PM101
An introduction to Project Management

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Why you need to know about project management

Today, more than ever before, the basis of work is projects.

You will be involved with projects, if you're not already.

You must learn to be an **effective** team member.

You may want to become an outstanding **project manager**.

One day you may have to be an effective **sponsor** or **adviser**.

Project management is **20%** learning, **80%** experience.

You must know the right questions – spot what does not make sense.

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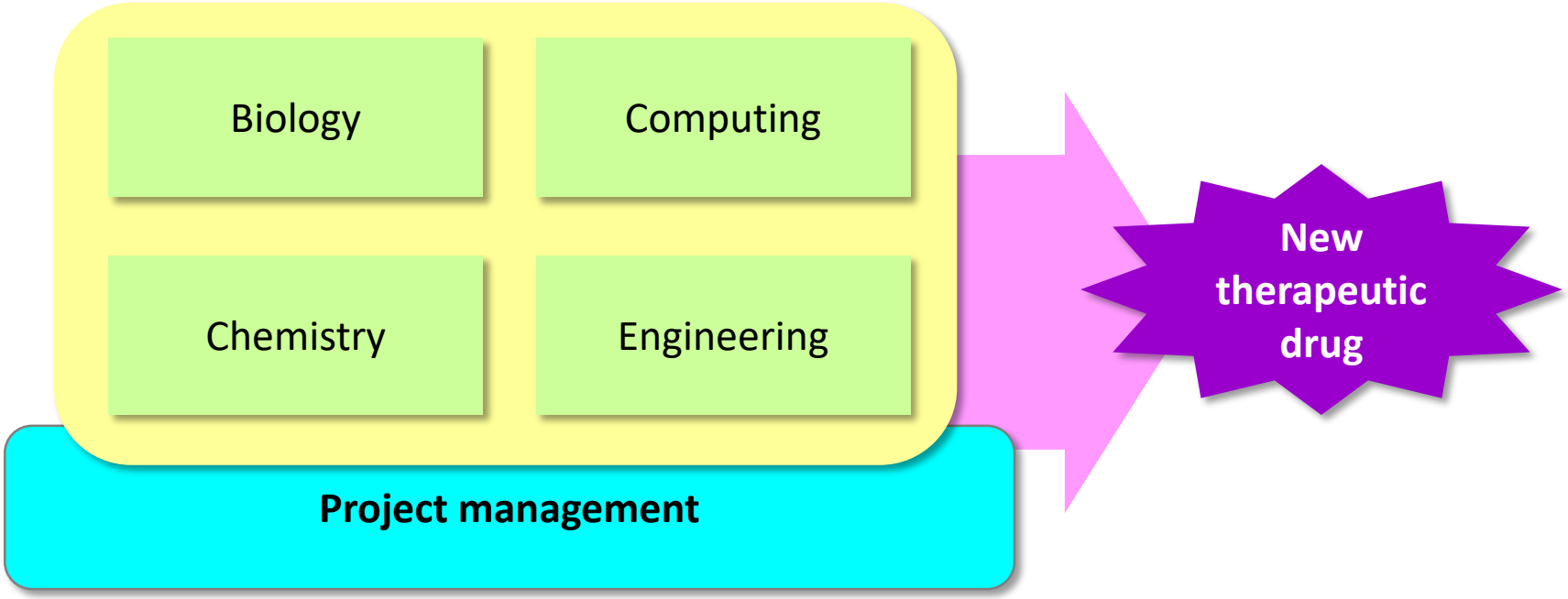
So what exactly is project management?



It is a mixture of art, craft and science.

- Human behaviour, analysis and judgement are at its core.
- **Nothing in the tools and techniques it employs can be scientifically proven to be absolutely true in all cases.**
- The knowledge base grows through experience.
- **What works in one situation may fail in another.**

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Project management is not just for business

