

## MBA CLASS 4

Subject Profile: PROJECT MANAGEMENT

### Session 1



# INTRODUCTION TO PROJECT MANAGEMENT

On completion of this Session, you will be able to:

1. Recognize the characteristics of project
2. Define the purpose, methodology and context of project management.
3. Describe the competency requirement of a project manager.
4. Identify key components of Project Integration Management.

## ACTIVITIES:

- **Lecturing**
- **Reading for comprehensive:** Sample of a designed project
- **Group discussion:** Sample of a designed project
- **Presentation:** Introduction to implemented/on-going project
- **Home exercise:** New project initiation and concept (name, goal, sponsors etc.)
- **Assessment:** Self-assessment

## LEARNING TOOLS

- PMBOK Guide
- Lecture notes
- Assignment material

## 1. Characteristics of project

### 1.1. What is a project?

# What is a project?

A project is a sequence of tasks with a beginning and an end/deadline that are bounded by time, resources, and desire results/outcomes.

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*“A project is a temporary endeavour undertaken to create a unique product or service “ (PMBOK® Guide)*

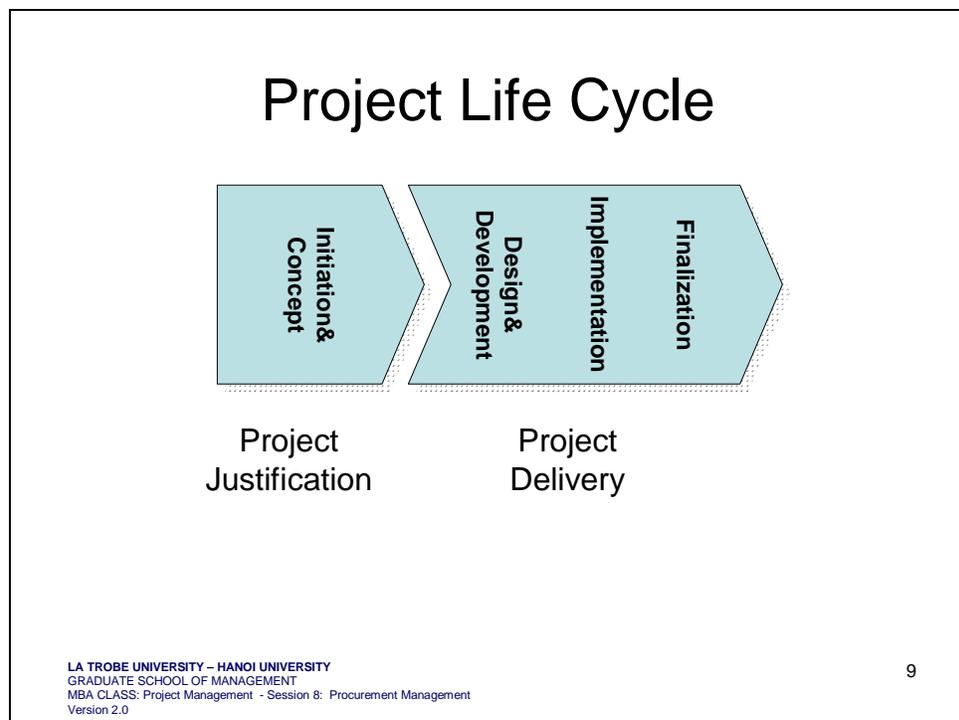
# Project characteristics

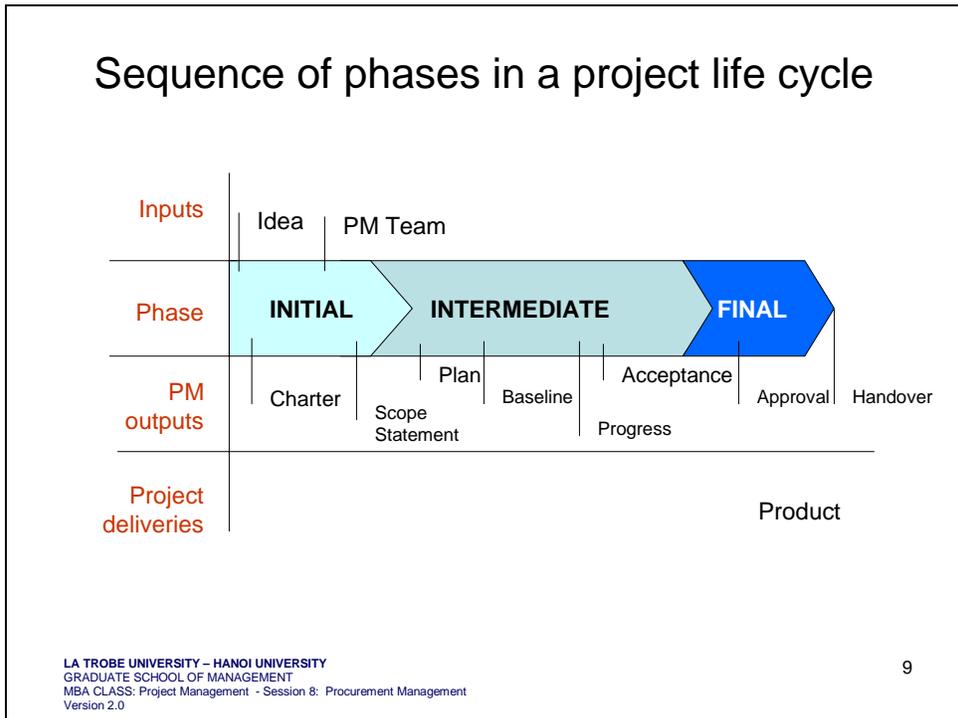
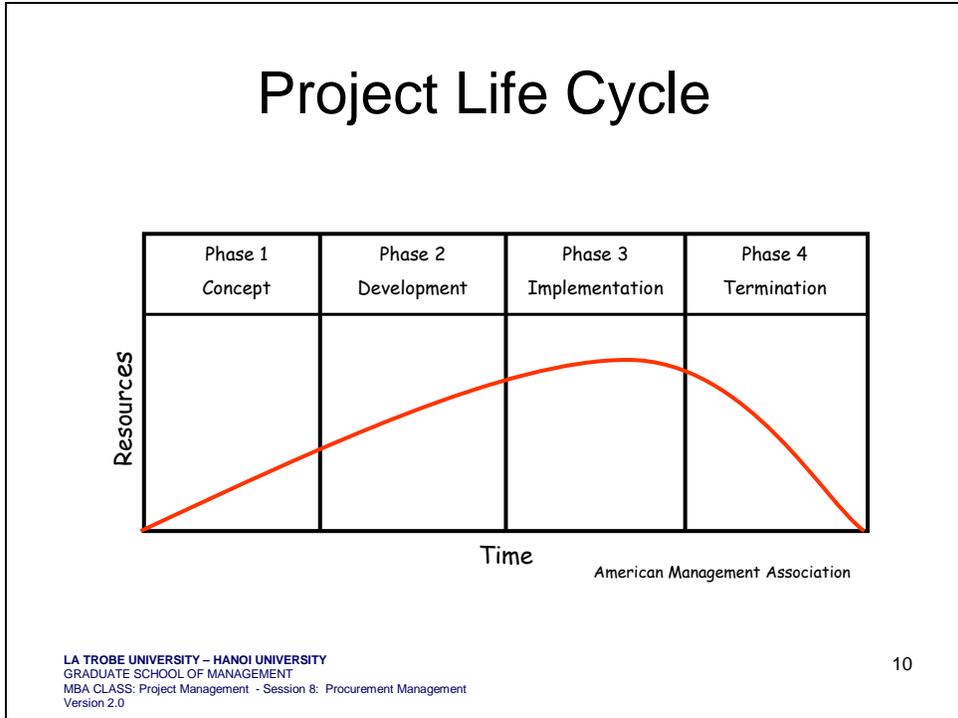
- It has a goal (single definable purpose)
- It has a start and a finish
- It requires resources
- It requires coordination
- It is a temporary structure
- It is mounted to achieve change
- It is unique (non-routine) activity
- Unfamiliarity
- Life cycle

Resources in project may be people, supplies, money, equipment etc.  
**Project** is distinguished from:

- **Ordinary work**
- **Task**
- **Mission**
- **Program**

## 1.2. Project life cycle





## 2. Project management

### What is Project Management ?

- Project Management is the application of knowledge, skills, tools, and techniques to project activities in order *to meet* or exceed stakeholder needs and expectations from a project.

