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# Project Management

## Framework and Organization

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ECGR 6185

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# Discussion Topics

- n What is project management?
  - n Who participates in a project?
  - n What are their responsibilities?
  - n How are projects organized?
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# What is a Project?

- n An undertaking to create a unique product or service.
    - q Does not have to be technical or innovative
  - n Can involve one to thousands of people
  - n Can last any amount of time
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# What is Project Management?

- n “The application of knowledge, skills, tools and techniques to project activities to meet project requirements”



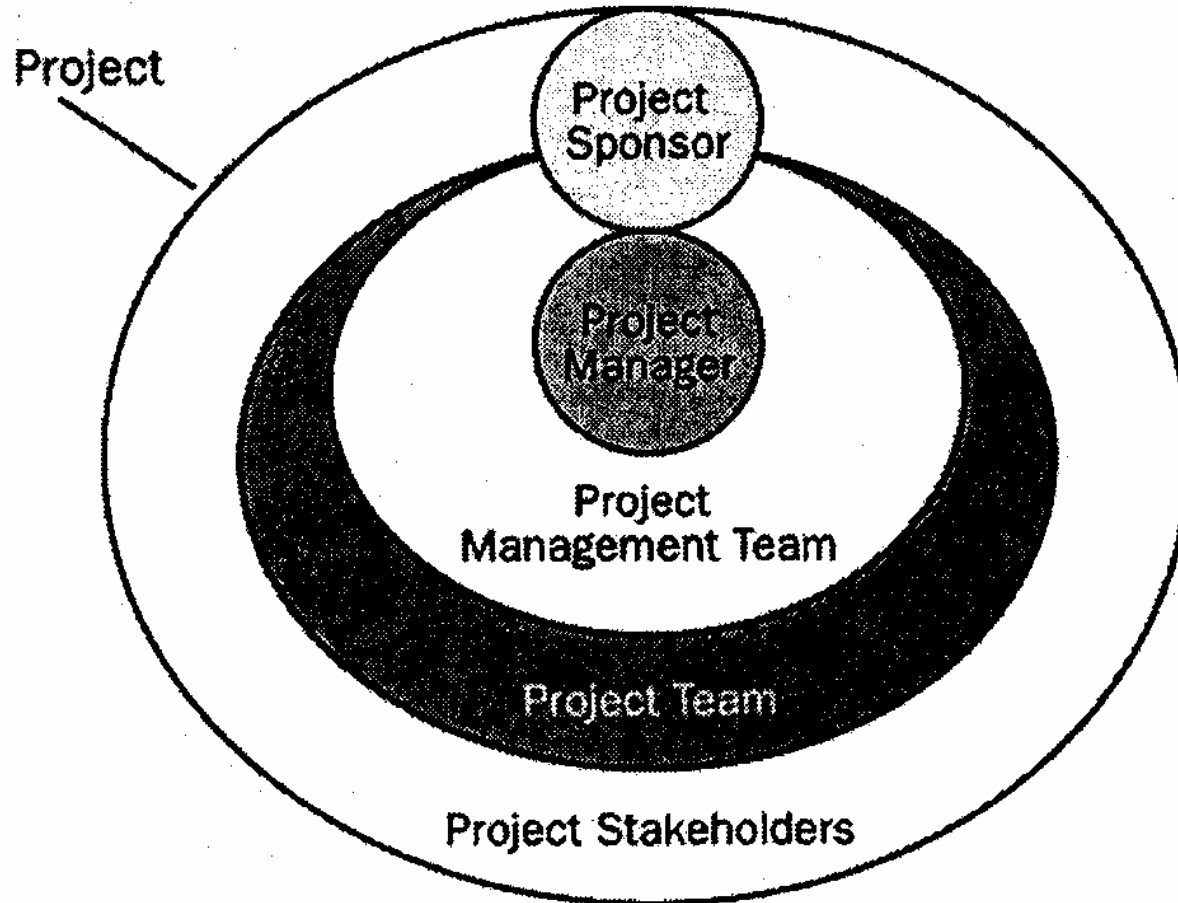
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# Project Stakeholders

- n Individuals and organizations involved in the execution or completion of a project
    - q Project Manager
    - q Customer/User
    - q Sponsor
    - q Performing Organization
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# Stakeholder Relationships



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# General Management Disciplines

- n Foundation for any project endeavor and usually the same for all projects.
    - q Planning
    - q Organizing
    - q Staffing
    - q Executing
    - q Operation Control
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# General Management Skills

## n Leadership

- q Ability to both lead and manage while emphasizing the need for both

## n Communication

- q Clear and complete exchange of information so that it is received correctly.

