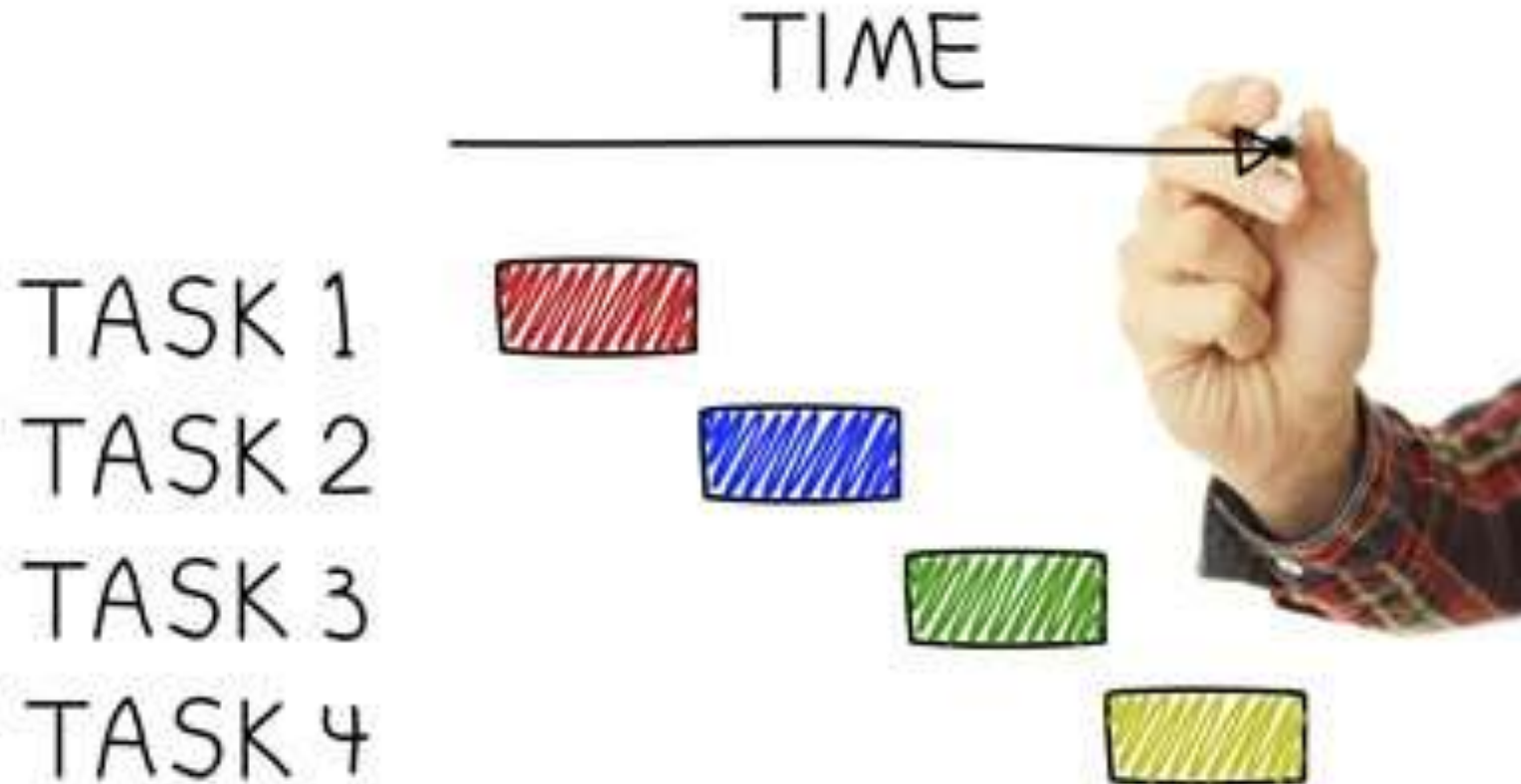


INTRODUCTION TO PROJECT MANAGEMENT



2018-2019

Juan A Ferriz-Papi



EXERCISE 1

Join in groups of 15-20 people

You have the task to build the idea of MANAGEMENT

You have to use all the cards, or decide why you reject any of them

20 minutes for this task



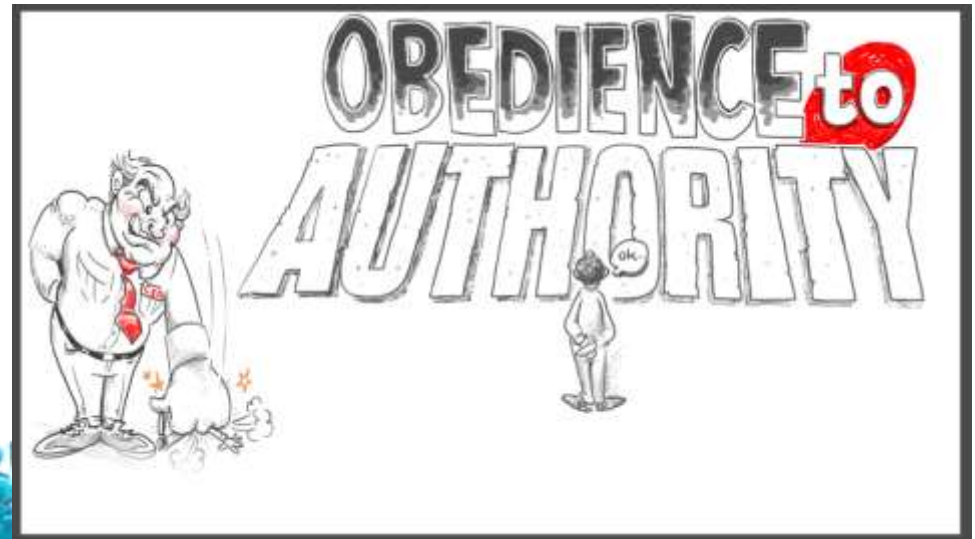


ANALYSIS OF:

- Position and movement when discussing
- Who participated more, who less and who did not participate and why
- Level of discussion and way of arguing. Styles of leadership
- Arguments for rejecting or accepting cards. Who imposed his criteria and how



AUTHORITY



POWER

POLITICS



EMPOWERMENT

“Giving subordinates the resources, both psychological and technical, to discover the varieties of power they themselves have and/or accumulate, and therefore which they can use on another’s behalf”

Neilsen’s (1986)





LEADERSHIP

“the ability to empower and inspire people to achieve project success”



Leadership and Management

- Leadership is setting a new direction or vision for a group that they follow.
- Management controls or directs people/resources in a group according to principles that have been previously established.



Management Principles

Henri Fayol (1841-1925)

Organizational Activities

- Technical
- Commercial
- Financial
- Security
- Accounting
- **Managerial**



Management Principles

To manage is to:

PLAN

ORGANISE

COORDINATE

COMAND

CONTROL



Management Principles

General Principles of Management

1. Division of work
2. Authority