### 2.1. Approaches to project management

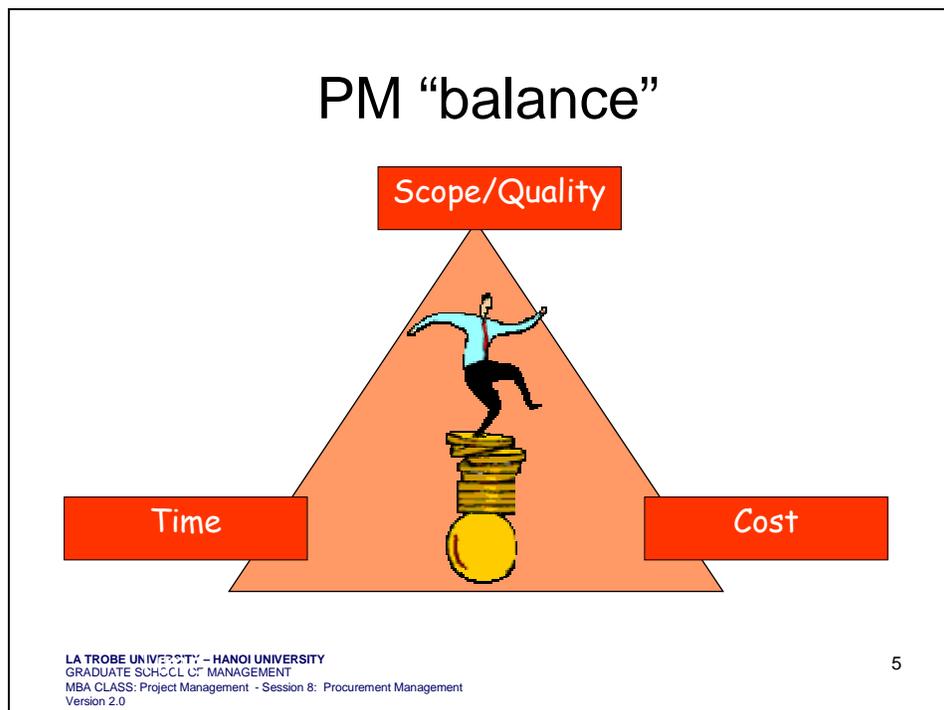
#### Approaches to PM

- Systematic approach
- Final objective-oriented
- Result/benefit sustainable approach

## 2.2. PM constrain goals

PM is a balance of competing demands among:

- Scope, time, cost, and quality
  - Scope goals: What is the project trying to accomplish?
  - Time goals: How long should it take to complete?
  - Cost goals: What should it cost?
- Stakeholders with differing needs and expectations
- Identified requirements (needs) and unidentified requirements (expectations)
- Every project is constrained in different ways by its
- It is the project manager's duty to balance these three often competing goals



## 2.3. Project stakeholders

# Project Stakeholders

<input type="checkbox"/> project sponsor	<input type="checkbox"/> users
<input type="checkbox"/> project team	<input type="checkbox"/> suppliers
<input type="checkbox"/> support staff	<input type="checkbox"/> opponents to the project
<input type="checkbox"/> customers	

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## ROLE DESCRIPTION

### Project Steering Committee

- Approve the project scope and any change to the scope
- Guide, direct and review the project from a strategic perspective
- Monitor the project progress against plan, particularly important milestones and project deliverables
- Provide approval to proceed through each phase
- Assist in the resolution of major project related issues or risks
- Assist in the resolution of conflicts inter and intra organizational

### Project owner

- Approve the business case
- Develop the project Brief
- Set the strategic business goals
- Approve the project scope
- Ensure that the project manager has the necessary resources
- Monitor the project progress against plan
- Ensure benefits are identified and measurable and realized
- Manage escalated issues
- Assist in the resolution of major issues

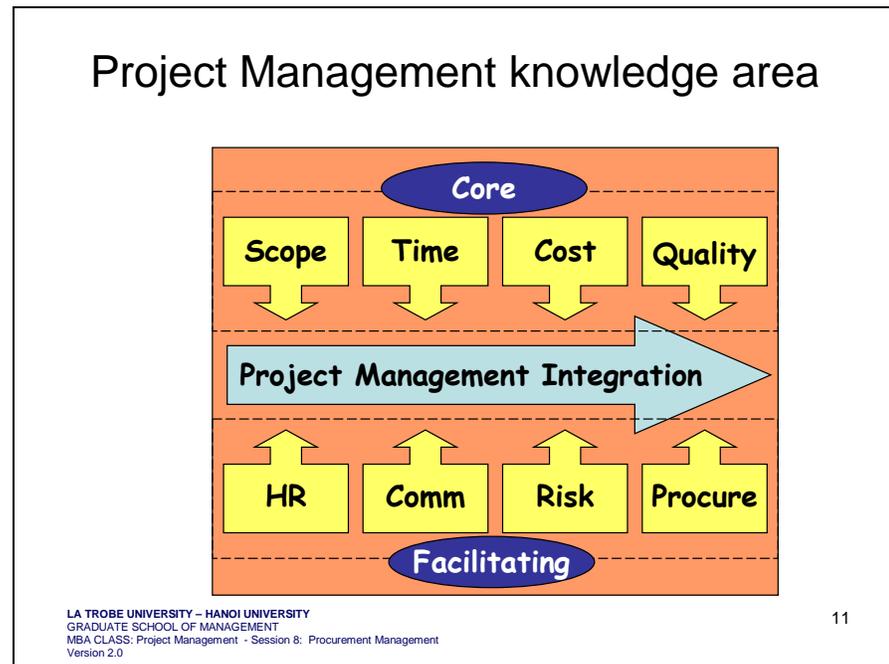
## Project Stakeholders

- Identify a need (problem or opportunity)
- Communicate the need and initiate the project
- Verify project scope and project approach
- Influence the deliverables of the project
- Verify and accept the deliverables of the project