## n Negotiating

- q Possible changes to improve the project direction to better meet the requirements and specifications
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# General Management Skills (cont.)

## n Problem Solving

- q Identifying a possible project dilemma and finding a solution

## n Influencing

- q Understanding the project structures to affect the organization performance and “get things done”
  - q Git-r-done!
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# “The Triple Constraint”

- n Project Scope

- n Time

- n Cost

- n Balance of these constraints determines project quality

- n Change in one affects others

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# Standards and Regulations

International Organization for Standardization (ISO)

## n Standards

- q Non-mandatory rules, guidelines, or characteristics for processes or services

## n Regulations

- q Mandatory Government-imposed requirements specifying product, process, or service characteristics
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# Project Environment Considerations

## n Cultural and Social

- q How do projects affect people and how do people affect projects?

## n International and Political

- q How do international and political laws and customs affect projects?

## n Physical

- q How do physical surroundings affect the project and will the project affect the surroundings?
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# Project Management Context

## n Programs

- q Formed to include a number of related projects to achieve a higher level objective

## n Portfolios

- q Include projects and programs to simplify management of similar objectives

## n Subprojects

- q Division of a project to become more manageable

## n Project Management Office (PMO)

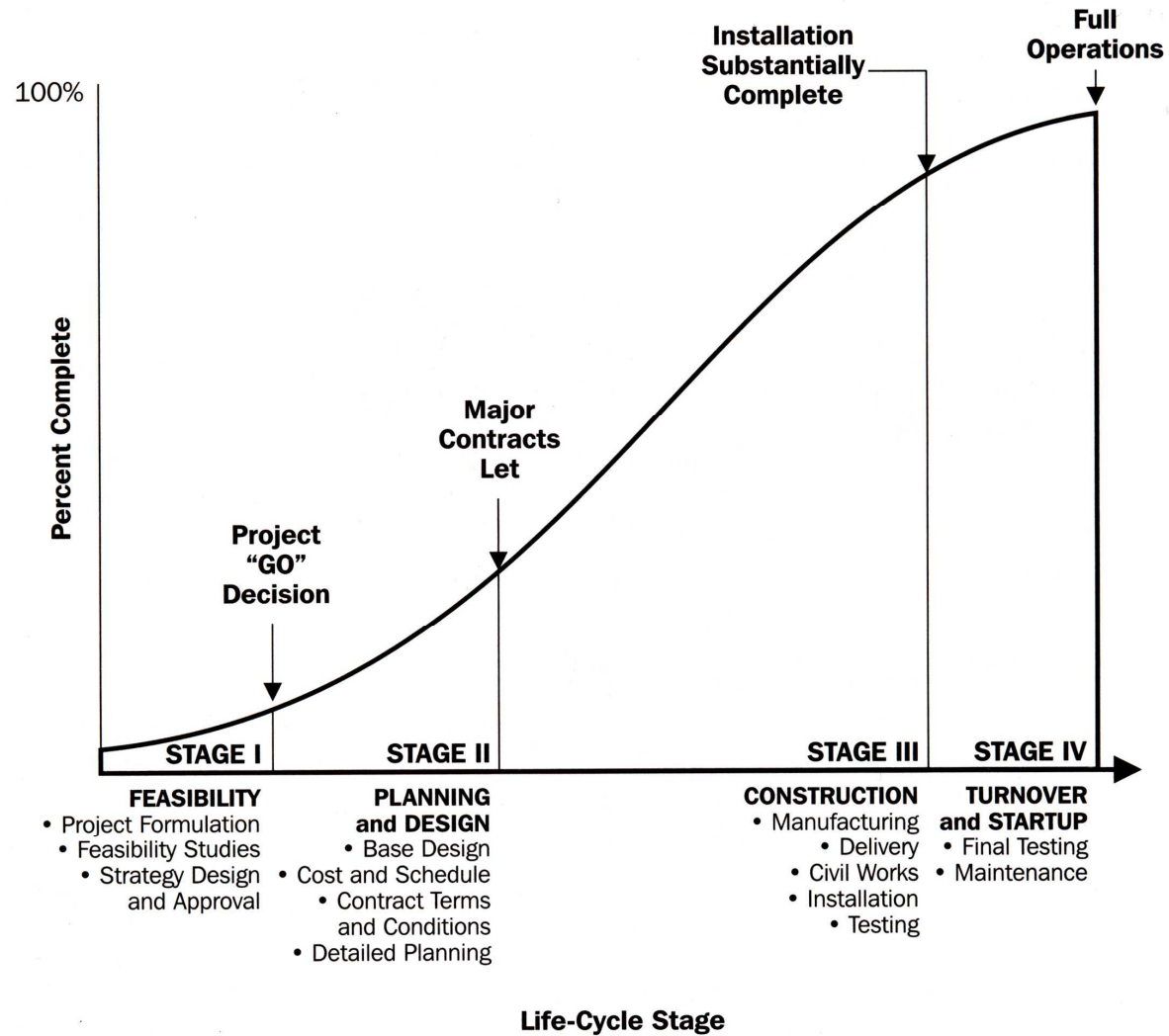
- q Coordinates all projects and programs
  - q Does not have to be related
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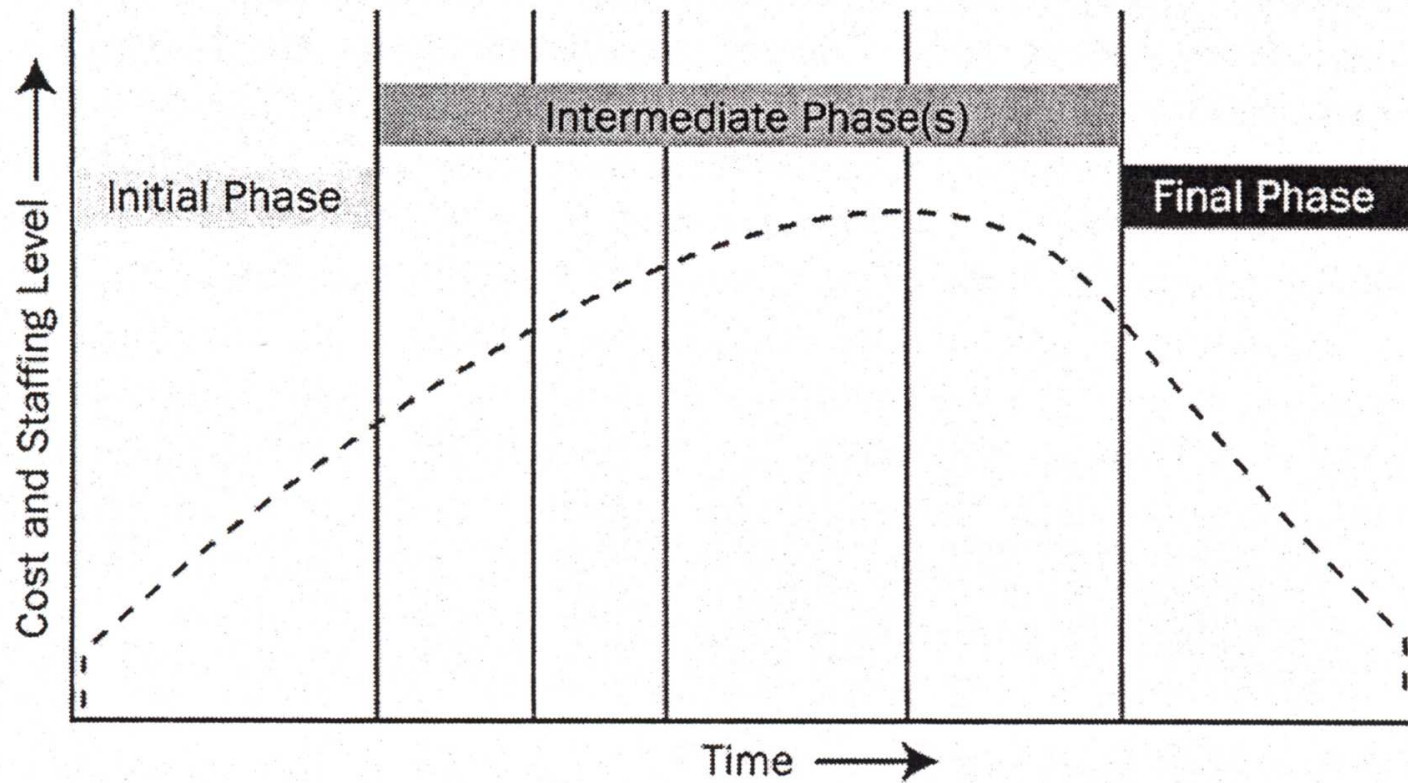
# Project Life Cycle

