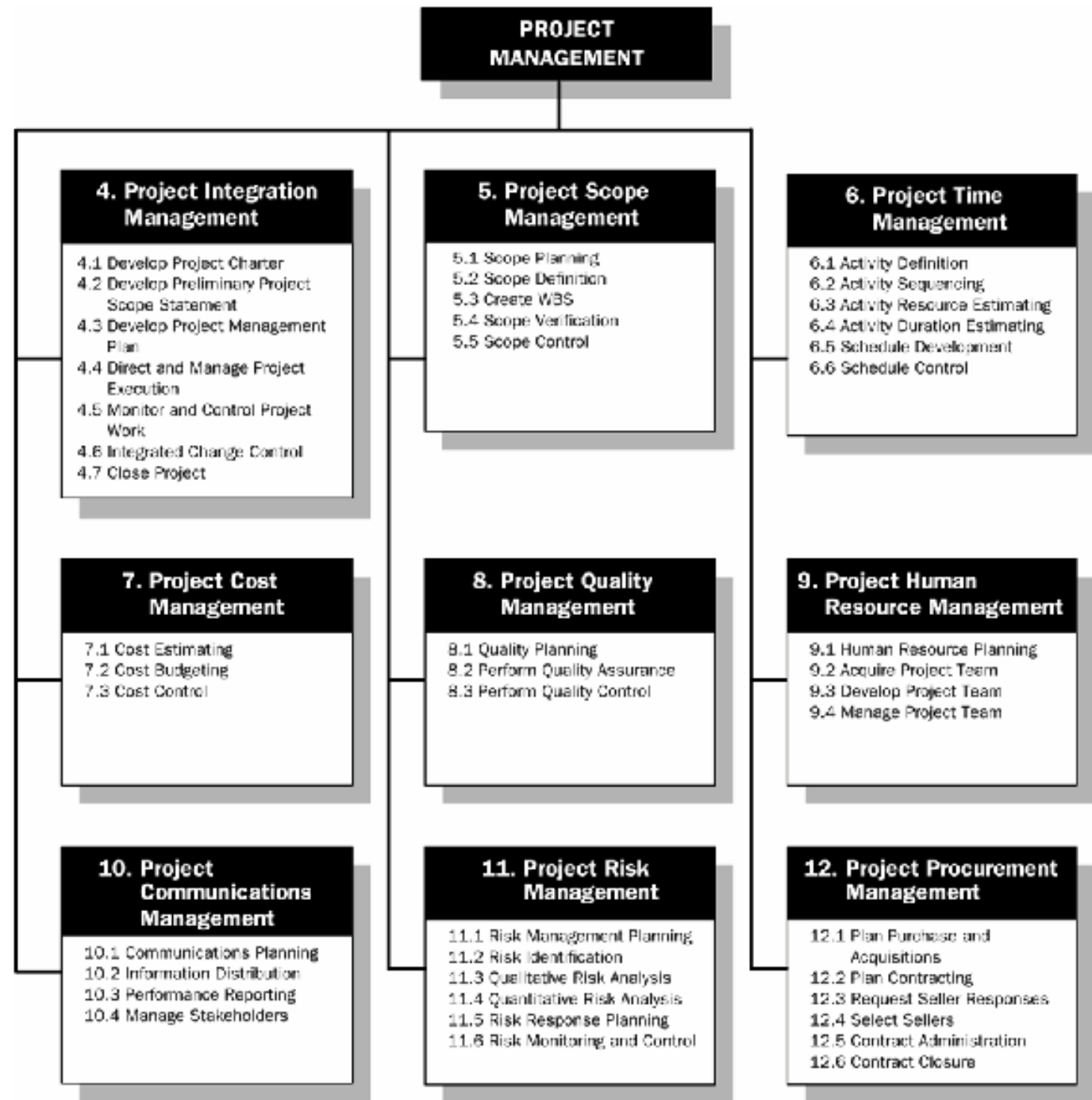
# Project Life Cycle

## Effort along the project life cycle



# Project Management Body of Knowledge (PMBOK)

+ *Ethics*  
Body of Knowledge

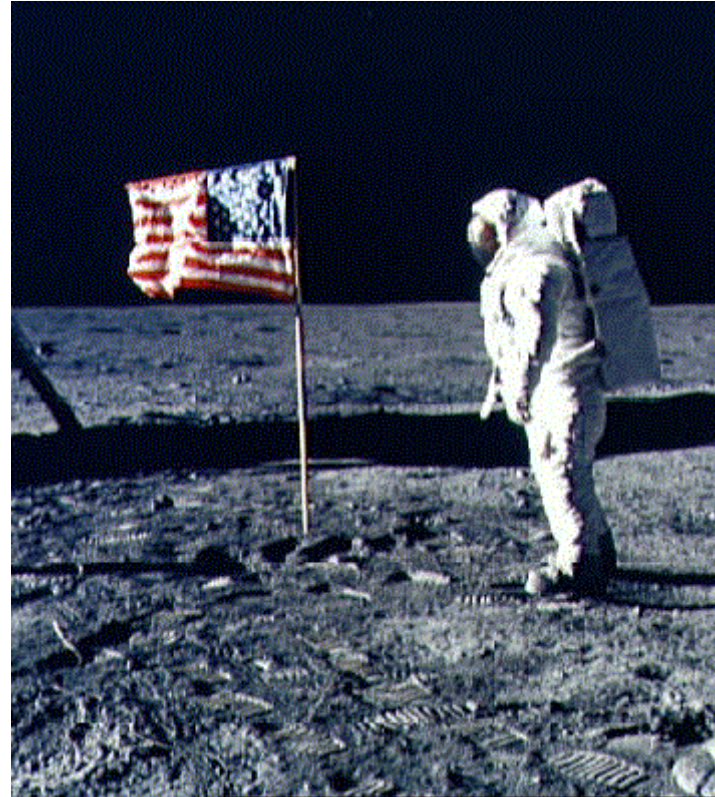


# Projects and Programs

NASA's Apollo and  
Mars Programs

European Union's  
Information Society  
Technologies Program

May include ongoing or  
repetitive operations



# Projects Scalability

In Politics:

Policy

Strategy

Program

Project

Subprojects, etc.

Level	Description	Person-hours
1	Program	10 M
2	Project	1 M
3	Category	100,000
4	Sub-category	10,000
5	Sub-sub-category	1,000
6	Work package Level of effort	100

