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 (preface, introduction, chapter 1)

who is a project manager? ($P_{roject}M_{anager}$)

"I never dreamt of being a project manager. I wanted to be
an architect.… architecture was like art to me". (p. ix)

"buildings are collaborative efforts"

[about project manager] "an orchestra conductor is an apt analogy"

what is project managing? what does the PM do?

"many things simultaneously…" (etc from p. x)
•the work process (that brings about the design)
•the team of design professionals (who do the design work)
•the cost and schedule (for the design work) $\longrightarrow$ *also: costing and scheduling the project*
•project design (itself)   *objective /output, e.g. a building (see further on)*

"a balanced mix of art, science, finance, time-
management, and people skills"   *+ engineering!?*

what can the **book** do for you? what's the focus?

"this book will help PMs stack and balance the 'rocks' [components of a project]"

the book discusses, a.o.:
•meaningful milestones
•techniques for monitoring
performance
•scheduling
•decision making
•team management $\longrightarrow$ *note: team, client (and self)*
•budget management   *management relies on insights in*
•quality-control procedures   *psychology*
•client management

performance expectations are high (today)

example: Cathedral of Sta Maria del Fiore, Florence
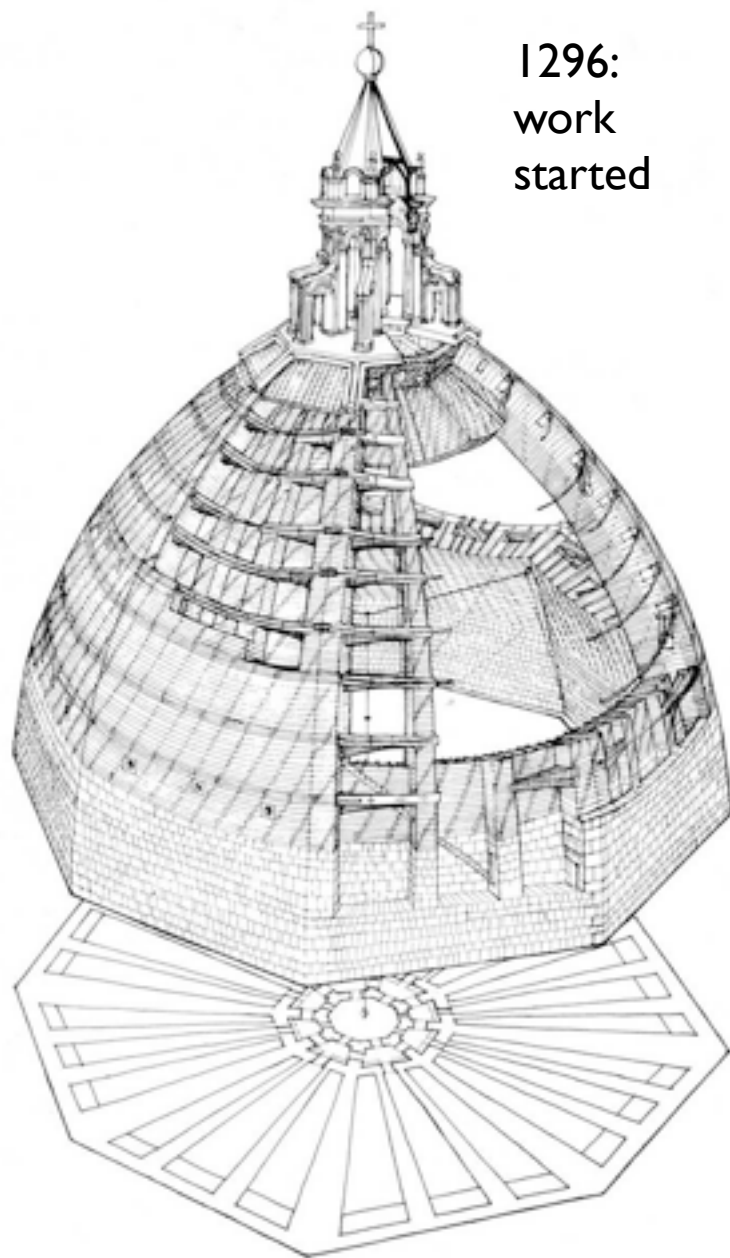
1296:
work
started

