

# **Welcome to Project Management World**

# Facilitated By

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# Sessions Plan

1. Project Management as Professional/ a means of Career Development
2. Projects in Macroeconomic Framework
3. Project Management in the Global Context
4. Projects in GOB sector
  - Developing a Logical Framework
  - Role of the PD and Project Team

# **Project Management as Profession/a means of Career Development**

## Core Skills Required for a Member of British Civil Service

1. People Management
2. Analyze and Use of Evidence
3. Project and Program Management
4. Financial Management
5. Strategic Thinking
6. Communication and Marketing

# Projects in Macroeconomic Framework

# Gross Domestic Product (GDP)

$$Y = C + I + G + X - M$$

Where,  $Y = \text{GDP}$

$C = \text{Private Consumption}$

$I = \text{Private Investment}$

$G = \text{Government Expenditure}$

$X = \text{Export}$

$M = \text{Import}$

## Budget At A Glance: 2016-17

	14-15 ( Budget)	11-12(actual)
<b>A. Revenue and Foreign grants</b>		
❖ Revenue	1,82,954	1,14,693
❖ Foreign Grants	6,206	3,566
<b>Total ( Revenue and Foreign Grants)</b>	<b>1,89,160</b>	<b>1,18,259</b>
<b>B. Expenditure</b>		
❖ Non-Development Expenditure	1,54,241	96,463
❖ Development Expenditure	86,345	40,672
❖ Other expenditure	9,920	14,060
<b>Total ( Expenditure)</b>	<b>2,50,5061</b>	<b>1,52,428</b>
<b>Overall Deficit</b>	<b>61,348</b>	<b>34,169</b>
<b>C. Financing</b>		
❖ Foreign Borrowing	18,069	3,625
❖ Domestic Borrowing	43,277	30,543
<b>Total - Financing</b>	<b>61,348</b>	<b>34,169</b>
	ERD-2016	8/1/2016



# ADP Implementation

		Budget	Revised Budget	Actual Expenditure	% of original Allocation
1	2016-17	1,17,027			
2	2015-16	1,02,559	95,908		
3	2014-15	86,345	80,476	63,676	73.74
4	2013-14	72,275	65,145	<u>59,151</u>	81.84
5	2012-13	60,137	57,751	53,172	88.41
6	2011-12	50,642	45657	40,672	80.31
7	2010-11	42,770	39,615	35,733	83.54

# Project Management: Global Contexts

# Standards

1. Project Management Institute, USA- Global Standard  
[A Guide to the Project Management Body of Knowledge \(PMBOK Guide\) Fifth Edition, www.PMI.org](#)
2. The UK Association for Project Management ( APM)
3. Advanced Project Management: The Official CIPS Course Book on Project Management, UK
4. PRINCE 2: HM Treasury

# Project, Program and Portfolio



# Project

**Project:** A Project is a **temporary** endeavor undertaken to create a **unique** product, service, or result.

## A project can create:

1. A product that can be either component of another item or an item in itself,
2. A service or a capability to perform a service ( e.g., a business function that supports production or distribution),
3. An improvement in the existing product or service lines ( A Six Sigma project undertaken to reduce defects); or
4. A result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society).

- PMBOK, 5th edition

# Project

**Projects** are unique, transient endeavors undertaken to achieve a desired outcome. Projects bring about change and project management is recognized as the most efficient way of managing such change.

**-APM**

A **project** is a group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by the client.

**-CIPS**

- **Subprojects** : Projects are frequently divided into more manageable components Or ‘ Subprojects” – although the individual subprojects can be referred to as projects and managed as such.
- **Program:** A program is a **group of related projects** managed in a coordinated way to obtain benefits and control, not available from managing them individually.
- **Portfolio** : A portfolio refers to a **collection** of projects, programs, sub portfolios, and operations managed as a group to achieve **strategic objectives**.