## Project Sponsor

- Support and champion the project
- Communicate and promote project activities and progress to the business
- Ensure benefit are identified and measurable, and realized as a result of the project
- Approve the project scope and any changes to project scope
- Approve project expenditure and high level plan

## 2.4. PM Knowledge areas



- 4 core knowledge areas lead to specific project objectives
- 4 facilitating knowledge areas are the means through which the project objectives are achieved.

## 2.5. PM approaches and tools

### PM approaches and tools

<p><b>Approaches</b></p> <ul style="list-style-type: none"><li>• Final objective-oriented</li><li>• Systematic</li><li>• Sustainable</li></ul>	<p><b>Tools</b></p> <ul style="list-style-type: none"><li>• Templates: (Standards: PMBOK Guide; Customized: organizational templates)</li><li>• Software: (Easiest and most popular: MS Project)</li></ul>
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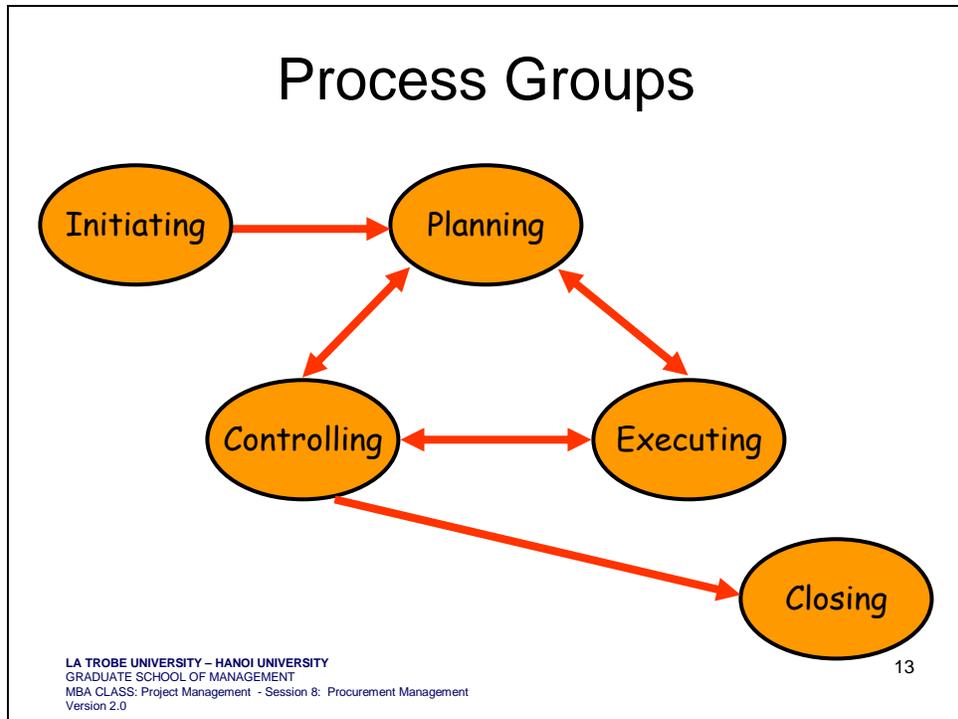
## 2.6. PM process

