

# *PM*

## *(Project Management)*

*International Campus – Kish  
Sharif University of Technology*

*Session#6*

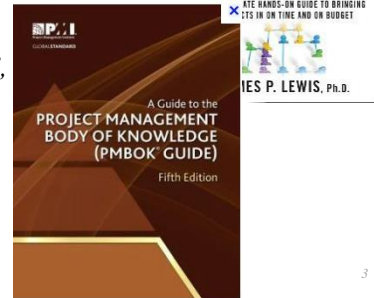
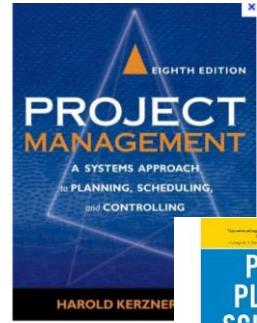


## *Course Description*

- *Instructor*
  - *Omid Fatahi Valilai, Ph.D. Industrial Engineering Department, Sharif University of Technology*
  - *Email: [Omidf@ie.sharif.edu](mailto:Omidf@ie.sharif.edu), Tel: 021-6616-5706*
  - *Web site: <http://sharif.edu/~fvalilai>*
- *Class time*
  - *Thursday 09:30~12:30-13:00~16:00- 16:30~19:30*
- *Course evaluation*
  - *Mid-term (30%)*
  - *Final exam (40%)*
  - *Quiz (10%)*
  - *Exercise (20%)*

## Course Description (Continued ...)

- **Mid-term session:**
  - 23<sup>rd</sup>, Aban 1392
- **Reference:**
  - Kerzner, H., “Project Management—A Systems Approach to Planning, Scheduling, and Controlling, Eighth Edition”, 2003, John Wiley & Sons, Inc.
  - Lewis, James P.; “Project planning, scheduling, and Control a hands-on guide to bringing projects in on time and on budget”, 2001, McGraw-Hill
  - Project Management Institute; “A Guide to the Project; Management Body of Knowledge”, 5<sup>th</sup> edition, 2013, Project Management Institute, Inc.



International Campus – Kish, Sharif University of Technology  
PM (Project Management), Session#6

3

## Course Description (Continued...)

### Course Calendar:

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		W1																																									
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## Course Description (Continued..)

- *Contents:*
  - *Chapter 1 - Overview*
  - *Chapter 2 - Project Management Growth—Concepts and Definitions*
  - *Chapter 3 - Organizational Structures*
  - *Chapter 4 - Organizing and Staffing the Project Office and Team*
  - *Chapter 5 - Management Functions*
  - *Chapter 6 - Time Management and Stress*
  - *Chapter 7 - Conflicts*
  - *Chapter 8 - Special Topics*
  - *Chapter 9 - The Variables for Success*
  - *Chapter 10 - Working with Executives*
  - *Chapter 11 - Planning*

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PM (Project Management), Session#6*

5

## Course Description (Continued..)

- *Contents:*
  - *Chapter 12 - Network Scheduling*
  - *Chapter 13 - Project Graphics*
  - *Chapter 14 - Pricing and Estimating*
  - *Chapter 15 - Cost Control*
  - *Chapter 16 - Trade-off Analysis in a Project Environment*
  - *Chapter 17 - Risk Management*
  - *Chapter 18 - Learning Curves*
  - *Chapter 19 - Modern Developments in Project Management*
  - *Chapter 20 - Quality Management*
  - *Chapter 21 - Contracts and Procurement*
  - *Chapter 22 - Critical Chain Project Management*

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PM (Project Management), Session#6*

6

## Chapter 4: Organizing and Staffing the Project Office and Team

### ▪ Introduction

- *Successful project management, regardless of the organizational structure, is only as good as the individuals and leaders who are managing the key functions. Project management is not a one-person operation; it requires a group of individuals dedicated to the achievement of a specific goal. Project management includes:*
  - *A project manager*
  - *An assistant project manager*
  - *A project (home) office*
  - *A project team*

