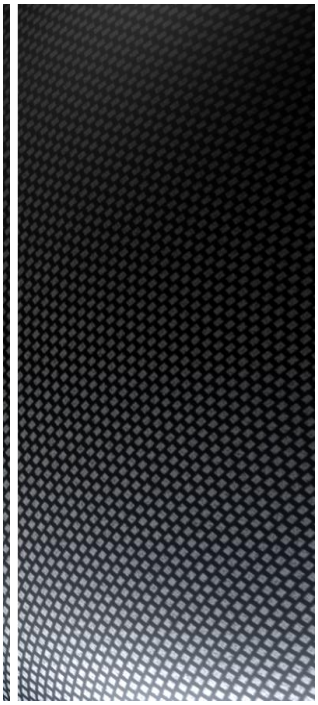
PM
(Project Management)

International Campus – Kish
Sharif University of Technology

Session# 4

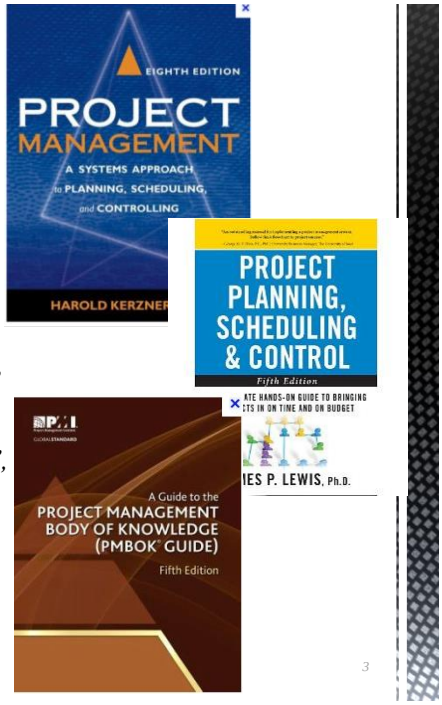


Course Description

- *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*
  - *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:*
  - *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.*



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*

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*

Chapter 2 - Project Management Growth—Concepts and Definitions

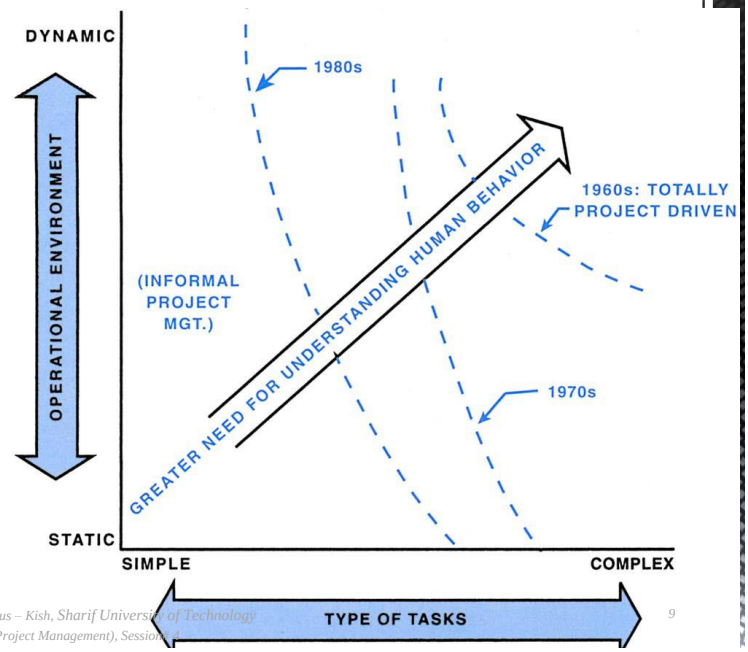
- *Project management: 1945–1960*
  - *During the 1940s, line managers used the concept of over-the-fence management to manage projects.*
  - *Projects in the aerospace and defense industries were having cost overruns in excess of 200 to 300%.*
    - *Blame was erroneously placed upon improper implementation of project management when, in fact, the real problem was the inability to forecast technology.*
  - *By the late 1950s and early 1960s, the aerospace and defense industries were using project management on virtually all projects*

Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project management: 1960–1985*
  - *Between the middle and late 1960s, more executives began searching for new management techniques and organizational structures that could be quickly adapted to a changing environment*
  - *Project management restructuring has permitted companies to:*
    - *Accomplish tasks that could not be effectively handled by the traditional structure*
    - *Accomplish onetime activities with minimum disruption of routine business*

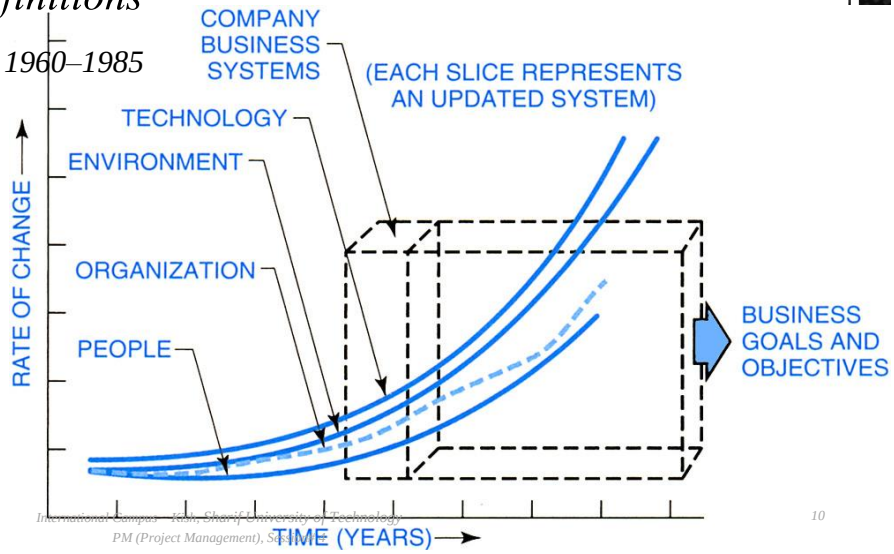
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project management: 1960–1985*



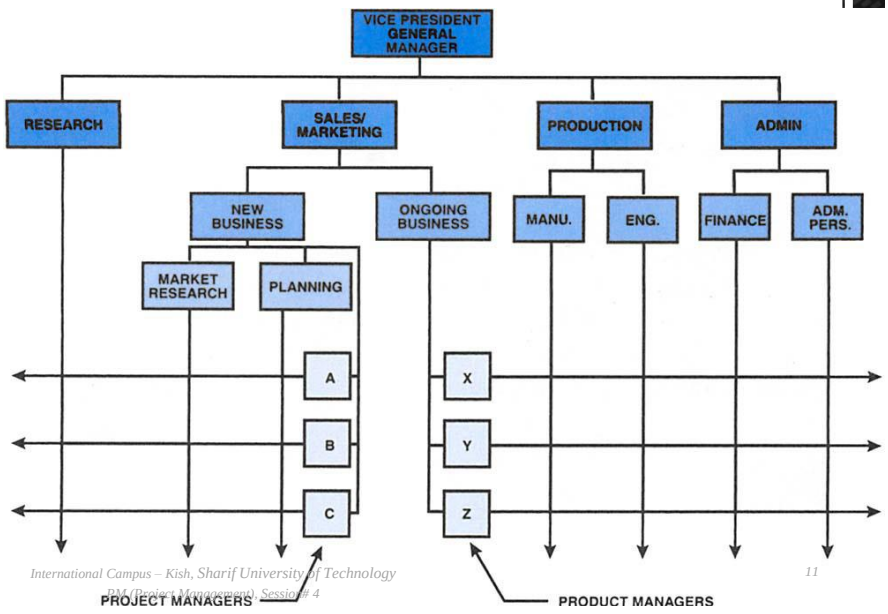
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project management: 1960–1985*



Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project manager & Product manager*



