

PM

(Project Management)

International Campus – Kish
Sharif University of Technology

Session#7

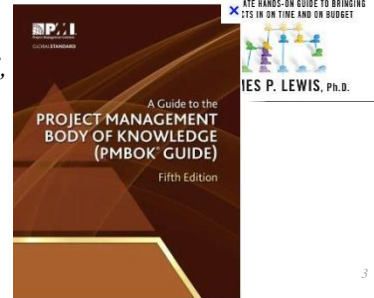
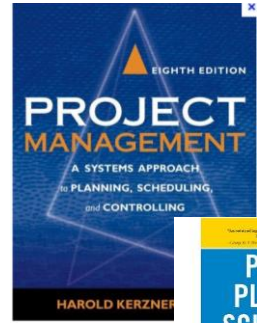


Course Description

- *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:

		1,2																															
		W1																															
		Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu		
مهر		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		
9	Sep	23	24	25	26	27	28	29	30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
		3,4,5																															
		W2																															
		We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th		
آبان		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		
10	Oct	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
		6,7,8														9,10,11																	
		W3														W4																	
		Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa		
آذر		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		
11	Nov	22	23	24	25	26	27	28	29	30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
		12,13,14																															
		W5																															
		Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo		
دی		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		
12	Dec	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
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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 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.*

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?*

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

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Chapter 6: Time Management and Stress

- *Time management forms*
 - *daily calendar log*

Date _____		
Time	Activity	Priority
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		

Intern

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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:*
 - *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.*

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.*

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.*
 - *....*