## Chapter 4: Organizing and Staffing the Project Office and Team

### ▪ Introduction

- *fundamental project requirements includes:*
  - *Customer liaison*
  - *Project direction*
  - *Project planning*
  - *Project control*
  - *Project evaluation*
  - *Project reporting*
- *Project managers must exhibit honesty and integrity to foster an atmosphere of trust.*
  - *They should not make impossible promises, such as immediate promotions for everyone if a follow-on contract is received.*
  - *on temporarily assigned activities, such as a project, managers cannot wait for personnel to iron out their own problems because time, cost, and performance requirements will not be satisfied.*

## Chapter 4: Organizing and Staffing the Project Office and Team

- *Selecting the project manager: an executive decision*
  - *Though the project manager's previous experience is apt to have been confined to a single functional area of business, he must be able to function on the project as a kind of general manager in miniature.*
  - *He must not only keep track of what is happening but also play the crucial role of advocate for the project. Even for a seasoned manager, this task is not likely to be easy.*
  - *It is important to assign an individual whose administrative abilities and skills in personal relations have been convincingly demonstrated under fire.*

## Chapter 4: Organizing and Staffing the Project Office and Team

- *Selecting the project manager: an executive decision*
  - *Five basic questions must be considered:*
    - *What are the internal and external sources?*
    - *How do we select?*
    - *How do we provide career development in project management?*
    - *How can we develop project management skills?*
    - *How do we evaluate project management performance?*

## Chapter 4: Organizing and Staffing the Project Office and Team

- *Selecting the project manager: an executive decision*
  - *The major responsibilities of the project manager include:*
    - *To produce the end-item with the available resources and within the constraints of time, cost, and performance/technology*
    - *To meet contractual profit objectives*
    - *To make all required decisions whether they be for alternatives or termination*
    - *To act as the customer (external) and upper-level and functional management (internal) communications focal point*
    - *To "negotiate" with all functional disciplines for accomplishment of the necessary work packages within the constraints of time, cost, and performance/technology*
    - *To resolve all conflicts*

## Chapter 4: Organizing and Staffing the Project Office and Team

- *Special cases in project manager selection*
  - *Normally, the project is large enough for a full-time project manager to be appointed. This is not always the case. There are four major problem areas in staffing projects:*
    - *Part-time versus full-time assignments*
    - *Several projects assigned to one project manager*
    - *Projects assigned to functional managers*
    - *The project manager role retained by the general manager*

## Chapter 4: Organizing and Staffing the Project Office and Team

- How to train project managers

<i>Company Management Say Project Managers Can Be Trained in a Combination of Ways:</i>	
<i>Experiential learning, on-the-job</i>	<i>60%</i>
<i>Formal education and special courses</i>	<i>20%</i>
<i>Professional activities, seminars</i>	<i>10%</i>
<i>Readings</i>	<i>10%</i>

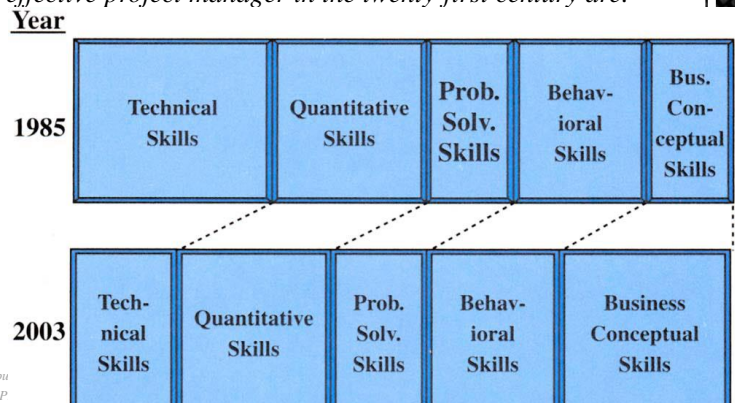
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13

## Chapter 4: Organizing and Staffing the Project Office and Team

- Next generation project managers
  - As project management began to grow and mature, the project manager was converted from a technical manager to a business manager.
  - The primary skills needed to be an effective project manager in the twenty-first century are:

- Knowledge of the business
- Risk management
- Integration skills



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