

Project Development & Planning

AY2015 (spring 2016)

course textbook:

Ramroth, William G. JR (2006). PROJECT MANAGEMENT FOR DESIGN PROFESSIONALS. Kaplan.
http://www.petronet.ir/documents/10180/2323250/project_management_for_design_professionals

notes from Ramroth: Chapter 2

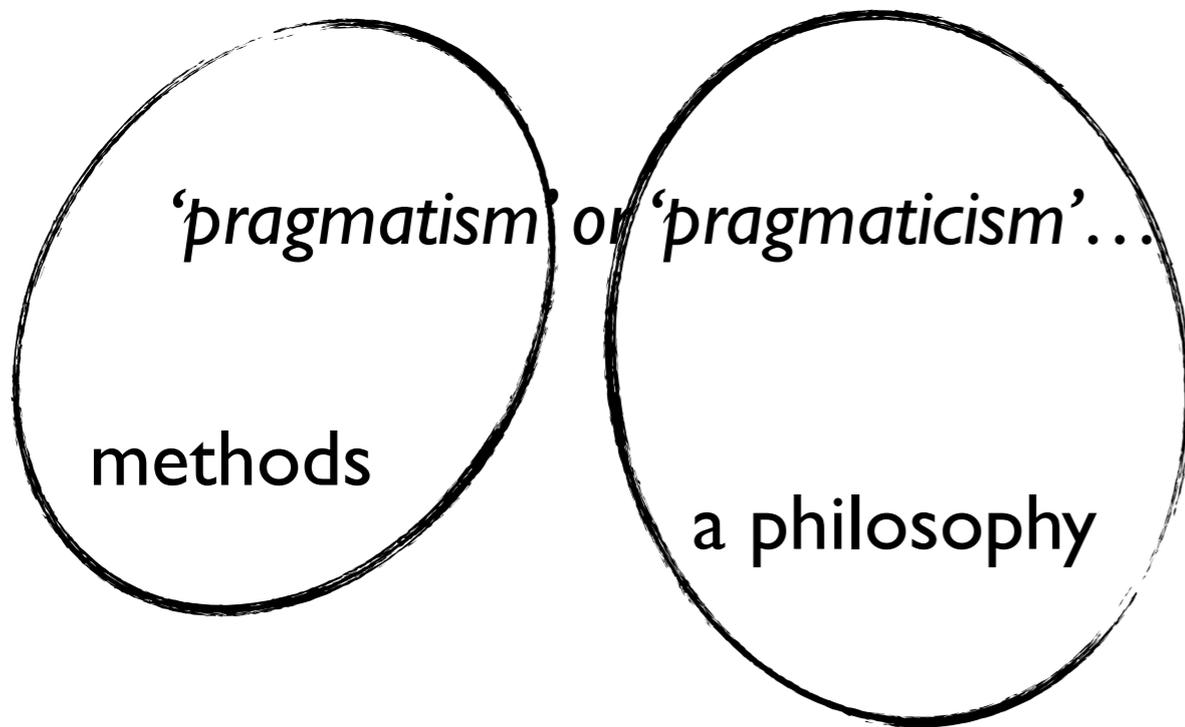
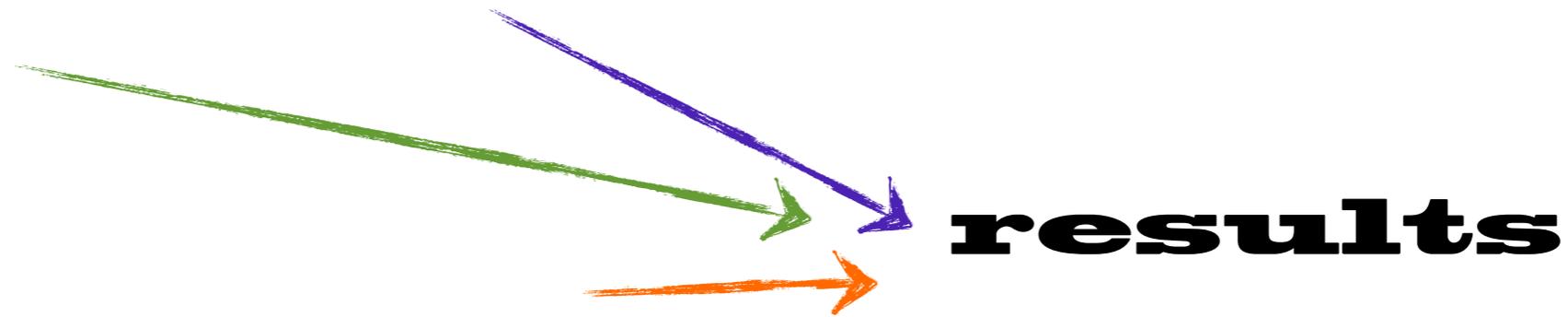
Goals & Activities

