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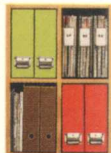


MANAGERS

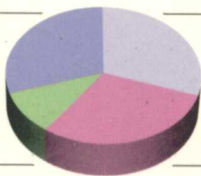
# PROJECT MANAGEMENT



COMMUNICATING  
QUALITY CONTROL



DEADLINES



BUDGETING

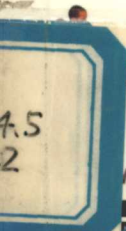
DECISIONS

RESOURCES

IMPLEMENTATION • RISKS



COORDINATING  
PLANNING • TEAMS



BY BRUCE & KEN LANGRISH

ESSENTIAL



MANAGERS

# PROJECT MANAGEMENT



ANDY BRUCE  
& KEN LANGDON

管理學 資訊




A Dorling Kindersley Book

ESSENTIAL  MANAGERS

# PROJECT MANAGEMENT



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管理學 資訊  


A Dorling Kindersley Book

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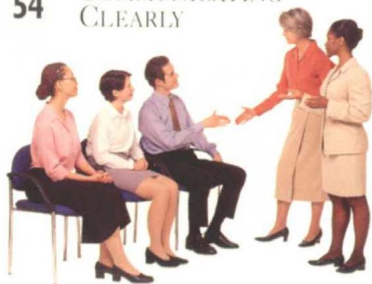
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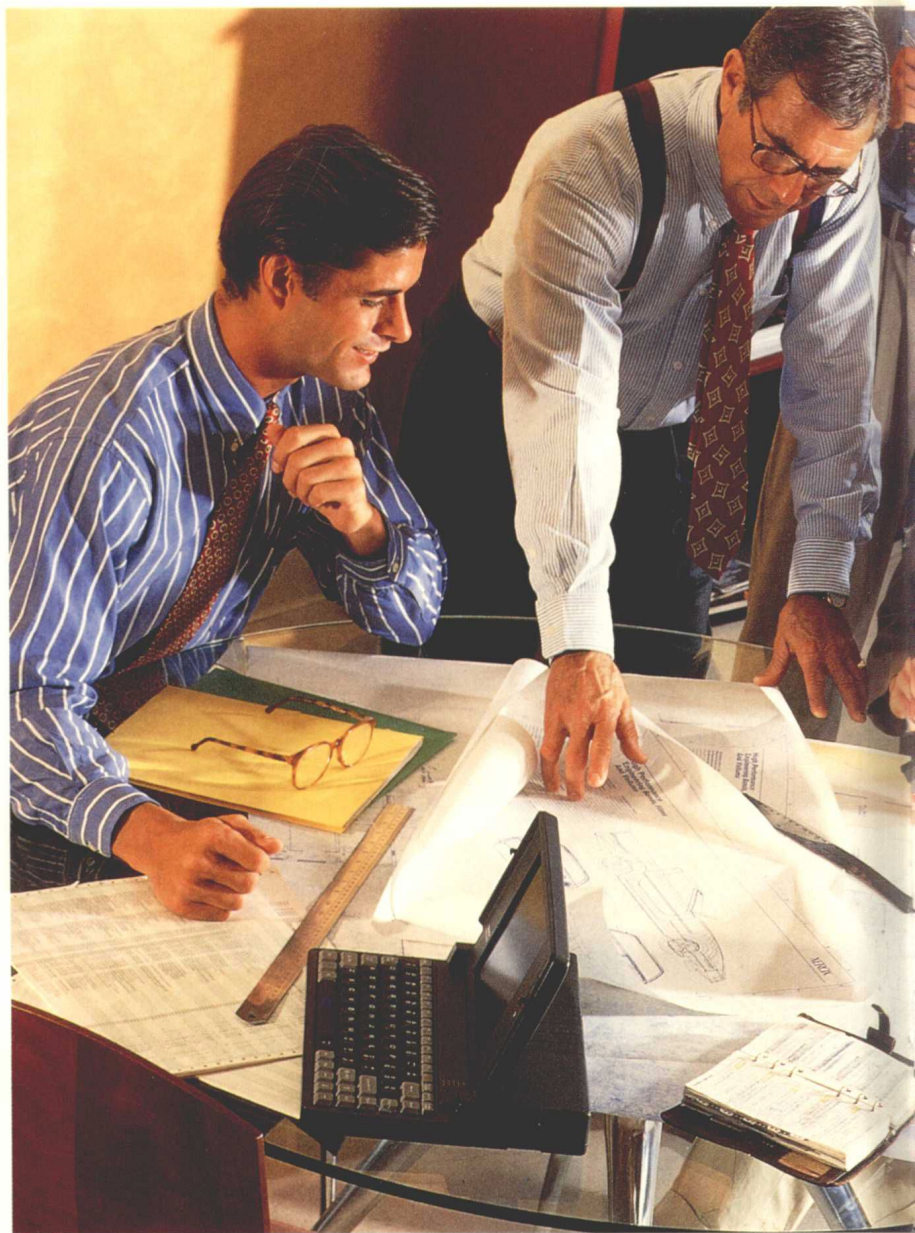
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# INTRODUCTION