- n Chronological schedule of project phases to better organize the execution of a project
  - n Each phase has a general or detailed criteria
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# Life-Cycle Stages



# Project Phases





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# Organizational Influences

## n Organizational Systems

### q Project-based

n Focuses on managing project objectives

### q Non-project-based

n May include sub-units for project-based management

## n Organizational Cultures and Styles

### q Based on cultural values and beliefs

### q Work Ethics

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# Organizational Influences (cont.)

## n Organizational Structure

q Organization of the project body to fit a particular project need

### q Functional Structure

n Each functional group works independently from others

n Managed by a single superior

### q Projectized Structure

n All groups are organized together, either in a particular order or side-by-side

n Groups can provide information to other groups

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# Organizational Influences (cont.)

## n Matrix Organizations

### q Weak Matrix

n Similar to functional organization

n Incorporates some projectized organization

### q Strong Matrix

n Similar to projectized organization

n Incorporates some functional organization

### q Balanced Matrix

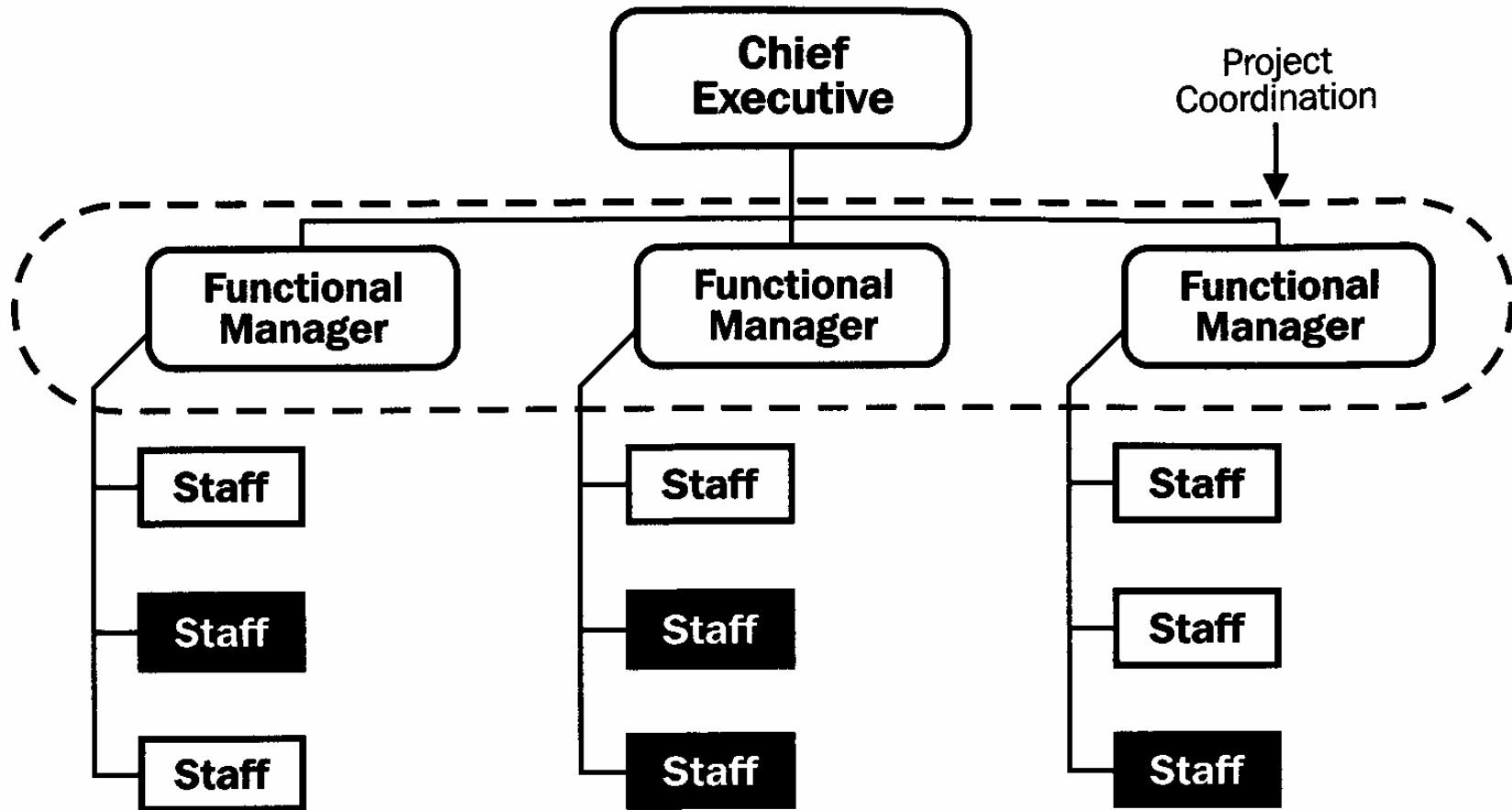
n Equal combination of functional and projectized