... and more!

project management is an **outcome-oriented** process

“– Was project management successful?”

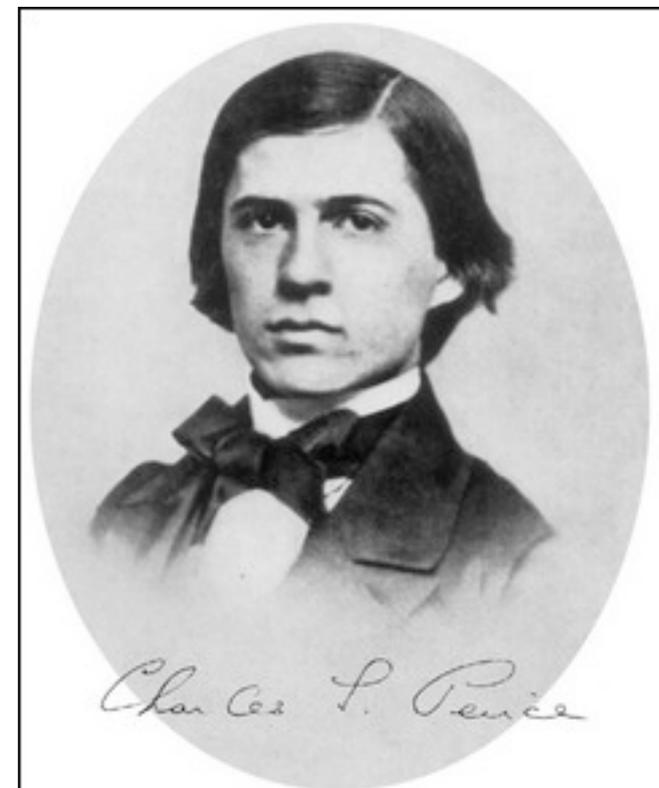
“– Judge the **RESULTS!**”



<https://en.wikipedia.org/wiki/Pragmaticism>

Charles S. Peirce (1839—1914)

<http://www.iep.utm.edu/peircebi/>



What is a **project**?

“A project is a temporary endeavour undertaken to create a unique product or service.” (Project Management Institute)

http://www.project-management-knowhow.com/what_is_a_project.html

“A unique set of activities meant to produce a defined outcome within an established time framing specific allocation of resources.” (Harvard Business Review?)

In-depth study: What's the limits of planning? Read and reflect.

“Managers expect they will be able to identify, plan for, and influence all the variables and players in advance, but they can't. Nobody is that smart or has that clear a crystal ball. They can, however, create an ongoing process of learning and discovery...” (<https://hbr.org/2003/09/why-good-projects-fail-anyway>)

“A project is a unique set of activities planned with consideration to limited resources, especially time and budget, and executed in order to produce a defined outcome that can be assessed against the original scope.”

What is *not* a project?

“A project is a unique set of activities planned with consideration to limited resources, especially time and budget, and executed in order to produce a defined outcome that can be assessed against the original scope.”

taking an exam...?

≠ unique!