1436:
work
completed

Brunelleschi

https://en.wikipedia.org/wiki/
Filippo_Brunelleschi

http://www.thehistoryblog.com/wp-
content/uploads/2013/01/Dome-design.jpg

https://upload.wikimedia.org/
wikipedia/commons/6/67/
Santa_Maria_del_Fiore.jpg

"PM's job is easy to summarize…

…make sure the project succeeds."

aesthetic

technical

functional

project management
is a balancing act of
many parameters:

environmental

project
managers
(PMs) skills:
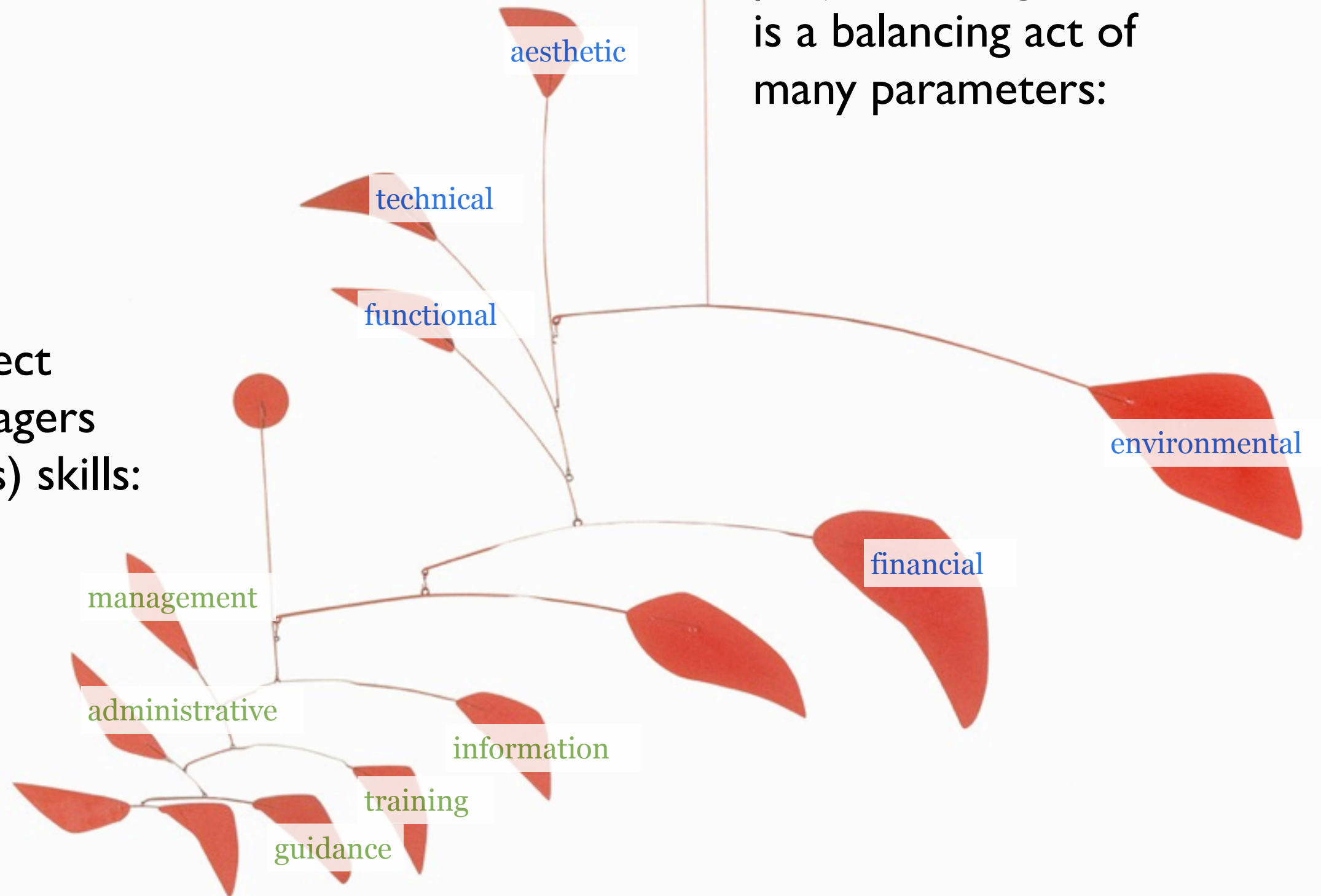
financial

