Introduction To Project Management

Learning Objectives

- Why projects are undertaken
- Definition of Project
- Definition of Project Management
- Relation of Portfolio, Program and Projects
- Operations Versus Projects
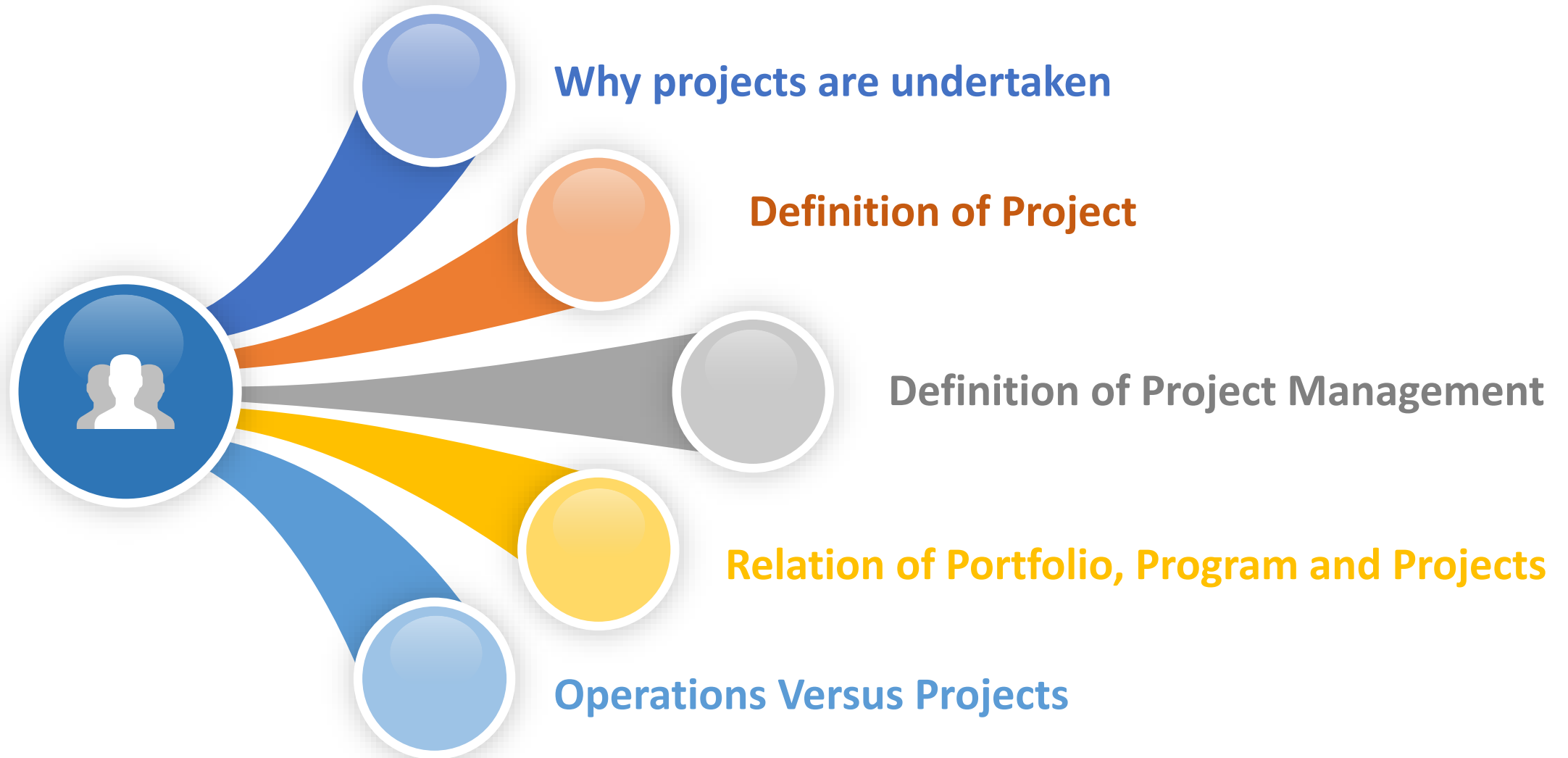
Projects are most often, vehicles for implementing organizational strategies