*executing a set of instructions
(like an industrial robot)...?*

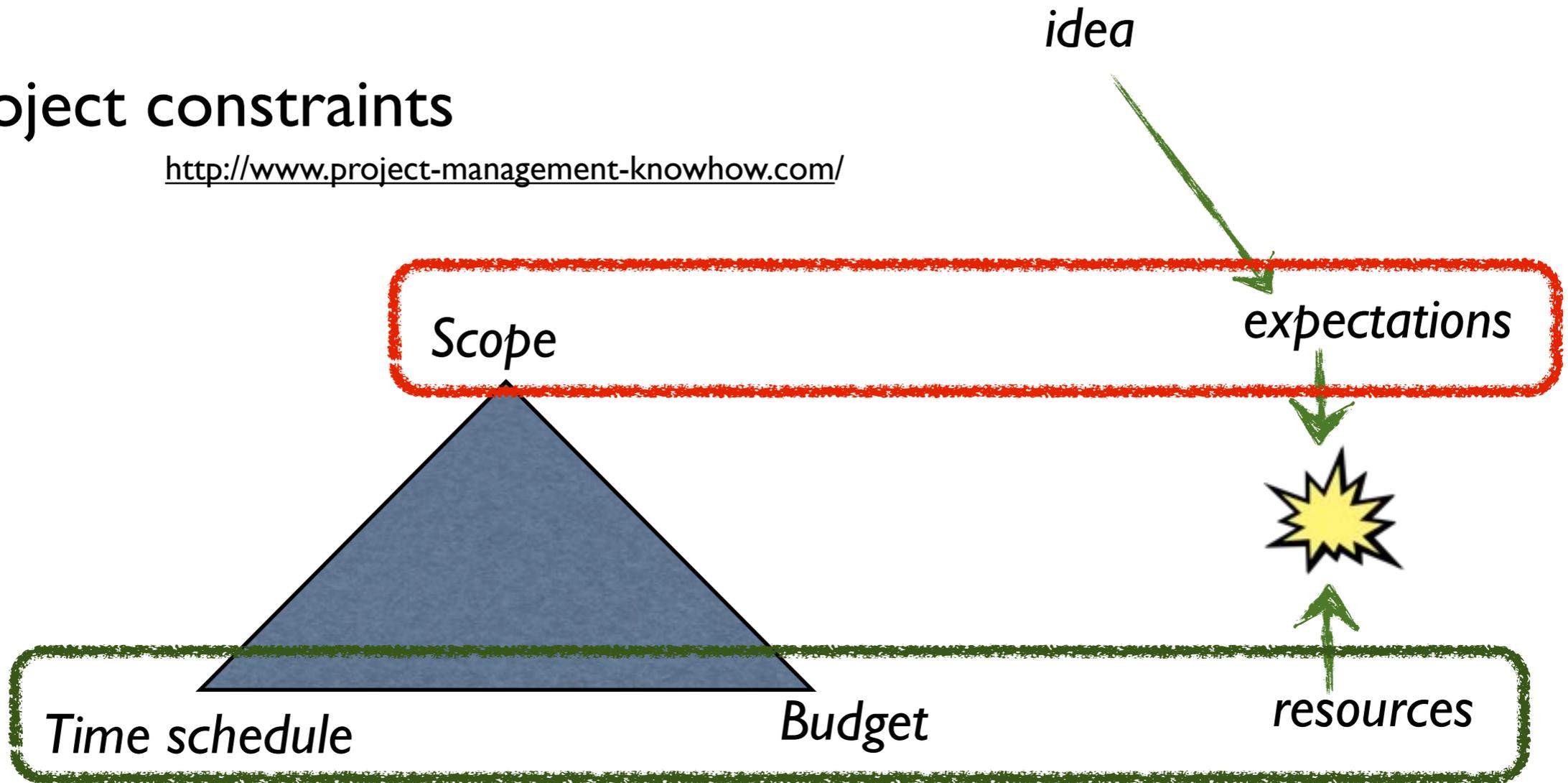
≠ temporary!

going for a stroll in the forest...?

