

PM (*Project Management*)

International Campus – Kish
Sharif University of Technology

Session#6

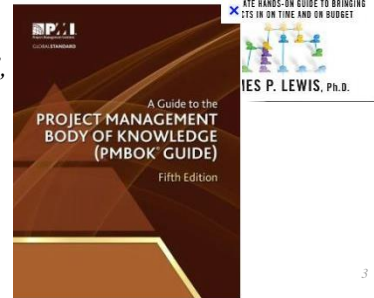
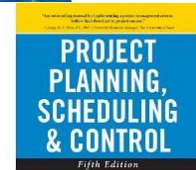
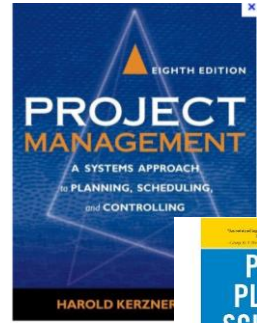


Course Description

- *Instructor*
 - *Omid Fatahi Valilai, Ph.D. Industrial Engineering Department, Sharif University of Technology*
 - *Email: Omidf@ie.sharif.edu, 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:**
 - 19th, 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...)

Course Calendar:

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		W1																													
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مهر	9 Sep	1	2	3	4	5	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
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آذر	11 Nov	1	2	3	4	5	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
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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 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>

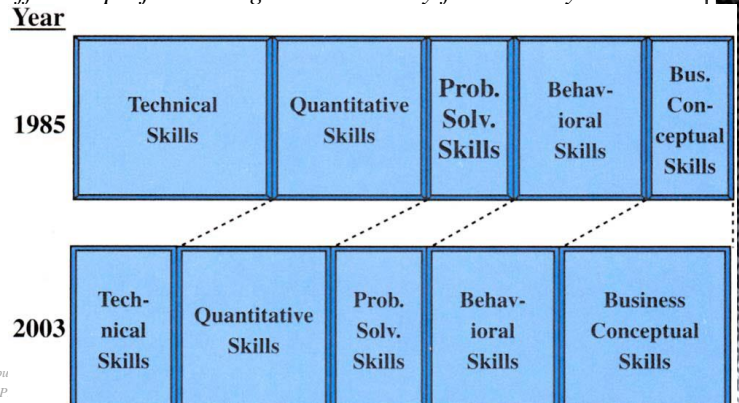
Chapter 4: Organizing and Staffing the Project Office and Team

- *Planning Skills*
 - *Planning skills are helpful for any undertaking; they are absolutely essential for the successful management of large complex programs.*
 - *Effective planning requires skills in the areas of:*
 - *Information processing*
 - *Communication*
 - *Resource negotiations*
 - *Securing commitments*
 - *Incremental and modular planning*
 - *Assuring measurable milestones*
 - *Facilitating top management involvement*

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



Chapter 4: Organizing and Staffing the Project Office and Team

- The Project office
 - The project team is a combination of the project office and functional employees
 - The responsibilities of the project office include:
 - Acting as the focal point of information for both in-house control and customer reporting
 - Controlling time, cost, and performance to adhere to contractual requirements
 - Ensuring that all work required is documented and distributed to all key personnel
 - Ensuring that all work performed is both authorized and funded by contractual documentation