Projects typically come into existence due to needs or ideas

Whenever something needs to be changed, modified, altered or a new entity is to be created, a project will come into existence

Projects are undertaken as part of organizations strategic plan

Organizations take up projects primarily due to four factors:

To meet regulatory, legal or social requirements

- Automobile industries must comply with environmental regulations

- A non-profit organization initiates a project for some social cause

- Social education or health campaigns like the Corporate Social Responsibility projects

Organizations take up projects primarily due to four factors:

To meet regulatory, legal or social requirements

Satisfy stakeholder requests or needs

- Customer's request for a service

- Request from a function for Expansion of infrastructure to accommodate additional staff or equipment

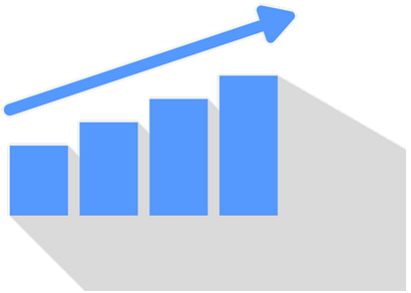Organizations take up projects primarily due to four factors:

To meet regulatory, legal or social requirements

Satisfy stakeholder requests or needs

Implement or change Business or Technological strategies

- To counteract competitors, due to change in market trends
- An auto company designing a cheap car
- Enhance the organization's market share, reputation or status

Organizations take up projects primarily due to four factors:

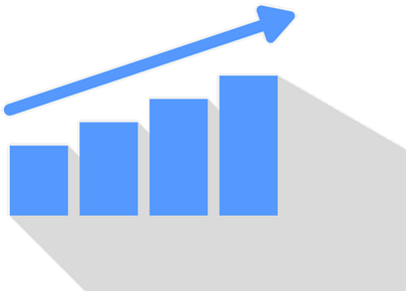To meet regulatory, legal or social requirements

Satisfy stakeholder requests or needs

Implement or change Business or Technological strategies

Create, improve or fix products / processes / services

- A pharmaceutical company undertaking a R&D project for creating a new drug
- A software company developing a new software

Project

A temporary endeavor undertaken to create a unique product, service or result."

Temporary

Unique

Progressively Elaborated

- It has a definite start and end

- Efforts needed for creating the product or services are temporary

- Temporary does not mean that it is short term

- On a subtle note temporary also means understanding that the customer is the owner of the project

Temporary

Unique

- No project is identical as other

- A PM should focus on uniqueness of the project

- Most of the time this uniqueness becomes a major constraint

- People tend to complete the similarities first

Progressively Elaborated

- Projects are prone to surprises

- The visibility about the end is minimum at the beginning

- The degree of understanding about the project gets specific as the project progresses