≠ defined outcome!

Project constraints

<http://www.project-management-knowhow.com/>



“the triple constraint of project management”

http://www.project-management-knowhow.com/fundamentals_of_project_management.html



Objectives and Priorities

... in terms of...

A certain objective is...

	Scope	Time	Budget
Constrained (strong limitations)			
Optimisable (careful planning)			
Flexible (open to compromise)			

adapted from Yael Grushka-Cockayne (2015)

To discuss: what might the priorities be for a Final Year Project at Ineteractive Media?

Project management **tools**: *(Ramroth)*

- planning
- break down the whole into components (or tasks)
- scheduling + budget + quality control
- project objectives (well-defined scope)
- **goals**

- 1. Reach the end of the project!*
- 2. Reach the end on budget!*
- 3. Reach the end on time!*
- 4. Reach the end safely!*
- 5. Reach the end error-free!*
- 6. Reach the end meeting stakeholders' expectations*

Goals are broad, general, and do *not* change from project to project.

Objectives are *specific* results against which we measure the project's success. They express the *purpose* of a given project.

I. Reach the end of the project!



Goals are broad, general, and do *not* change from project to project.

What, according to Ramroth, does “the end” mean?
...meet the **unique** set of objectives!



Objectives are *specific* results against which we measure the project’s success. They express the *purpose* of a given project.

What other kinds of objectives does Ramroth mention? Discuss.

Some objectives are hard to quantify, yet important: for example, *aesthetic* objectives.

Name one aesthetic objective that you can identify in one of the case-study projects. How might this objective be or have been assessed? (For in-depth study).

2. Reach the end on budget!

Design projects may have two separate budgets:

a budget for design itself
a budget for construction

How does this relate to Taylor's division of labour between 'manager' and 'workman'?

3. Reach the end on time!

*Remember: **time** is also a resource, and may have to be budgeted*

Cf. the impetus of balancing constraints. What are they? Who must perform the "juggling act"?

see also chapter 10 on scheduling

4. Reach the end safely!

important in construction, (art)
installation, stage work

professional institutions have standardised *safety procedures*, including structural analysis, work hazard identification, awareness procedures

Further investigations: Where can you find out about the safety procedures and work regulations for students at NTU (e.g. for course work, FYP...)?

5. Reach the end error-free!

... as 'error-free as possible'

see chapter 12 on quality-control

6. Reach the end meeting everyone's expectations

who are "everyone"? the interested parties in a project!...

...meet the **stakeholders**

parents: <http://tapastic.com/episode/32201>

factors that affect the **perceived success** of a project:

more
important



- 1.coordination and human relations
- 2.budget, schedule, and technical performance
- 3.project conceptual difficulties
- 4.project organizational structure and control
- 5.budgetary constraints
- 6.external importance and public exposure
- 7.team capabilities
- ...

Baker, B. N., Murphy, D. C., & Fischer, D. (1976). The maturation of project management. Proceeding to the Fifth INTERNET World Congress; Birmingham, 36-44.