**T**o be successful in today's competitive business world, managers must deliver results on time and within budget. By applying the processes, tools, and techniques shown in Project Management you will maximize performance and ensure optimum results every time. Suitable for managers at all levels, this book equips you with the know-how you need to lead any project, large or small, to a successful conclusion. From starting a project effectively to motivating a team and overcoming problems; every aspect of professional project management is clearly explained. There is a step-by-step guide to project planning, while 101 tips offer further practical advice. Finally, a self-assessment exercise allows you to evaluate your ability as a project manager, helping you to improve your skills, and your prospects for the future.



# UNDERSTANDING THE BASICS

Project management provides structure, focus, flexibility, and control in the pursuit of results. Understand what running a project entails and how to improve the likelihood of success.

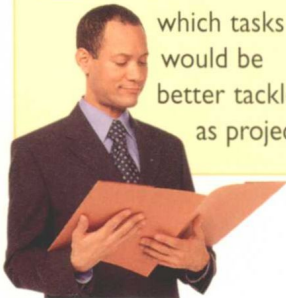
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## DEFINING PROJECTS

**A** project is a series of activities designed to achieve a specific outcome within a set budget and time frame. Learn how to distinguish projects from everyday work and adopt the discipline of project management more widely to improve performance.

**I** Greet a new project as an opportunity to develop your skills.

**2** Review your work to determine which tasks would be better tackled as projects.



### WHAT IS A PROJECT?

A project has clear start and end points, a defined set of objectives, and a sequence of activities in between. The activities need not be complex: painting the staff restaurant is as valid a project as building a bridge. You may be involved in a project without realizing it – for example, if you work in a special team, perhaps outside the normal business schedule, to a deadline. Routine work, on the other hand, is usually ongoing, repetitive, and process-oriented. Some everyday work may lend itself to being managed as a project – tackling it as such will greatly increase your efficiency.

---



## QUESTIONS TO ASK YOURSELF

- Q What projects am I involved in at the moment?
- Q Has my organization been trying to make changes that might be more likely to happen if tackled as a project?
- Q Would I work more effectively if I regarded certain tasks as part of a project?
- Q Could project management techniques help to make me more efficient?

## WHY USE PROJECT MANAGEMENT?

In today's competitive business environment, a flexible and responsive approach to changing customer requirements is essential. Project management enables you to focus on priorities, track performance, overcome difficulties, and adapt to change. It gives you more control and provides proven tools and techniques to help you lead teams to reach objectives on time and within budget. Organizing activities into a project may be time-consuming initially, but in the long term it will save time, effort, and reduce the risk of failure.

