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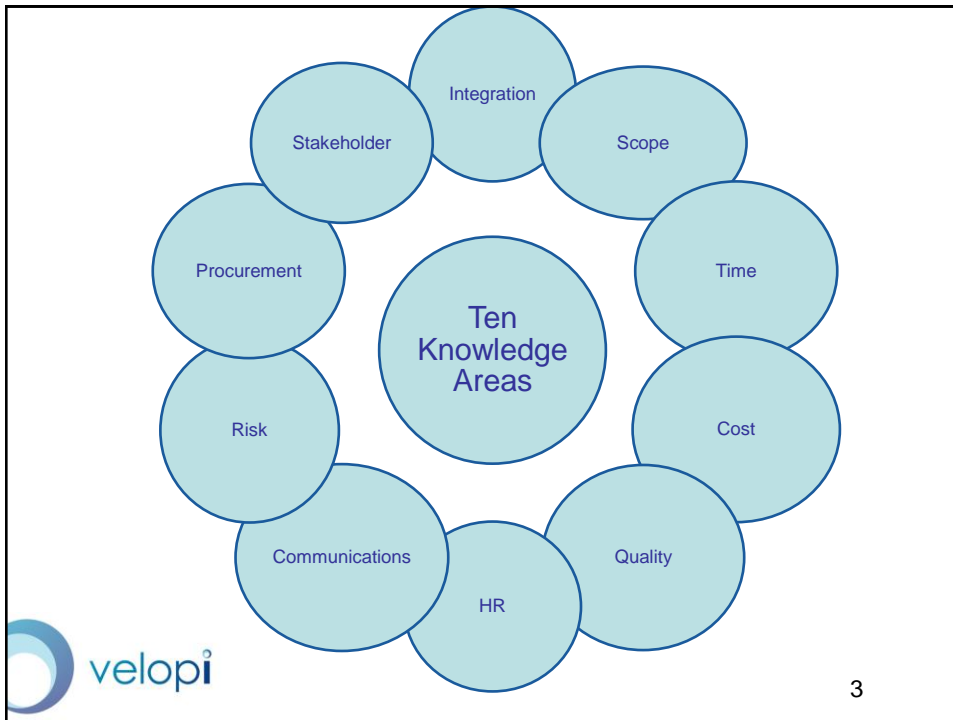
Project Management Essentials



PMI Project Management Institute
Registered Education Provider

Some Early Projects





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What is a Project?

Temporary implies a definite beginning and end

- “A project is a temporary endeavour undertaken to create a unique product, service or result”

Unique implies different in some aspect from previous work

- Projects are essential to the growth and survival of organizations.

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What is Project Management?

Project Management:
The management of **change**

- Project Management is the application of knowledge, skills, tools & techniques to project activities to meet the project requirements.
- This makes use of the Project Management Processes.

General Management:
The management of the **status quo**



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Do you need Project Management?

Are there competing demands between scope, time, cost, quality?

Are the constraints tight?

Are there multiple tasks to be integrated?

Do stakeholder needs differ?

Are the tasks complex?

Are there functional boundaries to be crossed?



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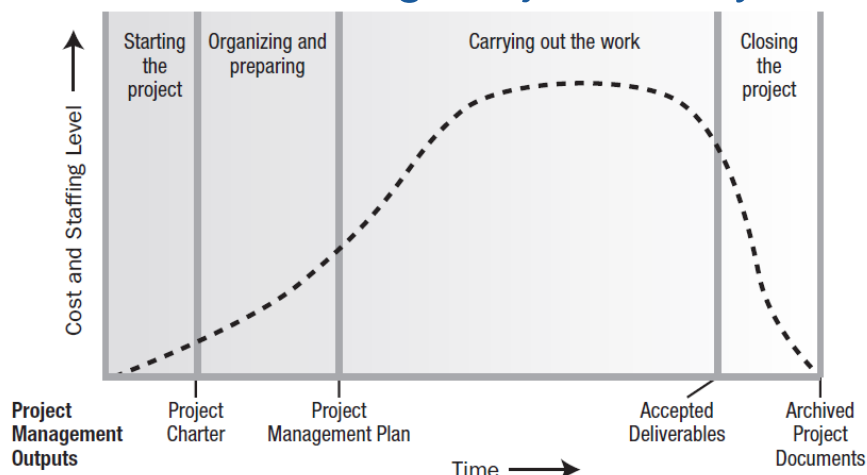
Advantages of Using a Standard PM Process

