



International
Business School
Suzhou at XJTLU
西浦国际商学院

Fundamentals of Project Management

MSc Project Management

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What is a Project and Why do we use it?

- Definition
- History and Origin



What is a Project and Why do we use it?

- A project is a temporary endeavour undertaken to create a unique product, service or result. (Project Management Institute (Ed.), 2013)
- A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. (Association for Project Management, 2012)

What is a Project and Why do we use it?

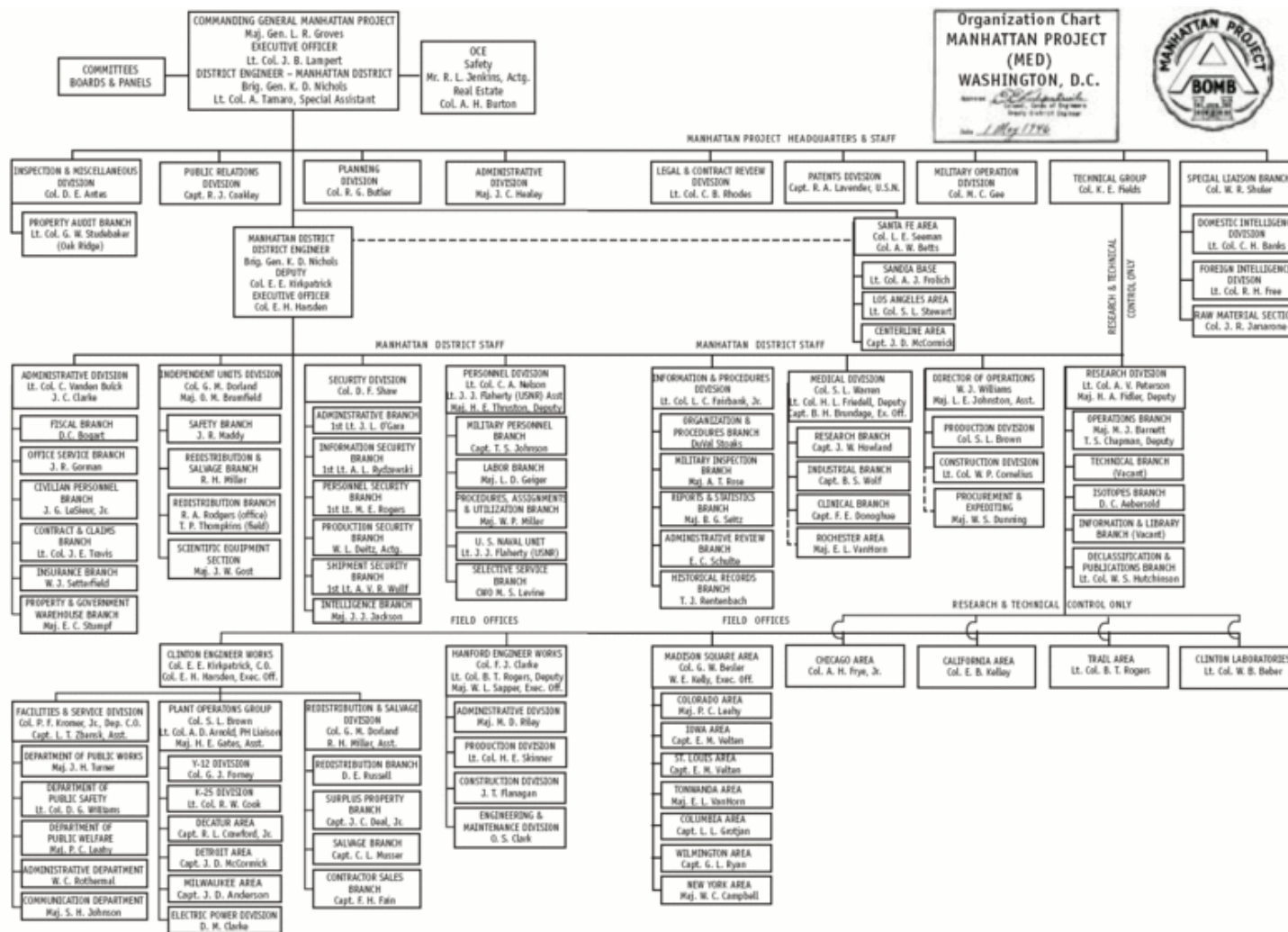
- First 'Project' of modern times:
Manhattan Project



- Development of first nuclear weapons
- 1942-1946
- 130,000 people, 2bn \$
- A success?

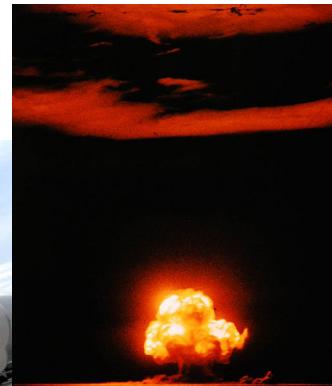
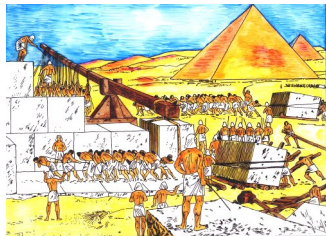


What is a Project and Why do we use it?



What is a Project and Why do we use it?

- Projects are as old as humanity!





What is a Project and Why do we use it?

What is **NOT** a project?

- Everyday, routine tasks
- Creating the iPad vs producing it
- Designing a new plane vs building it commercially



What is a Project and Why do we use it?