Industry

Commerce

National government

Local councils

Retail

Entertainment

The arts

Sport

Leisure

Exploration

Charity

Not-for-profit

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Possible textbooks

Author(s), *title*	**Publisher, country, *type***	**Pages, *price* (year)**	**Strengths**	**Weaknesses**
Davies, A., ***Projects – A very short introduction***	Oxford University Press, UK, *overview*	135pp, *£8* (2017)	• Charts history of projects • Shows how theories apply in practice	• Too much focus on mega-projects • Assumes some appreciation of the subject
Köster, K., ***International project management***	Sage, UK, *textbook*	365pp, *£37* (2010)	• An international perspective • Discussion of cultural aspects	• Superficial treatment of some areas, such as risk • Cultural models are powerful but complex
Maylor, H., ***Project management***	FT Prentice Hall (Pearson), UK, *textbook*	415pp, *£59* (2010)	• Popular textbook in the UK • Accessible text with clear descriptions	• Life cycle model uses confusing terms • Some sections stronger than others
Pinto, J., ***Project management - achieving competitive advantage***	Pearson Prentice Hall, US, *textbook*	490pp, *£53* (2019)	• Very good explanation of main project management techniques • Clear layout	• Order of the book does not follow the sequence of a project • Case studies are sometimes superficial
Shenhar, A. & Dvir, D., ***Reinventing project management***	Harvard Business School Press, US, *novel theory*	274pp, *£26* (2007)	• Three very strong project ideas • A useful reference at the masters level	• Not suitable as a regular textbook

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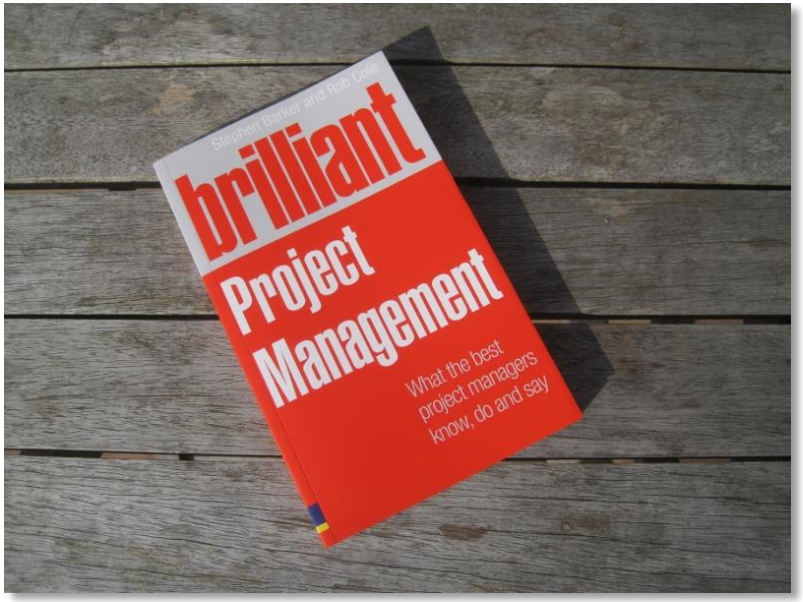
Practical project management book



Barker, S. and Cole, R. (2014). *Brilliant project management*. Harlow: Pearson.
Newer editions available, around £9.50.

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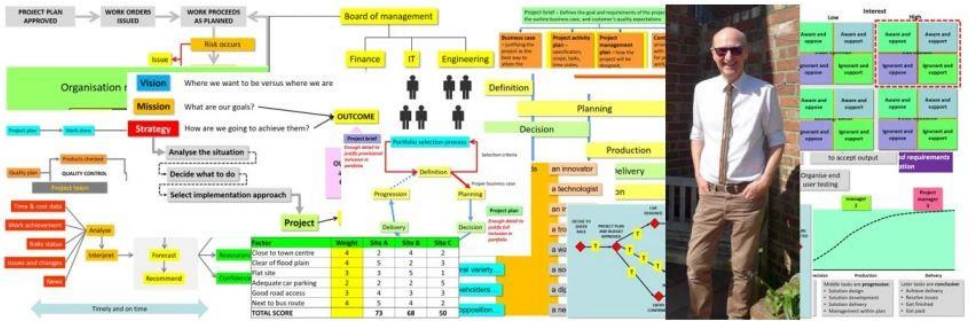
Resources on Zavanak.com

ZAVANAK

Doing the right project, and doing it right.

Home | Latest news | Project fundamentals | Project phases | People and the project | Producing the plan | Running the project | Project priorities | Useful stuff | Time off | Contact

Home



SEARCH

Search ...

