



Islamic Azad University
Science and Research Branch

Project Management
Reza Dehghan, Ph.D., PMP, CCP

Session 2: Project Framework

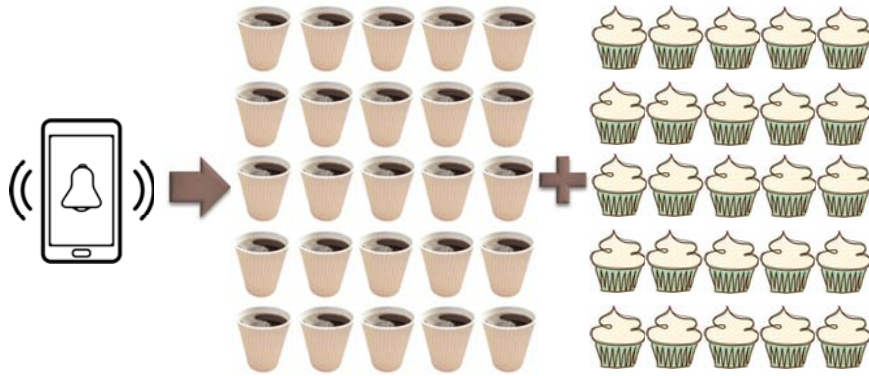
Project Management

Ground Rules

- Cell phones off or on silent during the class
- Return promptly from breaks
- Participate in the discussions, share your experience
- Feel free to ask questions related to the course subjects
- Participate in in-class exercises
- The University regulations regarding class presence are applied
- Again, cell phones off or on silent during the class!

Project Management

Ground Rules:



Project Management

Session 2 Outline:

- Project management methodologies
- Project success criteria and factors
- Project success vs. project management success
- Project stakeholders
- Project team
- Types of project organization: Functional, Project, Matrix
- Project Management Office (PMO)



Project Management

Major International Organizations

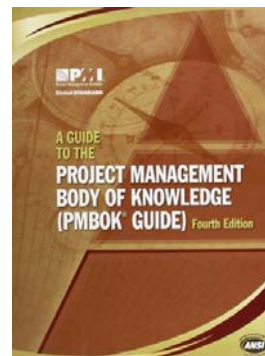
- Project Management Institute (PMI): USA
- International Project Management Association (IPMA): EU
- Association of Project Management (APM): UK
- ...



Project Management

Guides and Methodologies

- A Guide to Project Management Body of Knowledge (PMBOK) by Project Management Institute (by PMI)
- PRojects IN Controlled Environments, version 2 (PRINCE 2) by AXELOS Ltd.
- Agile Project Management (APM) (Scrum)
- ...



Project Success

Project Success Criteria

- The overall success or failure of a project is evaluated against success criteria:
 - On time
 - On budget
 - Meeting the scope
 - High quality
 - Client satisfaction
 - ...
- Success criteria should be set before the project starts



Project Success

Project Success Factors

- Factors which have to be in place for the project to meet its success criteria
 - Competent project management team
 - Robust cost management system
 - Well defined schedule
 - Effective risk management
 - Senior management support
 - Efficient communication
 - Good quality assurance and control
 - ...



Project Success

Project Success vs. Project Management Success

- Project success: The project's final product will meet its objectives (fit for purpose)
- Project management success: The project is executed well (according to time, cost, scope, safety, quality, ... requirements)



Project Success

Project Success vs. Project Management Success

- **Sydney Opera House**
 - Estimated budget: \$ 7 million
 - Actual cost: \$ 102 million
 - Estimated duration: 1959-1963
 - Actual duration: 1959-1973



Project Success

Project Success vs. Project Management Success

- **CF-105 Avro Arrow**
 - The world's fastest plane in 1957, made in Canada
 - The project was cancelled!