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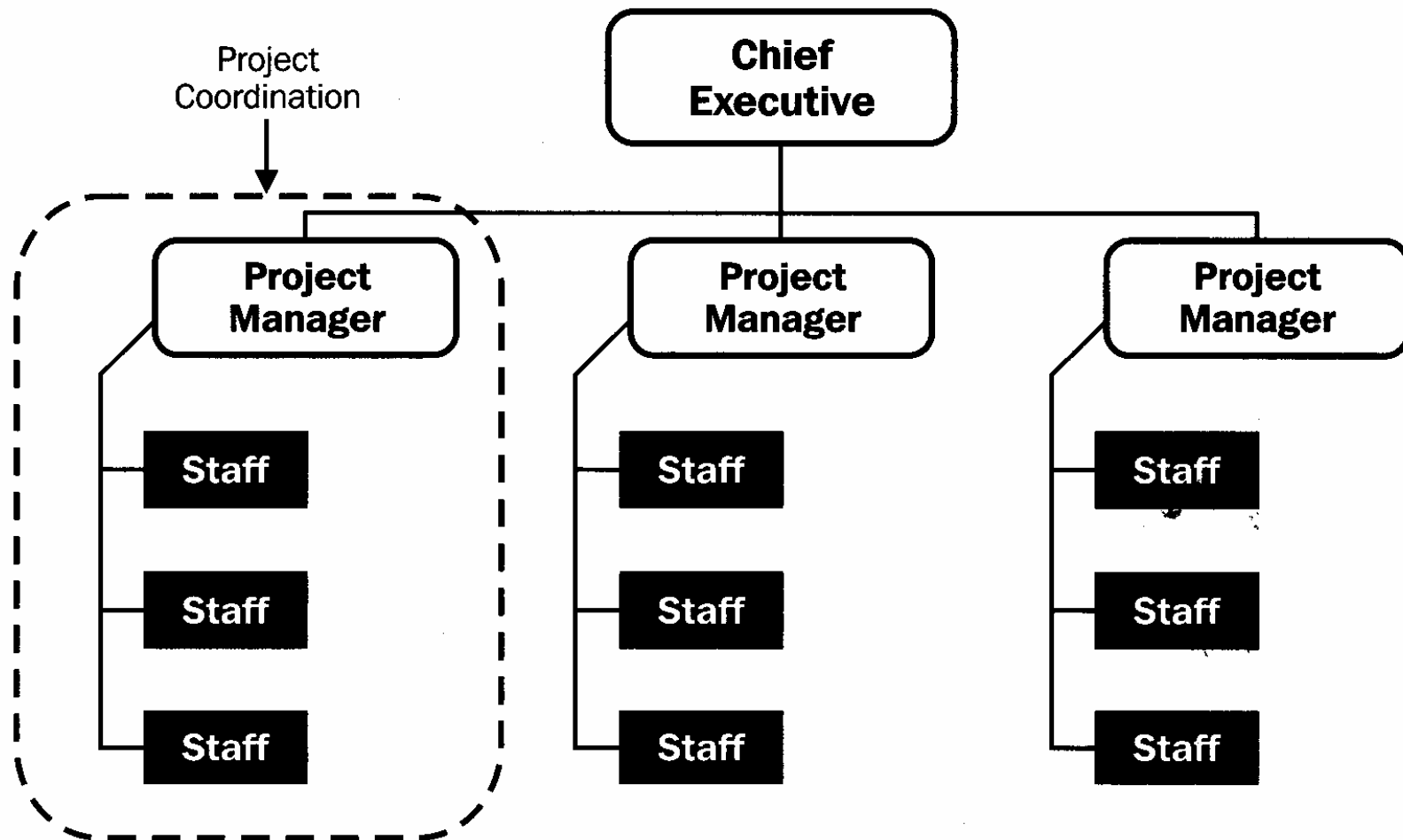
# Structure Influences

