

Project Management Overview



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Project Management
Chapter 2: Project Management Overview

Purpose of the chapter

- Define a project
- Define project success
- Project constraints
- Project management expertise
- The project environment
- Project management knowledge and skills



Define a project

- Define a project:
- Unique product or service
- Time-limited
- Project ends when the objectives are achieved or abandoned



Unique

- How can you tell that an activity is unique?
 - Completely new product or service
 - Creation of new process
 - Product or service new to this group of people



Time-limited

- May have a start and end date
- May be measured as “will be complete when a particular objective is achieved”
- If it simply continues forever or to an unspecified end-date it is probably an ongoing business activity



Can tell when it is done

- Objective is achieved
- Time limit is reached
- Objective is abandoned



Project Success

- Traditionally: on time, within budget and delivers the promised scope
- More effective measure: satisfied customer



Group work

- In small groups, try to identify the LARGEST project each of you have been involved with.
- You do not have to have been the project manager—if not, what was your role? (team member, volunteer, purchaser, ??)
- With the group, make it clear how the project you have identified meets the criteria:
 - Unique
 - Temporary



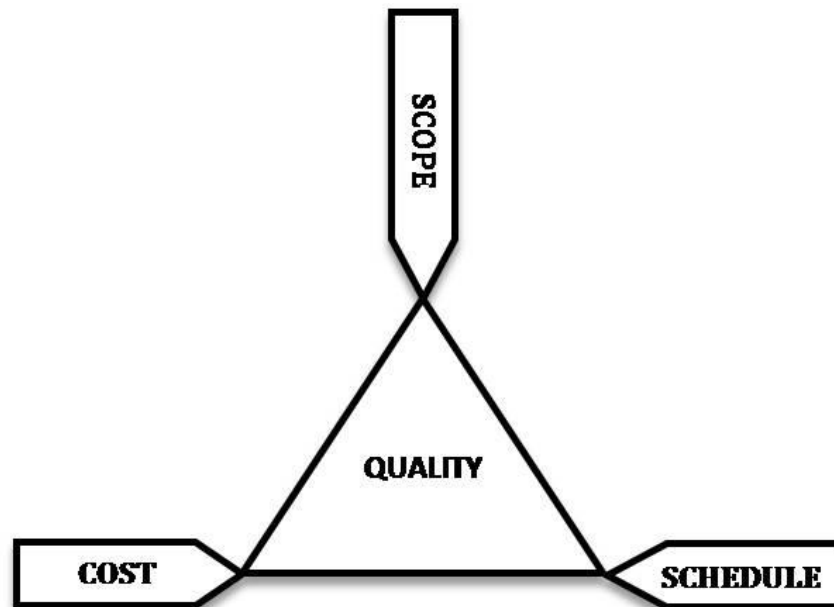
Project constraints

- Cost
- Scope
- Quality
- Risk
- Resources
- Time



Triple constraint

- All the constraints can be grouped into these three:



The triad constraints by John M. Kennedy T. (http://commons.wikimedia.org/wiki/File:The_triad_constraints.jpg) used under CC-BY-SA license (<https://creativecommons.org/licenses/by-sa/3.0/>)



Project Management Expertise

- Application knowledge
 - Industry group
 - Technical specialty
 - Managerial area
- Understanding the project environment
 - Cultural, social, political, international, physical
- Management knowledge and skills
- Interpersonal skills
 - Communication, influence, leadership, motivation, negotiation and problem solving



Project Management Standards

- Standards organizations
- PMI
 - Project Management Institute: <http://www.pmi.org/>
 - CAPM, PMP and other professional standards
- IPMA
 - International Project Management Association: <http://ipma.ch/>
 - Several certifications



Summary

- Project definition: unique, time-limited, can tell when it is over
- Project success: satisfied client
- Project constraints: time, scope, cost
- Project management expertise
- The project environment
- Project management knowledge and skills



Questions?



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