



Project Management

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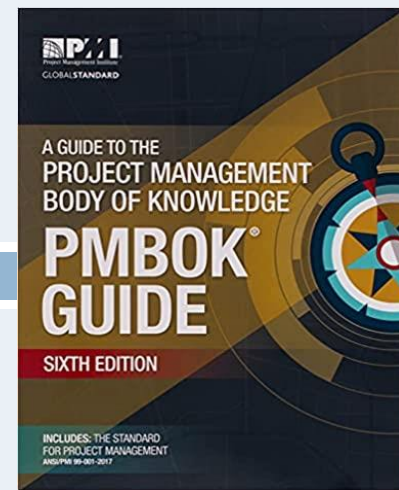
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In 1997, the Project Management Institute (PMI) has grown from a few thousand members to more than 700,000 in 2022.

PMI is the professional organization for people who manage projects.

You can get more information from the institute's website, www.pmi.org



So just what is project management, and, for that matter, what is a project?

PMI defines a project as **“a temporary endeavor undertaken to produce a unique product, service, or result”** (PMBOK Guide, Project Management Institute, 2008, p. 5).

This means that a project is done only one time.

If it is repetitive, it's not a project.

A project should have definite starting and ending points (time), a budget (cost), a clearly defined scope—or magnitude—of work to be done, and specific performance requirements that must be met.

Dr. J. M. Juran, also defines a project as

a problem scheduled for solution.

This means that every project is conducted to solve some kind of problem for a company.

However, we must caution that the word “problem” typically has a **negative** meaning, and projects deal with both **positive and negative** kinds of problems.

For example, developing a new product is a problem, but a positive one, while an environmental cleanup project deals with a negative kind of problem.

Joseph Moses Juran (December 24, 1904 – February 28, 2008) was a Romanian-born American engineer and management consultant.

What Is Project Management?

The PMBOK Guide definition of project management is

“Application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”

Project management is accomplished through the application and integration of the 42 logically grouped project management processes comprising the 5 Process Groups:

- initiating,
- planning,
- executing,
- monitoring and controlling,
- and closing”

The **first rule of project management** is that the people who must do the work should help plan it.

The role of the project manager is that of an enabler.

The best definition of leadership is the one by Vance Packard.

He says,

“Leadership is the art of getting others to want to do something that you believe should be done.”

The planning, scheduling, and control of work represent the management or administrative part of the job.

But, without leadership, projects tend to just satisfy bare minimum requirements.

With leadership, they can exceed those bare minimums.

It Is Not Just Scheduling!

One of the common misconceptions about project management is that it is just scheduling.

Scheduling is certainly a major tool used to manage projects, but it is not nearly as important as developing a shared understanding of what the project is supposed to accomplish or constructing a good **work breakdown structure (WBS)** to identify all the work to be done.

In fact, without practicing good project management, the only thing a detailed schedule is going to do is allow you to document your failures with great precision!

One-Person Projects

When is managing a project not project management?

When only one person is involved.

A lot of people are sent to seminars to learn how to manage projects, but they are the only person working on their projects.

Now it is true that a one-person job can be called a project,
because:

it has a definite starting point,

target,

end date,

specific performance requirements,

defined scope of work,

and a budget.

However, when no one else is working on the project, there is no need for a **critical path schedule.**

A critical path schedule is one that has a number of parallel paths, and one of them is longer than the others and determines how long it will take to complete the job or, ultimately, whether the given end date can be met.

One-person projects do require good self-management or good time management, but all you need is a good to-do list, which comes from a task listing.

However, unless you coordinate other people's work, you aren't practicing accurate project management.