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- The bumblebee and the project
- Does your project make sense?
- In praise of quiet thought
- The funny thing about the past ...
- The website bug

- Audio programmes and notes on various aspects of project management
- Stories about real projects
- Case studies to illustrate important points
- Useful templates

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My own projects experience

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PM101: Lecture 1
Projects and strategy

Big changes are affecting all organisations

Increasingly complex and technical products

Shortened product life cycles

Narrow product launch windows

Emergence of global markets

Outsourcing, off-shoring & re-shoring

More efficient supply chains

Major political upheavals

Laws that require new organisations and systems

Environmental pressures

Game changing inventions

Crane, A. & Matten, D. (2004). *Business ethics*. Oxford University Press, p286; Morris, P. (1997), *The Management of Projects*. London: Thomas Telford, p 124; Pinto, J. (2010). *Project management*. Upper Saddle River. NJ, US: Pearson, p 28). Photos: Flickr Commons; Andrea Piacquadio from Pexels.

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Defining a Vision

A Vision is more descriptive than precise.

Sources: organisation web-sites.

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Southwest®

Vision Where we want to be versus where we are

To become the world's most loved, most flown, and most profitable airline.

Mission What are our goals?

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit. [Interpreted as travel any time, punctuality, access to CBD, low ticket prices, friendly service]*

Strategy How are we going to achieve them?

Undertake projects aligned with the mission, consistent with securing high quality growth opportunities, continued revenue momentum, low cost leadership, and a superior financial position.

Centreforaviation.com/news/southwest-airlines-focussed… ; Investors.southwest.com; Morgan, M. et al (2007), *Executing your strategy*. Boston: Harvard Business School, p 154. . * Central Business District

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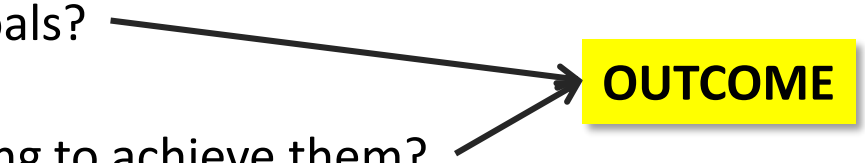
Delivering the strategy

Vision Where we want to be versus where we are

Mission What are our goals?

Strategy How are we going to achieve them?



The **OUTCOME** is the positive change in the performance of the organisation we are seeking, our desired future state. The outcome should help propel the organisation towards achieving its MISSION.