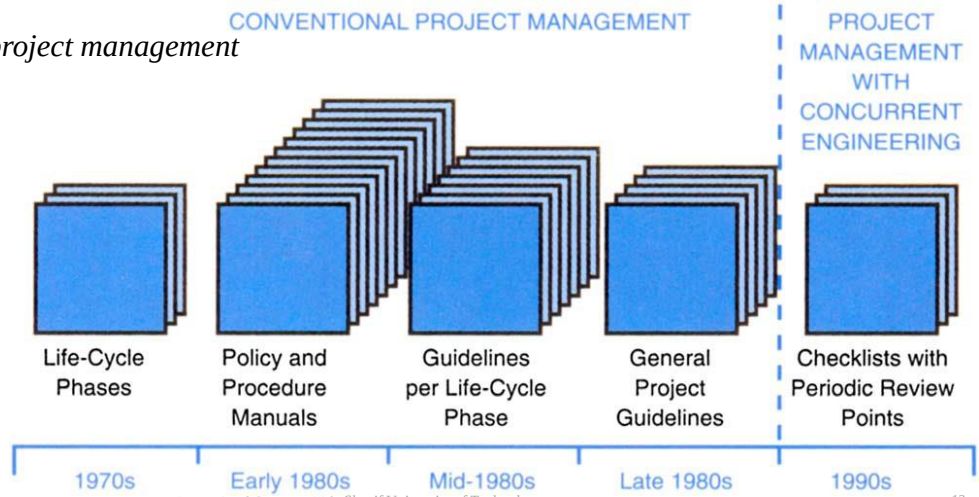
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Informal project management*
- *Companies today are managing projects more informally than before.*
  - *Informal project management does have some degree of formality but emphasizes managing the project with a minimum amount of paperwork.*
  - *Informal project management is based upon guidelines rather than the policies and procedures that are the basis for formal project management.*

- *Informal project management mandates:*
  - *Effective communications*
  - *Effective cooperation*
  - *Effective teamwork*
  - *Trust*

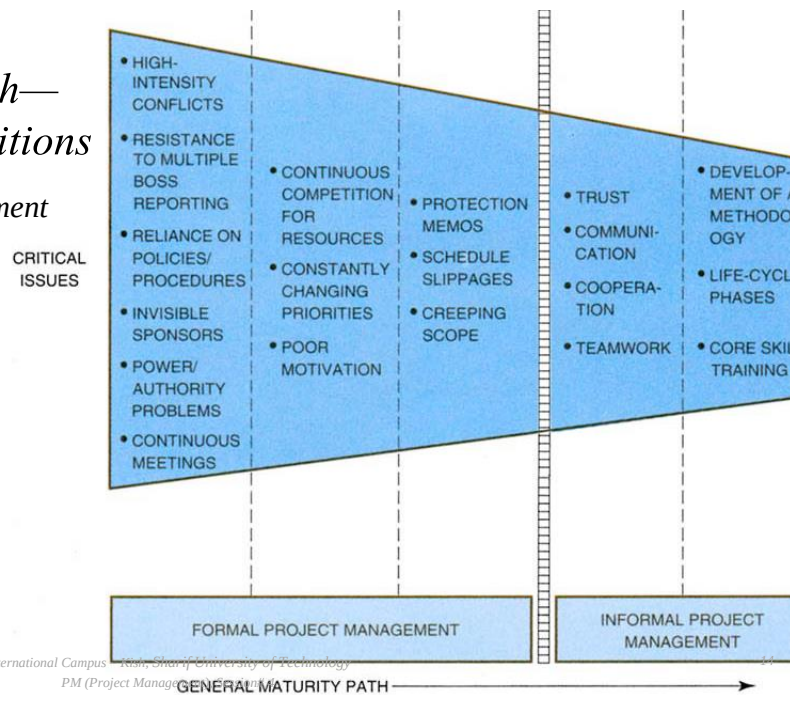
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Informal project management*