Project Characteristics	Organization Structure	Matrix			Projectized
	Functional	Weak Matrix	Balanced Matrix	Strong Matrix	
<b>Project Manager's Authority</b>	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
<b>Percent of Performing Organization's Personnel Assigned Full Time to Project Work</b>	Virtually None	0 – 25%	15 – 60%	50 – 95%	85 – 100%
<b>Project Manager's Role</b>	Part-time	Part-time	Full-time	Full-time	Full-time
<b>Common Titles for Project Manager's Role</b>	Project Coordinator/ Project Leader	Project Coordinator/ Project Leader	Project Manager/ Project Officer	Project Manager/ Program Manager	Project Manager/ Program Manager
<b>Project Management Administrative Staff</b>	Part-time	Part-time	Part-time	Full-time	Full-time

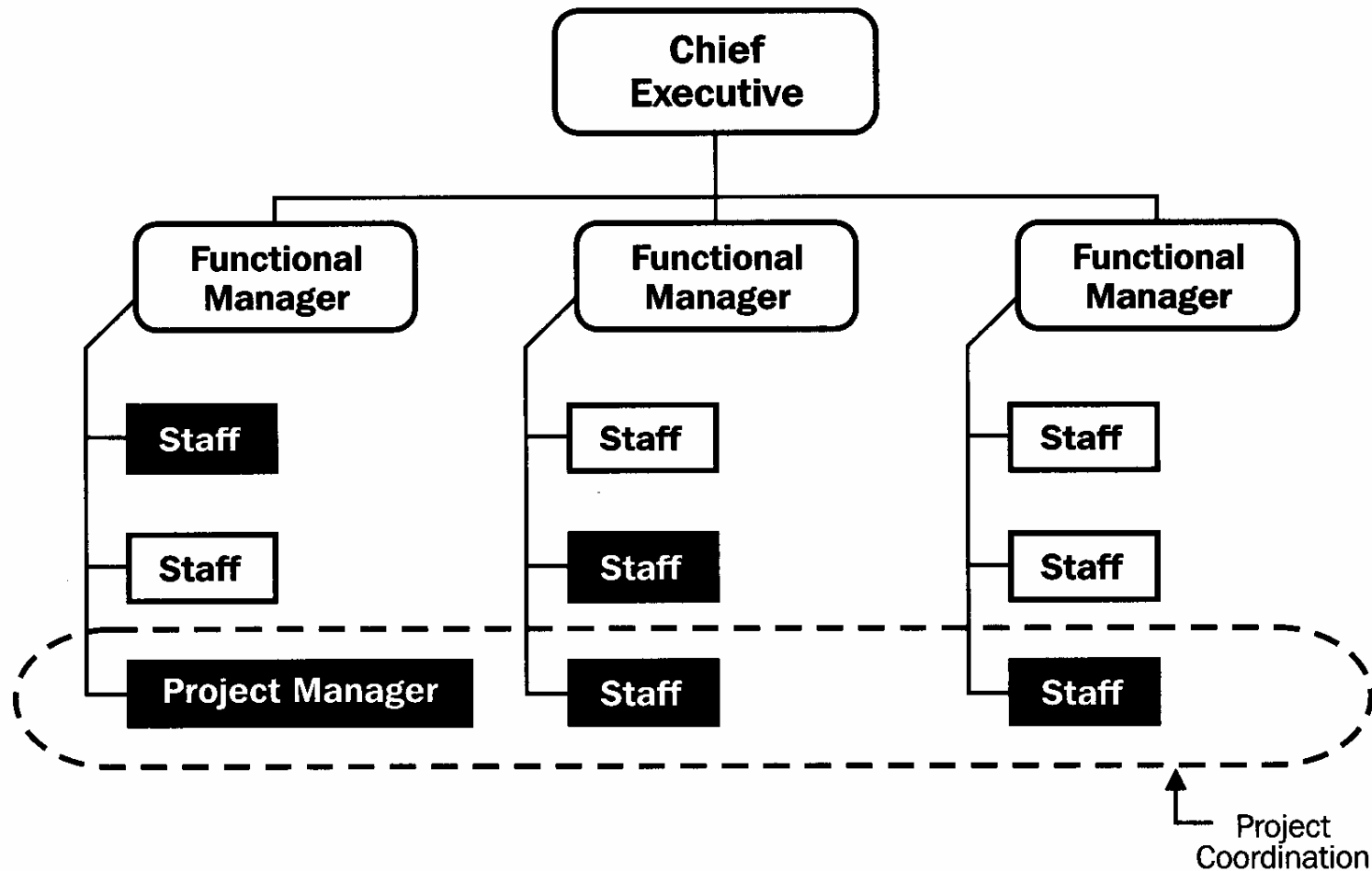
# Functional Organization



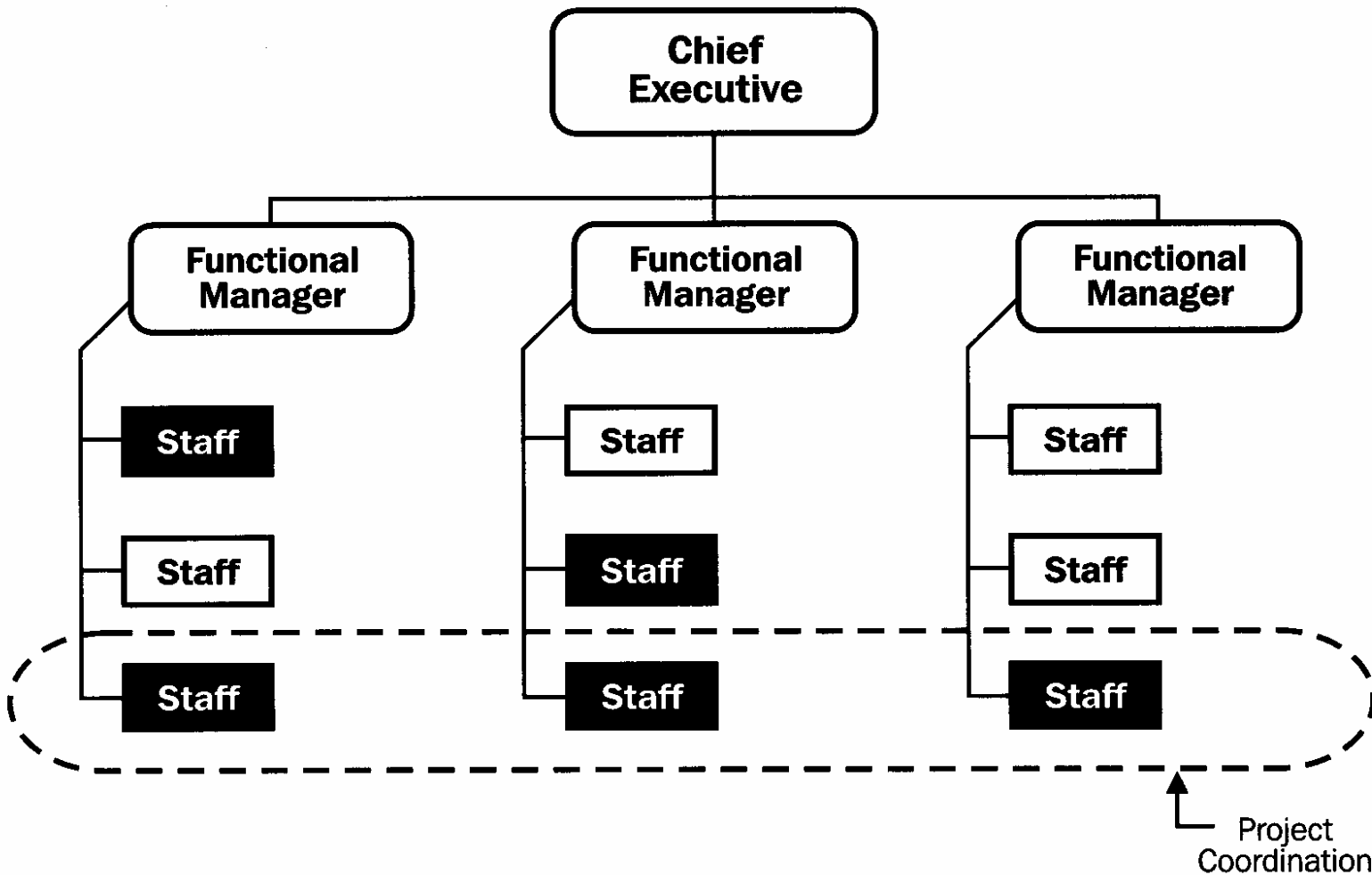
# Projectized Organization



# Balanced Matrix Organization

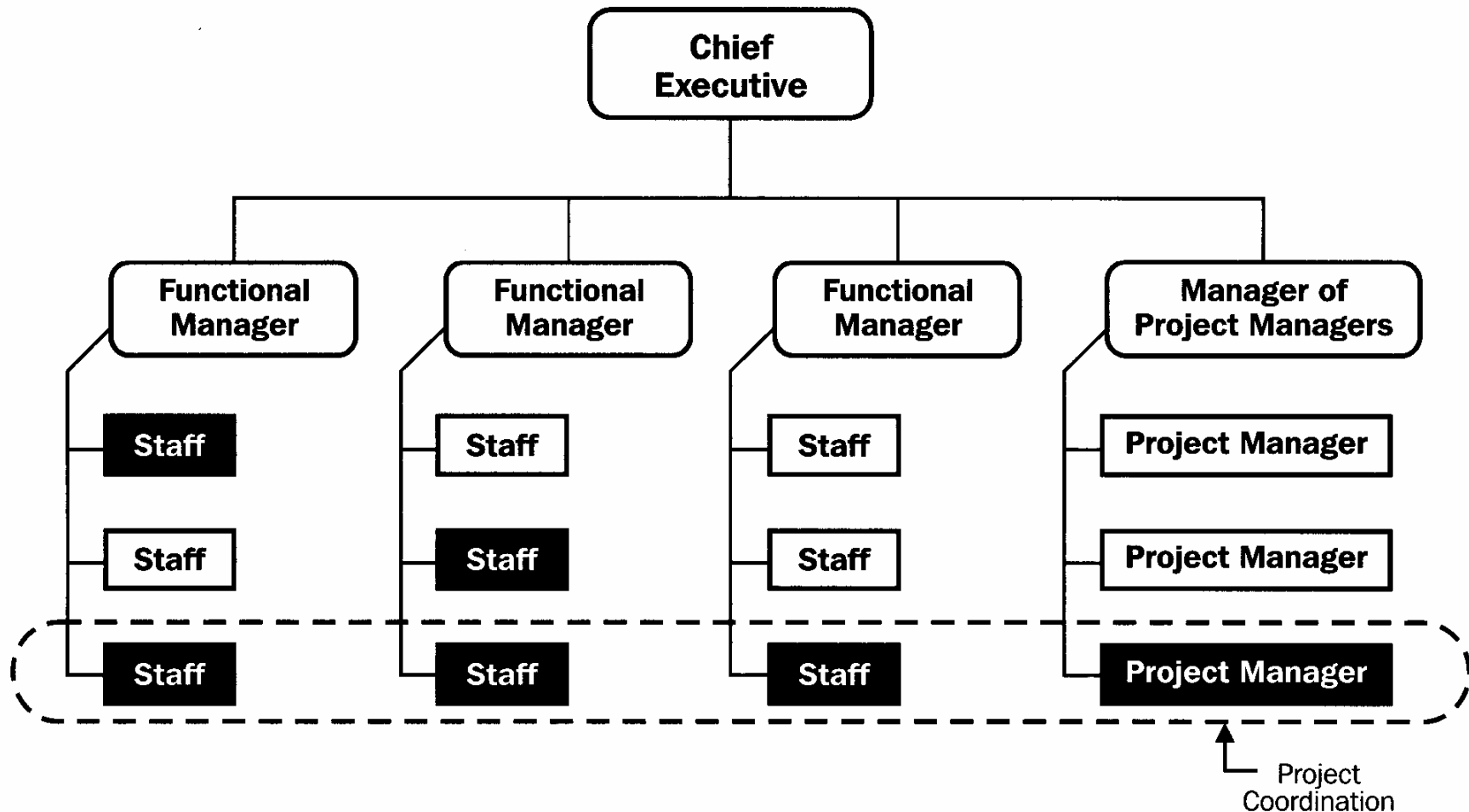


# Weak Matrix Organization





# Strong Matrix Organization



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# Questions?