### Project Processes

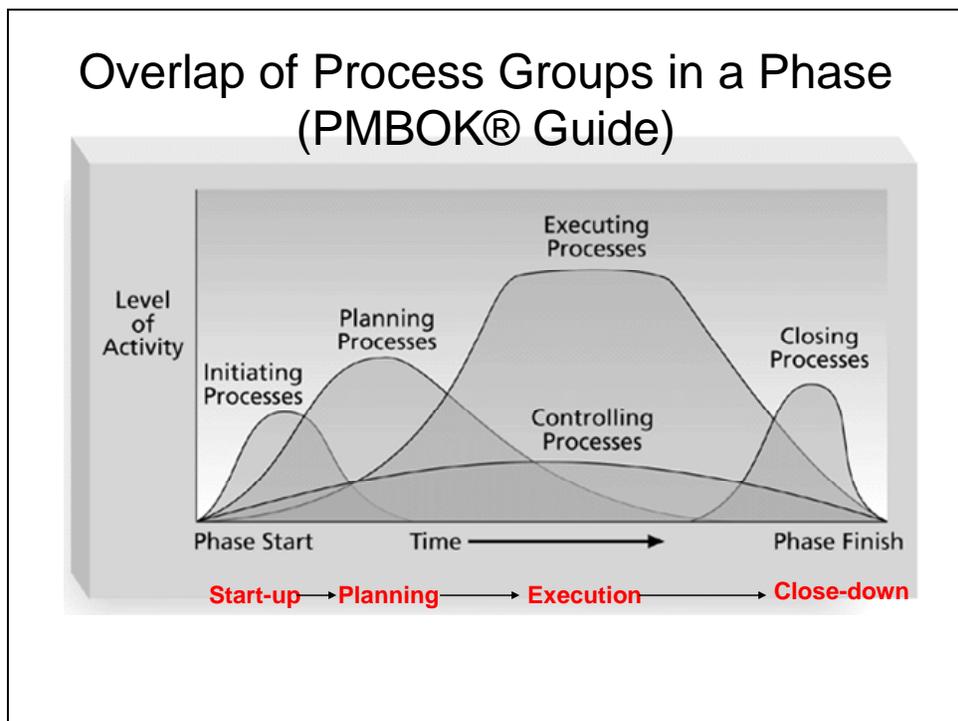
- A *process* is “a series of actions bringing about a result”. Project processes are performed by people and generally fall into one or two major categories:
  - Project management processes
  - Product-oriented processes
- Processes overlap and interact throughout the project.

