

PROJECT MANAGEMENT

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INTRODUCTION

This chapter returns to the theme of structuring the design process to ensure a successful outcome, but it approaches the subject from a slightly different view point. The material for this chapter is derived from business studies but, where appropriate, those ideas have been adapted and applied to the built environment. This chapter focuses on the basic concepts of project management. The practices and techniques that can assist in transforming ideas into real undertakings are discussed, together with an assessment of the software currently available. Of key importance is the difference between the traditional approach to project management and the model advocated here which focuses not only on the intrinsic management process but on the external factors which affect the development, management and implementation of any project.

DEVELOPMENT OF PROJECT MANAGEMENT

Managing projects is an activity which dates back to the early history of man. Great projects, such as the

pyramids, the building of ancient cities, the planning of the Great Wall of China and other wonders of the ancient world, required careful planning and implementation. Project management then was used as a powerful way of controlling communities and to coerce them towards a clearly established goal. The ancient projects involved enormous numbers of people, with extremely high ratios of labourers to managers. Ancient megastructures such as the Mayan Ceremonial Centres with their majestic temples were built with the involvement of the whole community, guided by the vision of secular and sacred authorities. The length of time taken to build these great structures covered several generations. The focus on the ultimate goal, however, was never lost.

The building of ancient cities required proper management in order to achieve complex and detailed specifications. How, for example, did the Incas erect so accurately the massive walls of Machu Picchu? How were the gigantic Hindu temples at Angkor built in such close conjunction to its complex of waterways? All these undertakings required detailed specifications of the work to be carried out, the material to be used, as well as guarantees and methods of organizing the