6. Reach the end meeting everyone's expectations

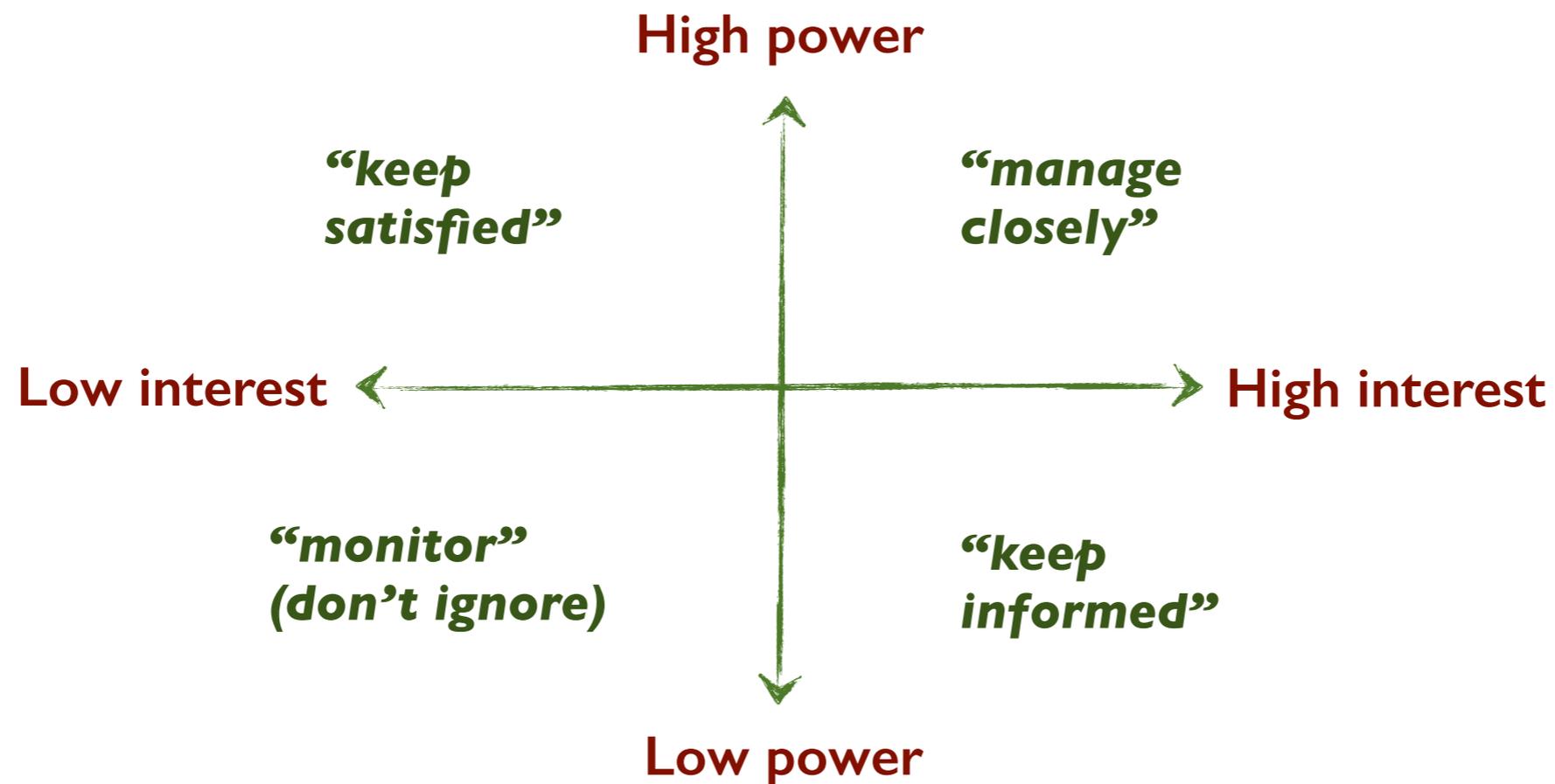


To reflect upon: How can this analysis (part of early planning) help you define your specific objectives?

Cleland, David I., and William Richard King, eds. Project management handbook. Vol. 2. New York: Van Nostrand Reinhold, 1988.

