

Introduction to project management

What is a project?

- ◆ Has a start and finish
- ◆ Has a specific purpose
- ◆ Is non-routine – although could involve routine tasks
- ◆ Involves uncertainty because there are unknowns
- ◆ Requires co-ordination because usually involves several people who may be at different locations
- ◆ Usually brings about change

What is project management?

- ◆ A control system – to achieve needed outcomes
- ◆ A time- and resource-limited activity
- ◆ A temporary role

People and process

Effective project management requires managing people *as well* as the process. Processes bring order in what would otherwise be chaos but it is vital that the people element is kept to the fore and acknowledged in those processes.

A step-by-step approach

It all points to the need for a practical, step-by-step approach.

Question: How do you eat an elephant?

Answer: Bit by bit!



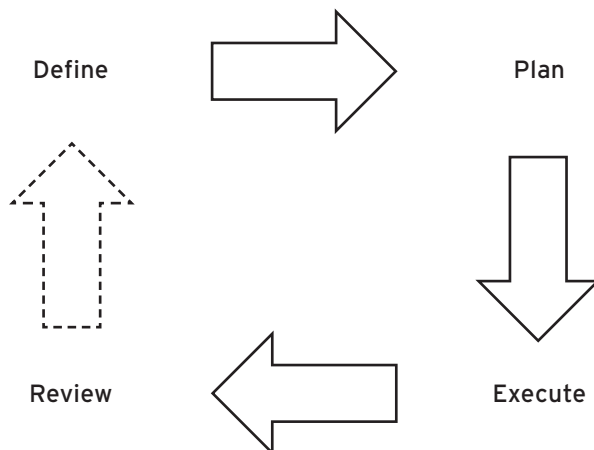
'Introduction to project management' will help you to understand what projects and project management are, introduce you to the dynamic project lifecycle, and give you key reasons why some projects fail and others succeed.

The dynamic project lifecycle

Because the project has a start and a finish, it has a lifecycle. This can be seen as a linear process: identification of a need, development of a solution, implementation, completion. However lifecycle is more usefully seen as an iterative process, defined in four phases below:

1. Define
2. Plan
3. Execute
4. Review

However, for a successful project, a *dynamic* lifecycle is needed. Think of a project in phases *but with a process of defining, planning, executing and reviewing relevant at each phase.*



Define, plan, execute and review each phase

So define it, then:

Plan it! Do it! Then review it!

Project failures and successes

Ten reasons why some projects fail . . .

1. Inadequate project manager authority
2. Lack of project team participation in planning
3. Lack of project team participation in problem solving
4. Improper structuring and use of reports
5. Use of superficial status and progress reports
6. Inadequate project manager people-management skills
7. Inadequate project manager technical skills
8. Inadequate project manager administrative skills
9. Unrealistic project schedules
10. Unclear project goals

. . . and seven reasons why projects succeed

1. Organisational structure is suited to the project and the team
2. Project team participates in planning
3. Project Manager is committed to established schedules
4. Project Manager is committed to established budgets
5. The projects make proper use of planning techniques – and don't let the plan become an end in itself
6. Project Manager works *with* bureaucracy and office politics, not against them
7. Project Manager, management, team and customer agree on specific, realistic project goals

Involve the project team in the planning