# Portfolio, Program and Project Management Interactions

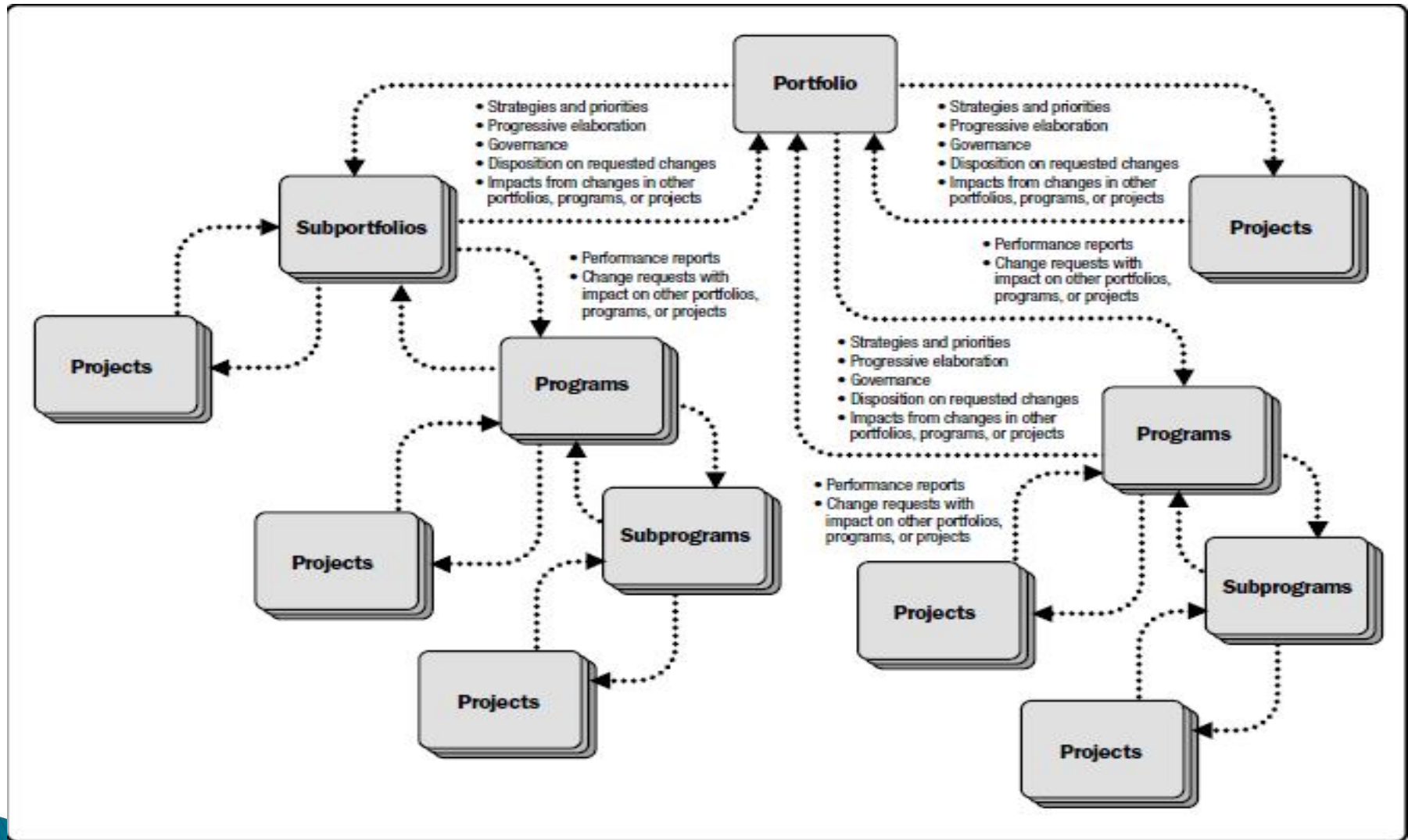


Figure 1-1. Portfolio, Program, and Project Management Interactions



# Project Management

**Project management** is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

- **PMBOK, 5<sup>th</sup> edition**

**Project management** is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized.

- **APM**

# Project Management

Project management is accomplished through the appropriate application and integration of 47 logically grouped project management processes, which are categorized into following five Process groups:

1. Initiating
2. Planning,
3. Executing,
4. Monitoring and Controlling, and
5. Closing

# Program Management

A **program** is defined as a group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually. A project may or may not be a part of a program but a program will always have projects.

**Program management** is the application of knowledge, skills, tools and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually

# Portfolio Management

A **portfolio** refers to projects, programs, sub portfolios, and operations managed as a group to achieve strategic objectives.

**Portfolio management** refers to the centralized management of one or more portfolios to achieve strategic objectives.

- **PMBOK, 5<sup>th</sup> edition**

# Role of the Project Manager

# Role of the Project Manager

## Responsibilities and Competencies of the PM

- ❑ **Knowledge:** Refers to what the PM knows about PM
- ❑ **Performance:** Refers to what the PM is able to do or accomplish while applying his or her PM knowledge
- ❑ **Personal:** How the PM behaves – attitude, core personality characteristics and leadership, the ability to guide the project team while achieving project objectives and balancing the project constraints.

# Skills of the Project Manager

Project Managers accomplish work through the project team and other stakeholders.

## The important Interpersonal skills

1. Coaching	7. Motivation
2. Communication	8. Negotiation,
3. Conflict management,	9. Political and cultural
4. Decision Making	awareness
5. Influencing	10. Team Building
6. Leadership	11. Trust building

# Organizational Structures

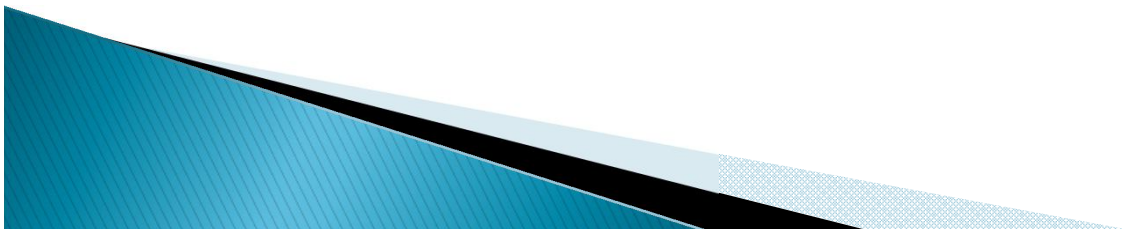
1. Functional Organization
2. Matrix Organization
  - Weak Matrix
  - Balanced Matrix
  - Strong Matrix
3. Projectized Organization
4. Composite Organization



**Table 2-1. Influence of Organizational Structures on Projects**

<b>Project Characteristics</b> / <b>Organization Structure</b>	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

# Project Stakeholders



# Project Stakeholders

A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, actively, or outcome of a project. Stakeholders may be actively involved in the project or have interests that may be positively or negatively affected by the performance or completion of the project.

