



## Projects & Project Management

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## Project

The word *project* comes from the Latin word *projectum* (to throw something forward). The word "project" actually means "something that comes before anything else is done".

Typical characteristics of the projects are:

- Temporary (they have an end);
- Unique (they are not repetitive);
- They produce deliverables (determined results);
- Uncertainty in COSTS and TIMES of realization;
- Involvement of numerous "actors".

Other correlated definitions are:

- Program: a long term plan, including more projects;
- Work package: a short term work; many WP can constitute a project.



## Project

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***The companies that typically operate by projects (but are not the only ones) are:***

- Construction industry;
- Industrial systems;
- ICT;
- Shipbuilding;
- Aviation industry;
- Engineering (i.e. civil works).



## Project Management

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Systemic management of a complex, and unique activity with limited resources.

It is the discipline of organizing and managing resources in such a way that these resources deliver all the work required to complete a project within defined scope, time, and cost constraints



## Project Management

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*The Project Management takes care of the management of specific activities until they achieve the desired goals through planning, budgeting and control.*

The management of the plans consists:

- to establish a plan of job with evidence of the temporarily critical activities;
- to define a resources' program (persons, tools and materials);
- to construct an economic budget (estimated costs);
- to follow the work in progress (times and costs);
- to prepare the documentation of the plan.



## Project Management

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- Advantages of the Project Management:
  - Improvement of the decision making;
  - Improvement of the communication between customer, company and suppliers;
  - Support to the total quality processes;
  - Greater transparency of the actions;
  - Reduction of the risks;
  - Increase of the business efficiency.
- The diffusion of the PjM is increasing in Italy and in the World

## Many ways to conceive the plan

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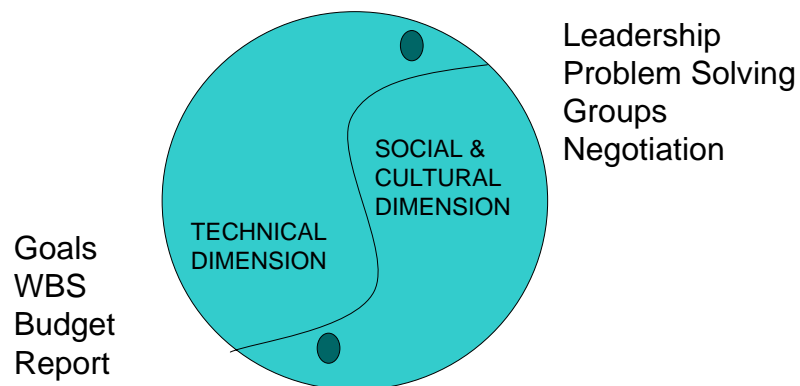
- Work in progress (approach of the professional bureaucracy)
- The net of Actors
- Opportunity of learning