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest to general interest
7. Remuneration
8. Centralisation
9. Scalar chain
10. Order
11. Equity
12. Stability of tenure
13. Initiative
14. Esprit de corps



Exercise 2

Based on Fayol's principles, describe how management should be carried out by a project manager for a construction project.

You can establish different actions for every principle.



Management in Construction projects

Exercise 3

1. Characteristics of construction projects?
2. Tasks for a project manager?
3. Skills for a project manager?



Management in Construction projects

Characteristics of construction projects (CIOB, 2002)

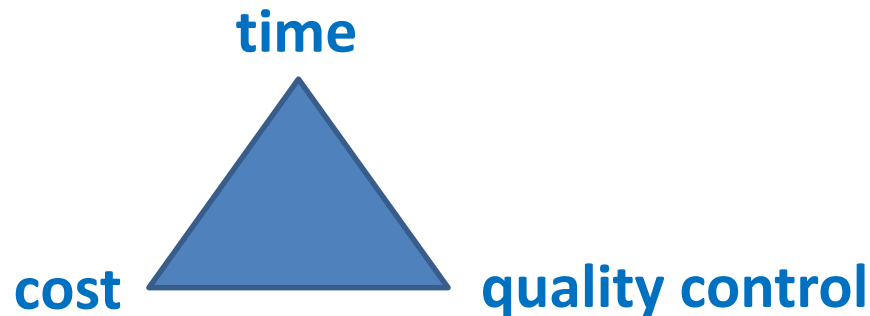
- Fragmentation
 - Different works contracted
 - Separation between designer and constructor
 - Wide range of specialists
 - Different team for every project
- Technology involved
- Different locations
 - Variable complexity
 - Changing logistics
- Exposure to weather conditions
- Every project is different
 - Organization
 - Participants
 - Site conditions
 - Technology
- Uncertainty during the project life cycle
 - The project can change due to external circumstances



Management in Construction projects

Project management

“the overall planning, control and coordination of a project from inception to completion aimed at meeting a client’s requirements in order to produce a functionally and financially viable project that will be completed on time within authorised cost and to the required quality standards.”



