

## Project Management 1 - Introduction



### Warm up

- Do you work or have you ever worked as a project manager?
- What specific tasks, activities, roles, and responsibilities do you associate with project management?
- How do you think project management differs from day-to-day task management?
- From your experience, what are the consequences of poor project management, and how does effective management contribute to success?
- Can you provide examples of industries or situations where project management is particularly crucial?



### 1. Match the project management terms with their definitions.

|                        |   |
|------------------------|---|
| a. scope               | 8 |
| b. stakeholder         | 7 |
| c. budget              | 6 |
| d. risk management     | 3 |
| e. quality management  | 5 |
| f. resource allocation | 2 |
| g. communication plan  | 1 |
| h. change management   | 4 |

1. Plan for sharing project information with stakeholders.
2. Assigning and using project resources effectively.
3. Identifying and managing potential project risks
4. Managing changes to project scope, schedule, or resources.
5. Ensuring project deliverables meet standards.
6. Planned spending for project expenses.
7. Individuals or groups affected by the project.
8. The tasks needed to achieve a project's goals.



2. Discuss the questions below in pairs or small groups.



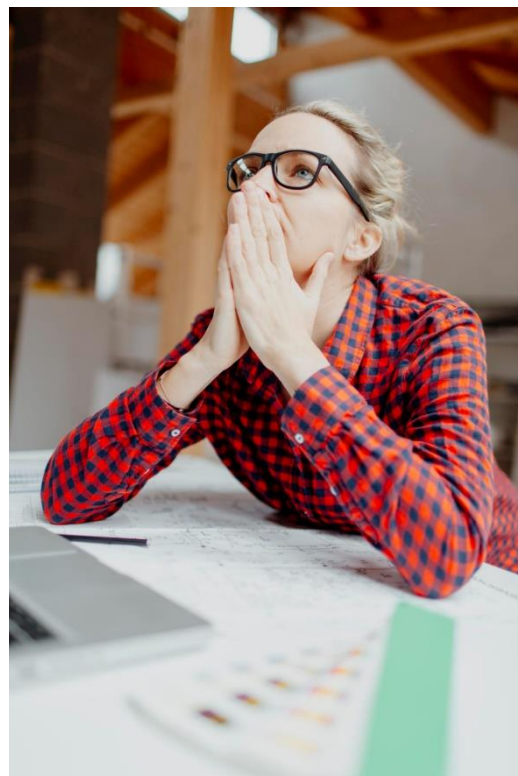


3. Discuss the given scenario, take notes, present key points with the class, and reflect on lessons learned during a group discussion.

### Case Study: Construction Project Delay

**Background:** *Caruana Builders* has been contracted to construct a new office building for *Buhajar Limited*. The project is situated in a bustling urban area and involves the demolition of an existing structure before construction begins. The new office building is designed to meet the needs of *Buhajar Limited's* expanding workforce, comprising office spaces, meeting rooms, a cafeteria, and parking facilities. The project has a total budget of \$10 million and is scheduled for completion within six months.

**Problem:** During the demolition phase, *Caruana Builders* encountered unforeseen challenges with excavation. Upon excavating the foundation, they uncovered an intricate network of underground utilities, including electrical lines, gas pipes, and telecommunication cables, which were not accurately documented in the initial site survey. Additionally, the soil conditions are unstable, necessitating additional reinforcement measures to uphold the building's structural integrity. Consequently, the excavation process runs longer than expected, delaying subsequent construction activities and setting the project behind schedule.



1. What were the excavation challenges and their impact on timeline and budget? *The excavation challenges included the discovery of an intricate network of underground utilities and unstable soil conditions, impacting both the timeline and budget of the project.*
2. How can Caruana Builders reduce delays and maintain progress? Caruana  
*Possible answer: Builders can reduce delays and maintain progress by implementing effective risk management strategies, such as conducting thorough site surveys, collaborating closely with utility companies, and proactively addressing soil stabilization measures.*
3. What's the best way to communicate excavation challenges and delays to stakeholders? *Possible answer: The best way to communicate excavation challenges and delays to stakeholders is through transparent and timely updates via regular project status meetings, email updates, and progress reports.*

4. How can the project manager minimize delays for subcontractors and material procurement? **Possible answer:** *The project manager can minimize delays for subcontractors and material procurement by maintaining open lines of communication, providing clear expectations and deadlines, and actively managing subcontractor schedules and material deliveries.*
5. What lessons were learned about risk assessment? **Possible answer:** *Lessons learned about risk assessment include the importance of conducting comprehensive site surveys, anticipating potential challenges, and implementing proactive measures to mitigate risks before they impact the project timeline and budget.*
6. How can the project manager boost team morale post-setbacks? **Possible answer:** *The project manager can boost team morale post-setbacks by fostering a supportive and collaborative work environment, acknowledging team efforts and resilience, and providing opportunities for professional development and skill enhancement.*

### Case Study: The Launch Event

**Background:** *Event Management Inc.* has been tasked with organizing a product launch event for *TechGenius*, a leading technology company. The event is scheduled to take place in a prestigious venue in the city centre and is expected to attract industry leaders, media representatives, and potential investors. The launch event aims to unveil *TechGenius's* latest innovation, a groundbreaking smartphone with advanced features and capabilities. *Event Management Inc.* has been entrusted with coordinating all aspects of the event, including venue selection, event planning, guest invitations, promotional activities, and logistics. The event has a strict budget and is scheduled to be completed within two months.