management

administrative

information

training

guidance

Monday, 25 January 16

learn project management by being "thrown in at the deep end [of the pool]" - don't drown!

learn project management on the job, "gain experience… slowly moving up the professional ladder… given more responsibility"

… or learn (prepare yourself for) project management as part of your eduction!?

"Project management is complex and expansive…

…requiring an overall perspective…

… to see it properly." (p. xv)

Early history (p. 1-12): read for overview

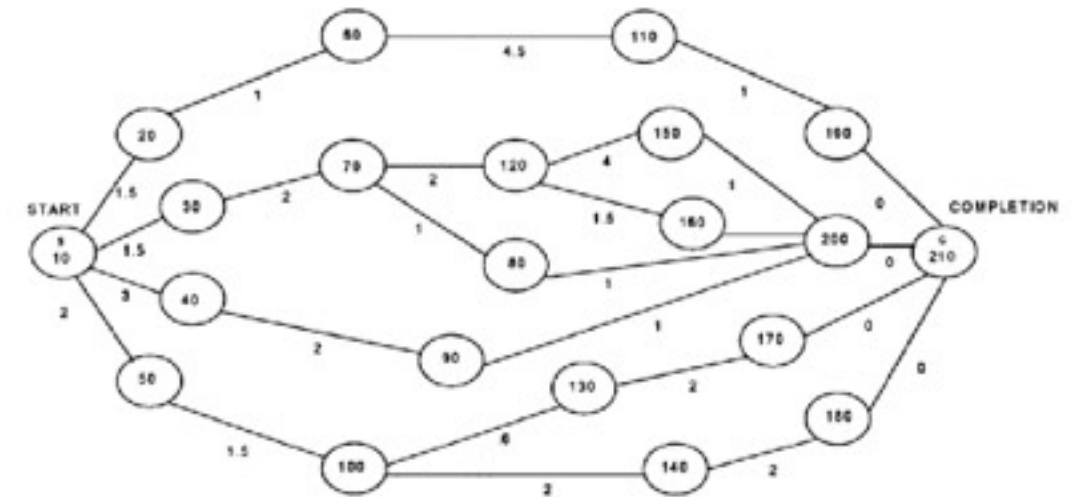Modern history (p. 12-20): study in detail

Figure A5.10.   Typical Program Evaluation and Review Technique (PERT) Network Diagram.

Early history (p. 1-12)

classical texts

"the space race"

- •Cold War
- •Sputnik
- •PERT - Program Evaluation and Review Technique
- •WBS - Work Breakdown Structure