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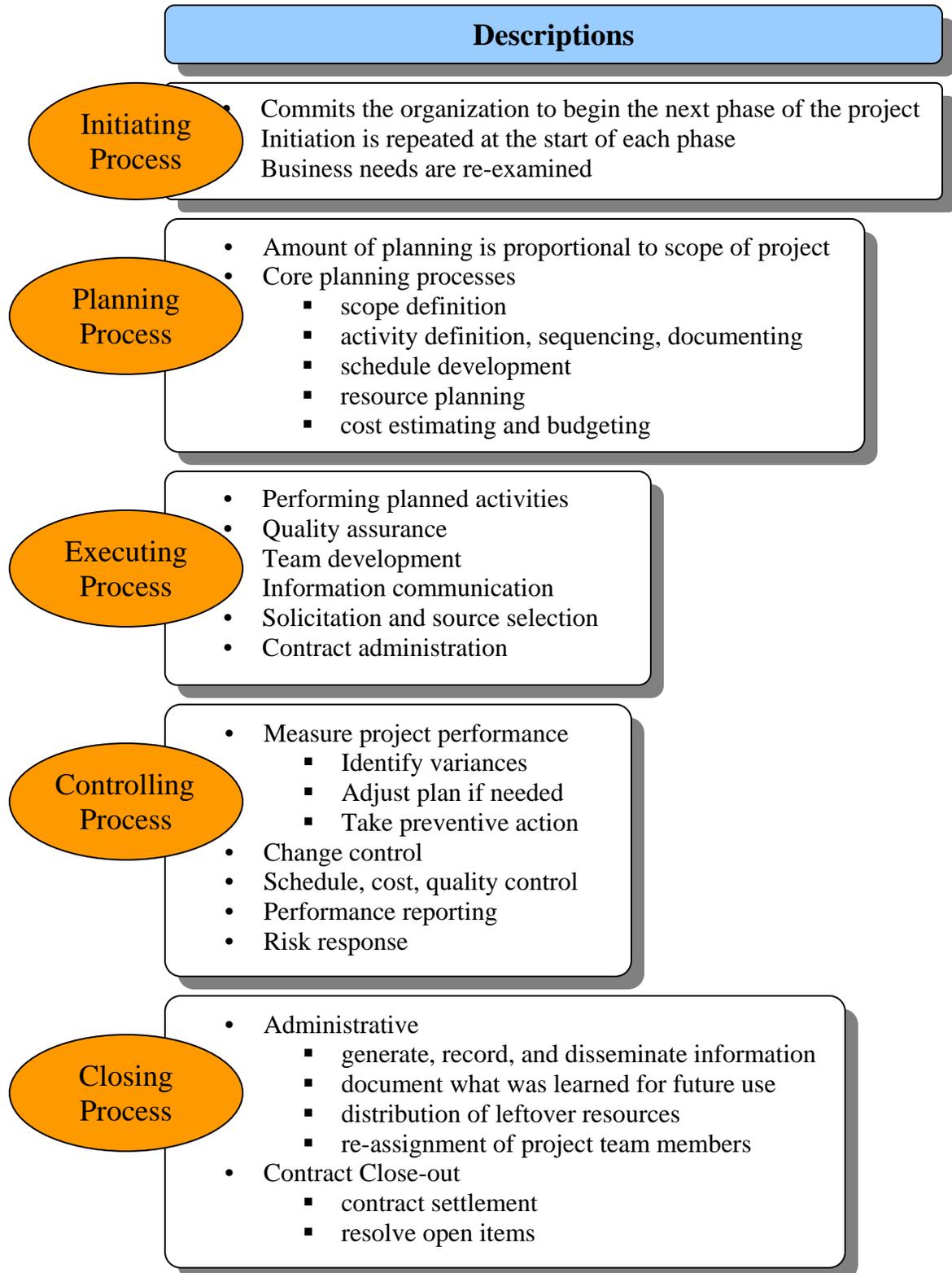
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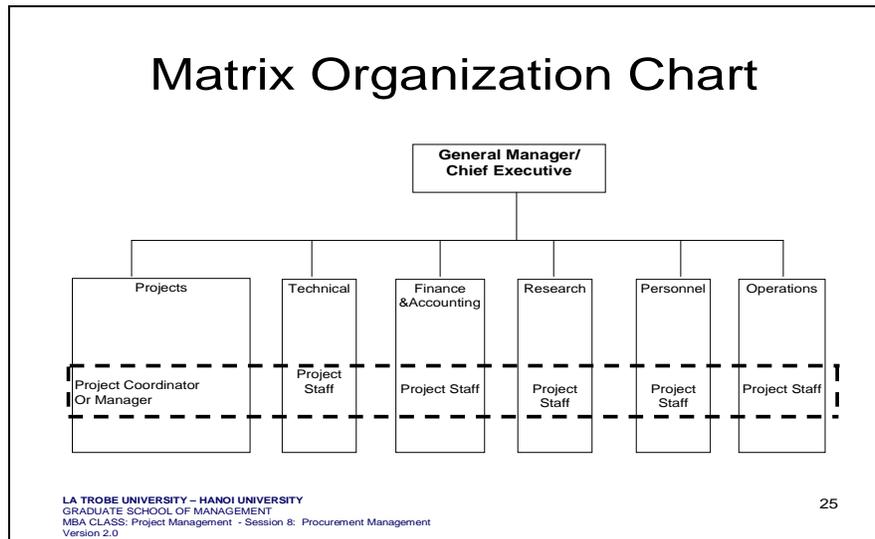