Appropriate project life cycle

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CONCEPT	DEFINITION	PLANNING	EXECUTION	CLOSEOUT
Marketing Input Survey of Competition	Define Problem Develop Vision Write Mission Statement	Develop Strategy Implementation Planning Risk Management	Do all Work Monitor Progress Corrective Action	Final Reports Lessons- Learned Review

Marketing
Input
Survey of
Competition

Define
Problem
Develop
Vision
Write Mission
Statement

Develop
Strategy
Implementation
Planning
Risk
Management

Do all Work
Monitor
Progress
Corrective
Action

Final Reports
Lessons-
Learned
Review

EFFORT EXPENDED IN PLANNING

Once the project is defined, you can plan how to do the work.

There are three components to the plan:

strategy,

tactics,

and logistics.

Strategy is the overall approach or “game plan” that will be followed to do the work.

Strategy !!!!!????

During World War II, defense contractors were under great pressure to build weaponry at an intense level. To accelerate construction of ships and planes in particular, many new assembly methods were invented. Avondale shipyards, for example, worked on the method of building ships. The traditional way had always been to build the ship in an upright position. However, ships built from steel required welding in the bottom, or keel area of the boat, and this was very difficult to do. **Avondale decided to build its ships upside down**, to make the welding easier, and then turn them over to complete the structures above the top deck. **This strategy was so effective that Avondale could build boats faster, cheaper, and of higher quality** than their competitors, and the strategy is still being used today, **nearly seventy five years later**.

Implementation Planning

This phase includes *tactics* and *logistics*.

It includes the sequence in which the work will be done, who will do what, and how long each step will take.

This is called “**working out the tactics.**”

Logistics deal with making sure the team has **the materials and other supplies** needed to do their jobs.

Ordinarily, we think about providing teams with the **raw materials** they need, but if the project is in a location where they can't get food, work will soon come to a grinding halt. So provisions must be made for the team to be fed—and possibly housed

Execution and Control

Once the plan has been **developed and approved**, the team can begin work.

This is the **execution phase**, but it also includes **control**, because, while the plan is being implemented, progress is monitored to ensure that the work is progressing according to the plan.

When **deviations** from the plan occur, corrective action is taken to get the project back on track, or, if this is not possible, the plan is changed and approved, and the revised plan becomes the new baseline against which progress is tracked.

Closeout

When all the work has been completed, the closeout phase requires that a review of the project be conducted.

The purpose is to learn lessons from this job that can be applied to future ones.

The purpose of **project closeout!!!**

To assess the **project**, ensure completion, and derive any lessons learned and best practices to *be applied to future projects*. ...

Confirming the **project** has met all sponsor, customer, and stakeholder requirements.

Verifying that all deliverables have been delivered and accepted.

Closeout

Two questions are asked:

“What did we do well?”

and *“What do we want to improve next time?”*

SWOT

As Company plan for their future, it's useful to conduct a SWOT analysis - **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats.

SWOT Analysis is a technique for assessing these four aspects of your business.

Notice that we don't ask **what was done wrong?**

This question tends to make people *defensive*, and they try to *hide things* that may result in their being punished.

In fact, a lessons-learned review should never be conducted in a *blame-and-punishment mode*.

If you are trying to conduct an *inquisition*, that's different.

The purpose of an inquisition is usually to find who is responsible for major disasters and punish them.

Lessons-learned sessions should be exactly what the words imply.

The problem is that you are almost sure to repeat the mistakes made on the previous project *if no one knows about them* or has an understanding of how they happened so that they can determine how to prevent them.

But, perhaps most important, you can't even take advantage of the good things you did if you don't know about them.

It has been said that the **organizations or companies that survive and thrive in the future will be those that learn faster than their competitors**.

This seems especially true for **projects**.

The Steps in Managing a Project

The actual steps to manage a project are straightforward. Accomplishing them may not be.

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graph TD; A[Define the Problem] --> B[Develop Solution Options];
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Define the Problem

Develop Solution Options

Plan the Project

What must be done?

Who will do it?

How will it be done?

When must it be done?

How much will it cost?

What do we need to do it?



Execute the Plan





Monitor & Control Progress

Are we on target?

If not, what must be done?

Should the plan be changed?



Close Project

What was done well?

What should be improved?