**Problem:** Two weeks before the launch event, *Event Management Inc.* faces a significant setback when the chosen venue cancels the booking due to unforeseen circumstances. The sudden cancellation leaves the event organizers scrambling to find an alternative venue that meets the requirements and maintains the event's prestige. Additionally, the change in venue poses logistical challenges, including adjusting event planning, coordinating with vendors, and updating guests about the new location. The unexpected change threatens to disrupt the carefully planned schedule and could impact the overall success of the launch event.



1. What were the main challenges from the venue cancellation and their impact on the timeline and budget? *The main challenges from the venue cancellation were the need to find an alternative venue on short notice, which impacted the timeline and potentially exceeded the budget due to potential higher costs associated with last-minute bookings.*
2. How can Event Management Inc. mitigate the venue change's impact on event planning and progress? *Possible answer: Event Management Inc. can mitigate the venue change's impact on event planning and progress by swiftly identifying alternative venues, prioritizing those that meet requirements and maintaining prestige, while also negotiating favorable terms to stay within budget.*
3. How should Event Management Inc. communicate the venue change to stakeholders? *Possible answer: Event Management Inc. should communicate the venue change to stakeholders promptly and transparently through email updates, phone calls, and official announcements on social media platforms and the event website.*
4. How can the event manager minimize the impact on vendor arrangements and logistics? *Possible answer: The event manager can minimize the impact on vendor arrangements and logistics by quickly informing vendors of the venue change, revising contracts or arrangements as necessary, and ensuring seamless coordination between vendors and the new venue.*
5. What lessons can be learned about contingency planning and adaptability? *Possible answer: Lessons learned about contingency planning and adaptability include the importance of having backup plans in place for unexpected circumstances, maintaining flexibility in event planning, and being prepared to adjust quickly to unforeseen changes.*
6. How can the project manager boost team morale post-setbacks? *Possible answer: The project manager can boost team morale post-setbacks by acknowledging team efforts, providing support and resources to overcome challenges, and fostering a positive and collaborative work environment.*



#### 4. Discuss.

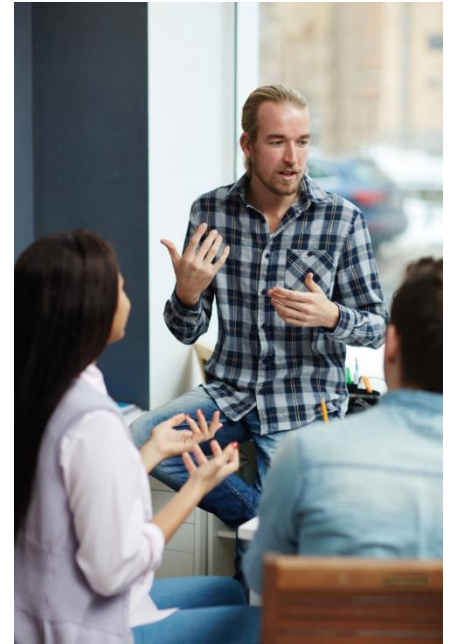
a. What similarities did you notice in project management challenges? **Possible answer:** *Similarities in project management challenges include unforeseen setbacks, such as excavation complications and venue cancellations, impacting timelines and budgets.*

b. How did effective communication address these challenges? **Possible answer:** *Effective communication addressed these challenges by ensuring stakeholders were informed promptly and transparently about the issues and their implications, allowing for collaborative problem-solving and adjustment of plans.*

c. What strategies were effective in mitigating risks and setbacks? **Possible answer:** *Strategies effective in mitigating risks and setbacks included proactive risk assessment, transparent communication, swift problem-solving, and flexible adaptation to changing circumstances.*

d. What lessons can be applied to real-world project management? **Possible answer:** *Lessons that can be applied to real-world project management include the importance of thorough planning, contingency planning, effective communication, and adaptability in responding to unforeseen challenges.*

e. In hindsight, what additional strategies could have helped prevent or mitigate challenges? **Possible answer:** *In hindsight, additional strategies that could have helped prevent or mitigate challenges include conducting more comprehensive site surveys, having backup venue options ready, and establishing stronger vendor relationships for quicker coordination.*



#### 5. As a class brainstorm the pros and cons of transparent communication during project setbacks and discuss the following points.

**Possible answers:**

**Pros of transparent communication during project setbacks:**

1. Builds trust and credibility with stakeholders.
2. Enhances understanding of the situation and its impacts.
3. Encourages collaboration and problem-solving.
4. Helps manage expectations effectively.
5. Demonstrates accountability and integrity.
6. Reduces rumors and misinformation.
7. Allows for timely adjustments and adaptations.
8. Fosters a supportive and positive work environment.

9. Encourages feedback and input from team members and stakeholders.
10. Strengthens relationships with stakeholders and team members.

**Cons of transparent communication during project setbacks:**

1. May cause concern or anxiety among stakeholders.
  2. Could potentially damage reputation if setbacks are perceived as significant.
  3. Might lead to increased scrutiny and pressure from stakeholders.
  4. Could result in loss of confidence from investors or clients.
  5. May require additional time and resources to communicate effectively.
  6. Can be challenging to balance transparency with maintaining morale.
  7. May reveal vulnerabilities or weaknesses in project management.
  8. Could lead to negative media coverage or public perception.
  9. Might create uncertainty or instability within the team.
  10. Requires careful messaging to avoid causing panic or confusion.
- a. What insights did you gain from our brainstorming on communication strategies?
  - b. Did you notice any recurring themes in the pros and cons listed?
  - c. Were there any unexpected perspectives that emerged during the brainstorming session?