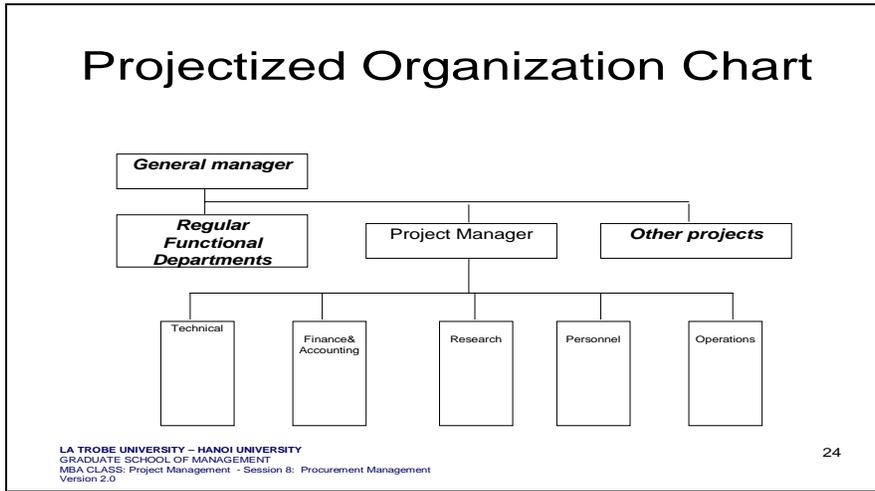
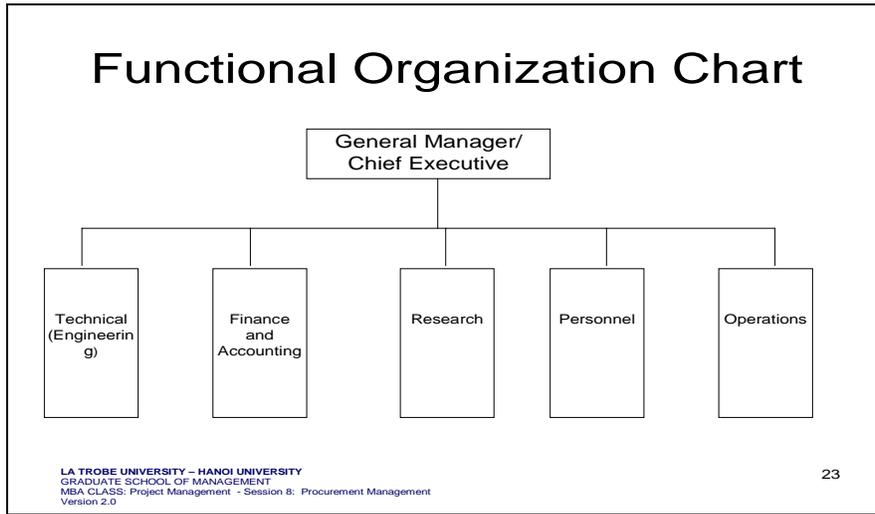
Note that process groups are NOT phases: there is some overlapping of process groups.



