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A Partnership of



PROJECT MANAGEMENT

“It’s not just a phase we are going through!”

Chris Felstead



The proposition:

Project Management has a history, useful tools, a rich research tradition, an accessible knowledge base and committed practitioners. It offers the promise of enhanced achievement.

Hardly the characteristics of a phase!



The “other” proposition:



It's ~~not~~ just a phase we are going through.

= No History

No Future

No Value

No Insights

No Tools



Some Facts

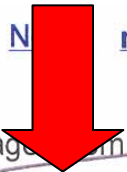


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www.thomson.edu.au Study from home to learn to develop and administer business projects.

Book results for Project Management

-  **Project Management** - by Gary R. Heerkens
- Project Management** - by Harold Kerzner - 912 pages
- Project Management** - by Richard Murch - 272 pages

Australian Institute of Project Management

Professional body for **Project Management** in Australia. Offering certification, training, events and job information.

www.aipm.com.au/ - 18k - 19 Aug 2006 - [Cached](#) - [Similar pages](#)

[Project management - Wikipedia, the free](#)

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Project Management

Full function, total solution for task & **project management** software.
www.kmsciences.com

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Schedule work, teams and projects. Free trial software from Araxis.
www.araxis.com/ketura/

Simple Project Management

Manage clients, projects & tasks. Elegant & streamlined. Free trial.
www.basecampHQ.com

Lifecycle Management

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Why Project Management?

To deliver agreed objectives and outcomes by the coordination of resources.



History

The development of Project Management as a discipline in historical terms focuses on the developments of tools and techniques:

- GANTT Chart (1920's)
- Pertt CPM, WBS (1950)
- CCPM (TOC) 1997
- XPM (c2002)
- PMBOK (1981)



The Challenge

“Project Management Models (mechanistic) are generally flawed because they concentrate not on the project but on project management – they also neglect that projects are humanistic endeavours done by and for people” - *David Green*

What then is the worth of Project Management as a discipline?



- An “intellectual” base on which to refine and improve our ability to achieve.
- Informed criticism and discussions enable progress.





Issues that need to be addressed:



- People in Projects
- The effectiveness of projects in an organisation
- How much management?

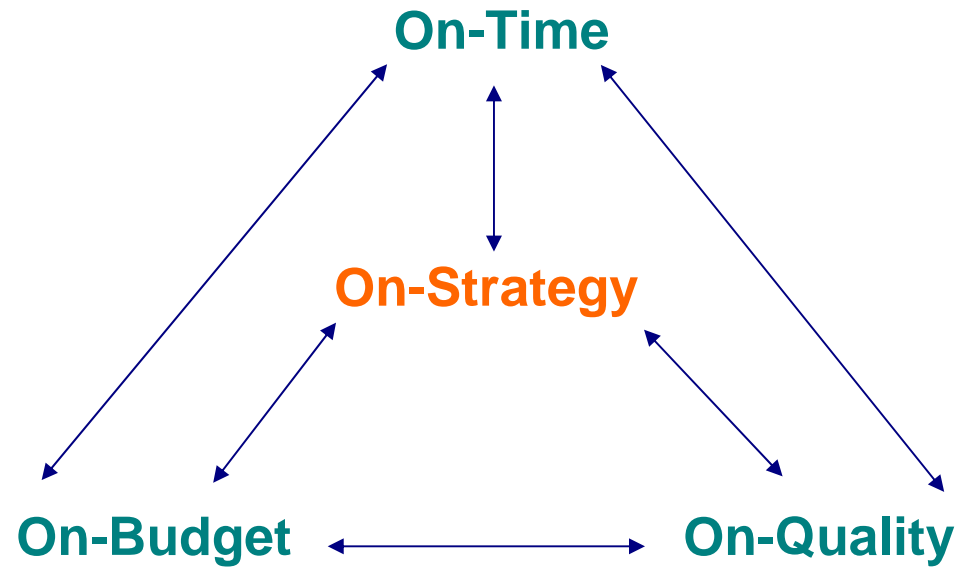


People in Projects

Some discussion points:

- Linguistic Action Perspective
- Fit for purposes – Project Genetics
- Tools and People

Projects in Organisations



Norrie & Walker
Project Management Journal, Dec 2004



How much Management?