## IDENTIFYING THE KEY FEATURES OF PROJECTS

### FEATURES

**DEFINED START AND END**  
All projects have start-up and closure stages.

**ORGANIZED PLAN**  
A planned, methodical approach is used to meet project objectives.

**SEPARATE RESOURCES**  
Projects are allocated time, people, and money on their own merits.

**TEAMWORK**  
Projects usually require a team of people to get the job done.

**ESTABLISHED GOALS**  
Projects bring results in terms of quality and/or performance.

### POINTS TO NOTE

- Some projects are repeated often, but they are not processes because they have clear start and end points.
- Routine work can be distinguished from projects because it is recurring, and there is no clear end to the process.
- Good planning ensures a project is completed on time and within budget; having delivered the expected results.
- An effective plan provides a template that guides the project and details the work that needs to be done.
- Some projects operate outside the normal routine of business life, others within it – but they all require separate resources.
- Working within agreed resources is vital to success.
- Project teams take responsibility for and gain satisfaction from their own objectives, while contributing to the success of the organization as a whole.
- Projects offer new challenges and experiences for staff.
- A project often results in a new way of working, or creates something that did not previously exist.
- Objectives must be identified for all those involved in the project.

# EXAMINING KEY ROLES

**P**rojects can involve a wide range of people with very different skills and backgrounds. However, there are several pivotal roles common to all projects, and it is important to understand the parts that each of these key people play.

**3** Draw up a list of all the people who might be able to help you.

## CULTURAL DIFFERENCES

North American projects need a senior sponsor to get off the ground and be accepted by stakeholders. Australia's flatter management structure means that projects also depend on senior support. In the UK, the sponsor can be at a lower level, provided that there is a strong business case for the project.

## UNDERSTANDING ROLES

As project manager, you are in charge of the entire project. But you cannot succeed alone, and establishing good relations with other key players is vital. Important project people include the sponsor, who may also be your superior, and who provides backing (either financial or moral); key team members, who are responsible for the overall success of the project; part-time or less senior members, who nevertheless contribute to the plan, and experts or advisers with important roles. There will also be stakeholders, or people with an interest in the project, such as customers, suppliers, or executives in other parts of your organization.




## INVOLVING STAKEHOLDERS

Aim to involve your stakeholders at an early stage. Not all stakeholders will be equally important, so identify those who could have a significant effect on the project; and when you draw up the project plan later, consider how regularly they should be consulted. When stakeholders are enthusiastic and strongly supportive of the project, seek their assistance in motivating others. Make sure that you forge strong alliances with those stakeholders who control the resources. Finally, check that everyone understands the reason for their involvement in the project and what its impact on them will be.

**4** Build up a good rapport with your main stakeholders.

**5** Make sure that your core team consists of people you really trust.

## IDENTIFYING KEY PLAYERS AND THEIR ROLES

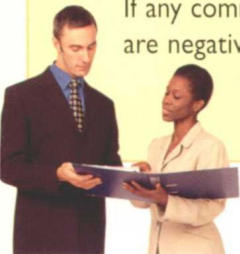
KEY PLAYER	ROLES
 <p><b>SPONSOR</b> Initiates a project, adds to the team's authority, and is the most senior team member.</p>	<ul style="list-style-type: none"> <li>● Ensures that the project is of real relevance to the organization.</li> <li>● Helps in setting objectives and constraints.</li> <li>● Acts as an inspirational figurehead.</li> <li>● May provide resources.</li> </ul>
 <p><b>PROJECT MANAGER</b> Responsible for achieving the project's overall objectives and leading the project team.</p>	<ul style="list-style-type: none"> <li>● Produces a detailed plan of action.</li> <li>● Motivates and develops project team.</li> <li>● Communicates project information to stakeholders and other interested parties.</li> <li>● Monitors progress to keep project on track.</li> </ul>
 <p><b>STAKEHOLDER</b> Any other party who is interested in, or affected by, the outcome of the project.</p>	<ul style="list-style-type: none"> <li>● Contributes to various stages of the planning process by providing feedback.</li> <li>● Might only be involved from time to time.</li> <li>● May not be a stakeholder for the entire project if his or her contribution is complete.</li> </ul>
 <p><b>KEY TEAM MEMBER</b> Assists the project manager and provides the breadth of knowledge needed.</p>	<ul style="list-style-type: none"> <li>● Makes a major contribution in examining feasibility and planning a project.</li> <li>● Lends technical expertise when needed.</li> <li>● Is directly responsible for project being completed on time and within budget.</li> </ul>
 <p><b>TEAM MEMBER</b> Full or part-time person who has actions to carry out in the project plan.</p>	<ul style="list-style-type: none"> <li>● Takes responsibility for completing activities as set out in the project plan.</li> <li>● Fulfills a specialized role if involved as a consultant, or as an individual who is only needed for part of the project.</li> </ul>
 <p><b>CUSTOMER</b> Internal or external person who benefits from changes brought about by the project.</p>	<ul style="list-style-type: none"> <li>● Strongly influences the objectives of the project and how its success is measured.</li> <li>● Dictates how and when some activities are carried out.</li> <li>● Provides direction for the project manager.</li> </ul>
 <p><b>SUPPLIER</b> Provider of materials, products, or services needed to carry out the project.</p>	<ul style="list-style-type: none"> <li>● Can become very involved with, and supportive of, the project.</li> <li>● Delivers supplies on time and provides services or goods at a fixed cost, agreed with the project manager at the outset.</li> </ul>

