

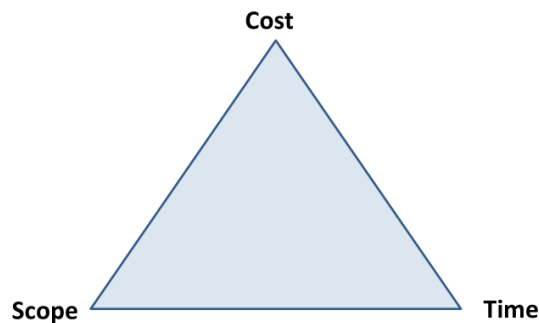
PM-1 Presentation

PMI – Project Management Institute

PMBOK – Project Management Body of Knowledge

- First edition published 1996
- 6th edition published 2017 (most recent)
- Outlines requirements for PMI exams
 - PMP (Project management professional)
 - CAPM (Certified associate in project management)
 - PgMP (Project management professional)
 - PMI-SP (Project management institute - Scheduling professional)

Project objectives (old):



Project objectives (new):



Projects

- Temporary
- Unique outcome
- Clear beginning and end
- Meet objective
- Differ from ongoing operations

Portfolio

- Sub Portfolios
 - Programs
 - Projects
- Programs
 - Sub programs
 - Projects
- Projects

PM-2 Presentation

PMO – Project management office

- Standardizes project-related processes
- Facilitate sharing resources, methods, and tools
- Supportive, controlling, and directive

PM – Project manager

- Leads the team responsible for achieving project objectives
- Satisfy task needs, and individual needs
- Competencies:
 - Technical project management
 - Leadership
 - Strategic and business management

Differences between PMO and Project Managers

- Level of focus, project vs. programs
- Resource allocation level
- Management level

Organization hierarchies

- Functional
- Projectized
- Matrix (somewhere between the other two)

Typical **project team**

- Project manager
- Project management staff
- Project staff
 - These first three exist in most projects
- Supporting experts
- User or customer representatives
- Sellers
- Business partner and their members

Project teams are

- Part-time (common in functional)
 - Dedicated (common in projectized)
- (Thus, matrix organizations use both)

Partnership-based projects

- Strategic alliance
- Joint venture
 - JV Project
 - JV Company
- Consortium

Strategic alliance

- Long-term
- Based on trust and mutual respect for each participant's business needs
- Further common interests of members
- Can be either horizontal (between contractors) or vertical (owner and contractor)
- Share resources, technologies, markets, profits, and supplement each others needs

Advantages

- Reduces investment risks
- Share technologies
- Enhance global mobility and competitiveness

Disadvantages

- Difficult to maintain
- Low efficiency

Joint venture project

- Two or more legally separate entities make a jointly-owned entity
 - Can be formed between contractors, contracts and design firm, contractor and owner
- Jointly-owned entity has two forms
 - Corporation
 - Partnership
- Can be further classified as majority, equal, or minority joint venture
- Either integrated or non-integrated
 - Integrated (take staff from each partner to form a project team)
 - Non-integrated (partner makes a team for their portion of the project, no team mixing)
- Set up by each partner contributing cash, facilities, equipment, materials, intellectual property rights, work force, and/or land use rights
- Pre-agreements set up to avoid competition between partners

Advantages

- Flexible (just for one project or projects)
- Mobile in the foreign market
- Cost saving by using partner's infrastructure

Disadvantages

- Difficult to find the right partner
- Power struggles
- Liability issues

Consortium

- Two or more individuals, companies, organizations
- Involved in a project or operation to achieve a common goal
- No independent entity