Project Management Strategies

		How to Get it	
		Clearly Defined	Not Clearly Defined
What's needed	Clearly Defined	TPM	APF
	Not Clearly Defined	N/A	Extreme

Traditional

Put a detailed plan in place and get started

Adaptive

Define a framework and get started

Extreme

Make an educated guess and get started



High Clarity

Low Clarity



The Relevance of Theories & Tools

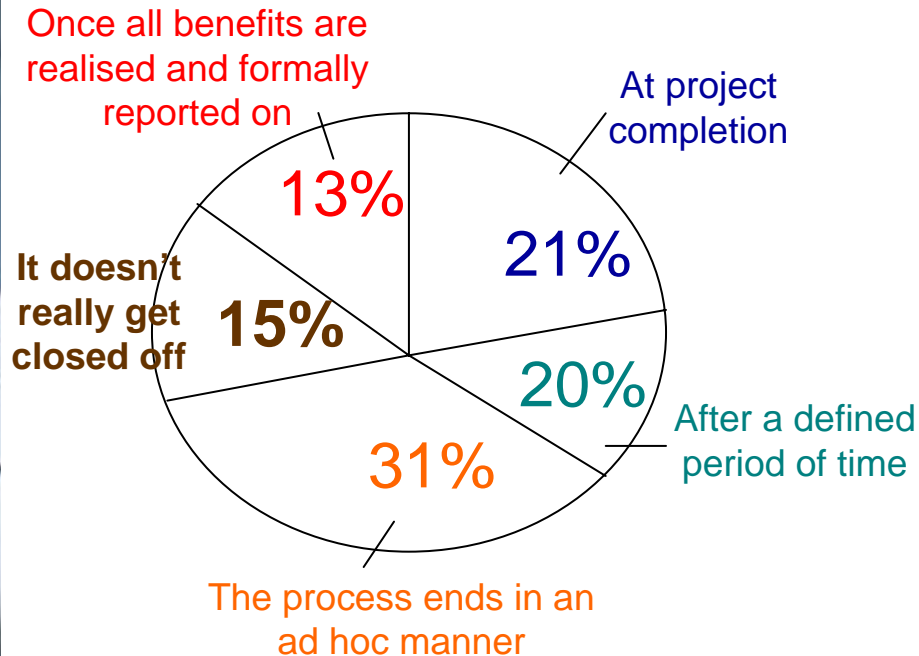


Case Study:

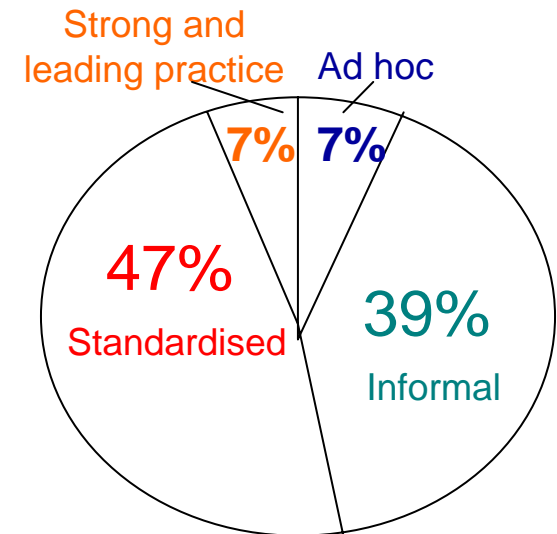
- Fixed-end projects?
- Access to Standards and Tools
- Practical Application

Projects in Organisations

When does the tracking of benefits end?



Project Management Maturity



*KPMG Global IT Project Management Survey 2005 –
“How committed are you?”*



Directions for Future Research

Theory **ABOUT** Practice:

The Lifecycle Model of Projects and PM → Theories of the Complexity of Projects and PM

Theory **FOR** Practice:

Projects as Instrumental Processes → Projects as Social Processes

Product Creation as the Prime Focus → Value Creation as the Prime Focus

Narrow Conceptualisation of Projects → Broader Conceptualisation of Projects

Theory **IN** Practice:

Practitioners as Trained Technicians → Practitioners as Reflective Practitioners



Our Challenge

If there is a discipline called Project Management, are you leveraging it's existence to:

- Question
- Refine
- Apply
- Adapt



The Proposition Revisited...

- History
- Useful tools
- Knowledge Base
- Committed Practitioners



Rethinking Project Management





Acknowledgements

The internet!...and specifically:

- Reforming Project Management
(www.reformingprojectmanagement.com)
- Wikipedia (www.wikipedia.org)
- KPMG Studies
- PMI Journal
- Andrew Henderson
- David Green's papers