

CE 401 – PROJECT PLANNING AND CONSTRUCTION MANAGEMENT

The Project Management Context

- Project Phases and the Project Life Cycle
- Project stakeholders
- Organizational Influence
- Key General Management Skills
- Socioeconomic Influences

Key General Management Skills

General Management includes:

- Finance and accounting, sales & marketing, research and development
- Strategic planning, tactical and operational planning
- Organization structure, personal administration, etc.
- Managing work relationship
- Managing oneself through personal time management

Key General Management Skills

- The skills highly likely to affect most projects,
I. Leading

Managing – “consistently producing key results expected by stakeholders”

Leading –

- Establishing direction
- Aligning people
- Motivating and inspiring

Project manager expected to be a leader

But leadership must be demonstrated at all level of the project

Key General Management Skills

2. Communicating – exchange of information

Many dimension of communication –

- Written and oral, listening and speaking
- Internal and external
- Vertical and horizontal

Communicating needs knowledge of

- Sender- receiver model
- Choice of media
- Writing style
- Presentation technique
- Meeting management techniques

Key General Management Skills

- **3. Negotiating** – conferring with others in order to come or reach an agreement
 - Direct negotiation
 - With assistance
 - Mediation and arbitration

Negotiation occur around many issues, at many times and at many level

During a project stuff likely to negotiate for

- Scope, cost and schedule objectives
- Change to scope, cost or schedule
- Contract terms and conditions
- Assignments
- Resources

Key General Management Skills

4. **Problem solving** – combination of problem definition and decision making, concern with problems already occurred

- Internal or external problems
- Technical (differences of opinion), managerial or inter personal

Decision making includes

- Analyzing the problem to identify viable solutions and then making a choice
- Decision can be made or obtained (from customer, team, functional manager)

Decision must be implemented as it has time element to them

Key General Management Skills

5. Influencing the Organization – “get things done”

Influencing requires

- understanding of both formal structure of all organization
- Understanding mechanics of “Power” and “Politics”

Power: “potential ability to influence behavior, to change the course of events, to overcome resistance and get people to do things that they would not otherwise do”

Key General Management Skills

- The skills highly likely to affect most projects,

5. Influencing the Organization (contd..)

Politics – “getting collective action from a group of people who may have quite different interest, use conflict and disorder creatively”

Must understand the possible effect of current conditions and trends in the area

Major socioeconomic influences

I. Standards and Regulations

Standard – “a document approved by a recognized body, that provides, for common and repeated use, rules, guideline, or characteristics for products, process or services with which compliance is not mandatory”

Often begin as guidelines that describe preferred approach and later become de facto regulation

I. Standards and Regulations(contd..)

Regulations – “ document which lays down product, process or service characteristics, including the applicable administrative provisions, with which compliance is mandatory”

2. Internationalization

More and more organization involve with spans of national boundary

Project management team must consider

- Time zone differences
- National and regional holidays
- Travel requirements for face to face meetings,
- The logistics of teleconferencing
- Volatile political differences

3. Cultural differences

“totality of socially transmitted behavior patterns, arts, beliefs, institutions and all other products of human thoughts”

Every project must operate within one or more cultural norms

Area of influence includes

- political, economic, demographic, educational, ethnic, religious and other areas of practice, belief and attitudes that affect the way people and organizations interact