http://fas.org/irp/doddir/usaf/afpam14-210/part18.htm

HISTOIRE
D'UNE MAISON

TEXTE ET DESSINS
PAR
VIOLLET-LE-DUC

BIBLIOTHÈQUE
D'ÉDUCATION ET DE RÉCRÉATION
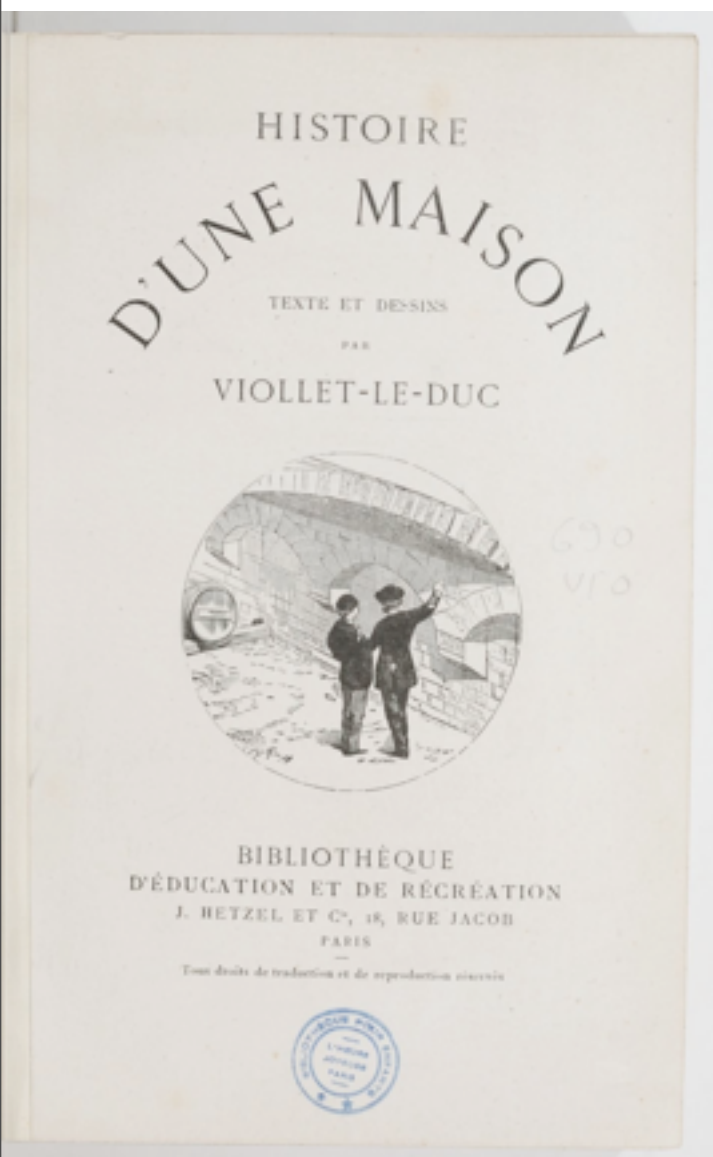J. HETZEL ET Cⁱᵉ, 18, RUE JACOB
PARIS

to think about: how much should project management be based on statistics? what is "project development and planning" for [interactive] artists & designers?

(Durand)
Viollet-le-Duc

to think about: in what ways was Viollet-le-Duc a **modern** *designer?*

http://gallica.bnf.fr/ark:/12148/bpt6k6567176q/f11.highres

Modern history (p. 12-20)

Taylor & the work task (p. 12-14)

*the most prominent single element in modern scientific management is the **task** idea.*

The work of every workman is fully planned out by management… and each man receives… complete written instructions, describing in detail the task which he has to complete…

joint effort of the workman and the management

equal attention on planning and execution!

not only **what**, but also **how**, and the **time** allowed

stringing the more **efficient** tasks together in a **logical order**, the overall efficiency of the work could be improved

principles:
1. base work methods on the **scientific study** of tasks
2. **train** workers to perform the tasks
3. **manage and monitor** workers
4. **spend as much time planning** the work as performing the work

