

PM

(Project Management)

International Campus – Kish
Sharif University of Technology

Session # 2



Course Description

- *Instructor*
 - *Omid Fatahi Valilai, Ph.D. Industrial Engineering Department, Sharif University of Technology*
 - *Email: Omidf@ie.sharif.edu, Tel: 021-6616-5706*
 - *Web site: <http://sharif.edu/~fvalilai>*
- *Class time*
 - *Wednesdays*
- *Course evaluation*

▪ <i>Mid-term</i>	<i>(30%)</i>
▪ <i>Final exam</i>	<i>(40%)</i>
▪ <i>Quiz</i>	<i>(10%)</i>
▪ <i>Exercise</i>	<i>(20%)</i>

Course Description (Continued ...)

- **Mid-term session:**
 - 20th, Azar 1393
- **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”, 5th edition, 2013, Project Management Institute, Inc.



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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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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 1 - Overview

- *Defining project success:*
 - *The definition of project success has been modified to include completion:*
 - *Within the allocated time period*
 - *Within the budgeted cost*
 - *At the proper performance or specification level*
 - *With acceptance by the customer/user*
 - *With minimum or mutually agreed upon scope changes*
 - *Without disturbing the main work flow of the organization*
 - *Without changing the corporate culture*

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Chapter 1 - Overview

- *Project Resources:*
 - *Most projects have six kinds of resources:*
 - *Money*
 - *Manpower*
 - *Equipment*
 - *Facilities*
 - *Materials*
 - *Information/Technology*

Chapter 1 - Overview

- *Project Resources:*
 - *Resources are controlled by the line managers, functional managers, or, as they are often called, resources managers.*
 - *Project managers must negotiate with line managers for all project resources.*

project managers control project resources → They control those resources (which are temporarily loaned to them) through line managers.

Chapter 1 - Overview

- *Project Resources:*
 - *Successful project management is strongly dependent on:*
 - *A good daily working relationship between the project manager and those line managers who directly assign resources to projects*
 - *The ability of functional employees to report vertically to line managers at the same time that they report horizontally to one or more project managers*

Chapter 1 - Overview

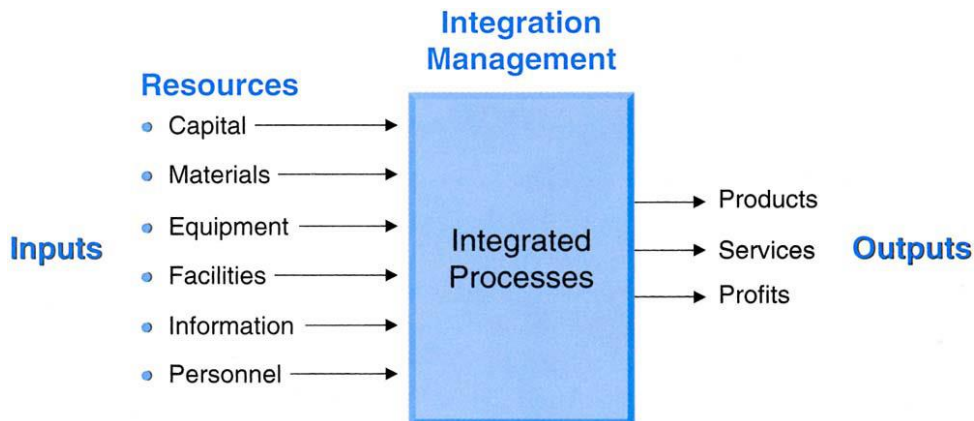
- *Project Resources:*
 - *Effective project management requires an understanding of:*
 - *Quantitative tools and techniques*
 - *Organizational structures*
 - *Organizational behavior*

Chapter 1 - Overview

- **Project manager role:**
 - *The project manager is responsible for coordinating and integrating activities across multiple, functional lines. The integration activities performed by the project manager include:*
 - *Integrating the activities necessary to develop a project plan*
 - *Integrating the activities necessary to execute the plan*
 - *Integrating the activities necessary to make changes to the plan*

Chapter 1 - Overview

- **Project manager role:**



Chapter 1 - Overview

- *Project manager role:*
 - *The project manager must walk the fence between the two organizations.*

 - *The term interface management is often used for this role, which can be described as managing relationships:*
 - *Within the project team*

 - *Between the project team and the functional organizations*

 - *Between the project team and senior management*

 - *Between the project team and the customer's organization, whether an internal or external organization*