# Stakeholders and the Project

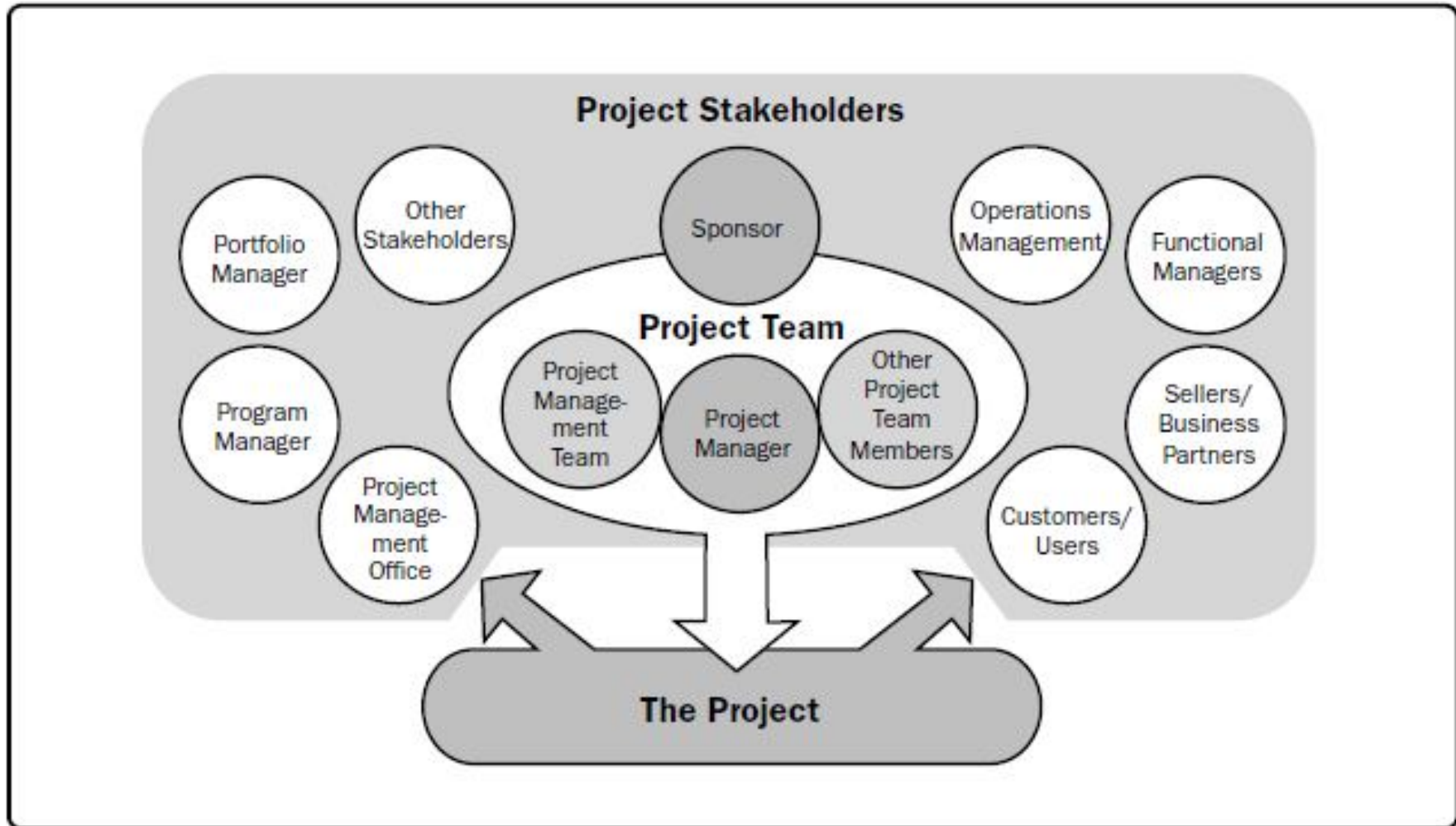


Figure 2-7. The Relationship Between Stakeholders and the Project

# Project Team

# Project Team

The project team includes the project manager and the group of individuals who act together in performing the work of the project to achieve its objectives.

Project team include:

- Project Management Staff
- Project staff
- Supporting experts
- User or customer representatives
- Sellers
- Business partner members
- Business partners

**Dedicated and Part-Time!**

# Project Life Cycle

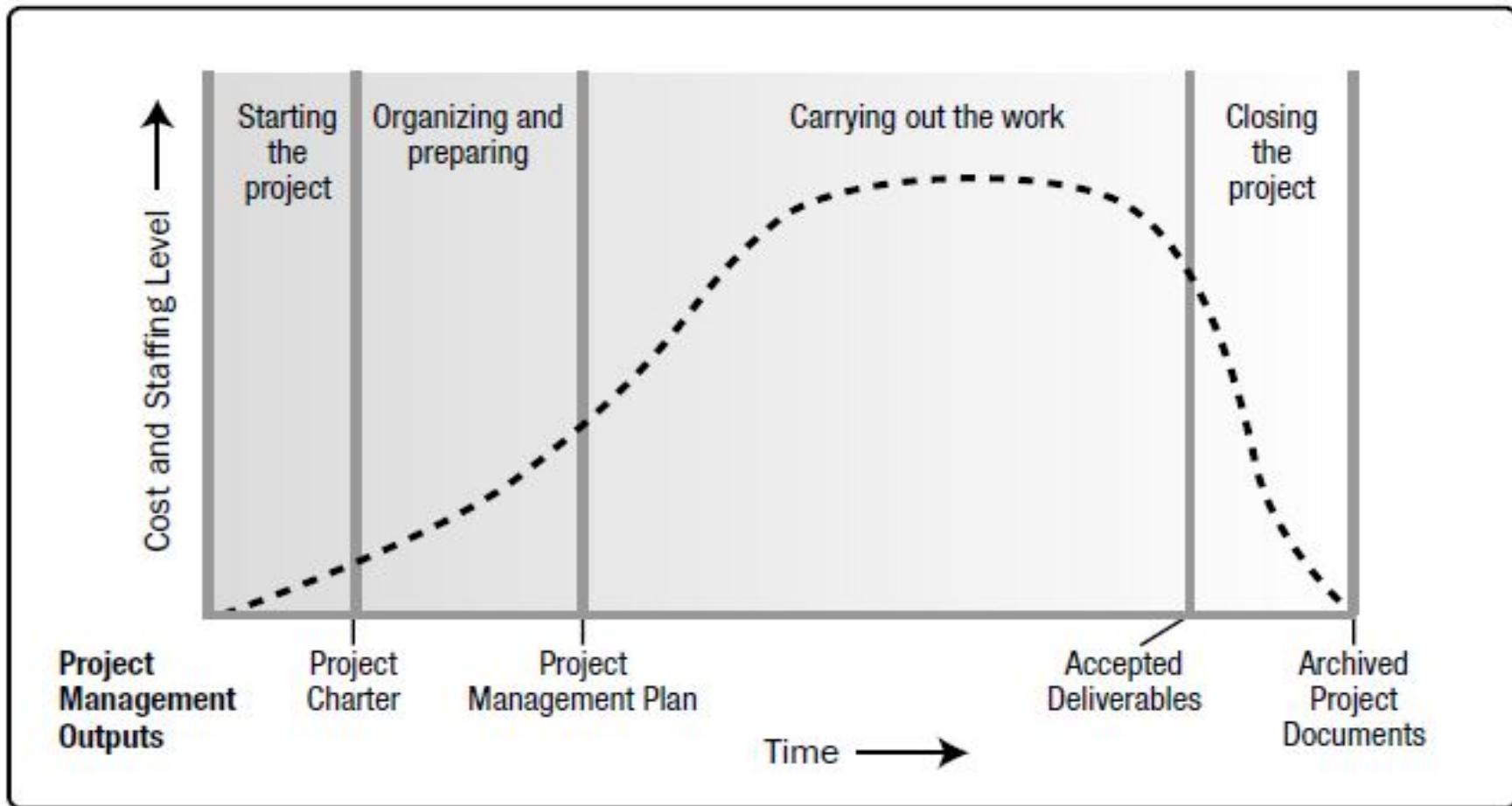


# Project Life Cycle

- A project life cycle is the series of phases that a project passes through from its initiation to its closure.
- The phases are generally sequential
- All projects can be mapped to the following generic life cycle structures:
  - Starting the project
  - Organizing and preparing
  - Carrying out the project work, and
  - Closing the project