# Projects vs. Operations

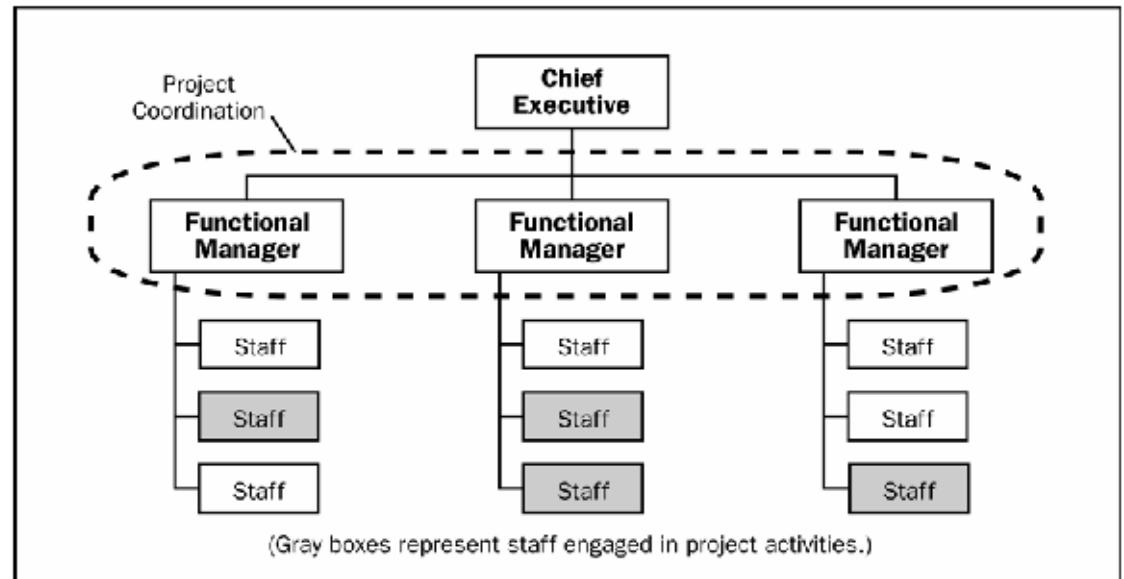
Projects are temporary and unique

In contrast to daily operations

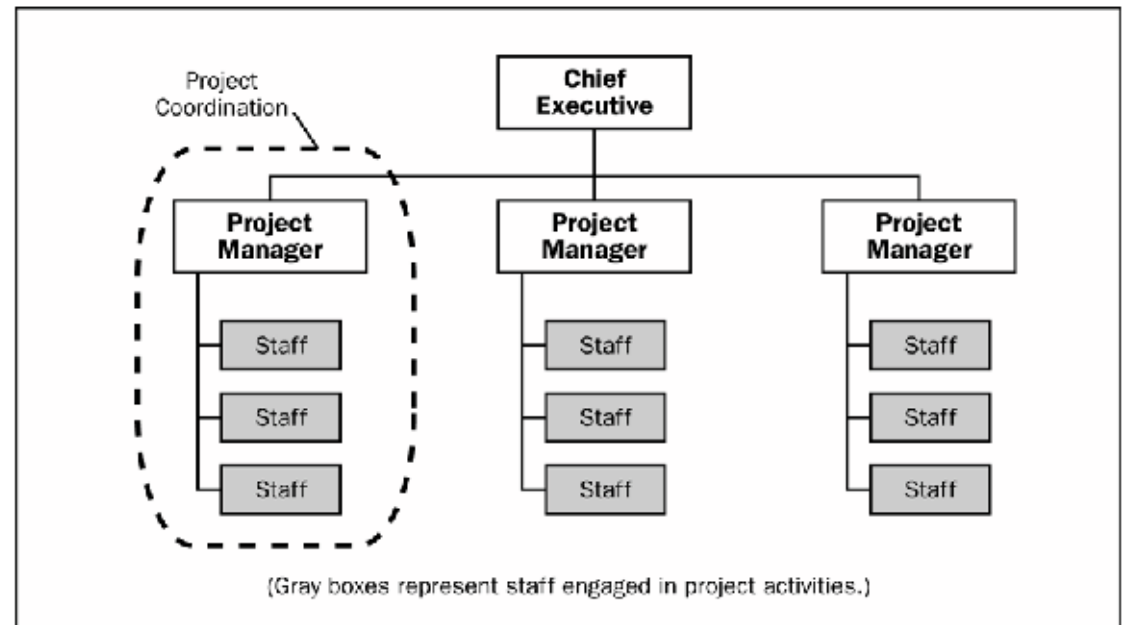
Often a project starts a product or operations