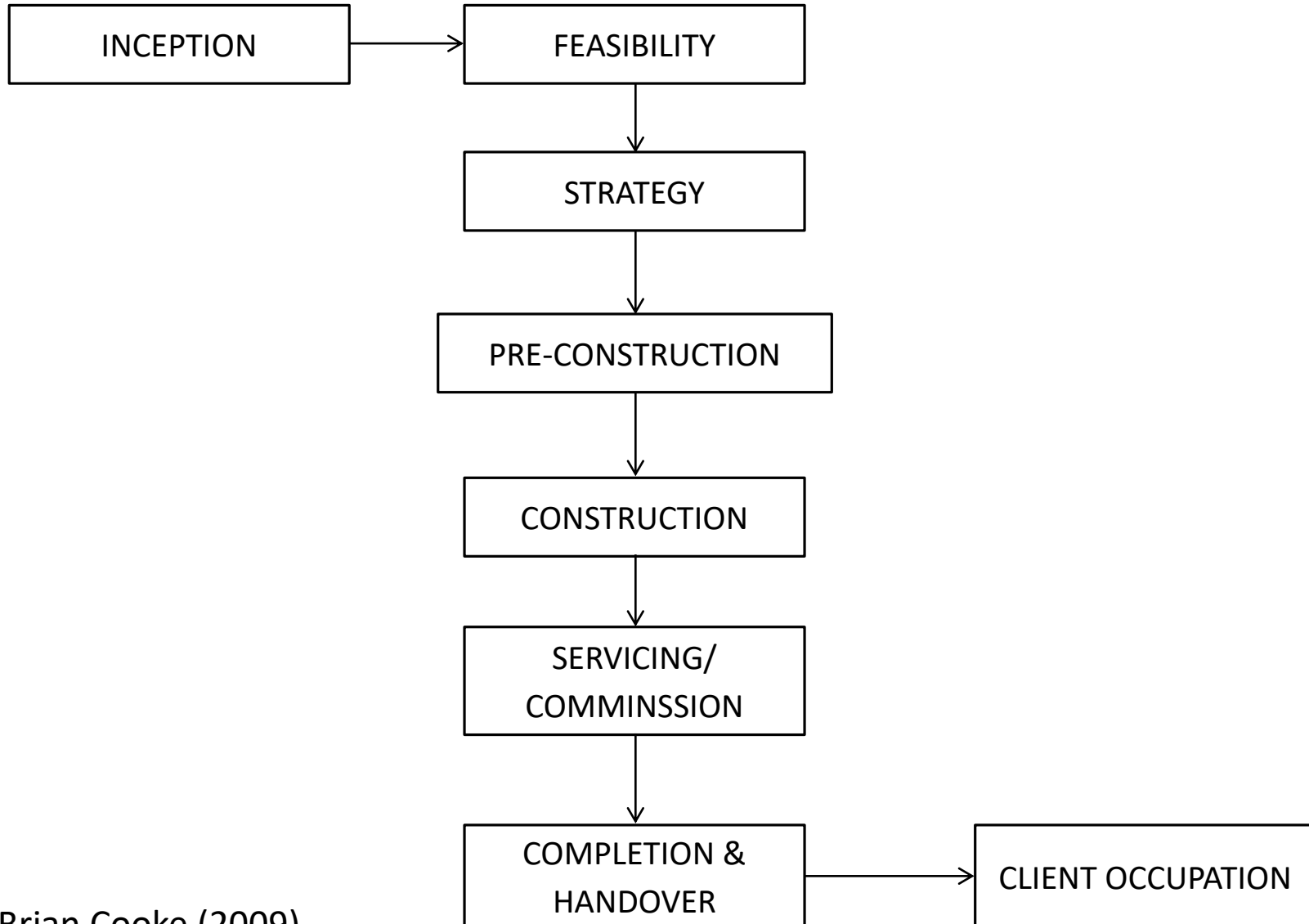


The project life-cycle

Code of Practice for P.M. (CIOB, 2014)	Royal Institute of British Architects (RIBA) Plan of Work 2013	BIM Digital Plan of Work 2013	BS 6079-1:2010	ISO 21500:2012
1 Inception	0 Strategic definition	1 Strategy	1 Conception	1 Initializing
2 Feasibility	1 Preparation and brief	2 Brief	2 Feasibility	2 Planning
3 Strategy	2 Concept design	3 Concept 4 Definition	3 Realisation	
4 Pre-construction	3 Developed design 4 Technical design	5 Design		3 Implementing
5 Construction	5 Construction	6 Build and commission		
6 Testing and commissioning				
7 Completion, handover and operation	6 Handover and close out	7 Handover and close out	4 Operation	4 Controlling
8 Post-completion review and in use	7 In use	8 Operation and end of life	5 Termination	5 Closing



Project manager tasks





Project manager tasks

FEASIBILITY

- Establish project feasibility
- Feasibility studies
- Scheme proposals
- Scheme design

STRATEGY

- Appoint project team
- Procurement decision
- Project organisation
- Establish control procedures
- Site selection and investigation

PRE-CONSTRUCTION

- Design management
- Detail design
- Statutory consents
- Tender



Project manager tasks

CONSTRUCTION

- Appoint contractor
- Control of:
 - Time
 - Cost and variations
 - Quality

SERVICING /
COMMISSION

- Inspection/quality checks
- Service installation checks
- Commissioning
- Maintenance contracts



	Strategic	Project Control	Technical	Commercial	Organisation and people
	Strategic planning	Value management	Risk management	Quality management	Safety, health and environment
	The project control cycle	Developing a schedule	Monitoring	Managing change	Action planning
	Client/project interface	Information management	Design management	Estimating	Value engineering
	Modelling and testing	Configuration management	Business case	Marketing and sales	Financial management
	Procurement	Legal issues	Organisation structure	Selection of project team	People issues
Competence					
Awareness					



Exercise 4

Read the article given and answer the questions.