Communalities of Projects

- Team Effort
- Establishing a common baseline
- Coordination of different workloads and resources
- Achievement of specific goal in a given time and budget (TCQ)



What is a Project and Why do we use it?

Programs and Projects

Programs consist of a number of related projects, executed over a certain timeline to achieve a defined goal.

Examples:

- Passing a module vs passing your degree
- A cure for cancer vs a treatment for a certain cancer



What is a Project and Why do we use it?

The Project Manager

In charge of the Project, performance and success

Organises and coordinates resources

Responsible for the Project Team

Directly linked to customer

The right people at the right time, doing the right things right.



What is a Project and Why do we use it?

The Project Manager: Problems

- The Project is given
- Resources are assigned
- Management makes decisions for you

You are still getting blamed.

What is a Project and Why do we use it?

The Project Lifecycle

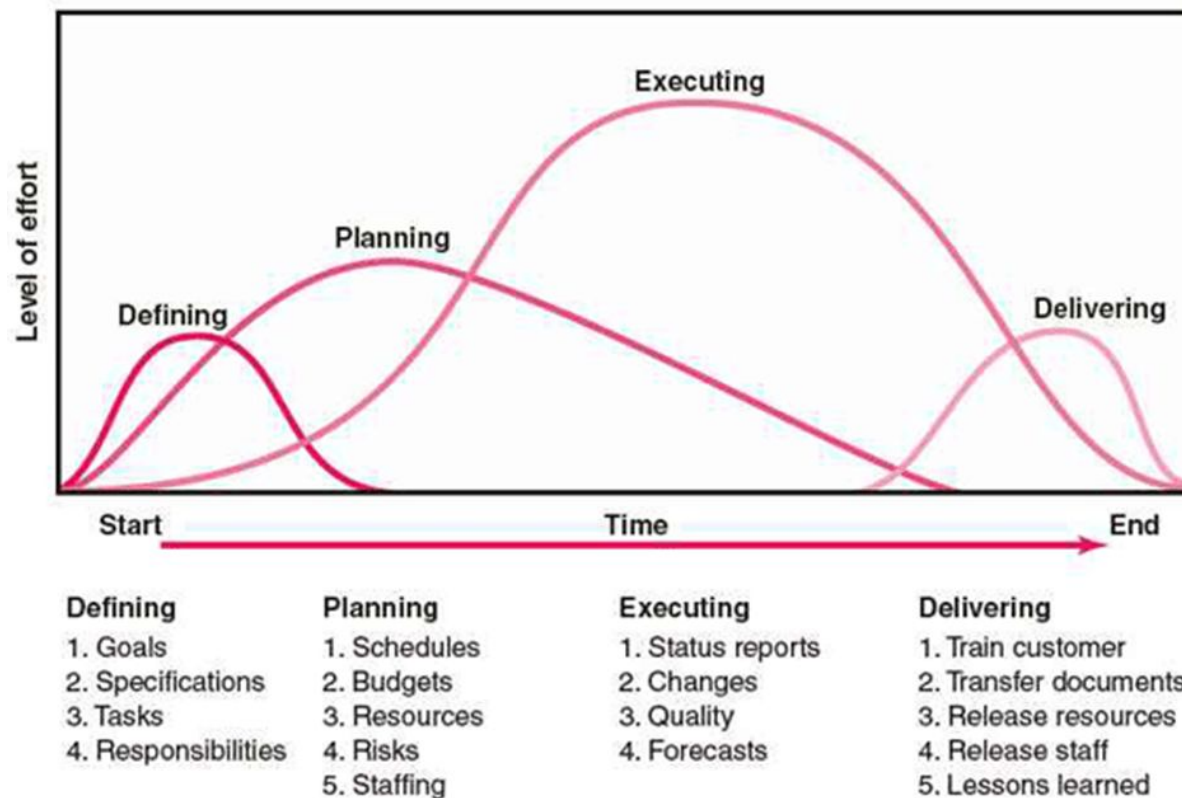


Figure 1.1 Project Life Cycle
(Gray & Larson, 2006, p6)



What is a Project and Why do we use it?

The four stages in the Project Lifecycle

1. Defining: Goals, Team formation
2. Planning: Project Plan, Schedule, WBS, Budget
3. Execution: Reporting, Changes
4. Closure: Delivery, Resource redeployment, Review



What is a Project and Why do we use it?

Project Management – A Snapshot

- 242 Million results on popular search engine
- Projectification of the firm (Midler, 1995)
- Infrastructure Project expenditure \$4 trillion (2012)
Source: PWC
- Project Failure rates of 70% (Balogun and Hope Hailey, 2008), Waste of resources (Langley, 2014)



What is a Project and Why do we use it?

What is driving Project Management?

Shorter product life cycles

Explosion of knowledge

Globalisation

Downsizing

Increased Competition and Customer Focus

Additional Demands (CSR, Tripple Bottom Line...)

Small Projects – Big Problems



What is a Project and Why do we use it?

Implications for Modern (Strategic) Project Management

- Time, cost quality no longer good enough
- Innovation is mandatory
- Resources are scarce
- Too many Projects



What is a Project and Why do we use it?

Conclusion:

Only Projects that contribute to Strategy will be executed.

The birth of Strategic Project Management on a global scale

Establishing a central function to organise and manage Projects.

The implementation of Project Management Office (PMO)



Lecture 2 The Organisation

- Organisational Context
- Organisational Structure
- Project Selection



What is a Project and Why do we use it?

- Sources

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