https://upload.wikimedia.org/wikipedia/commons/2/2a/F._Taylor_at_1873.jpg

further reading + to think about: how did Taylor influence Ford's manufacturing methods? and other industrial processes?
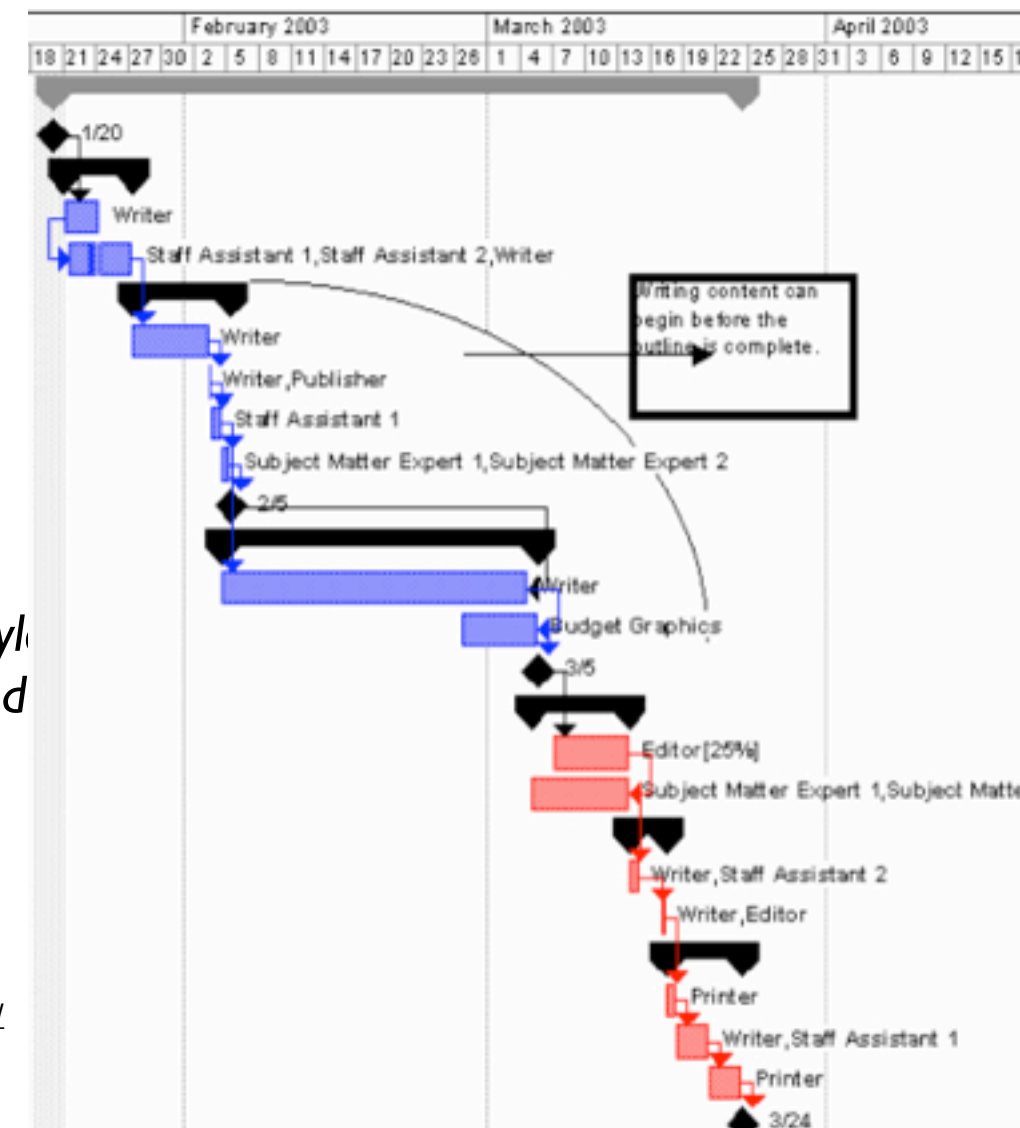
Modern history (p. 12-20)

Gantt and the bar chart (p. 14-15)

horizontal time line

tasks listed on vertical axis

to think about: similar to a music score, or audiovisual sequencing (e.g. Pro Tools, Ableton Live, Final Cut)…!?

useful for
visualising the sequence and relationship between tasks
scheduling
production control
milestones

bar chart is based on a task network:
directed graph

further reading + to think about: how did Tayl[e]
Ford's manufacturing methods? and other ind[...]

https://en.wikiquote.org/
wiki/Henry_Gantt

http://www.orau.gov/cdcynergy/
soc2web/Content/phase04/
images/SOC_gantt_chart.jpg

Modern history (p. 12-20)

Follett & *synergy* (p. 16-17)

prolific researcher, social scientist

a well-organised group can provide (generate) better
ideas than any of its individual members