Stakeholders

Project Stakeholders

- A stakeholder is a person, a group, or an organization that has direct or indirect stake or interest in a project because it can influence on or be affected by the project's actions, objectives, outcomes and policies.
- Examples of stakeholders:
 - End-users or clients, designers, contractors
 - The entities who fund or approve a project
 - Suppliers
 - Opponents to the project



Stakeholders

Project Stakeholders Classification

- Individuals/ groups/ entities
 - Internal/ external
 - Influencing/ influenced
 - Direct/ indirect
 - Positive/ negative
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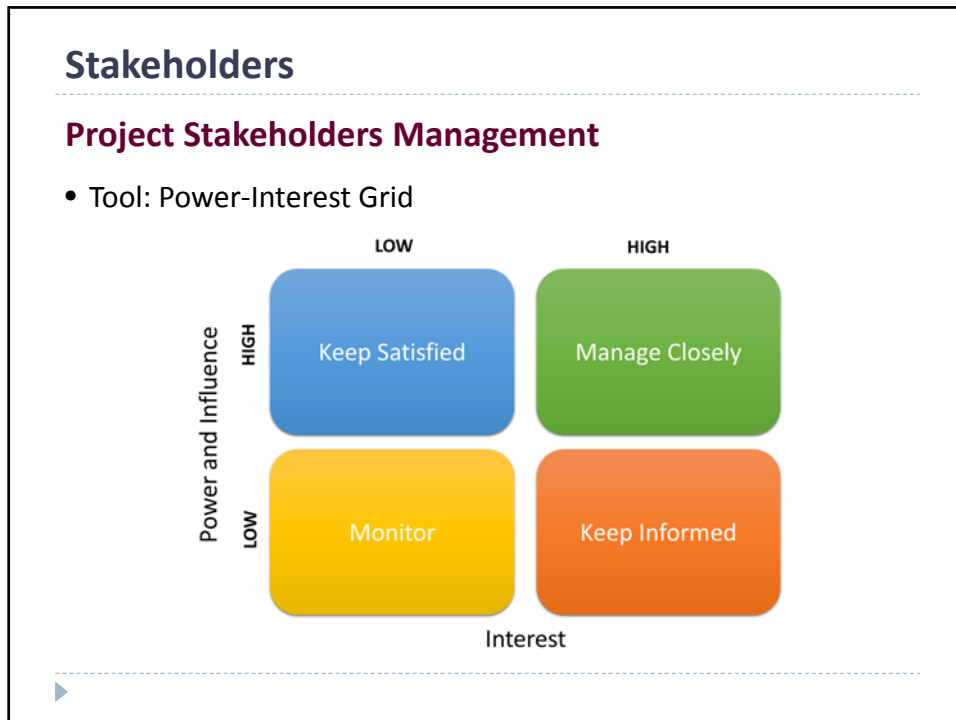


Stakeholders

Project Stakeholders Management

- Managing stakeholders increases chance of success
 - Identify stakeholders at early stages of the project and get them involved, ask them to help when required
 - Prioritize them according to their influence and interest
 - Make sure you listen to them and keep them informed; have your communication plan ready
 - Understanding their concerns and needs improves the quality of the project deliverables
 - You need to bring stakeholders in your side
 - Inform them about project closure and thank them
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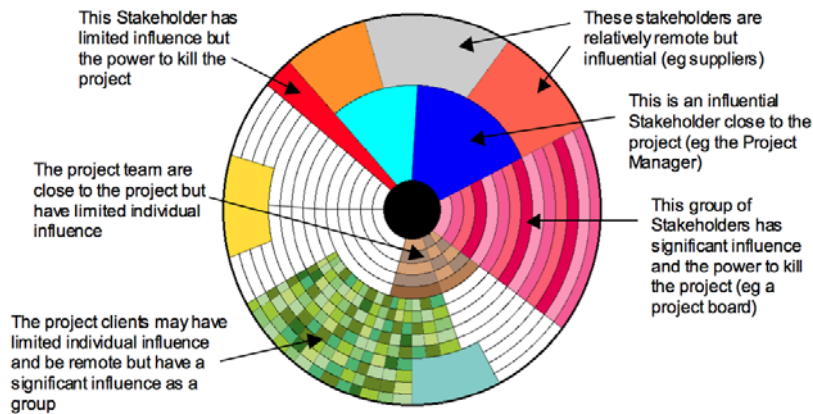