What else did we learn?

Subsequent lectures elaborate on how each step is accomplished. For now, here is a brief description of the actions involved. **When we have time!!!!**

Define the Problem

As was discussed previously, you need to identify the problem to be solved by the project.

It helps to visualize the desired end result.

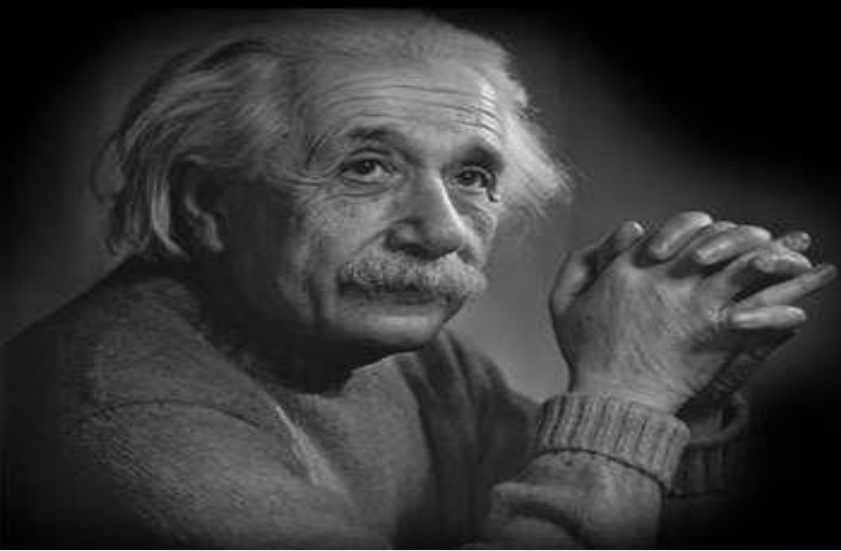
What will be different?

What will you see, hear, taste, touch, or smell?

(Use sensory evidence of things that can't be quantified.)

What client need is being satisfied by the project?

**If you can't explain it
simply, you don't
understand it well
enough.**



Albert Einstein

German Theoretical-Physicist

(1879-1955)

QuoteHD.com

Develop Solution Options

How many different ways might you go about solving the problem?

Brainstorm solution alternatives (**you** can do this alone or as a group).

Of the available alternatives, which do you think will best solve the problem?

Is it more or less costly than other suitable choices?

Will it result in a complete or only a partial fix?

Plan the Project

Planning is answering questions: **what must be done, by whom, for how much, how, when, where, and so on.**

Execute the Plan

Once the plan is drafted, it must be implemented.

Interestingly, we sometimes find people going to great effort to put together a plan, then failing to follow it.

*If a plan is not **followed**, there is not much point in planning, **is there?***

Monitor and Control Progress

Plans are developed so that you can achieve your end result successfully.

Unless progress is monitored, you cannot be sure you will succeed.

It would be like having a roadmap to a destination but not monitoring the highway signs along the way.

Of course, **if a deviation from the plan is discovered, you must ask what must be done to get back on track, or—if that seems impossible— how the plan should be modified to reflect new realities.**

Close the Project

Once the destination has been reached, the project is finished, but there is a final step that should be taken.

Some people call it *an audit*, others a *post-mortem*.

Whatever you call it, **the point is to learn something from what you just did.**

Note the way the questions are phrased: **What was done well?**

What should be improved?

What else did we learn?

We can always improve on what we have done.

However, asking **“What did we do wrong?”** is likely to make people a bit **defensive**, so the focus should be on **improvement**, **not on placing blame.**

WORKING ATTITUDE



JAPANESE ATTITUDE FOR WORK

*"If one can do it, I can do it.
If no one can do it, I must do it."*



MIDDLE EASTERN ATTITUDE FOR WORK

*"Wallahi if one can do it, let him do it.
If no one can do it, ya-habibi how
can I do it?."*





THANKS

QUESTIONS ?