6. Reach the end meeting everyone's expectations

stakeholder Power vs Interest



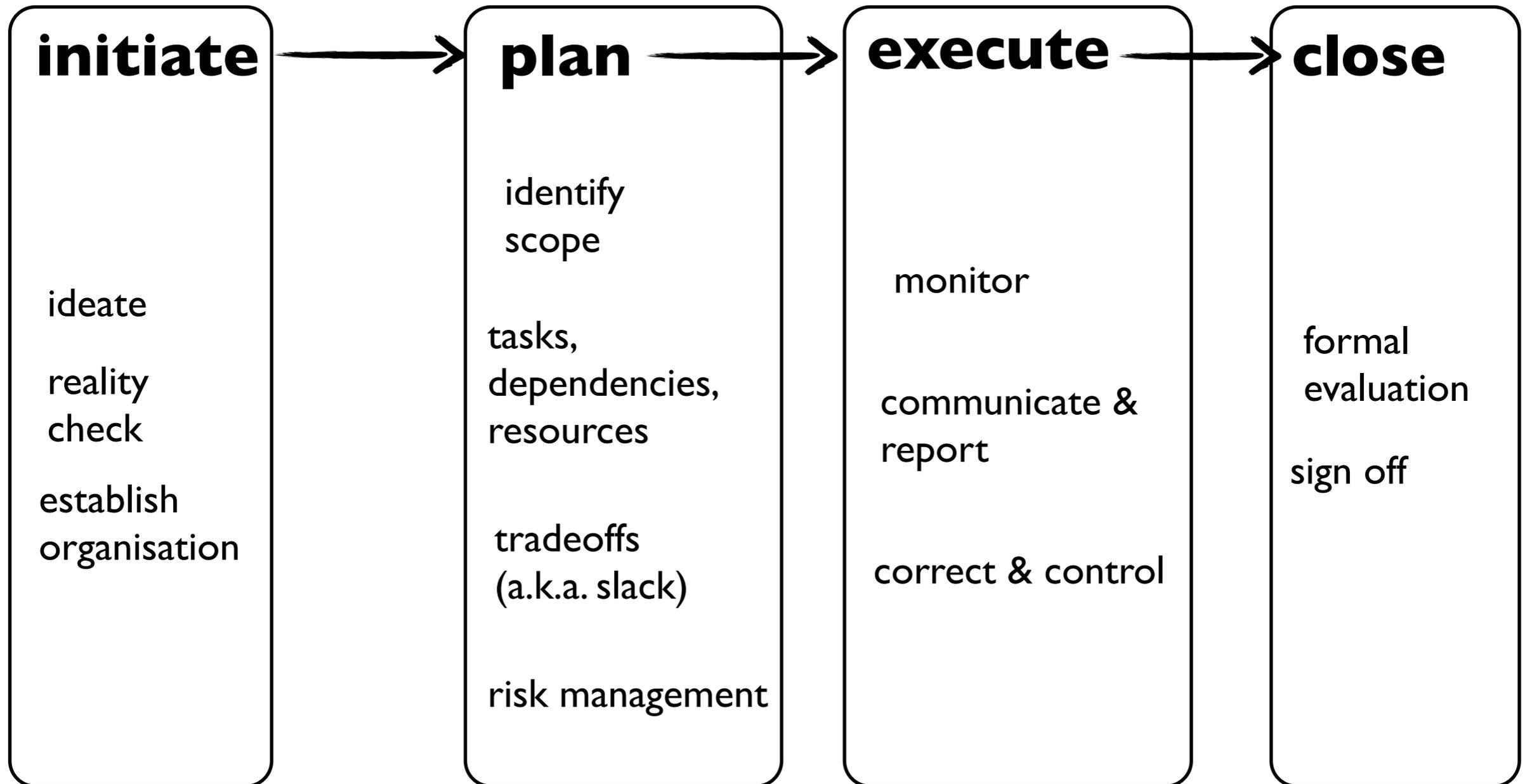
To discuss: Give specific examples of who the people are in these four categories!

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(same slide as in part I..!)