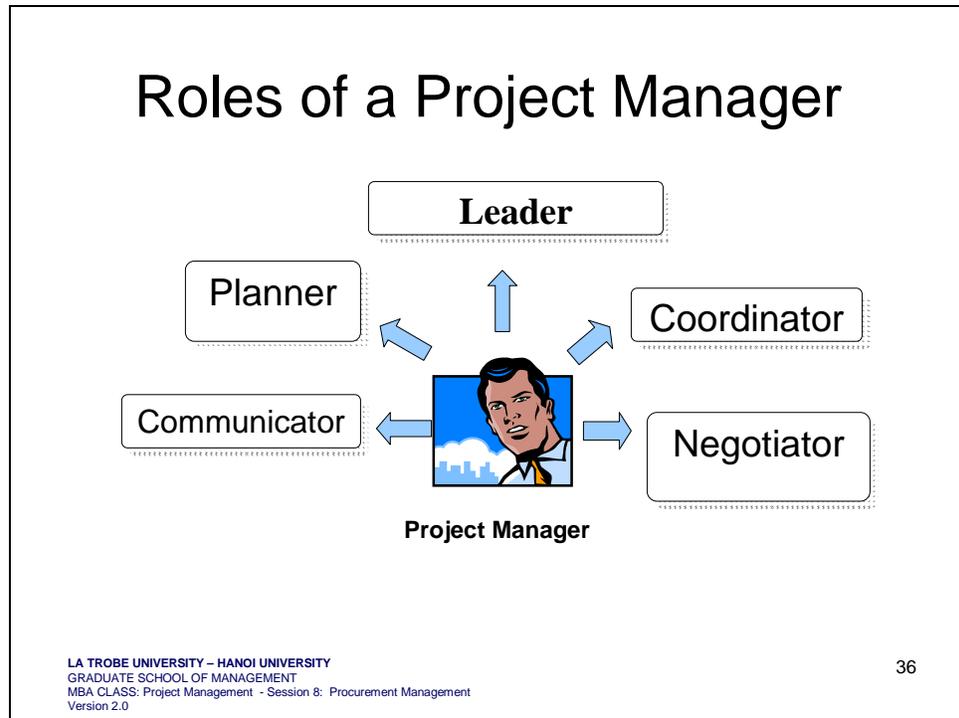
The descriptions of process groups are shown as follow:



## 2.7. PM Organizational Structure



### 3. Project manager and staff



#### Project Manager Duties

- Report to Senior Management
- Communicate with Users
- Plan and Schedule
- Obtain and Allocate Resources
- Control Risk
- Manage People
- Coordinate
- Quality Assurance
- Budget Control
- Deliver Results