Chapter 2 - Project Management Growth—Concepts and Definitions

- *Informal project management*



Chapter 2 - Project Management Growth—Concepts and Definitions

- *The many faces of success*

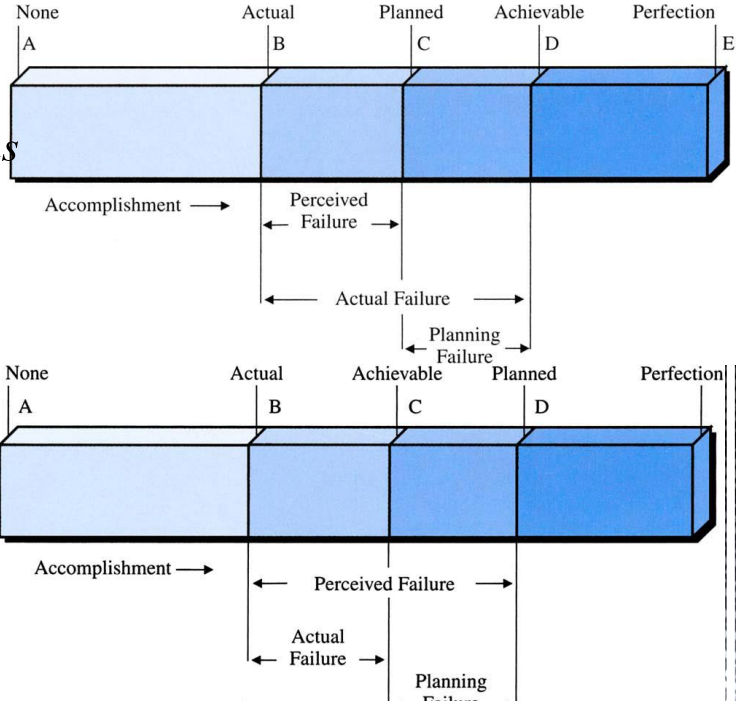
Primary	*Secondary*
•Within time *•Within cost* *•Within quality limits* *•Accepted by the customer*	*•Follow-on work from this customer* *•Using the customer's name as a reference on your literature* *•With minimum or mutually agreed upon scope changes* *•Without disturbing the main flow of work* *•Without changing the corporate culture* *•Without violating safety requirements* *•Providing efficiency and effectiveness of operations* *•Satisfying OSHA/EPA requirements* *•Maintaining ethical conduct* *•Providing a strategic alignment* *•Maintaining a corporate reputation* *•Maintaining regulatory agency relations*

Chapter 2 - Project Management Growth—Concepts and Definitions

- *The many faces of failure*
  - *The true definition of failure is when the final results are not what were expected, even though the original expectations may or may not have been reasonable*
  - *With unmeet-able expectations, failure is virtually assured since we have defined failure as unmet expectations. This is called a planning failure and is the difference between what was planned and what was, in fact, achieved.*
  - *The second component of failure is poor performance or actual failure. This is the difference between what was achievable and what was actually accomplished.*
  - *Perceived failure is the net sum of actual failure and planning failure*

Chapter 2 - Project Management Growth—Concepts and Definitions

- *The many faces of failure*

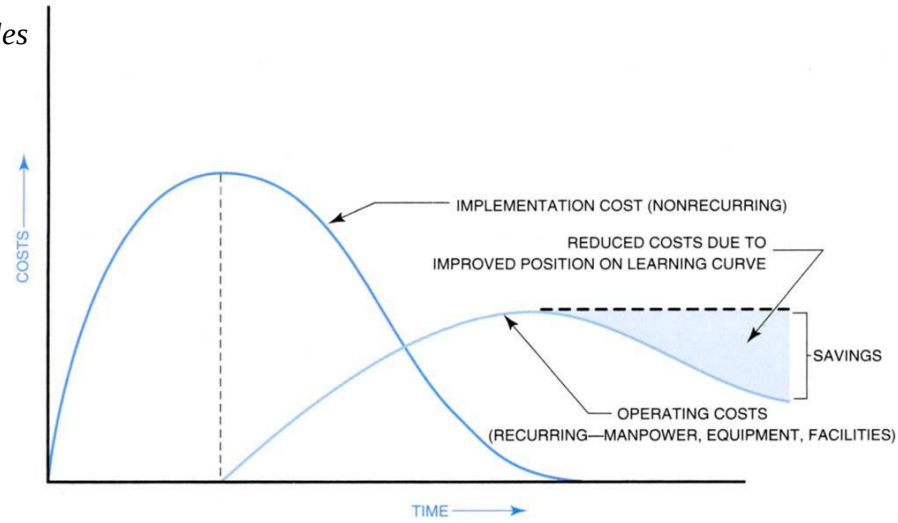


Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project life cycles*
  - *Every program, project, or product has certain phases of development known as life-cycle phases*
- *The theoretical definitions of the life-cycle phases of a system can be applied to a project. These phases include:*
  - *Conceptual*
  - *Planning*
  - *Testing*
  - *Implementation*
  - *Closure*