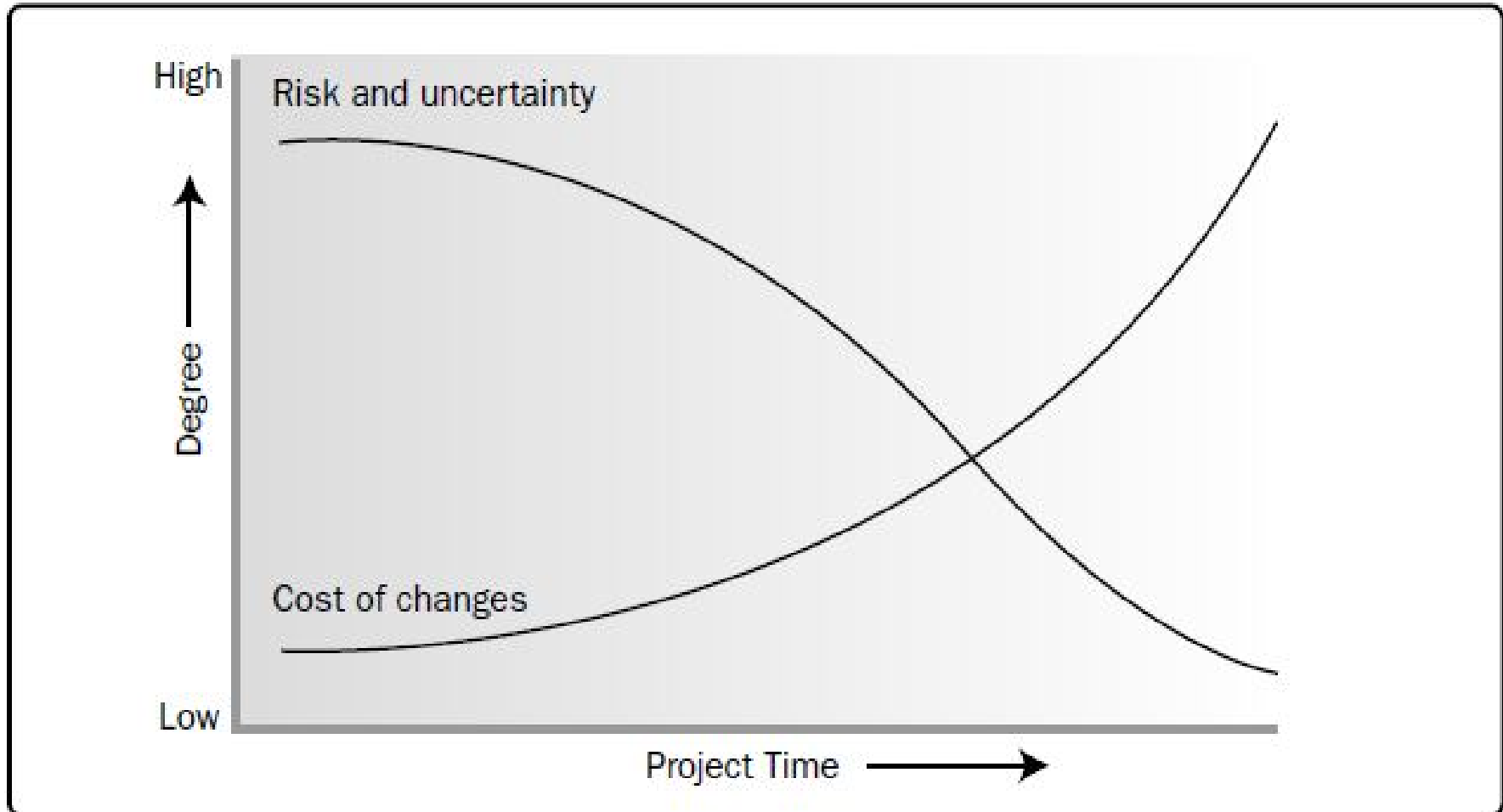


# Typical Cost and Staffing Levels Across a Generic Project Life Cycle



**Figure 2-8. Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure**

# Impact of Variable Based on Project Time



**Figure 2-9. Impact of Variable Based on Project Time**

# PMI- PMBOK

1. 5 Process Groups
2. 10 Knowledge Areas
3. 47 processes
4. Project Management Process Groups and Knowledge Areas Mapping
5. Annexure

# Initiation Process Group

1	Develop Project Charter
2	<u>Identify stakeholders</u>

## Planning Process Group

1	Develop Project Management Plan	13	Estimate Cost
2	Plan Scope Management Plan	14	Determine Budget
3	Collect Requirements	15	Plan Quality Management
4	Define Scope	16	Plan Human Resources Management
5	<u>Create WBS</u>	17	Plan Communications Management
6	Plan Schedule Management Plan	18	Plan Risk Management
7	Define Activities	19	Identify Risks
8	Sequence Activities	20	Perform qualitative risk analysis
9	Estimate Activity Resources	21	Perform quantitative risk analysis
10	<u>Estimate Activity Duration</u>	22	Plan Risk Response
11	<u>Develop schedule</u>	23	Plan Procurement Management
12	Plan Cost Management Plan	24	Plan Stakeholder management

# Executing Process Group

1	<u>Direct and Manage Project Work</u>
2	Perform Quality Assurance
3	<u>Acquire Project Team</u>
4	Develop Project Team
5	Manage Project Team
6	Manage Communications
7	Conduct Procurements
8	Manage Stakeholders Engagement

# Monitoring and Controlling Process Group

1	<b>Monitor and Control Project Work</b>
2	Perform Integrated Change Control
3	Validate Scope
4	Control Scope
5	Control Schedule
6	Control Costs
7	Control Quality
8	Control Communications
9	Control risks
10	Control Procurements
11	Control Stakeholder Engagement



# Closing

1	Close Project or Phase
2	Close Procurements



# What does a PM should “KNOW”?

## 10- Knowledge Areas

Scope Management

Cost Management

Time Management

Quality Management

**Integration**

(Project Manager as Project **INTEGRATOR**)