Stakeholders

Project Stakeholders Management

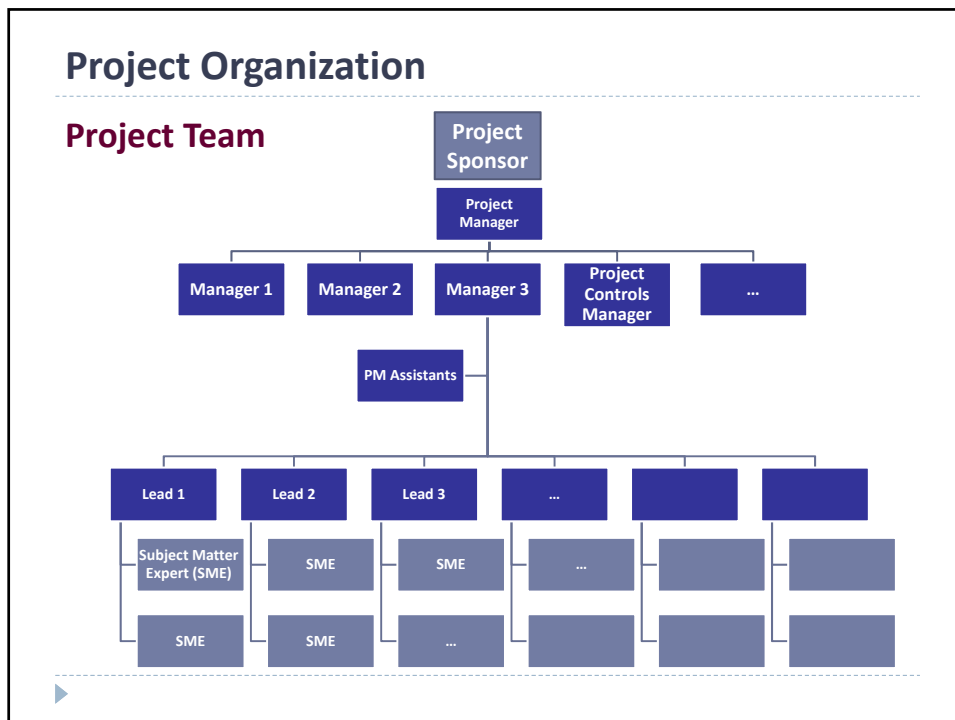
- Tool: Stakeholder Circle



Stakeholders

Project Stakeholders Management

- In-class exercise:
- You are assigned as the project management assistant for a rail road construction project, which will connect Qom to Isfahan and will last for 5 years. Use a power-interest grid or a rainbow diagram to identify and prioritize stakeholders for this project.



- ### Project Organization
- Project Team**
- The project manager leads the project
 - Project management team including project manager assistants, planning and control manager and other managers assist the project manager to lead the project
 - Technical team, including subject matter experts generate the final product
 - The project sponsor (champion) supports the project manager and protects the project against fluctuations in the mother organization

Project Organization

Types of Organization

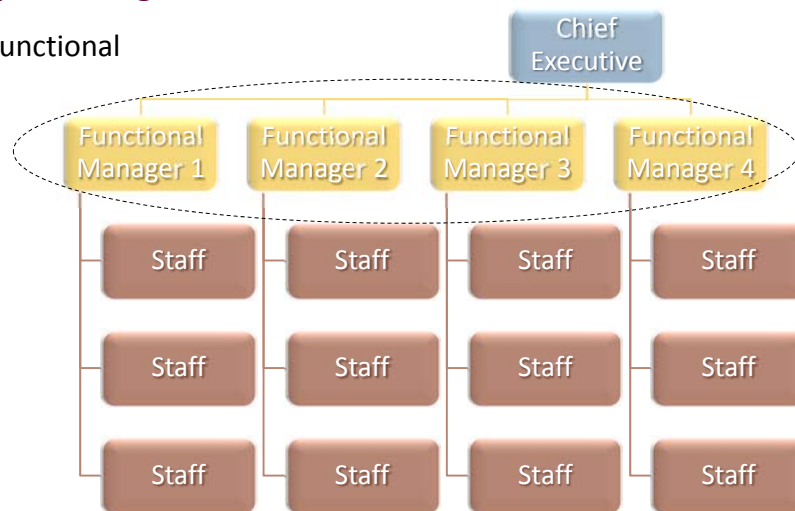
- Functional
- Project
- Matrix
 - Strong
 - Balanced
 - Weak