Project life-cycle

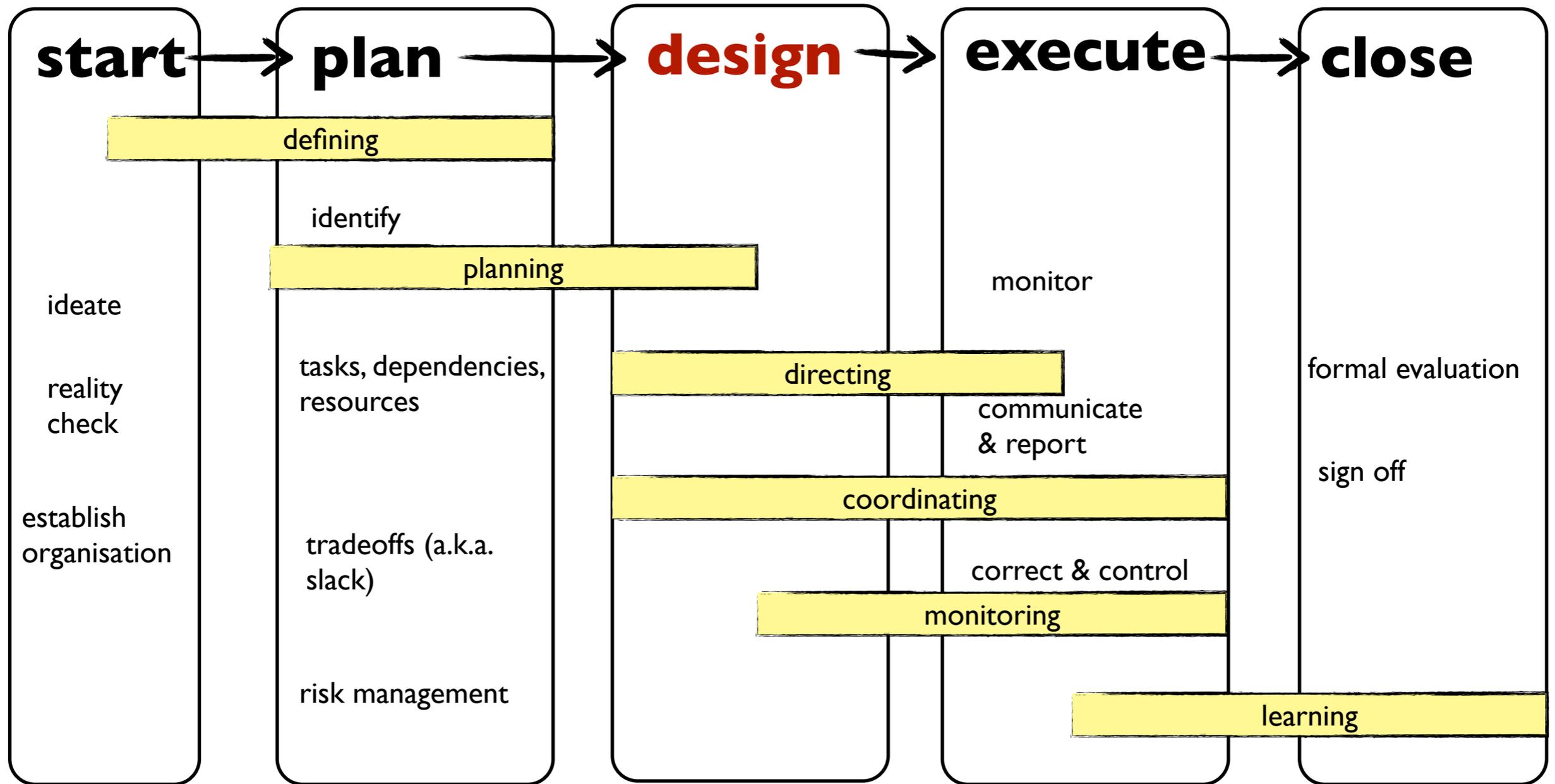
what the team (PM + stakeholders) buy in on (ideally), and synergistically work for (ideally)



5 phases of Project Management

from Ramroth (p. 31)

& 6 Activities of Project Management



5 phases of Project Management
& 6 Activities of Project Management

start → **plan** → **design** → **execute** → **close**

defining

planning

directing

coordinating

monitoring

learning

checklist

(Discuss from book)

Our working-definition:

“A project is a unique set of activities planned with consideration to limited resources, especially time and budget, and executed in order to produce a defined outcome that can be assessed against the original scope.”