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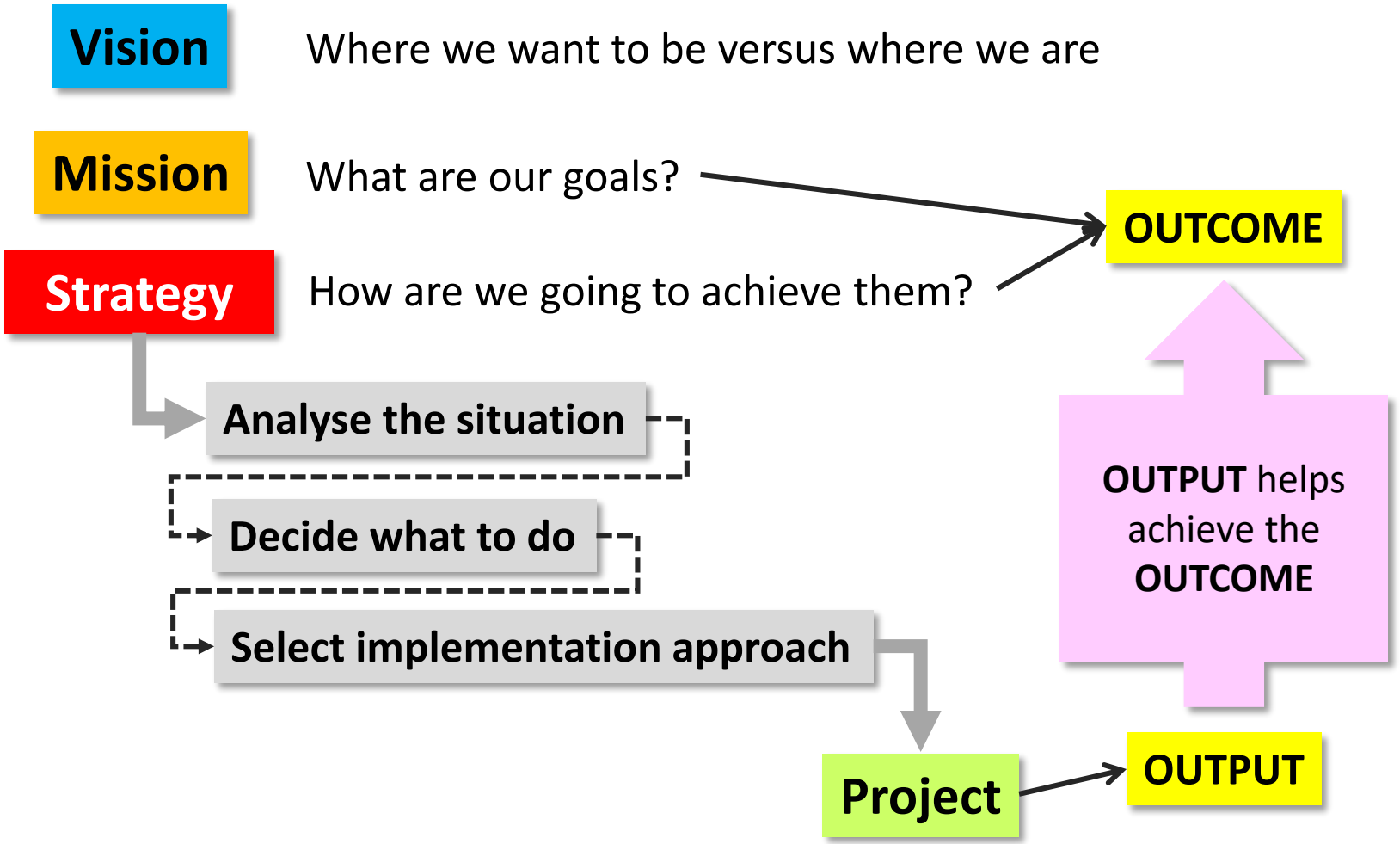
Delivering the strategy



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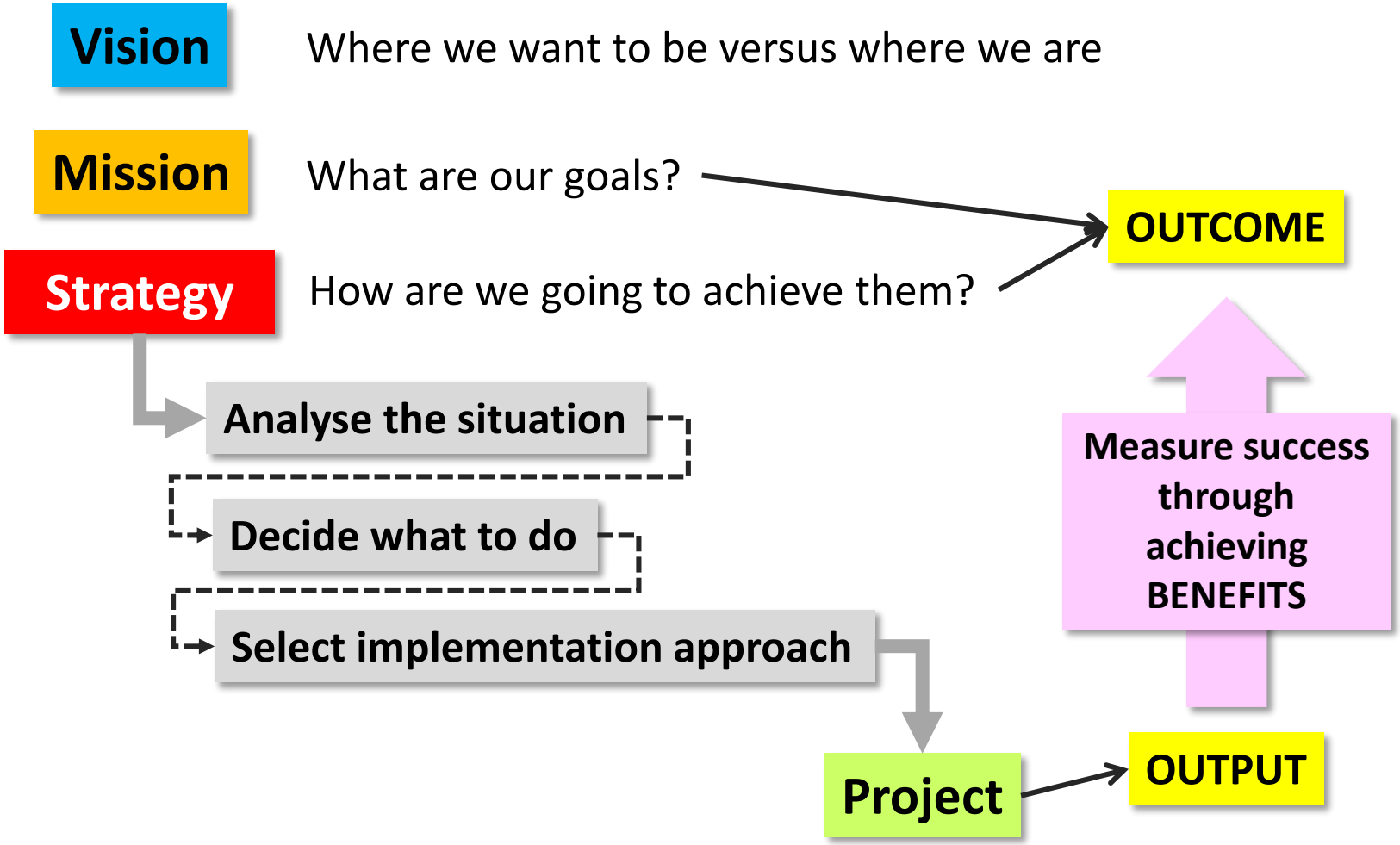
Delivering the strategy