**Management**

Human Resource

Management

Risk Management

Communications

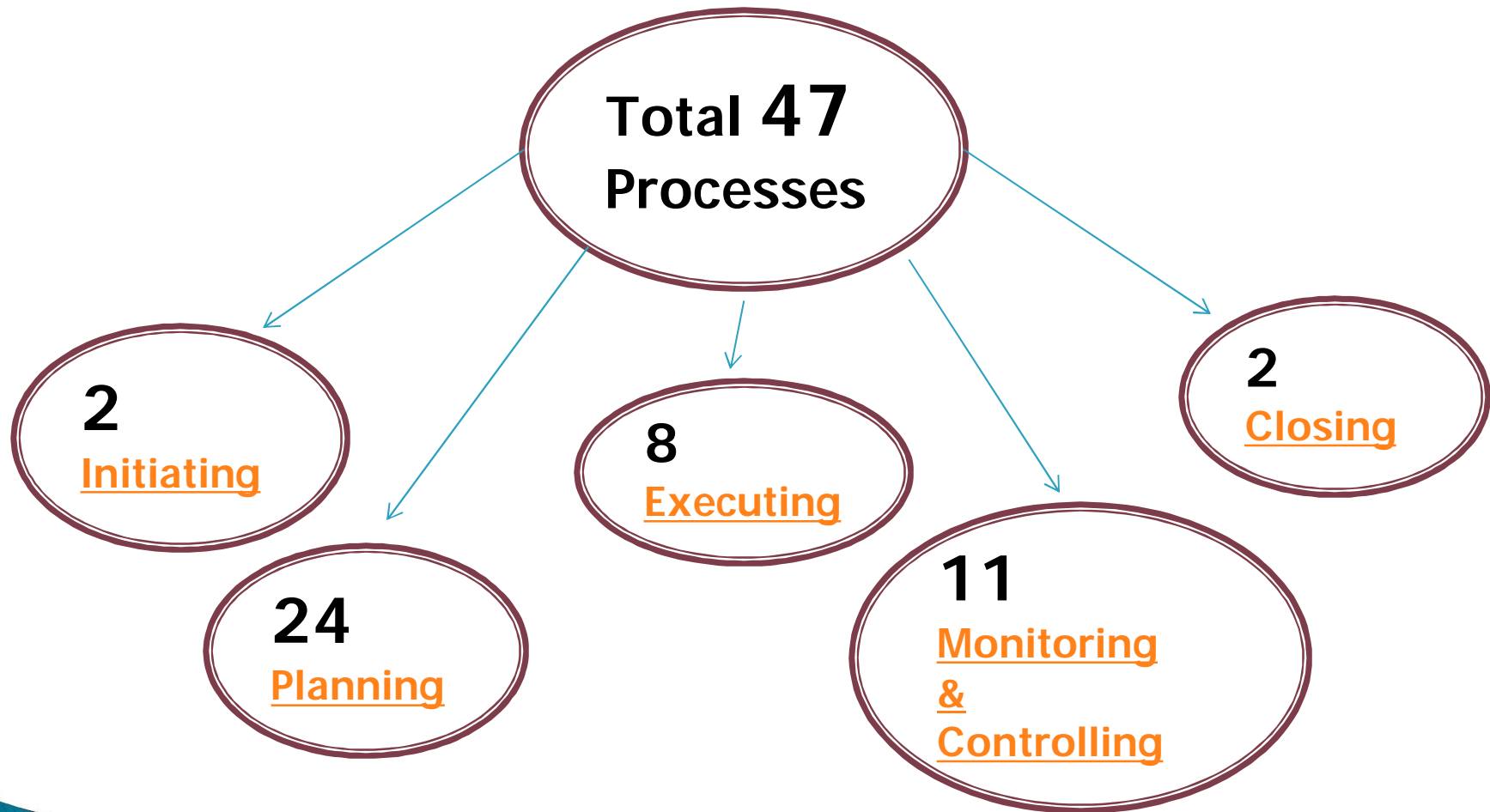
Management

Procurement

Management

**Stakeholder Management**

# Process Groups : Distribution of Process



# Development Planning and Project Management : Bangladesh Perspective

# Case Study

1. Title: Establishment of nuclear center at Jute Research Council ,  
Gazipur
2. Executing Agency: Department of Jute
3. Project Cost: TK 100 ( TK 30 Crore as FA)
  - A. Project Development/Preparation
  - B. Project Processing/ Approval
  - C. Project Planning
  - D. Project Implementation
  - E. Project Revision
  - F. Project Monitoring, Evaluation
  - G. Project Closing
  - H. Evaluation/Impact Analysis

# Development Plan/ Strategies: GOB Perspectives

1	<b>Five Year Plans</b>	
2	Three Years' Rolling Investment Plan	TYRIP
3	MDGs, PRSP, PRS	
4	Unlocking the Potentials: National Strategy for Accelerated Poverty Reduction ( NSAPR-1)	2005-2008
5	Steps Towards Change: NSAPR-2	2008-2011
6	<a href="#"><u>Perspective Plan (2011-2021)</u></a>	In action
7	Sixth Five Year Plan ( 2011-16)	In action
8	Annual Development Program- ADP	Development Budget
9	MTBF [ Estimate + Projection]	

# Key Agencies: GoB Perspectives

Agencies		Roles
Executing Agency		Identification, Preparation, processing, Initiation, Planning, Implementation, closeout
Sponsoring Ministry		Examine, Ownership, Approval
Finance Ministry	<ol style="list-style-type: none"> <li>1. Finance Division</li> <li>2. ERD</li> </ol>	<ol style="list-style-type: none"> <li>1. Project personnel, Fund, Budget, Fund release</li> <li>2. Foreign Aid/ Development Partners</li> </ol>
Planning Ministry	<ol style="list-style-type: none"> <li>1. Concerned Sector</li> <li>2. Programming Division</li> <li>3. Planning Division</li> <li>4. IMED</li> </ol>	<ol style="list-style-type: none"> <li>1. Appraisal/Evaluation/Recmnd.</li> <li>2. Approval/Allocation in the ADP</li> <li>3. Administrative Functions</li> <li>4. Cost Rationalization/ Monitoring and Evaluation</li> </ol>
Bangladesh Bank CAO/ FAPAD		Foreign exchange/ Special Accounts Accounts/ Auditing
Development Partners		Foreign Aid ( Grant + Loan)
Law Ministry		Vetting on Contract (DCA, DGA etc.)

Preparation, processing, approval and revision of  
projects in public sector:

**A Ministry of Planning Publication**

# Development Projects

1. **Investment Projects:** DPP
2. Projects Implemented by the **Organization's Own Fund:** DPP
3. **Study/Survey Project:** Proforma for Study/Survey Proposal
4. **Technical Assistance Project:** TPP
  - Government Sector **Technical Assistance** Project (TPP)
  - **Regional** Technical Assistance project
  - **Private Sector** Technical Assistance Project ( TPP)