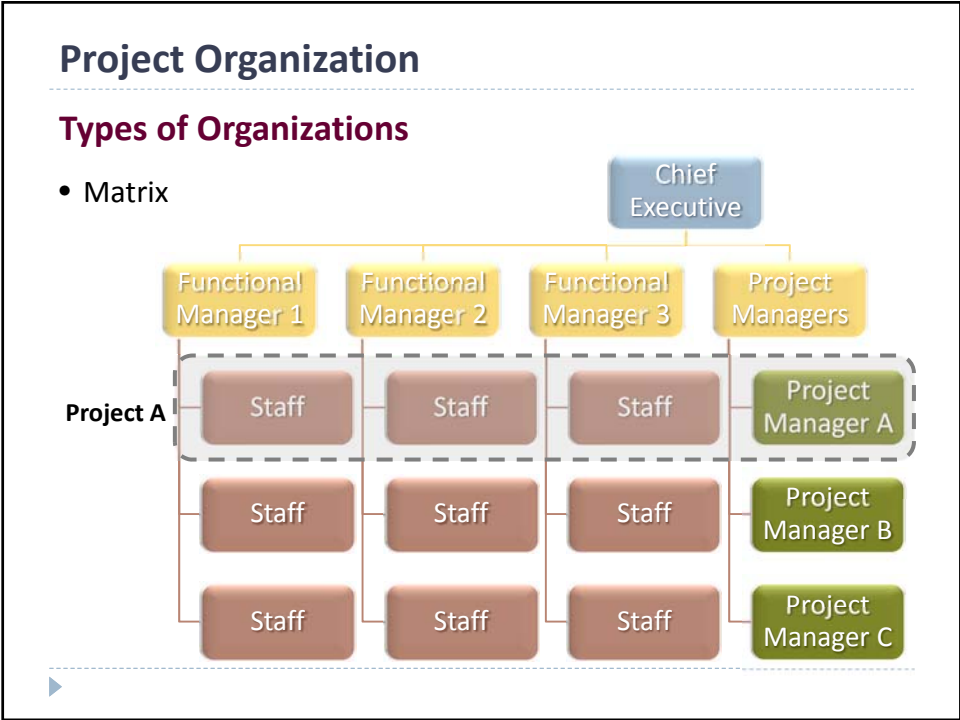
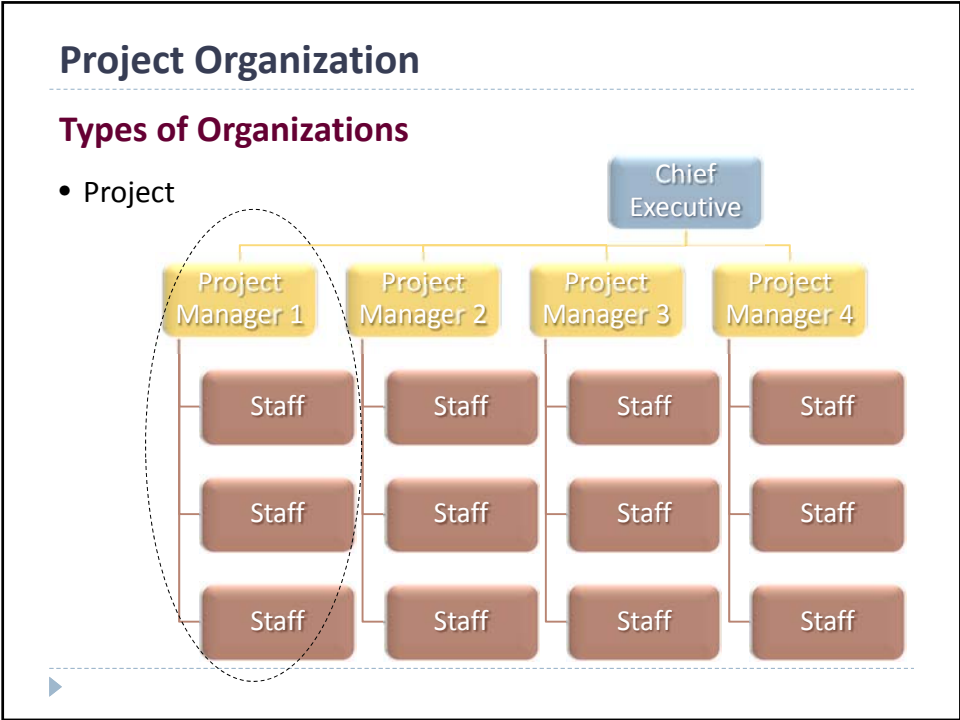