*Example: A new manufacturing plant*

# Organization Structure



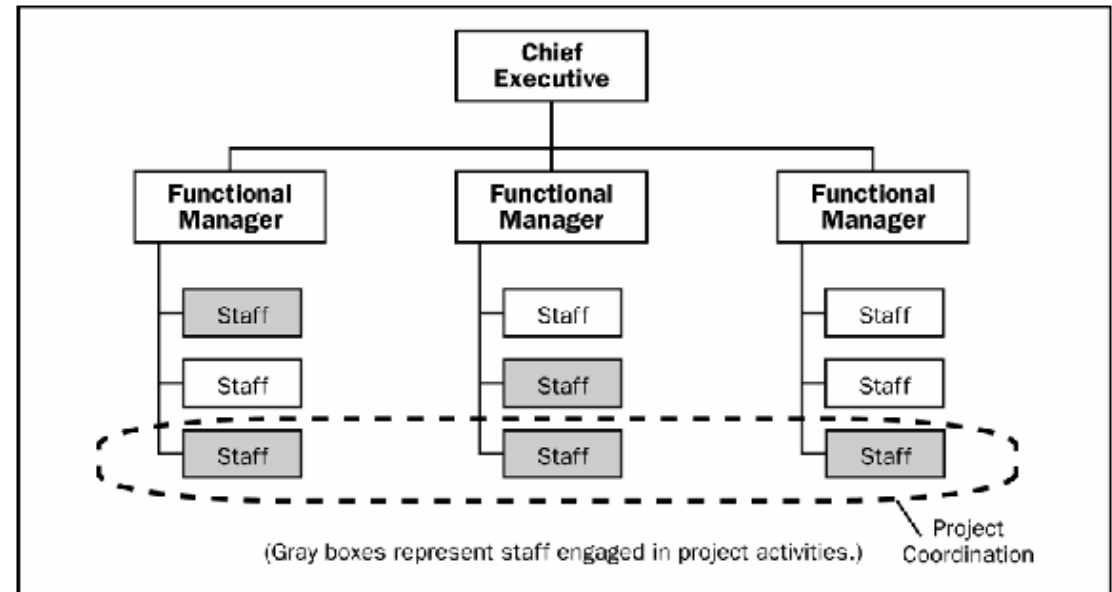
**Functional Organization**



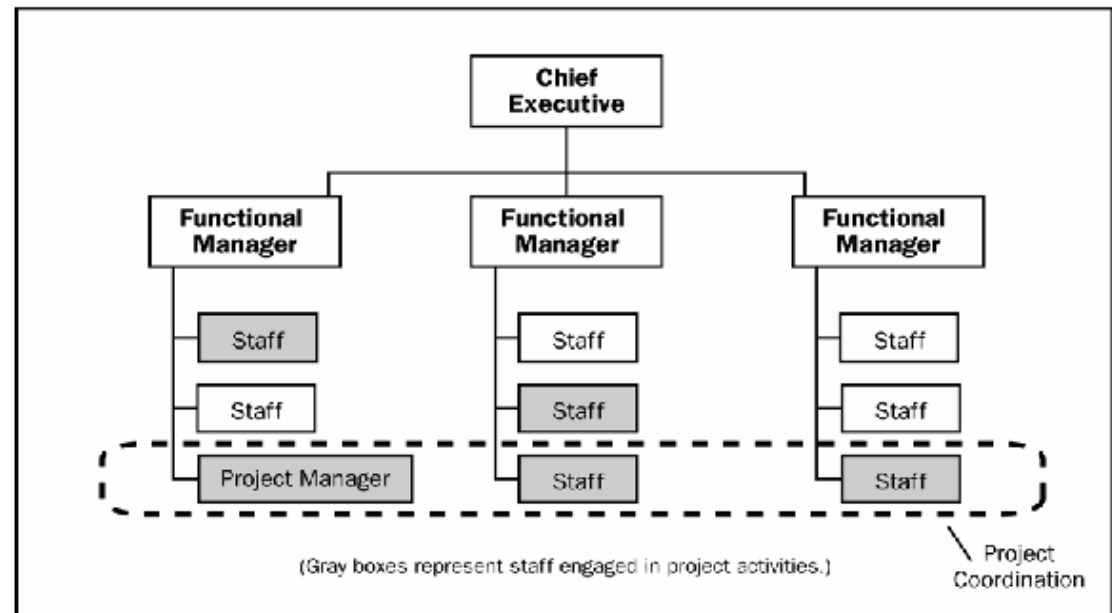
**Figure 2-8. Projectized Organization**



# Organization Structure



**Weak Matrix Organization**



**Figure 2-10. Balanced Matrix Organization**

# Project Management Office

Project Management Office (PMO)

Project Portfolio Management

# BCG Matrix

Relative Market Share

High

Low

Market Growth Rate

High

Low

High	Stars	Question Marks
Low	Cash Cows	Dogs

# Subset Selection Methods

## Qualitative

- Operating Necessity

- Competitive Necessity

- Product Line Extension

- Comparative Benefit Model (incl. Subjective)