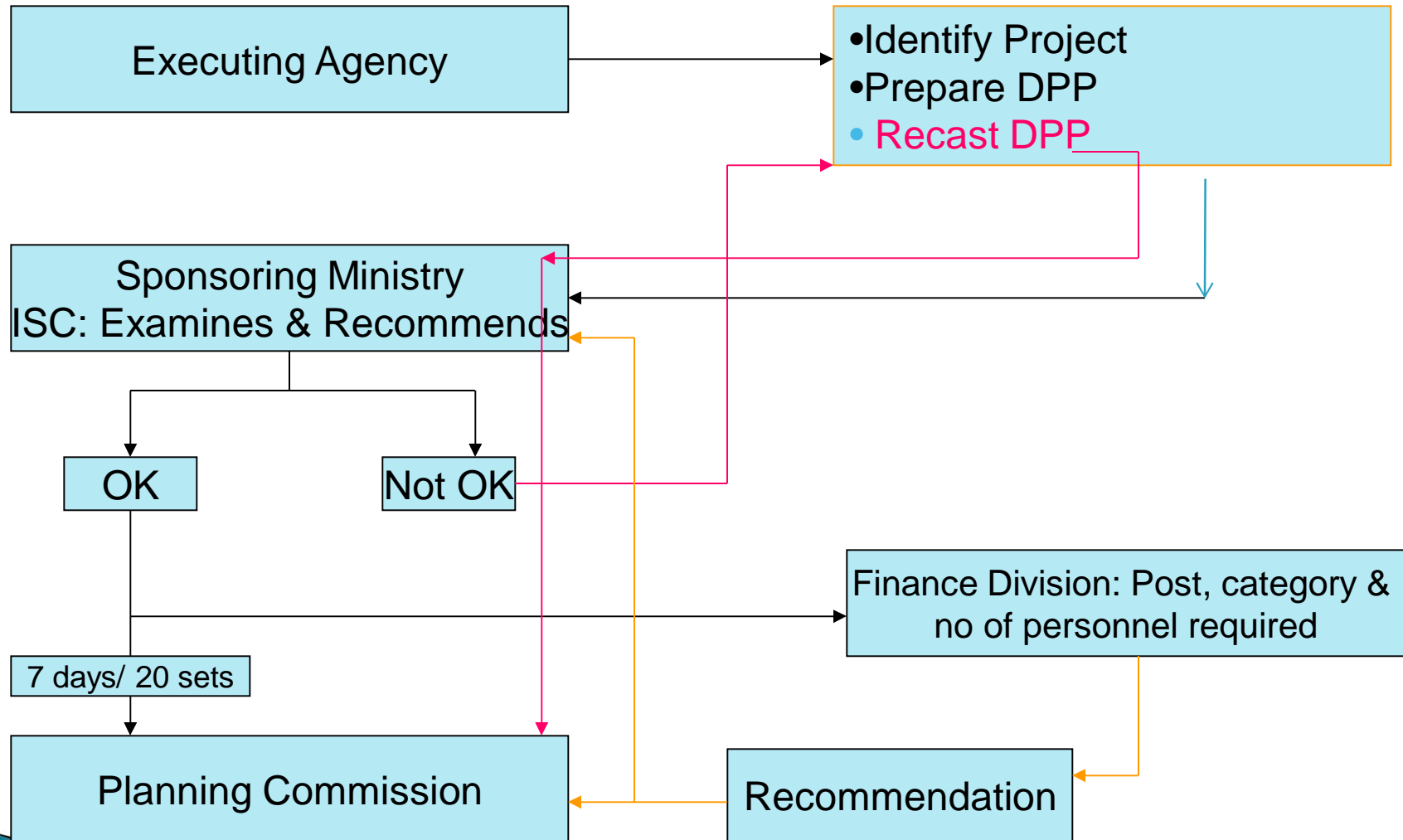
**[Foreign Aided Projects: Preliminary Development Project Proforma (PDPP)**

**Revised Development Project Proforma ( RDPP)**

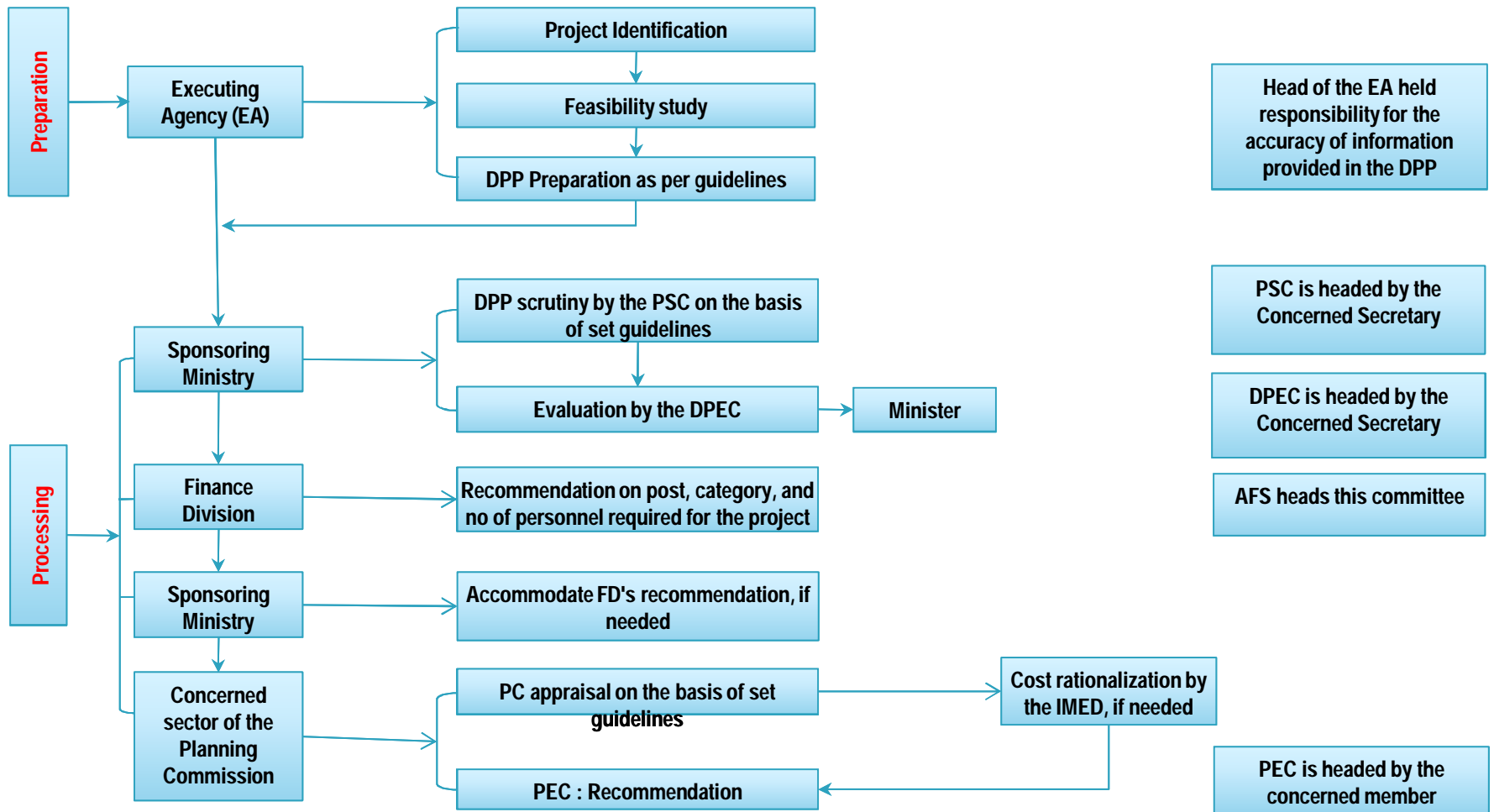
**Revised Technical Assistance Project Proforma ( RTPP)]**