Project Management
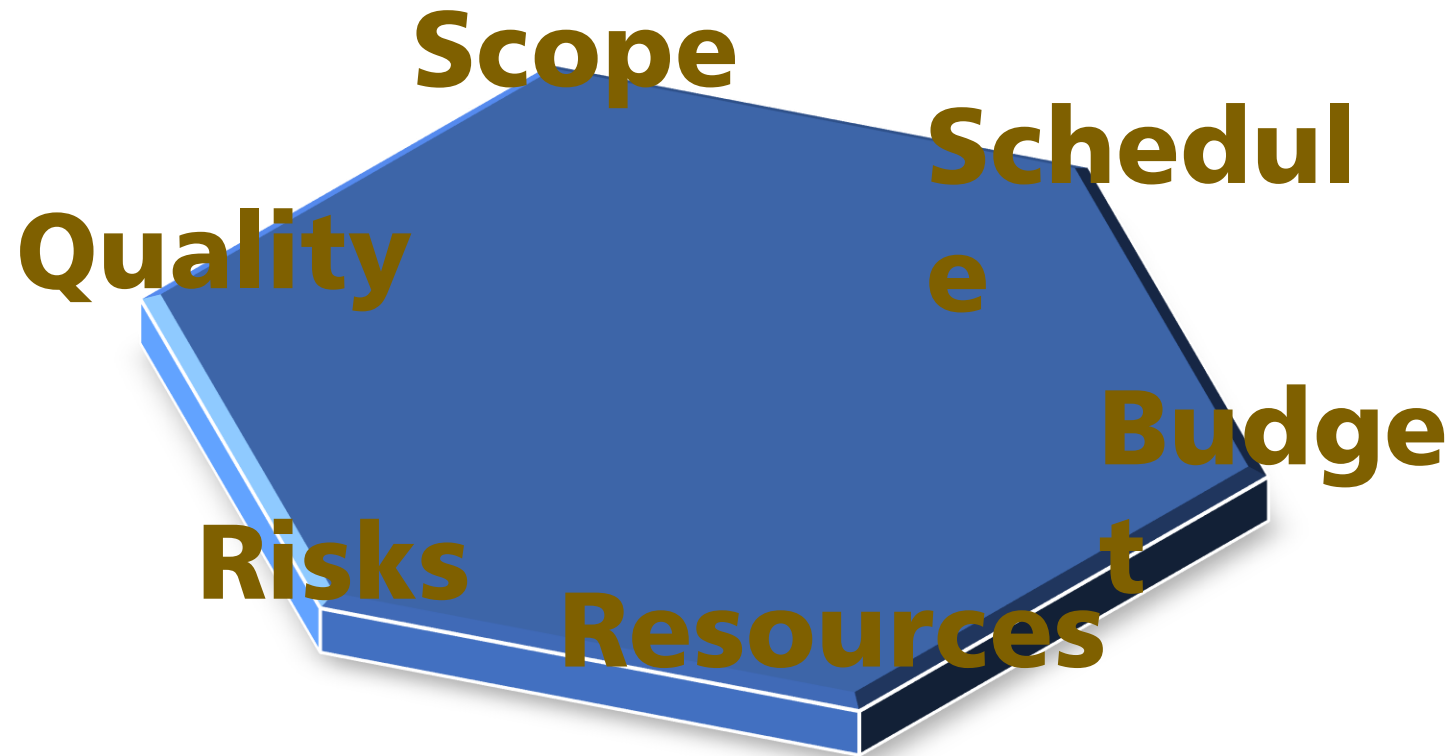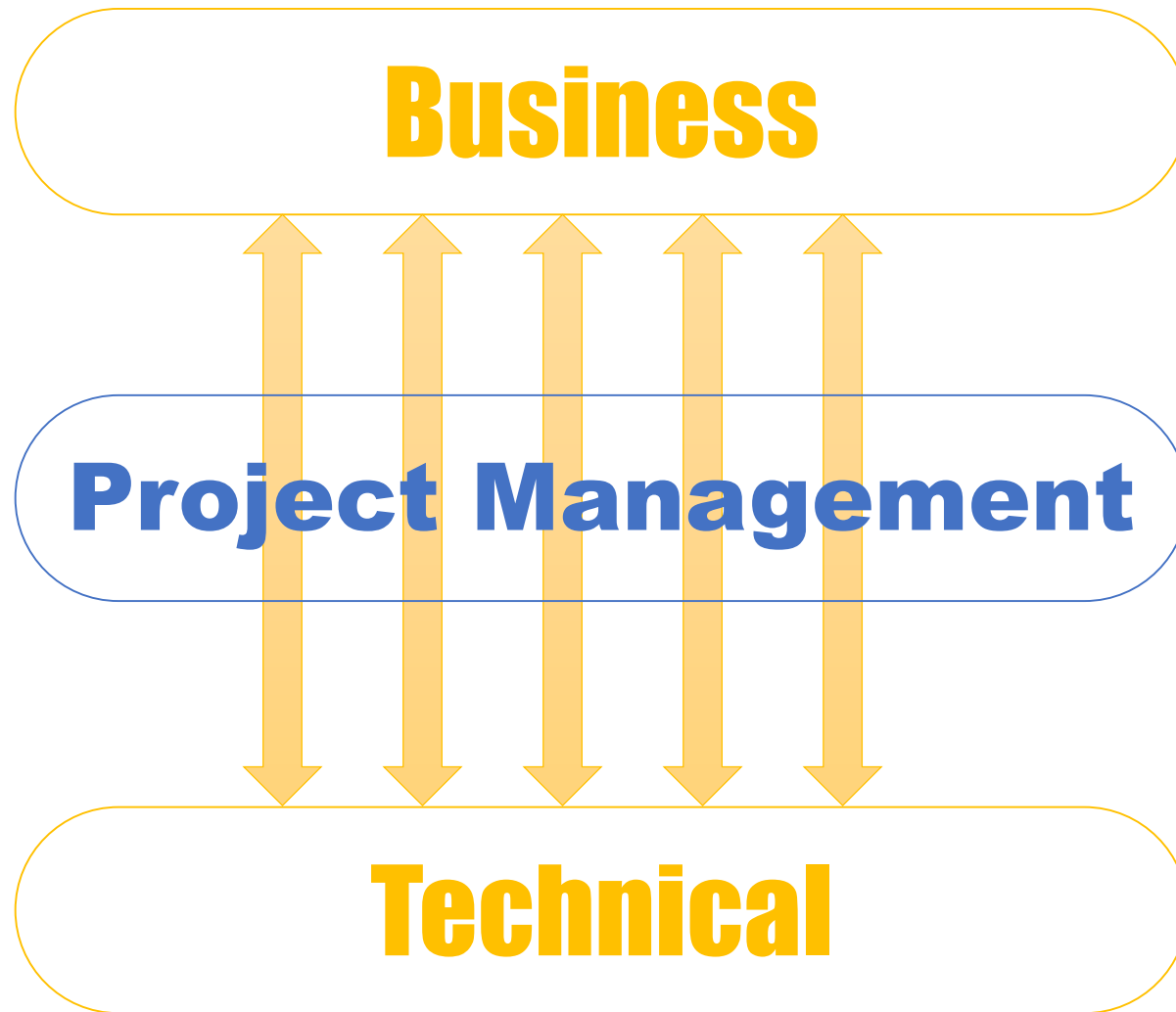
"The application of knowledge, skills, tools and techniques to project activities to meet the project requirements."