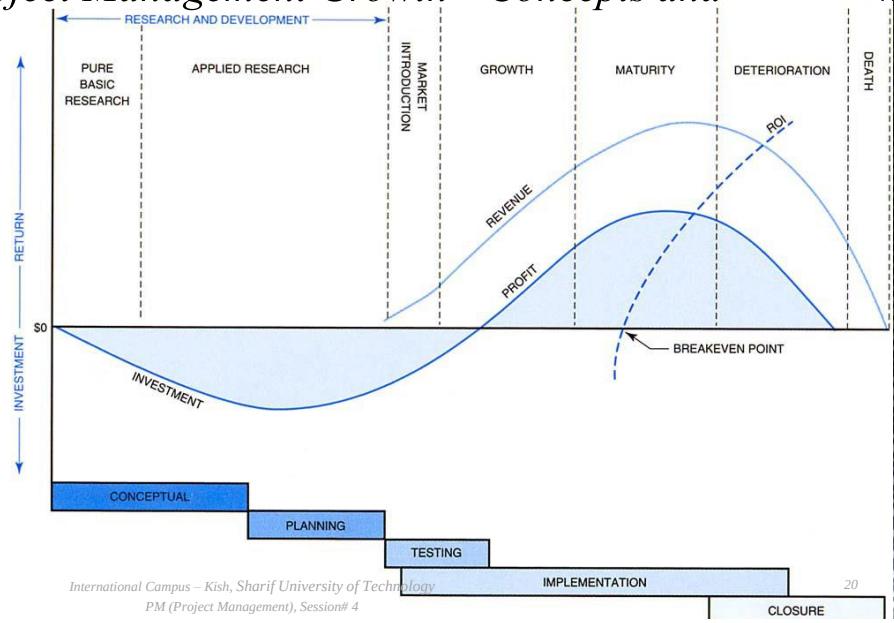
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project life cycles*



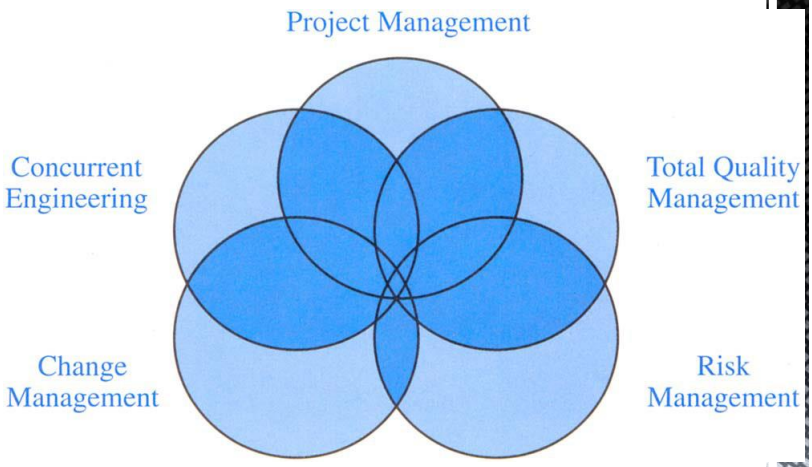
Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project life cycles*



Chapter 2 - Project Management Growth—Concepts and Definitions

- *Project management methodologies*
- *Achieving project management excellence, or maturity, is more likely with a repetitive process that can be used on each and every project.*



Chapter 2 - Project Management Growth—Concepts and Definitions

- *During the 1990s, the following processes were integrated into a single methodology:*
  - *Project Management: The basic principles of planning, scheduling, and controlling work*
  - *Total Quality Management: The process of ensuring that the end result will meet the quality expectations of the customer*
  - *Concurrent Engineering: The process of performing work in parallel rather than series in order to compress the schedule without incurring serious risks*
  - *Scope Change Control: The process of controlling the configuration of the end result such that value added is provided to the customer*
  - *Risk Management: The process of identifying, quantifying, and responding to the risks of the project without any material impact on the project's objectives*