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Benefits as the measure of Outcome

- The **strategy** identifies and specifies the desired **benefits** which will prove the **outcome** has been achieved.
- **Projects** are set up to contribute to realising those benefits.
- The **output** of each project is tested to see how well it delivers the benefits.

	Easy to measure	*Harder to measure*
Short term	• Improved market share • Greater productivity • Higher usage • Targets achieved • Reduced faults	• Customer impact • Improved customer service • Organisational learning • Crisis contained
Longer term	• Market growth • Improved RoI • Policy implemented	• Reputation • Indirect outcomes • Catalyst effects • Access to new market

Lock, D. (2007). *Project management*. Aldershot: Gower, p 26.

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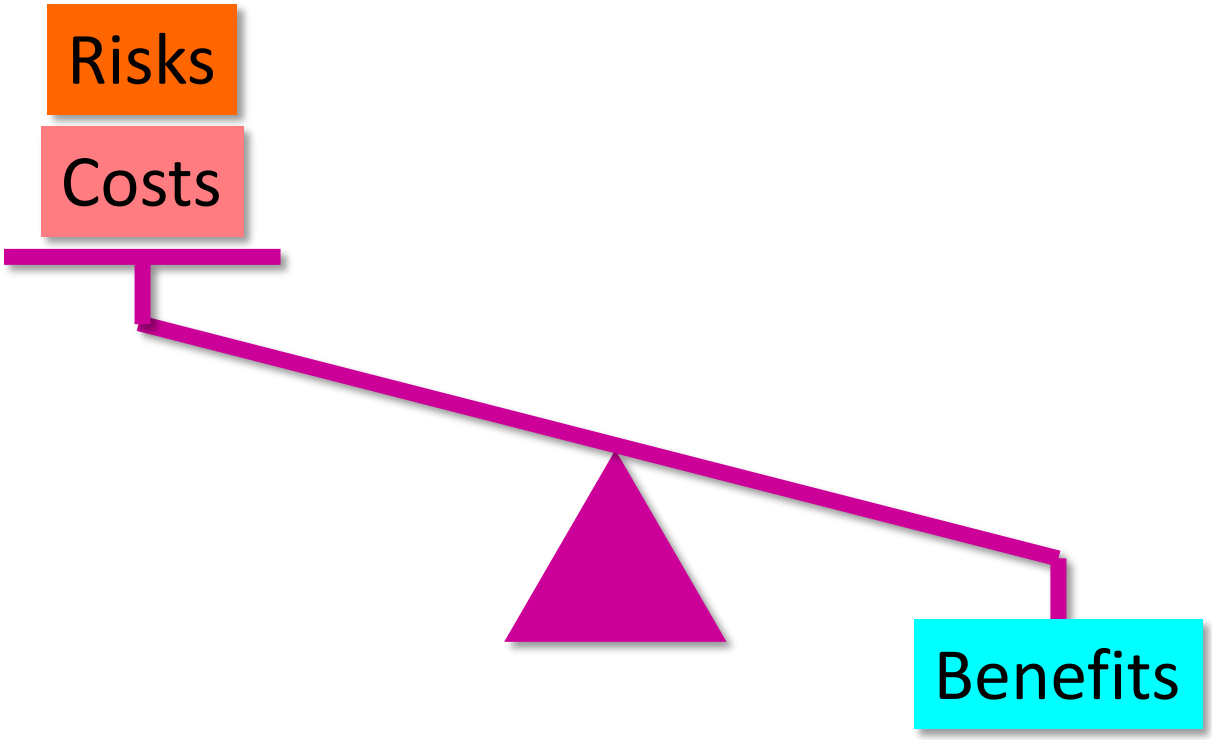
The benefits trade-off