"… I go to a committee meeting in order that all together we may

•create a **group idea**, an idea which will be **better than any one of our ideas alone**,

•moreover which will be **better than all of our ideas added together**" (p. 16)

"to create and maintain a work environment that
fosters a synergic team effort is well worth the effort"

*p. 17; more in Chapter 10 (see e.g. p.
185-190 for amusing examples)*

A clearly defined project scope of work:
• roles, responsibilities, and obligations among team members
•work plan
•delegation of (some) decisions
•"buy-in"
• transition from *design mode* to *production mode*

*to think about: how did Follett contribute to
the development of ideas such as community
centres and the 'win-win' philosophy?*

*even deeper thinking: what are the political implications of Follett's
methods & philosophy? Consider this quote: "It is a mistake to think that
social progress is to depend upon anything happening to the working
people: some say that they are to be given more material goods and all
will be well; some think they are to be given more "education" and the
world will be saved. It is equally a mistake to think that what we need is
the conversion to "unselfishness" of the capitalist class." (Follett 1918)*
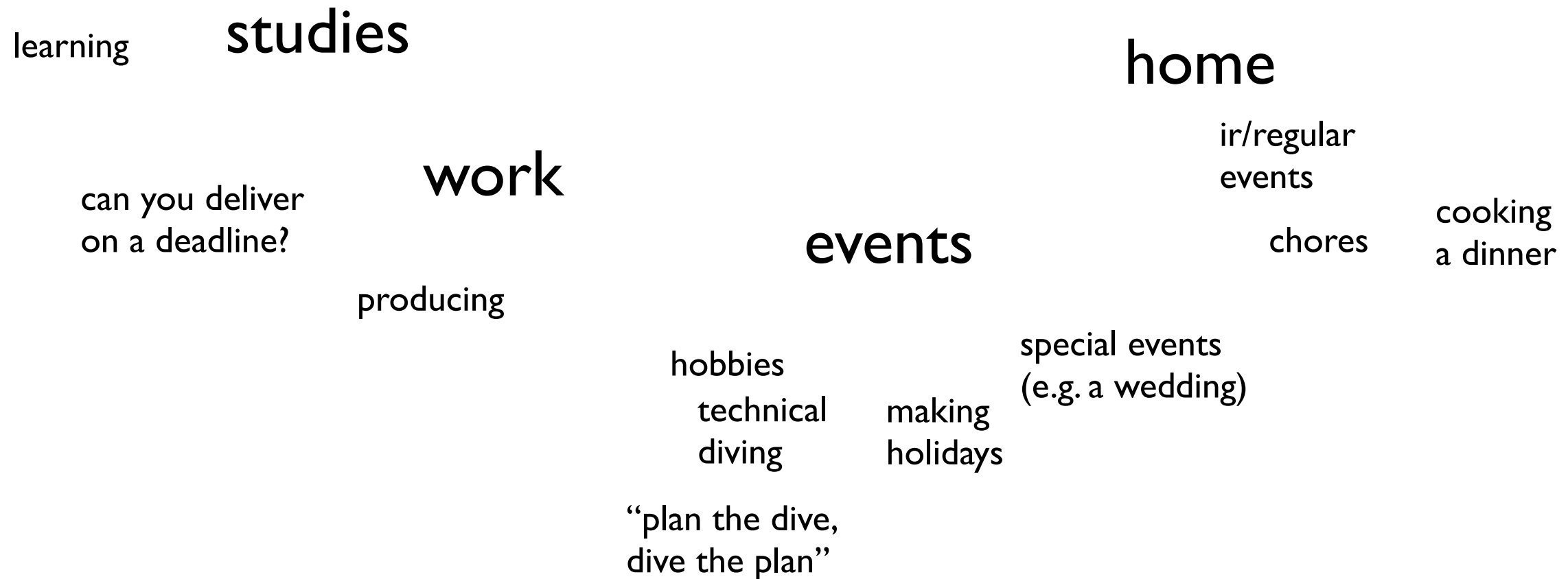
https://en.wikipedia.org/wiki/Mary_Parker_Follett

more details on certain core concepts & methods

more business-minded approach (!?)