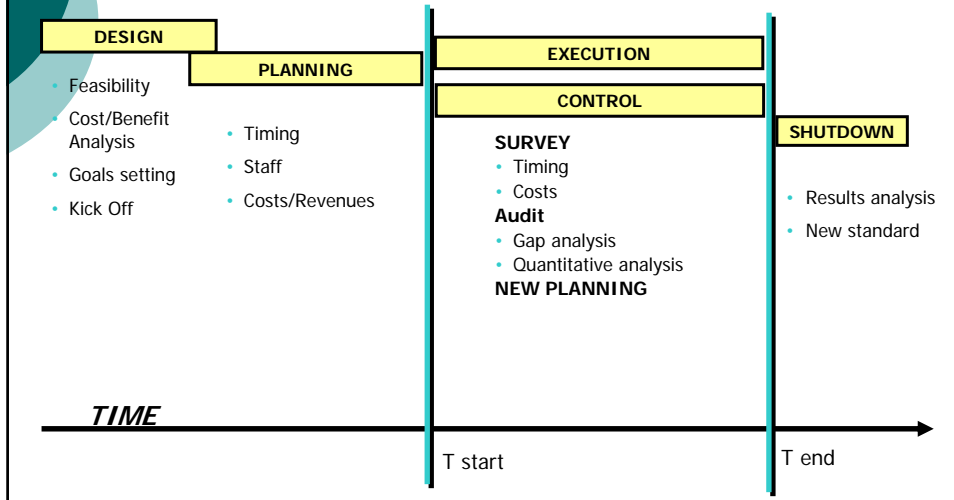
## Many ways to conceive the plan

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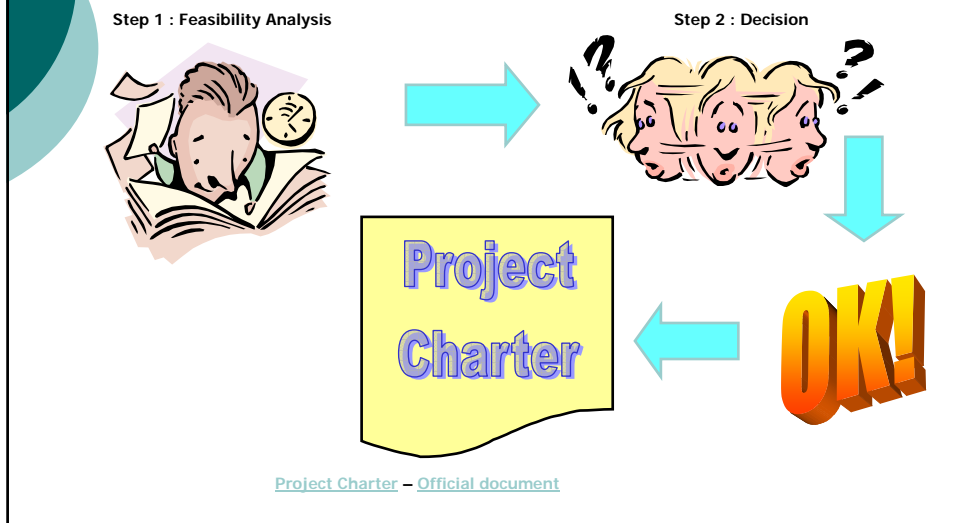
The balance of 2 requirements



## Project Management Phases

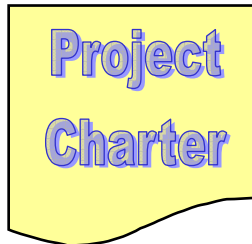


## Beginning of the Projects (Project Charter)

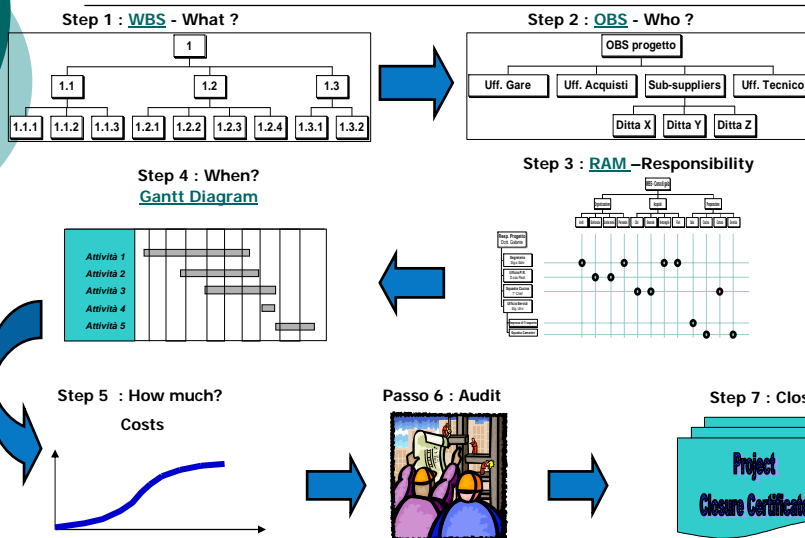


## Project Charter: definitions

The Project Charter represents the official beginning of the plan.