Lower costs and fewer risks may yield smaller benefits.

Lock, D. (2007). *Project management*. Aldershot: Gower, p 26.

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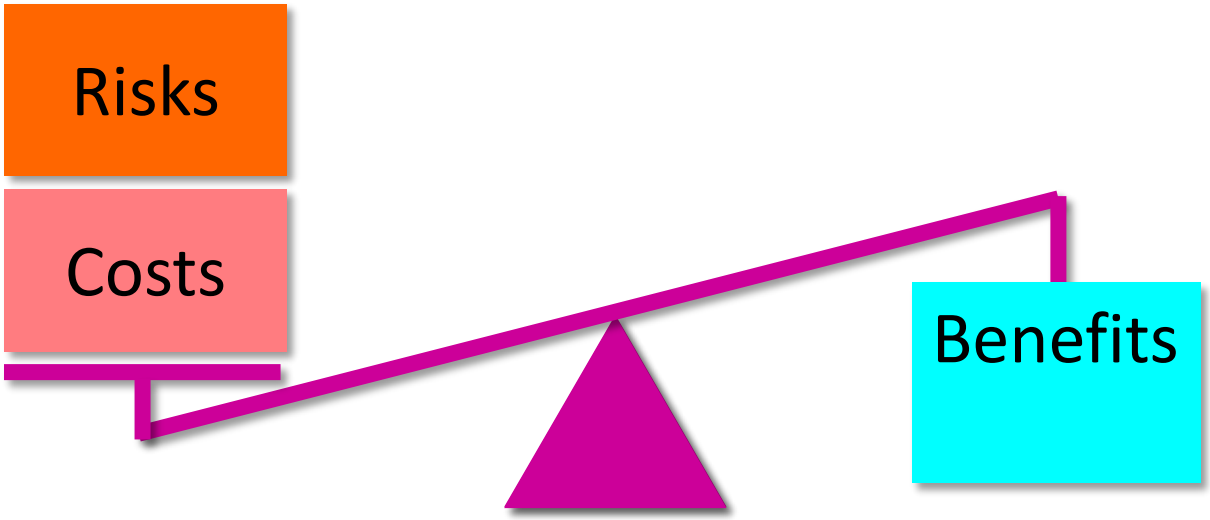
The benefits trade-off



To get more benefits may mean higher costs and more risks.

Lock, D. (2007). *Project management*. Aldershot: Gower, p 26.