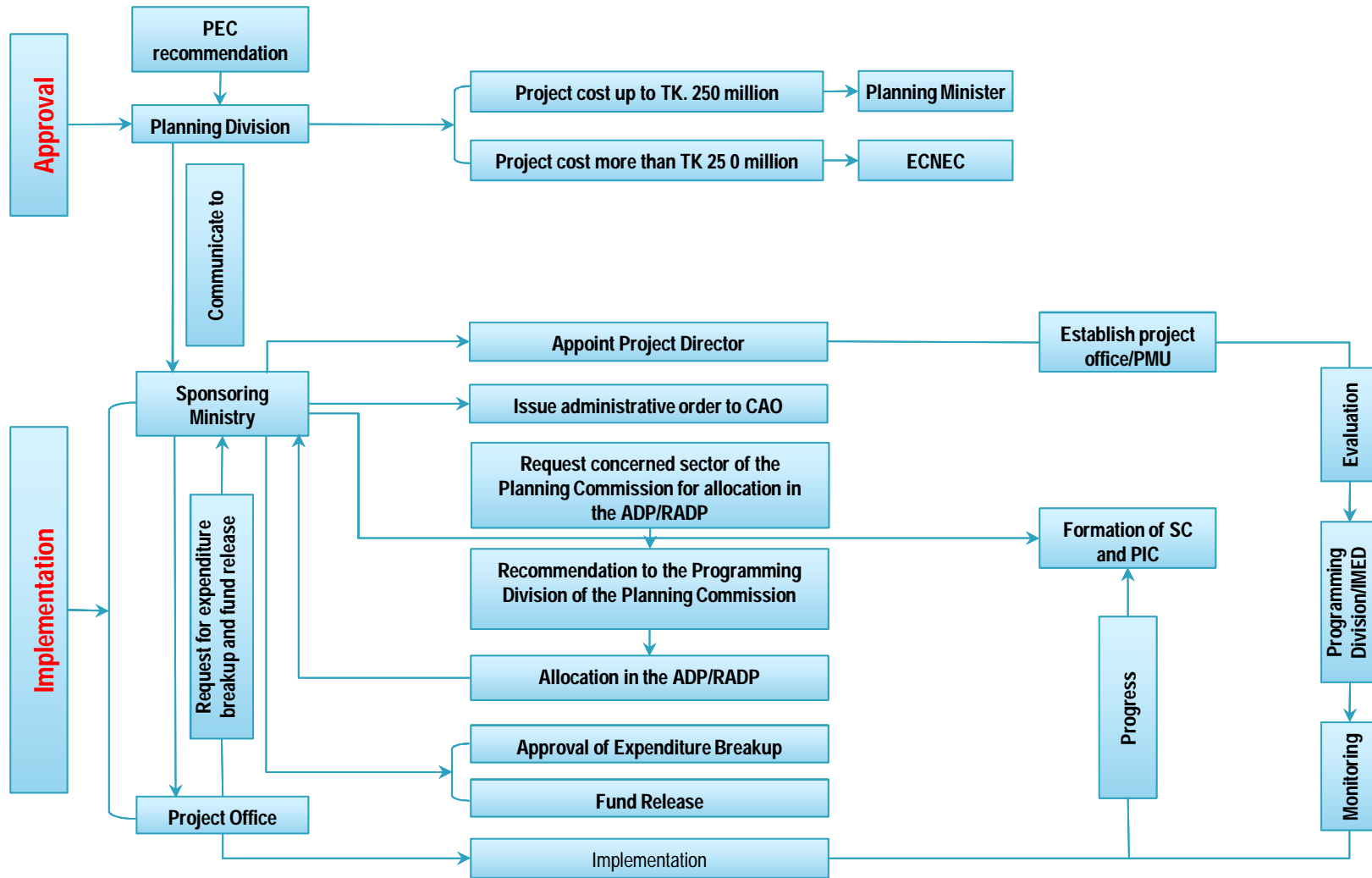
# Project Approval



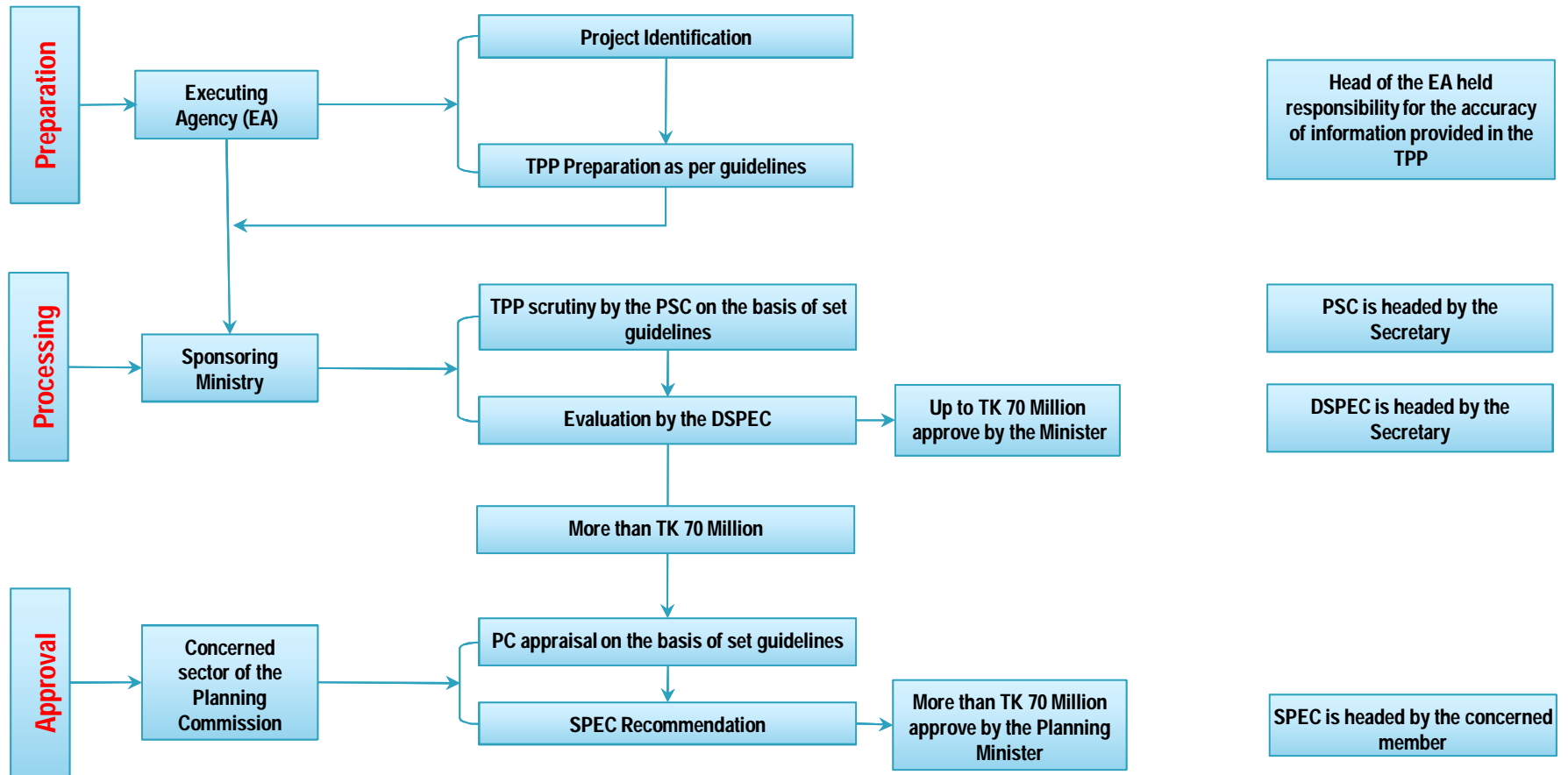
# Investment Projects (DPP): Preparation & Processing



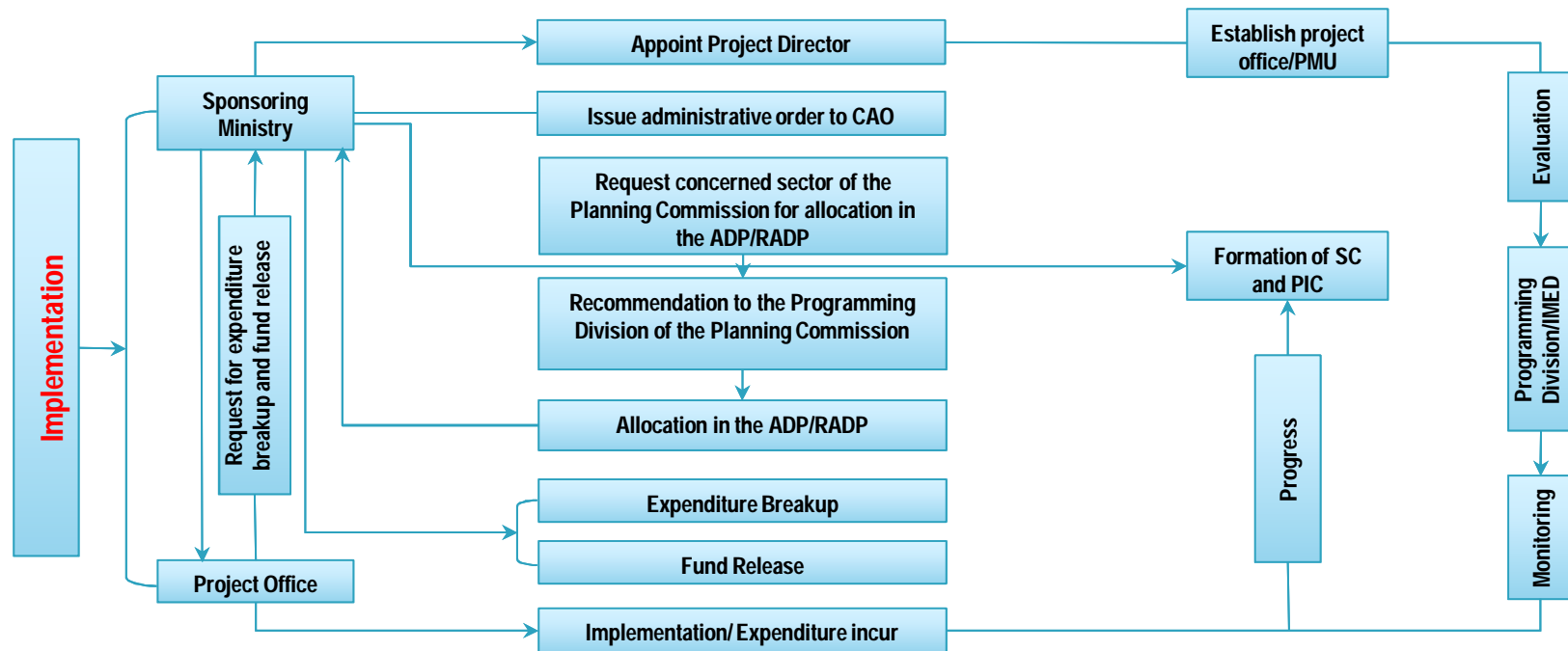
# DPP: Approval and Implementation



# Technical Assistance Project (TPP): Preparation & Processing



# Technical Assistance Project (TPP): Implementation



# Flow Chart Planning Process ([Annexure-1](#))



# Project Management Terminologies

## Annexure-2

In Pair

# Key Challenges

- Project Identification
- Project Preparation
- Project Processing
- Project Approval
- Project Management [initiation, planning, execution, M&C, Closing].....??????
- Aid Disbursement?



# Key Challenges of Foreign Aid Disbursement

1. Paucity of trust in institutions and their people
2. Poorly drafted DPP/TPP
3. Inadequacy of reliable information/statistics at ministry/department level
4. Too much reliance on process sequence
5. Inadequate application or non-application of Logical Framework (log frame)

# Key Challenges of Foreign Aid Disbursement

6. Lack of E-processing of DPP/TPP
7. Inadequate Ministerial authority for DPP approval
8. Lack of appropriate human resources at the agency, ministry and PC level
9. Restriction on DPP revision
10. Weak M&E system

# Logical Framework

## ADB Logical Framework

# Thank You