- The **outputs** that each project is to deliver are clearly defined
- The **objectives** of each project are also clearly defined and **linked** to the business objectives
- The **responsibilities** for different parts of each project are understood
- A **structured approach** to managing the project
- A **consistent** means of monitoring and control
- A **standard** format & set of processes for reporting progress to senior management



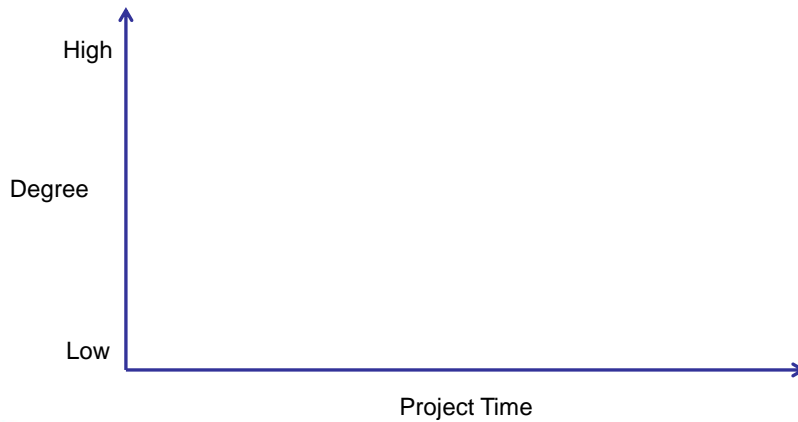
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Cost & Staffing Project Lifecycle

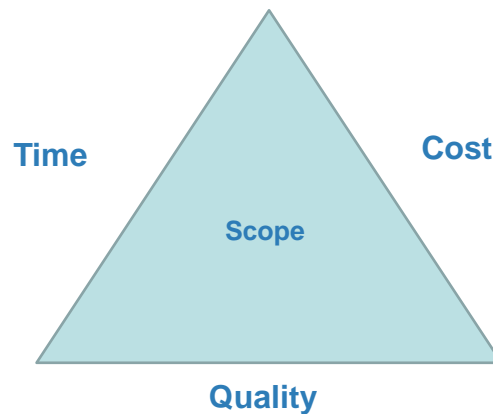


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Impact of Cost and Risk over Time



Triple Constraint



Will meeting these constraints guarantee a successful project?

What is Success?



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Case Study 1: The Malpasset Dam

- Constructed in 1954
- Collapsed in 1959
- Geological and hydrological studies were conducted in 1946
 - However, a lack of funding meant that these were not thorough
- Before the collapse, cracking noises were heard, but ignored
- The right side of the dam had some leaks.
- Heavy rainfall preceded the collapse
 - Authorities refused permission to allow extra water to discharge

Was the project a success?



Was the project management successful?

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Case Study 2: Heathrow Terminal 5

- Terminal 5 was opened on March 27th, 2008
- 36,584 passengers experienced frustrations with systems failures
 - When the baggage system failed, luggage was transported by road to be sorted off site. 23,205 bags required manual sorting
 - 68 flights were cancelled
 - Car park not ready for use
 - No signage in building
- Slips in the construction schedule meant training and rehearsals were cut back
- Opening date was not changed.

Was the project a success?

Was the project management successful?



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Case Study 3: Wembley Stadium

Was the project a success?

- Used a novel load bearing arch design – that had never been done before
- Fixed Price Contract awarded to the lowest bidder
- Project took five years longer than planned
- The subcontractor building the arch was replaced
- Workers were caught taking bets on delays to the project

Was the project management successful?



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Case Study 4: Volkswagen Emissions

Was the project a success?

- Cost cutting pressure led engineers to use a software cheat instead of emission-control technology to achieve test results.
- US\$18 billion in fines, US\$25 billion wiped off share price
- Massive reputational damage.

Was the project management successful?



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Why do Projects Fail?

Consider unsuccessful projects that you have been involved in. What are the main reasons those projects failed?



Agree the top three reasons



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Project Manager's Skillset

Technical

- Scope
- WBS
- Schedule
- Resource Allocation
- Status Reports
- Budgets

Sociocultural

- Leadership
- Problem Solving
- Teamwork
- Negotiation
- Politics
- Stakeholders

The problems Project Managers face tend to be more people-related than project related



A Day in the Life



A Day in the Life

How effectively do you think Rachel spent her day?

What does the case tell you about what it is like to be a project manager?

This case study is part of M.Sc. Programme in Project Management. Used here with permission from:



Any Questions?



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