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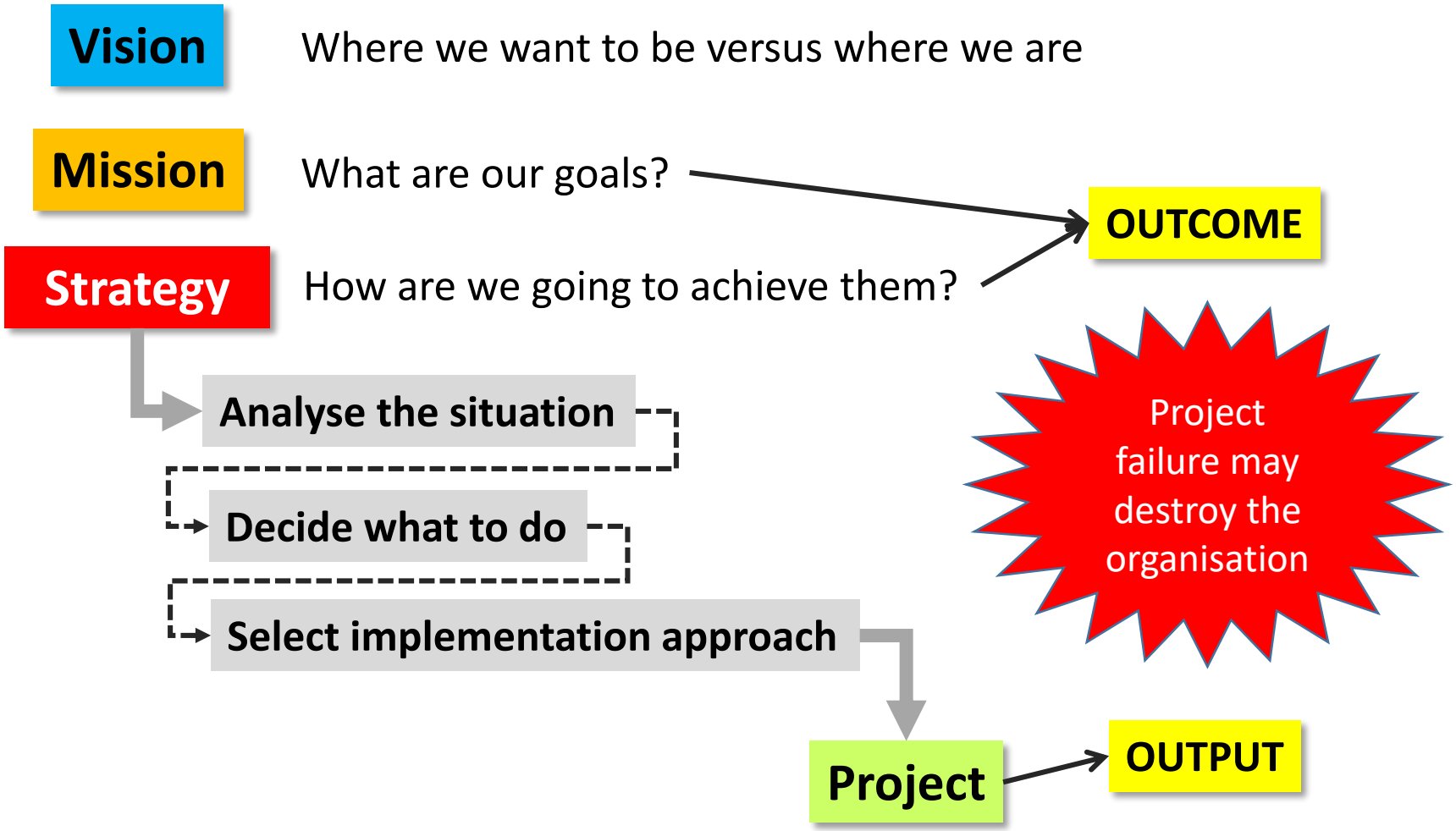
The price of project failure



Hamilton, S. & Micklethwait, A. (2006). *Greed and corporate failure*. Basingstoke, UK: Palgrave Macmillan, Chapter 7.
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The role of the project

Current state

GAP

Identify the desired **outcome** and the required **benefits**

Analyse how those benefits can be achieved

Plan the most effective project to deliver those benefits

Carry out the **project**: create the **output**

Check the project is realising those benefits as it goes

Manage the **transition** of the output to everyday use and the embedding of the required benefits

Desired state (the outcome)