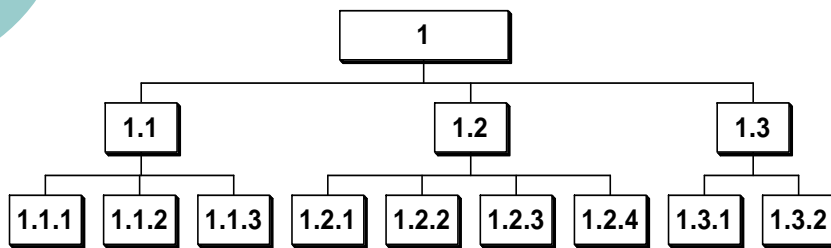


## Steps for the planning



## WBS - Work Breakdown Structure

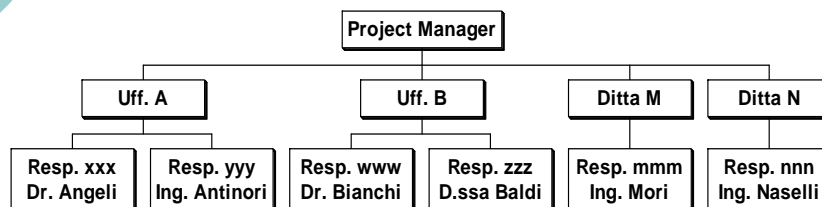
The WBS is a hierarchical decomposition of the plan in its elements



The WBS is oriented to the job and the deliverables of the plan.

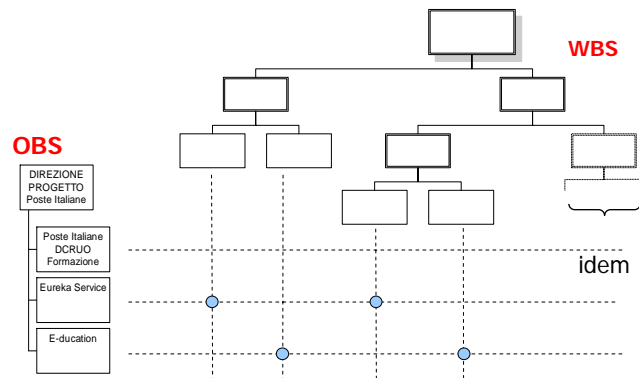
## OBS - Organization Breakdown Structure

The WBS is a hierarchical decomposition of the responsibilities



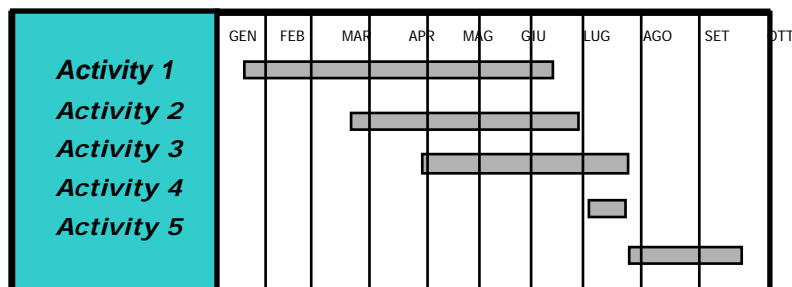
## RAM - Responsibility Assignment Matrix

The RAM is a WBS + an OBS



## Diagramma di GANTT

The diagram of Gantt is the official instrument in order to manage the timing of the plan.



1.4.1  
Realizzazione PM-IN

1.4.1.1  
Svil. contenuti PM-IN

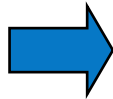
1.4.1.2  
Sviluppo tecnico PM-IN



# Cost planning

## PASSI

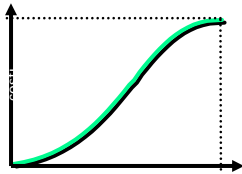
step 1: identification (costs staff and materials)



Step 2: cost center



Step 3: WIP & Costs trend

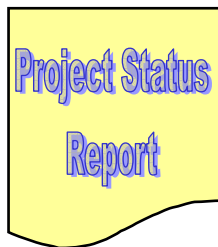


# Audit

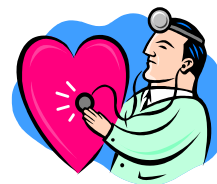
Step 1 : WIP



Step 2 : Approval



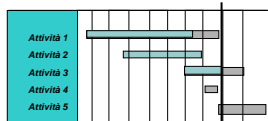
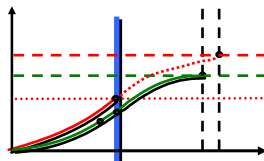
Step 3 : Check-up



Step 4 : New plannig



Passo 5 : New costing and timing



# The End of the Project

Step 1 : Approvation



Step 2 : Performance appraisal

