# PM(Project Management)

International Campus – Kish Sharif University of Technology

Session#7



# Course Description

- Instructor
  - Dmid Fatahi Valilai, Ph.D. Industrial Engineering Department, Sharif University of Technology
  - Email: <u>Omidf@ie.sharif.edu</u>, 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%)
  - Ouiz (10%) (20%)
  - Exercise

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### Course Description (Continued ...)

- Mid-term session:
  - 23<sup>rd</sup>. Aban 1392
- Reference:

9

12

- 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", 5th edition, 2013, Project Management Institute, Inc.



### Course Description (Continued...)

#### Course Calendar: 1.2 W1 Tu We Th Fr Sa Su Mo Tu 7 9 11 12 13 14 15 16 17 20 21 22 23 24 25 28 4 5 6 8 10 18 19 2 3 26 27 29 30 مهر 1 مهر 27 28 29 30 4 5 6 7 8 10 11 12 13 14 15 16 17 18 19 20 21 22 Sep 23 24 25 26 1 2 3 9 Oct 3,4,5 W2 We Th Fr Sa Su Mo Tu We Th 5 آيان 1 2 3 4 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 أبان Oct 25 26 27 28 29 30 2 з 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 10 23 24 31 Nov 6,7,8 9<mark>,10,1</mark>1 W3 W4 Tu We Th Fr Sa Su Mo Tu We Th Fr Sa Su Mo Tu We Th Fr Su Mo Tu We Th Sa Fr Sa Su Mo Sa Fr 9 10 23 2 3 4 5 6 7 8 11 12 13 14 15 16 17 18 19 20 22 24 25 26 27 28 29 30 آذر 1 آذر 23 25 26 28 29 30 8 9 10 16 18 19 20 21 27 Dec 11 Nov 12,13,14 W5 Su Mo Tu We Th Fr 22 23 24 25 26 27 Su Mo Tu We Th Su Mo Tu We Th Sa Su Mo Tu We Th Fr Sa Sa Su Mo Fr Sa Fr 7 8 15 17 20 21 28 29 1 2 3 4 5 6 9 10 11 12 13 14 16 18 19 30 دی دى 5 7 13 15 23 25 3 8 10 11 16 17 18 19 20 26 28 30 31 6 q 12 14 Dec 24 27 Δ Jan 2014 2014 Campus - Kish Sharif University of Techn PM (Project Management), Session#7



10

### 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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### 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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# Chapter 6: Time Management and Stress

#### Introduction

- The project management environment is extremely turbulent, and is composed of numerous
  - meetings,
  - report writing,
  - conflict resolution,
  - *continuous planning and re-planning,*
  - communications with the customer, and
  - crisis management.
- Ideally, the effective project manager is a manager, not a doer, but in the "real world," project managers often compromise their time by doing both.

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### Chapter 6: Time Management and Stress

Understanding time management

- The following questions should help managers identify problem areas:
  - Do you have trouble completing work within the allocated deadlines?
  - How many interruptions are there each day?
  - Do you have a procedure for handling interruptions?
  - If you need a large block of uninterrupted time, is it available? With or without overtime?
  - How do you handle drop-in visitors and phone calls?
  - How is incoming mail handled?
  - Do you have established procedures for routine work?
  - Are you accomplishing more or less than you were three months ago? Six months ago?

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# Chapter 6: Time Management and Stress

#### Time robbers

The most challenging problem facing the project manager is his inability to say no

- There are numerous time robbers in the project management environment. These include:
  - Incomplete work
  - A job poorly done that must be done over
  - Telephone calls, mail, and email
  - Lack of adequate responsibility and commensurate authority
  - Changes without direct notification/explanation
  - Waiting for people
  - Failure to delegate, or unwise delegation
  - Poor retrieval systems

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# Chapter 6: Time Management and Stress

### Time management forms

"to do" pad

Date				
Activities	Priority	Started	In Process	Completed
				~
-				

### Date Time Priority Activity 8:00-9:00 9:00-10:00 10:00-11:00 11:00-12:00 12:00-1:00 1:00-2:00 2:00-3:00 3:00-4:00 4:00-5:00

# Chapter 6: Time Management and Stress

• Time management forms

daily calendar log

# Chapter 6: Time Management and Stress

#### *Effective time management*

- There are several techniques that project managers can practice in order to make better use of their time:
  - Delegate.
  - Follow the schedule.
  - Decide fast.
  - Decide who should attend.
  - Learn to say no.
  - Start now.
  - Do the tough part first.
  - Travel light.
  - Work at travel stops.
  - Avoid useless memos.

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## Chapter 6: Time Management and Stress

#### *Effective time management*

- There are several techniques that project managers can practice in order to make better use of their time(Cont...):
  - Refuse to do the unimportant.
  - Look ahead.
  - Ask: Is this trip necessary?
  - Know your energy cycle.
  - Control telephone and email time.
  - Send out the meeting agenda.
  - Overcome procrastination.
  - Manage by exception.

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# Chapter 6: Time Management and Stress

- Stress and burnout
  - Project managers are subject to stress due to several different facets of their jobs. This can manifest itself in a variety of ways, such as:
  - Being tired.
  - Feeling depressed.
  - Being physically and emotionally exhausted.
  - Burned out.
  - Being unhappy.
  - Feeling trapped.
  - Feeling worthless.
  - ·····

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