Project Organization

Types of Organizations

- Functional

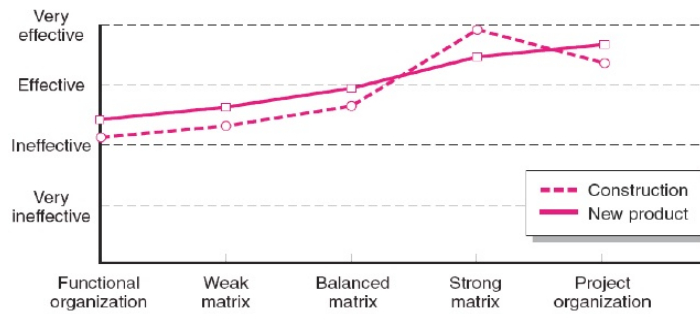




Project Organization

Types of Organizations

Rated Effectiveness of Different Project Structures by Type of Project

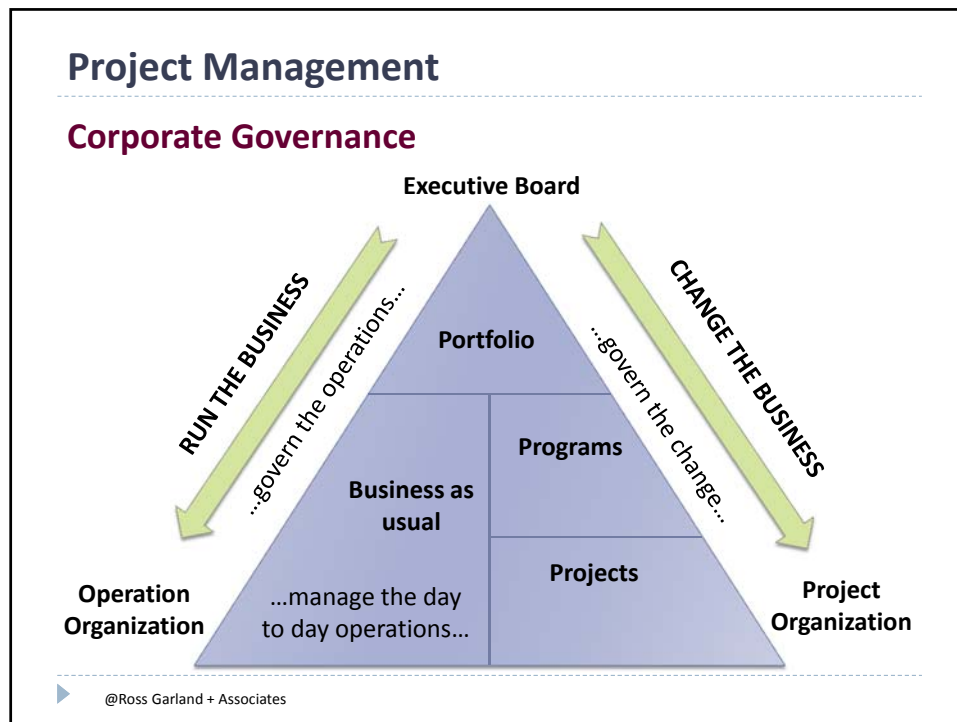


Source: Larson, E. W., and Gobell, D. H., "Matrix Management: Contradictions and Insights," *California Management Review*, vol. 29, no. 4 (Summer 1987), p. 137.

