Project Management

"You cannot become a project manager by reading books"
(Michael Karvø og Lars Bo Pedersen)

- What competences are required?

What is a project?
What is Project Man.?
Project

“A project is a temporary endeavor undertaken to accomplish a unique purpose”

Attributes of projects:

• unique purpose
• temporary
• require resources, often from various competences
• should have a primary sponsor and/or customer
• involve uncertainty
• progressive elaboration, iterative processes

(PMI*, Project Management Body of Knowledge (PMBOK), 2000)
Project Management

“the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements”

(PMI*, Project Management Body of Knowledge (PMBOK), 2000, p. 6)
Project Life Cycle and Project Phases

- A project life cycle is a collection of project phases

- Project phases vary by project or industry, but some general phases include
  - concept
  - development
  - implementation
  - support
Project Phases

• Every phase is marked by completion of a deliverable

• Conclusion of a phase is marked by a review:
  - Continue to next phase?
  - Corrections needed?
  - Terminate project?

• Phase-end reviews are (often) called:
  - Phase exists
  - Stage gates
  - Kill points
Process Groups – Phases – Life Cycle

Initiating Processes → Planning Processes

Controlling Processes

Executing Processes

Closing Processes

Concept → Development → Implementation → Support

Project Life Cycle
Process Groups – Project Phases
Project Process Groups

Initiating Processes

- Scope
  - Initiation

Initiating Processes

Planning Processes

Executing Processes

Controlling Processes

Closing Processes
<table>
<thead>
<tr>
<th>Process</th>
<th>Planning Processes</th>
<th>Executing Processes</th>
<th>Controlling Processes</th>
<th>Initiating Processes</th>
<th>Closing Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope</strong></td>
<td>Time</td>
<td>Activity def.</td>
<td>Time</td>
<td>Activity sequencing</td>
<td>Time</td>
</tr>
<tr>
<td>Scope Definition</td>
<td>Cost</td>
<td>Resource Plan.</td>
<td>Cost</td>
<td>Activity Duration</td>
<td>Cost</td>
</tr>
</tbody>
</table>

## Project Process Groups

The image illustrates the relationships between the project process groups. The processes are grouped into five main categories: planning, execution, controlling, initiating, and closing.
Project management – an integrative endeavor:
- Changes in scope causes changes in time, cost, staff, etc.
- E.g. the triple constraints (Time – Cost – Quality)
PMI, Project Management Institute

- Established in 1969
- Not-for-profit organisation, Project Management
- Open for individuals world-wide

PMI provides:
- Standards (PMBOK)
- Certification (since 1984, PMP-certification)
- Research (Biennial Project Management Research Conference, research database, research grants etc.)