- Sacred Cow

## Quantitative

- Financial

- Scoring

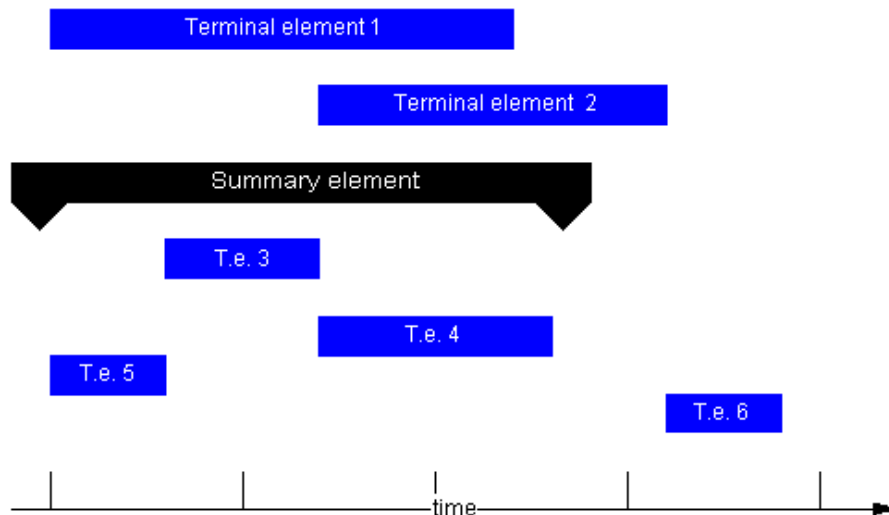
# Planning

## Types of planning

Top-down

Bottom-up

## Schedule planning

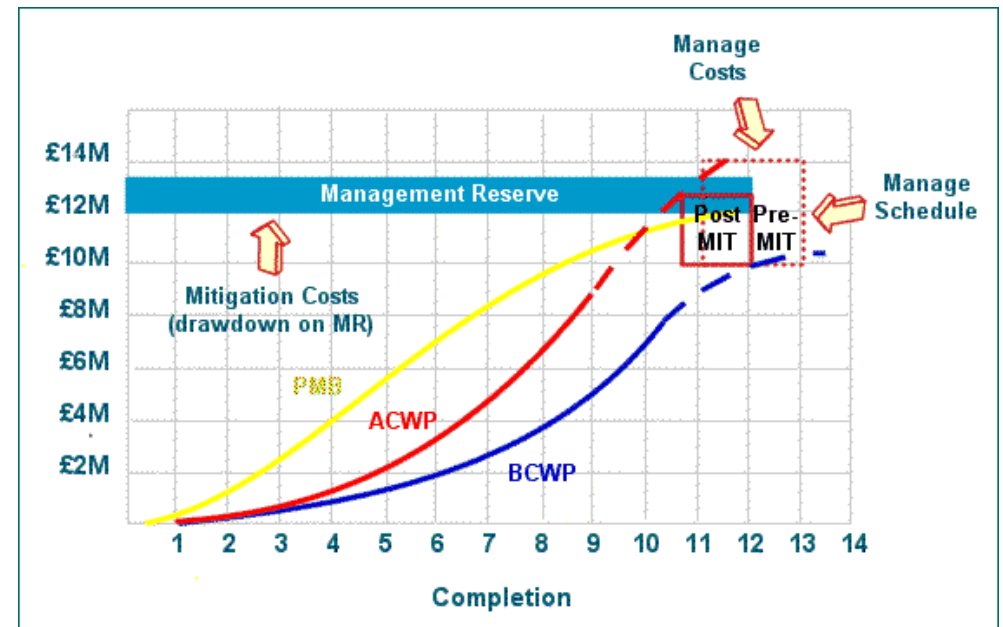


Source: [www.wikipedia.org](http://www.wikipedia.org)

## Work planning

Work Breakdown Structure (WBS)

## Budget planning



# Uncertainty and Risk

How to handle uncertainty?

Plan for three cases: best, worst and most probable  
Science behind it

Continuous planning