"projects are all around us"

studies

learning

home

work

ir/regular
events

can you deliver
on a deadline?

cooking
a dinner

chores

events

producing

special events
(e.g. a wedding)

hobbies

technical
diving

making
holidays

"plan the dive,
dive the plan"

"projects are all around us"

project constraints

critical path method

network analysis

project risk management (e.g. simulation)

project lifecycle awareness

learning Project Planning so that we can:

- classify a project as successful or not
- appreciate what makes projects successful
- learn from unsuccessful projects

- define a project
- set project goals and objectives
- analyse to be able to prioritise
- handle complexity
- handle stakeholder expectations

Drucker's Effective Executive

Drucker, Peter Ferdinand. *The effective executive.* Vol. 967. London: Heinemann, 1967.

Action Plan =

- statement of intentions (≠ commitment)
- source of inspiration, must be flexible, not a straightjacket
- revise often!
- systematic checking (intermediary) results against expectations
- then plan generates a basis for executive (project manager) time management

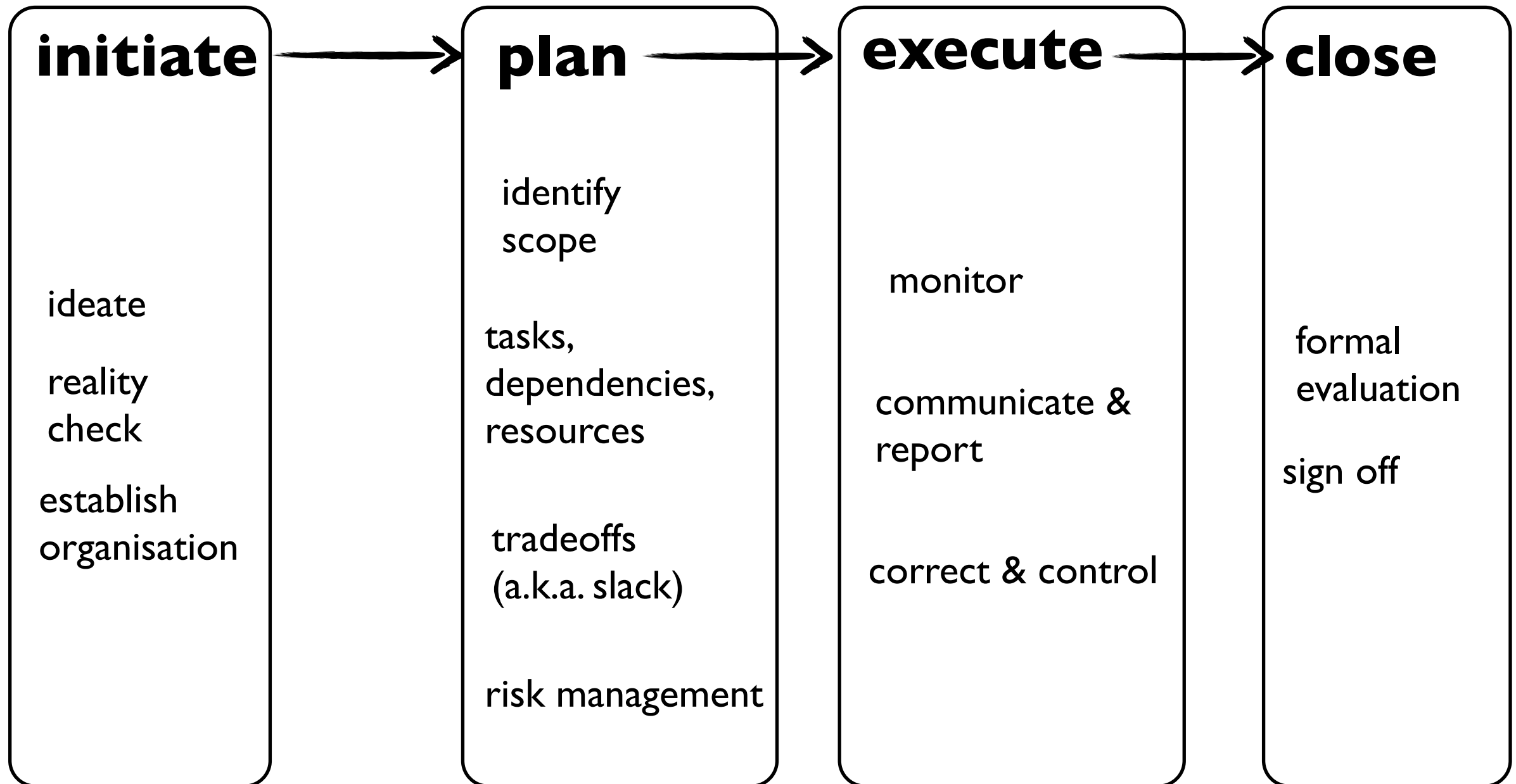'Culture eats strategy for breakfast'
- Peter Drucker