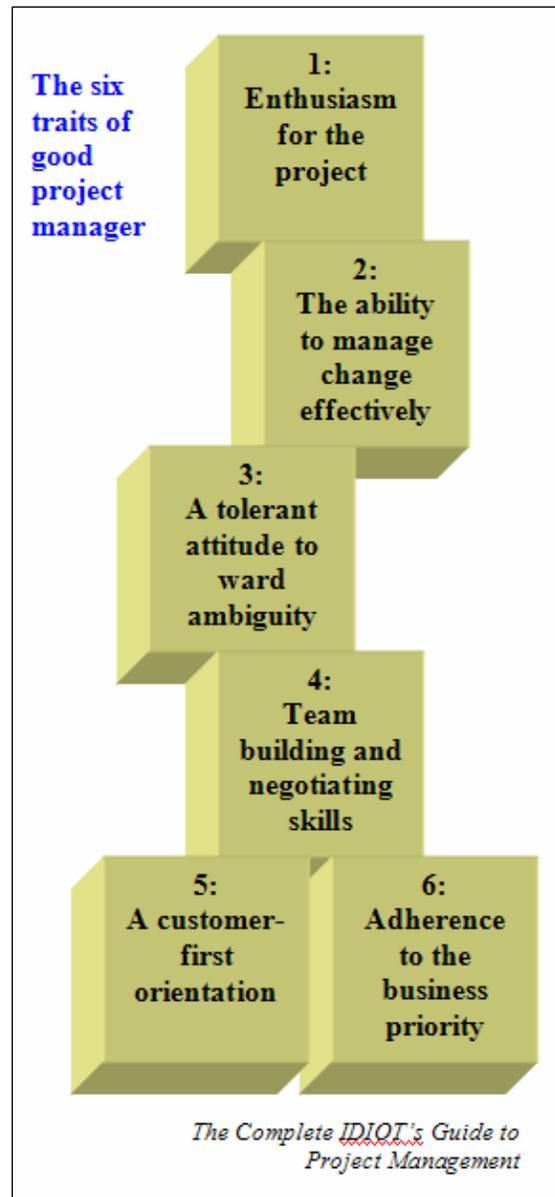
#### Project Manager Attributes

- Leader & Manager
- Generalist, Facilitator, Coordinator
- Communicator
- Credibility: Technical/Administrative
- Work Under Pressure

- Goal-Oriented
- Innovator
- Senior
- Knowledgeable about the organization
- Political Sensitivity
- Conflict: sense, confront, resolve
- Can Deal with Stress, Chaos, Ambiguity
- Planning and Follow-Through
- Ethical Dilemmas

(Suggested) **Skills for a Project Manager**

- Communication skills: listening, persuading
- Organizational skills: planning, goal-setting, analyzing
- Team Building skills: empathy, motivation, esprit de corps
- Leadership skills: set examples, be energetic, have vision (big picture), delegate, be positive
- Coping skills: flexibility, creativity, patience, persistence
- Technological skills: experience, project knowledge



**Project Personnel Skills**

- Technical
- Political
- Problem-oriented (vs. discipline-oriented)
- Goal-oriented (vs. putting in hours)
- Flexibility, adaptability

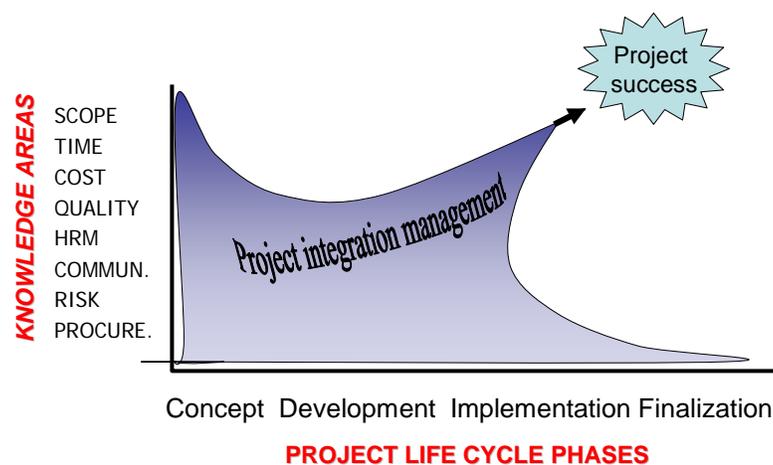
- High self-esteem (can handle failure, risk, uncertainty, unexpected; can share blame and credit)

## Project Teams

- Diversity of knowledge needed
- Cross-functional
- Self-directed
- Often ad-hoc or temporary
- Often distributed (geographically)
- Start and end dates

## 4. Project Integration Management

### Project integration management



Project Integration Management includes the processes required to ensure that the various elements of the project are properly coordinated.

1. Develop project charter
2. Develop preliminary project scope statement
3. Develop project management plan
4. Direct and manage project execution
5. Monitor and control project work
6. Integrated change control
7. Close project

**Network for further study:**

## Project Management Knowledge Network

- Project Management Institute [www.pmi.org](http://www.pmi.org)
- Association for Project Management [www.apm.org.uk](http://www.apm.org.uk)
- International Project Management Association [www.ipma.ch](http://www.ipma.ch)
- The Australian Institute of Project Management [www.aipm.com.au](http://www.aipm.com.au)
- American Academy of Project Management [www.projectmanagementcertification.org](http://www.projectmanagementcertification.org)