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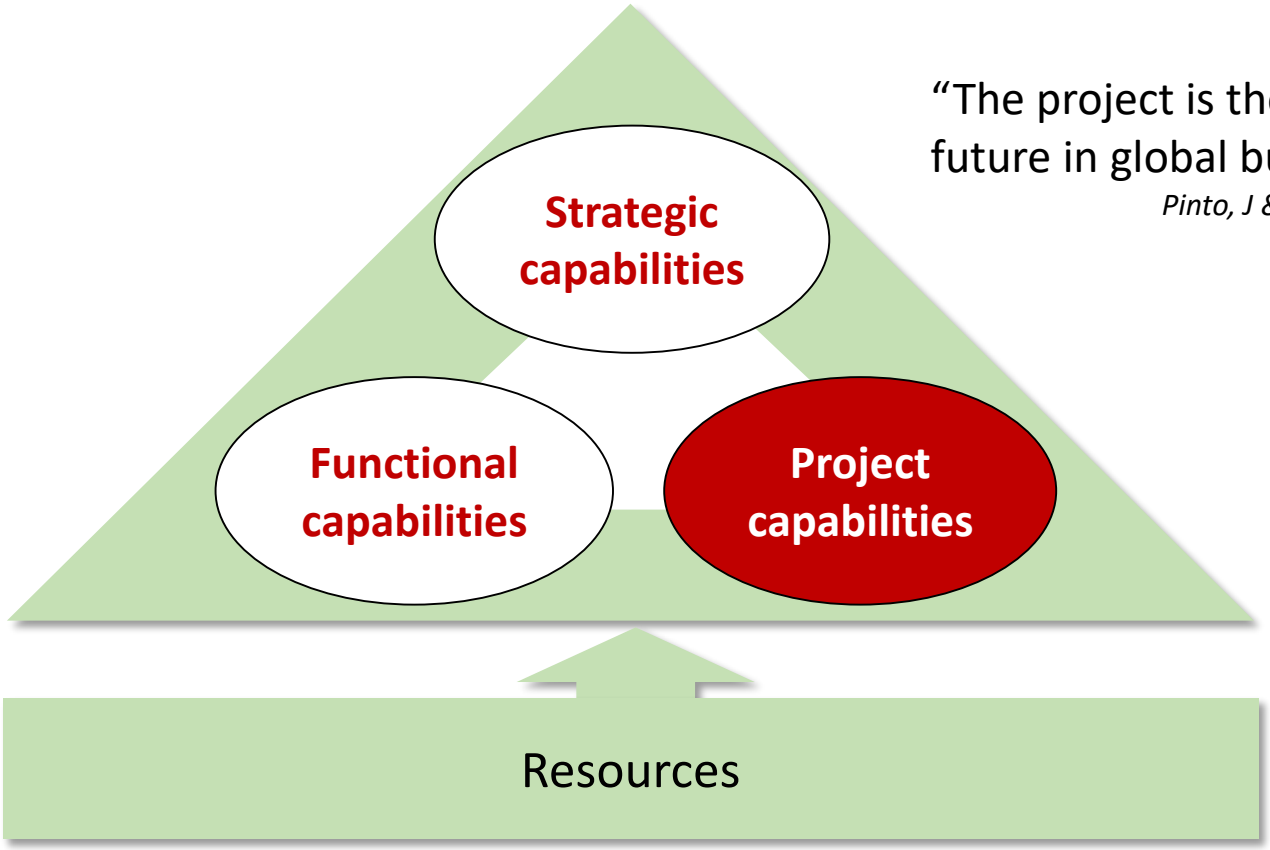
Projects at the heart of modern business



"The project is the wave of the future in global business."

Pinto, J & Kharbanda, O (1995)

Davies, A, & Hobday, M (2005) *The Business of Projects* p63. Pinto ref. on p2.

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Projects and strategy: core ideas

Work is more and more about projects.

So project management is an essential skill.

Project management is not just relevant to business.

An organisation's projects must make sense in terms of its strategy.

The project output helps produce the outcome that is the organisation's desired future state.

How successfully this is done is measured using benefits.

There is a trade-off between the benefits we can have and the size of the risks and costs we are prepared to face to achieve them.

An organisation's capability to do projects well is now a fundamental requirement for it to be successful.

See Zavanak pages *Why projects matter* and *Fitting the strategy*.

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