Project Management

Governance

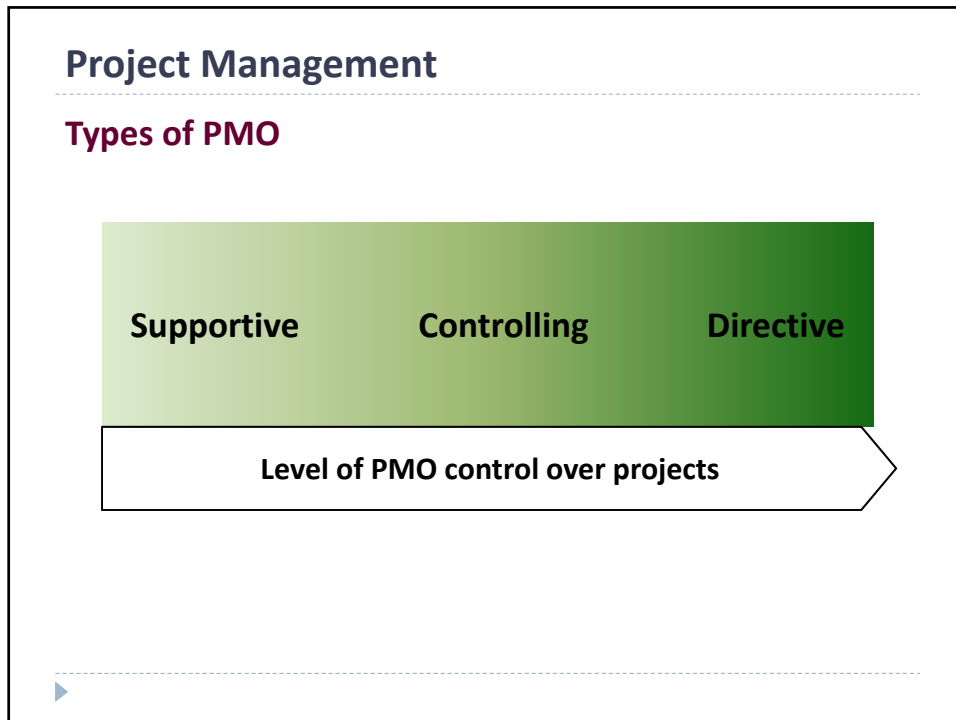
- Set of policies and regulations, processes and procedures, and responsibilities and accountabilities that define the establishment, management and control of projects, programs and portfolios



Project Management

Project Management Office (PMO)


- A PMO is a permanent department responsible for improving project management within an organization
- A PMO can provide a wide range of services to projects from supporting them to completely direct and execute them:
 - identifying and resolving common problems across projects
 - standardizing project management processes and tools
 - improving project management capabilities and skills
 - monitoring and reporting on project status
 - reducing the cost of projects
 - improving project success



- ### Project Management
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- #### Types of PMO
- Supportive PMO
 - The most common type of PMO
 - Supporting projects through training, mentoring, administration and reporting
 - Suitable type to start a PMO in an organization


Project Management

Types of PMO

- Controlling PMO
 - Supportive services
 - Controlling services such as project reviews, audits and assessments
 - Enforcing standards, implementing processes and managing overall project risk
 - The PMO can influence project delivery
-
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Project Management

Types of PMO

- Directive PMO
 - The least common, but sometimes most effective type of PMO
 - Supporting, controlling and directing projects
 - The PMO is the home of project managers
 - Project managers report to the PMO Director as their supervisor
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Thank You

References

- Project Management Institute (PMI), 2013, A Guide to Project Management Body of Knowledge (PMBOK), 5th Edition
- Jack R. Meredith, Samuel J. Mantel, Jr., Scott M. Shafer, Project Management: A Managerial Approach, 9th Edition
- Rory Burke, Project Management: Planning and Control Techniques, 4th Edition

