

PROJECT MANAGEMENT - AN OVERVIEW

Project Management (PM) is a the discipline of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria. A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained and often funding or deliverable constrained as well) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent or semi-permanent functional activities to produce products or services. In practice the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

The primary challenge of project management is to achieve all of the project goals and constraints. This information is usually described in a user or project manual, which is created at the beginning of the development process. The primary constraints are scope, time, quality and budget. The secondary and more ambitious challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

Project Management - Approaches

Until 1900, civil engineering projects were generally managed by creative architects, engineers and master builders themselves. In the 1950s organizations started to systematically apply project management tools and techniques to complex engineering projects. As a discipline, project management developed from several fields of application including civil construction, engineering and heavy defense activity.

Two forefathers of project management are Henry Gantt (father of planning and controlling) famous for his [Gantt chart](#) and Henri Fayol for creation of the [five management functions](#) that form the foundation of the body of knowledge associated with project and program management. Both these people were students of FW Taylor whose scientific management framework is the forerunner to modern project management including work breakdown structure (WBS) and resource allocation.



In 1969, the [Project Management Institute \(PMI\)](#) was formed in the USA. [PMI](#) publishes a guide to project management [Body of Knowledge \(PMBOK guide\)](#) which describes project management practices that are common to “most projects, most of the time”

Project Management - Approaches

There are number of approaches for managing project activities including lean, iterative, incremental and phased approaches.

Traditional approach

Identifies a sequence of steps to be completed. It includes five developmental components of a project that can be distinguished (four stages plus control) namely Initiation, Planning and Design, Execution and construction, monitoring and controlling systems and completion and finish points.



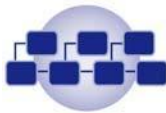


PRINCE2

PRINCE2 is a structured approach to project management released in 1996 as a generic project management method. It combines original PROMPT methodology with IBM's MITP (managing the implementation of the total project) methodology. PRINCE2 helps manage projects within a clearly defined framework focused on output-orientation through creating an agreed set of products that defines the scope and provides the basis for planning and control.

Critical Chain Project Management (CCPM)

CCPM is a method of planning and managing project execution designed to deal with uncertainty inherent in managing projects. While taking into consideration limited availability of resources (physical, human skills and management support capacity) required to execute projects. CCPM applies Theory of Constraints (TOC) to projects and the goal is to increase the flow of projects in an organization.



Process based management

The use of process based management has been driven by Maturity models like OPM3 and CMMI and ISO/IEC 15504 (SPICE - Software process improvement and capability estimation). OPM3 maturity model describes how to make project management processes capable of performing successfully consistently and predictable in order to deliver strategies of the organization

Lean Project Management

Lean Project management uses principles of lean manufacturing to focus on delivering value within less waste and reduced time



Extreme Project Management

This applies the concepts and principles of Extreme-programming which may be used in conjunction with process modeling and human interaction management principles

Benefits realization management (BRM)

BRM enhances normal project management techniques through focus on outcomes (benefits) rather than products or outputs and then measuring the degree to which that is happening to keep a project on track. In addition, BRM practices ensure alignment between project outcomes and business strategies.

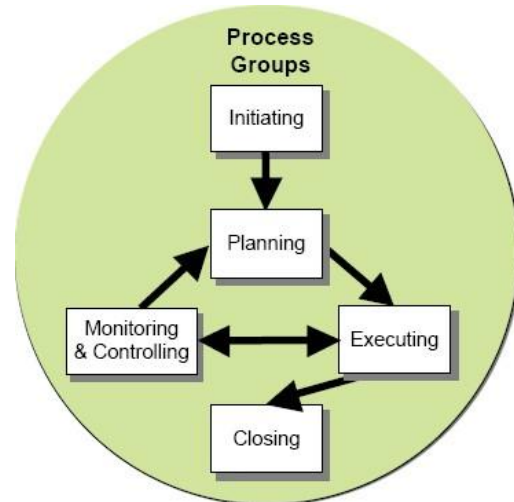


Project Management Processes

Project management includes a number of elements, four to five project management process groups and a control system. Major process groups generally include

- **Initiation**
- **Planning**
- **Production or execution**
- **Monitoring and Controlling**
- **Closing**

In project environments with significant exploratory elements (e.g., research and development), these stages may be supplemented with decision points (go/no go decisions) at which the project continuation is debated and decided using model called **Phase-Gate** model



Initiating - Processes to determine the nature and scope of the project

Planning - Planning the project time, cost and resources adequately to appropriate level of detail

Executing - Ensures the project plan's deliverables are executed accordingly by allocation, coordination and management of resources to help achieve project deliverables

Monitoring and controlling - Consists of processes to observe and measure project execution to spot potential problems ahead of time and initiate corrective actions

Closing - Addresses formal acceptance of the project and ending including administrative activities, archiving, documentation lessons learnt

Project Management - Software Applications



The processes of managing project involves a complex set of interconnected tasks and parameters. As such manual processes consume a lot of time and resources hence modern project management software solutions have evolved to support the project teams to effectively manage the entire project lifecycle.

Interested in establishing world class Project Management practices at your organization?

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(Program coverage may include a blend of **Consulting, Training, Assessment, Certification, Onsite (or) Offsite Project Guidance, Audit and Advisory services** customized for clients

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