Project Management

Scope

Schedule

Quality

Budget

Risks

Resources

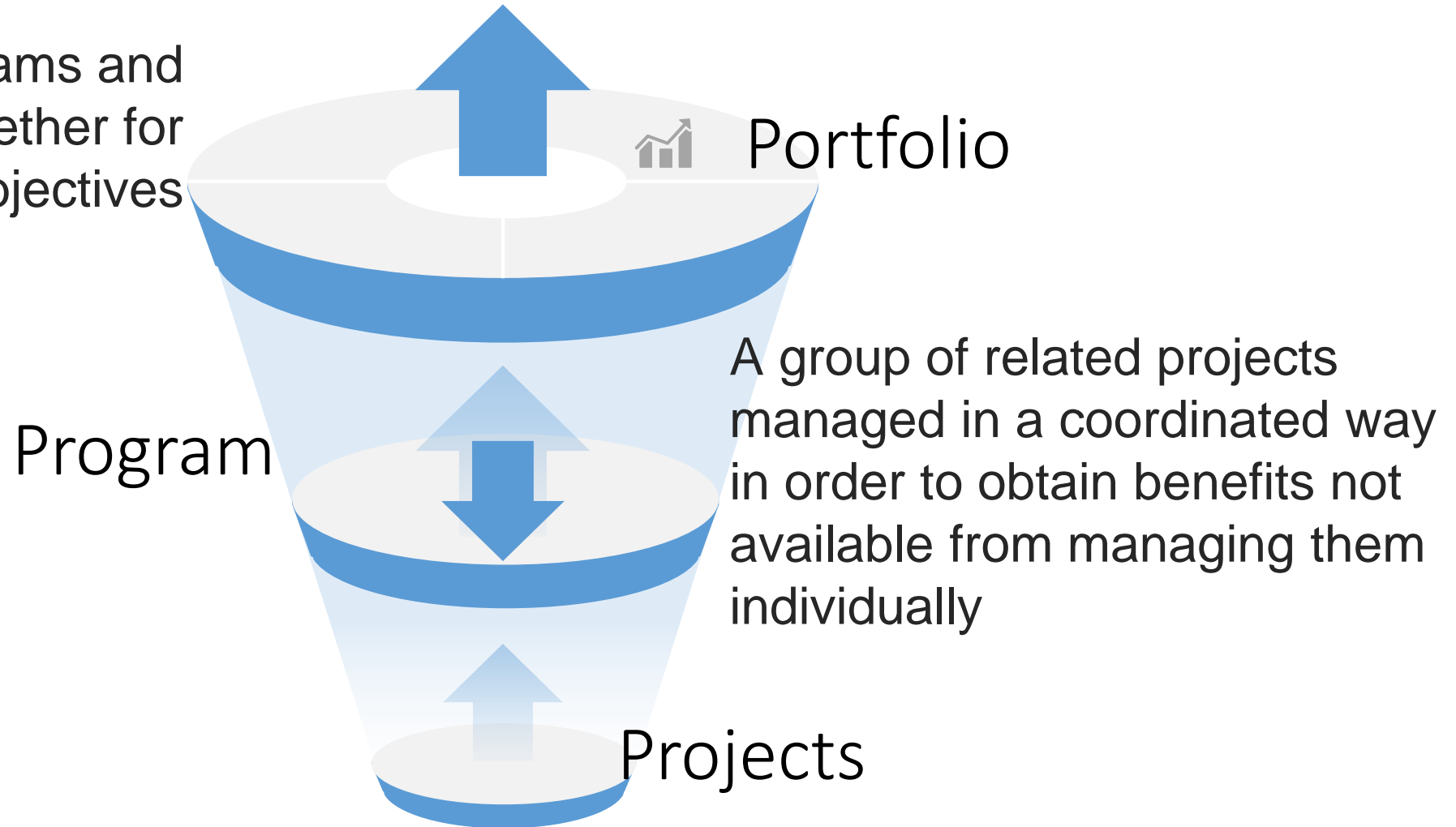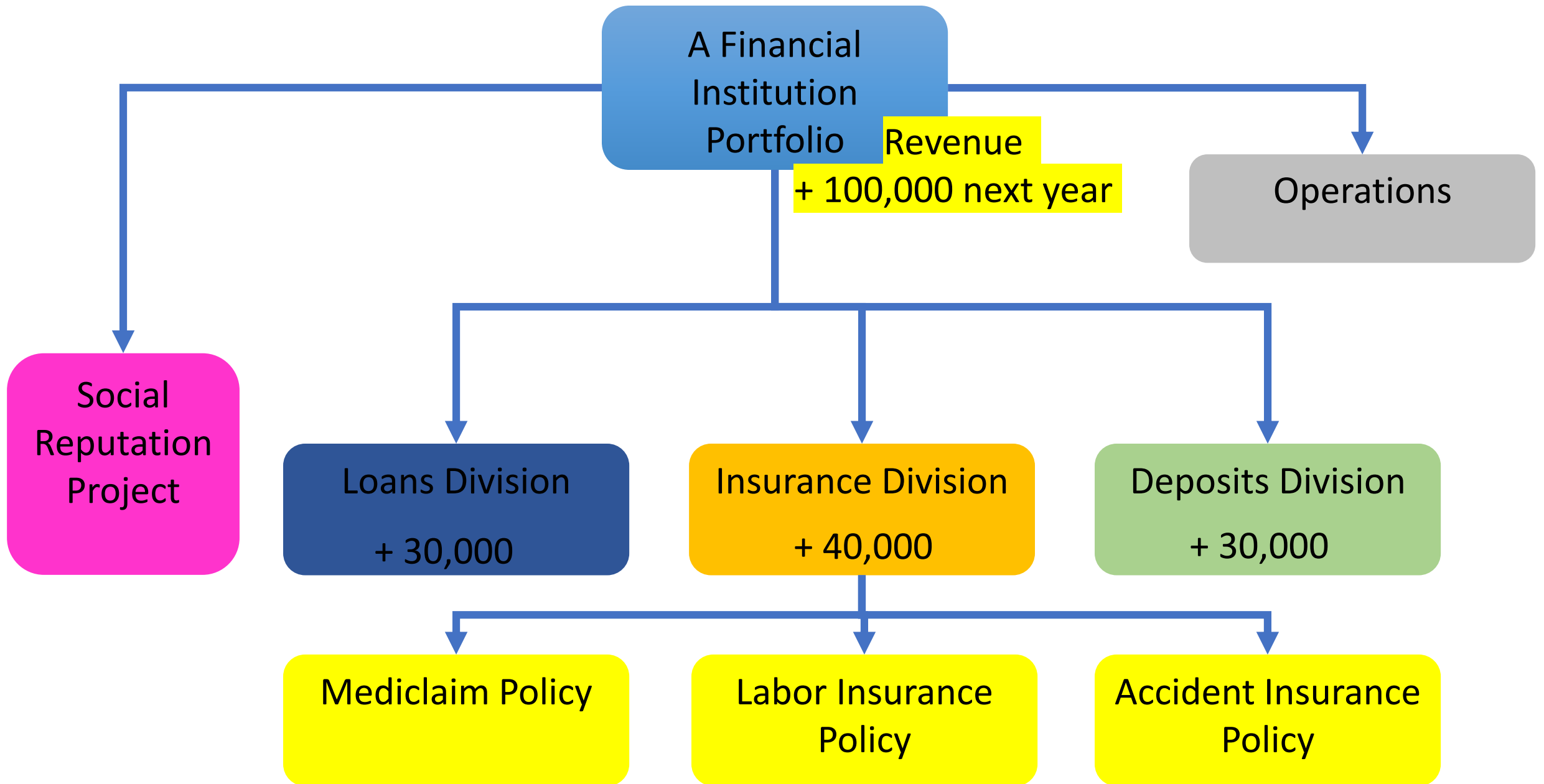# Balancing Constraints