# IDENTIFYING THE ESSENTIALS FOR SUCCESS

To achieve the desired outcome, a project must have defined and approved goals, a committed team, and a viable plan of action that can be altered to accommodate change. Abide by these essentials to keep you on course for success.

**6** Make sure that people understand what you are aiming to achieve.

**7** Ask colleagues to read your goals. If any comments are negative, revise the goals.



## HAVING CLEAR GOALS

To be successful, a project must have clearly defined goals. These goals must be agreed by all involved, so that everyone proceeds with same expectations. The scope of the project must remain consistent so that it achieves what it set out to accomplish. Whoever agreed to the initiation of the project, usually the project sponsor or customer, should not need to make significant changes to its scope or extent. People who are key to the success of the project must commit their time to it, even if their involvement is only on a part-time basis.

## GAINING COMMITMENT

An eager, skilled, and committed team is vital to the success of any project. To this end, the motivational and people management skills of the project manager are paramount. As project manager, it is your responsibility to develop the best team that you can, guide it in the right direction, and ensure that members benefit from the experience. Choose your team carefully and provide training, if necessary. The ongoing support of your superior, sponsor, and other interested parties must also be gained from the outset.

### QUESTIONS TO ASK YOURSELF

- Q** Could I respond to a customer's demand by initiating a project?
- Q** Whom should I approach to get the project under way?
- Q** Am I confident that key people will lend their support to make this project successful?
- Q** Do the overall aims of the project seem achievable?



**8** Expect to revise and enhance your project plan at least several times.

## PLANNING AND COMMUNICATING

For a project to run smoothly, the resources required must be available at the time you need them. This demands effective front-end planning, taking into account not only people, but also facilities, equipment, and materials. A detailed, complete plan guides the project and is the document that communicates your overall objectives, activities, resource requirements, and schedules. It is also vital that you keep everyone involved fully informed of the plan and update them whenever it changes.

### ◀ ACTING EARLY

*Check with your superior that a sufficient budget and realistic time frame have been agreed for the project from the outset. This avoids the success of your project being threatened later because time or money has run out.*

## BEING FLEXIBLE

In a rapidly changing business environment, the ability to think ahead and anticipate can make the difference between achieving project objectives or not. You must be prepared to change your plans in a flexible and responsive way. It is unlikely that your original plan will be the one you follow all the way, since circumstances and requirements generally change as the project unfolds. This means that you will have to reevaluate the plan regularly and adapt it accordingly. If your project is to succeed, you must be able to anticipate and recognize the need for change, implement it, and measure its impact effectively.

**9** Learn to accept the inevitability of change.

**10** You can hope for the best, but always plan for the worst.

# DEFINING THE STAGES

**T**here are five stages to a project: initiation, planning, motivating, monitoring, and closing. Start with a burst, end positively, and recognize the different techniques and skills required to negotiate the three key stages in between.

**II** Make an issue of a new project so that people know it is happening.

## POINTS TO REMEMBER

- A new project should be viewed as an exciting opportunity to bring new skills and knowledge to your organization.
- The team should be encouraged to build friendships and to help one another by making constructive suggestions.
- A system for recording what the team has learned should be established early on.

