

REPRESENTATIVE FUNCTIONS/PROCESSES OF PROJECT MANAGEMENT

FUNCTION *Planning: What are we aiming for and why?*

PROCESS

- Develop project objectives, goals, and strategies.
- Develop project work breakdown structure.
- Develop precedence diagrams to establish logical relationship of project activities and milestones.
- Develop time-based schedule for the project, based on the precedence diagram.
- Plan for the resource support of the project.

Activities

Organizing: What's involved and why?

- Establish organizational design for the project team.
- Identify and assign project roles to members of the project team.
- Define project management policies. Procedures, and techniques.
- Prepare project management charter and other delegation instruments.
- Establish standards for the authority, responsibility, and accountability of the project team.

Motivating: What motivates people to do their best work?

- Define project team member needs.
- Assess factors that motivate people to do their best work.
- Provide appropriate counseling and mentoring as required.
- Conduct initial study of impact of motivation on productivity.

Directing: Who decides what and when?

- Establish "limits" of authority for decision making for the allocation of project resources.
- Develop leadership style.
- Enhance interpersonal skills.
- Prepare plan for increasing participative management techniques in managing the project team.
- Develop consensus decision-making techniques for the project team.

Controlling: Who judges results and by what standards?

- Establish cost, schedule, and technical performance standards for the project.
- Prepare plans for the means to evaluate project progress.
- Establish a project management information system for the project.
- Evaluate project progress.