Portfolio, Program and Projects

Collection of Programs and Projects grouped together for strategic business objectives

Portfolio

A group of related projects managed in a coordinated way in order to obtain benefits not available from managing them individually

Program

Projects

	Projects	Program	Portfolios
Scope	Defined objectives Progressively elaborated	Larger scope Provide benefits.	Organizational scope Changes with the strategic objectives
Change	Expect change Keep change managed and controlled.	Expect change from both inside and outside	Monitor changes in the broader internal and external environment.
Planning	Progressively elaborate high-level information into detailed plans	Develop the overall program plan Create high-level plans to guide detailed planning	Create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Manage the project team to meet the project objectives.	Manage the program staff and the project managers Provide vision and overall leadership.	Manage portfolio management staff, or program and project staff
Success	Measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Measured in terms of the aggregate investment performance and benefit realization of the portfolio.
Monitoring	Monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Monitor the progress of program components to ensure the overall goals, schedules, budget and benefits of the program will be met.	Monitor strategic changes and aggregate resource allocation, performance results and risk of the portfolio.

The operational work is the ongoing, repetitive set of activities that sustain the organization

- Processing customer orders
- Performing accounts receivable and accounts payable activities
- Executing the daily manufacturing orders
- Manufacturing cars, cement, milk powder, petroleum

Projects	Vs	Operations
Attain objectives and terminate		Sustain the organization
Temporary		Ongoing
Unique product, service, or result		Non-unique product, service, or result
Dynamic, temporary teams generally not aligned with organizational structure		Functional teams generally aligned with organizational structure
Varies by organizational structure Generally minimal, if any, direct line authority		Generally formal, direct line authority
Catalyst for change		Maintains status quo
Heterogeneous teams		Homogeneous teams