## PLANNING A PROJECT

Whether you initiate a project yourself, or your manager or a customer suggests it, the first step in the planning process is to agree a vision for the project, stating exactly what it will achieve. To do this, you will bring together your core team members and people with a close interest in the project's result, known as stakeholders. Having defined a vision, you can identify objectives, agree on actions and resources, order and schedule tasks, and finally validate the plan with all concerned and gain their commitment to it.

## IMPLEMENTING THE PLAN

The success of the implementation phase rests with the project team and, ultimately, your ability to lead them. You will have to think about team selection, understand how the team will develop as the project progresses, encourage teamwork, agree on key decisions, and adopt different leadership styles to inspire and motivate different personalities. To gain the commitment of all concerned, make sure that you start with a well-prepared burst, using the authority of your sponsor, manager, and customer to focus everyone on the plan. You must ensure that everyone has access to key project information, and keep communication flowing at all times.

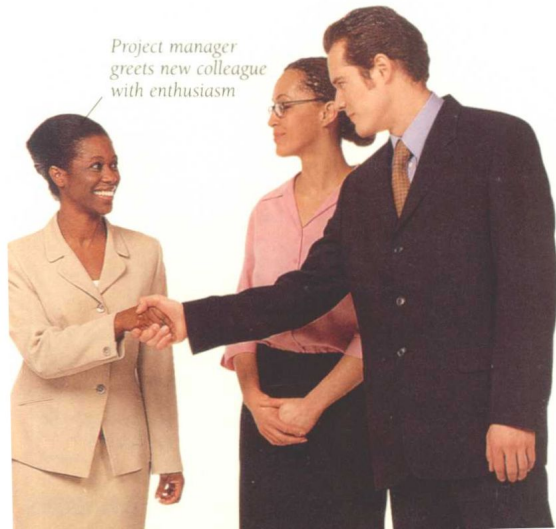


**12** Monitor the project consistently from start to finish – problems can occur anywhere along the way.

## MONITORING PERFORMANCE

Once the project is under way, you will need to assess how it is faring against objectives and time targets. An efficient monitoring system is vital if you are to deal with problems and changes before they throw a project off-course. During this stage, you will be asking for regular progress reports, organizing team meetings, and identifying milestones that will measure your progress. Once you have identified potential problems and threats, you can then use logical processes to overcome them, and to manage and incorporate changes to the plan when required. Finally, you will gain maximum benefit for your organization by recording your experiences for future reference.

*Project manager greets new colleague with enthusiasm*



## UNDERSTANDING PROJECT DEVELOPMENT



## ◀ MAKING AN IMPRESSION

*Bring the project team together as early as possible to introduce them, and yourself, informally. It is important to start off on a good footing, so be positive and stress how much you are looking forward to working together as a team.*

# CHECKING FEASIBILITY

**B**efore starting on a project, you need to be certain that there is a good chance it will be successful. Take the relevant steps to find out whether a project is appropriately timed, feasible, and worthwhile before going ahead with it.

**13** Make sure you are not undertaking a task that cannot be achieved.

**14** Find out where a project is in danger of failure.

**15** Examine whether a given schedule is realistic.

## TIMING IT RIGHT

However promising and desirable a project may seem, always carefully examine whether it is the right time to initiate it. Take into account other projects that have already started. Some organizations have so many projects in place that it is not possible for them all to succeed, so you may have to consider postponing the new project or curtailing those that are unlikely to produce valuable results. Since all projects require access to limited or even scarce resources, it is vital that each has a clear reason for existing and that now is definitely the right time for it to happen.

## IDENTIFYING DRIVING RESOURCES

Every project is driven by the needs of the organization. The stronger these driving forces, the more likely the project is to succeed. If, for example, a project involves winning back lost customers, the driving force is very strong. To create a list of driving forces, or reasons why your project should go ahead, decide which business concerns the project will have an impact on, and then compare your project with other projects. For example, if there is a driving force behind two projects to increase sales, then the one that, say, doubles sales is more likely to succeed.

### QUESTIONS TO ASK YOURSELF

- Q** Are there any ongoing projects with a higher priority than my own that are taking up key resources?
- Q** Are my project goals in line with the long-term objectives of my organization?
- Q** How will the outcome of the project affect the performance of the organization?
- Q** Could this project damage the chances of another project being successful?