1. Be A Great **Manager of Time**.
2. Focus on **results** and meaningful contributions.
3. Make decisions based on **strengths** not on weaknesses.
4. Do **first things first** and second things not at all.
5. Make effective **decisions** by determining what is relevant, considering all alternatives and choosing to either **take or not take** action.
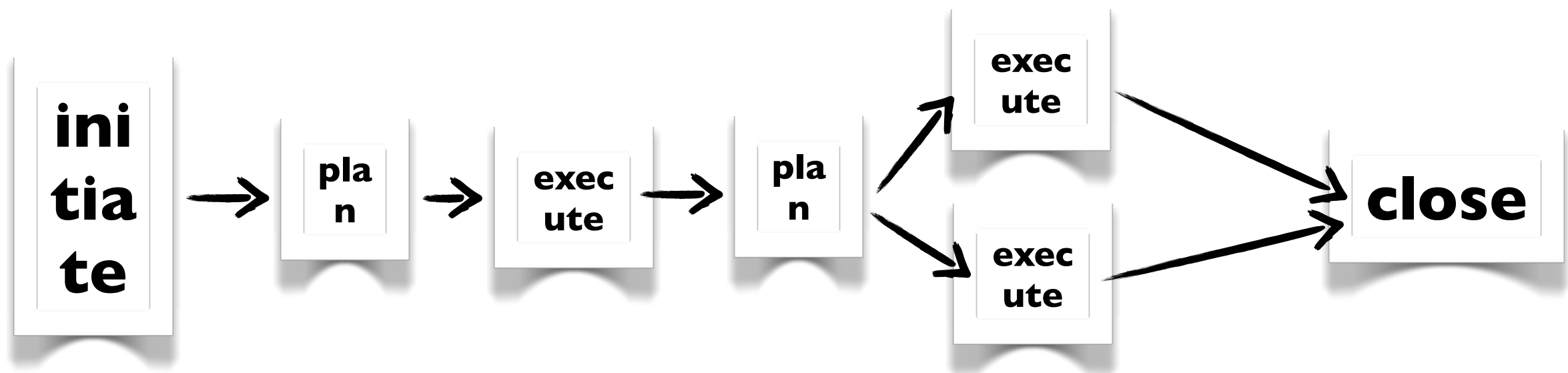
Project life-cycle

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

initiate	**plan**	**execute**	**close**
ideate	identify scope	monitor	formal evaluation
reality check	tasks, dependencies, resources	communicate & report	sign off
establish organisation	tradeoffs (a.k.a. slack)	correct & control	
	risk management		

Project life-cycle

| initiate | → | plan | → | execute | → | close |

| ini tia te | → | plan | → | e xe cu te | → | close |

| ini tia te | → | pla n | → | exec ute | → | pla n | → | exec ute / exec ute | → | close |

Project life-cycle

initiate → **plan** → **execute** → **close**

ini tia te → **plan** → **e xe cu te** → **close**

ini tia te → **pla n** → **exec ute** → **pla n** → **exec ute** → **close**

exec ute