

Project Management

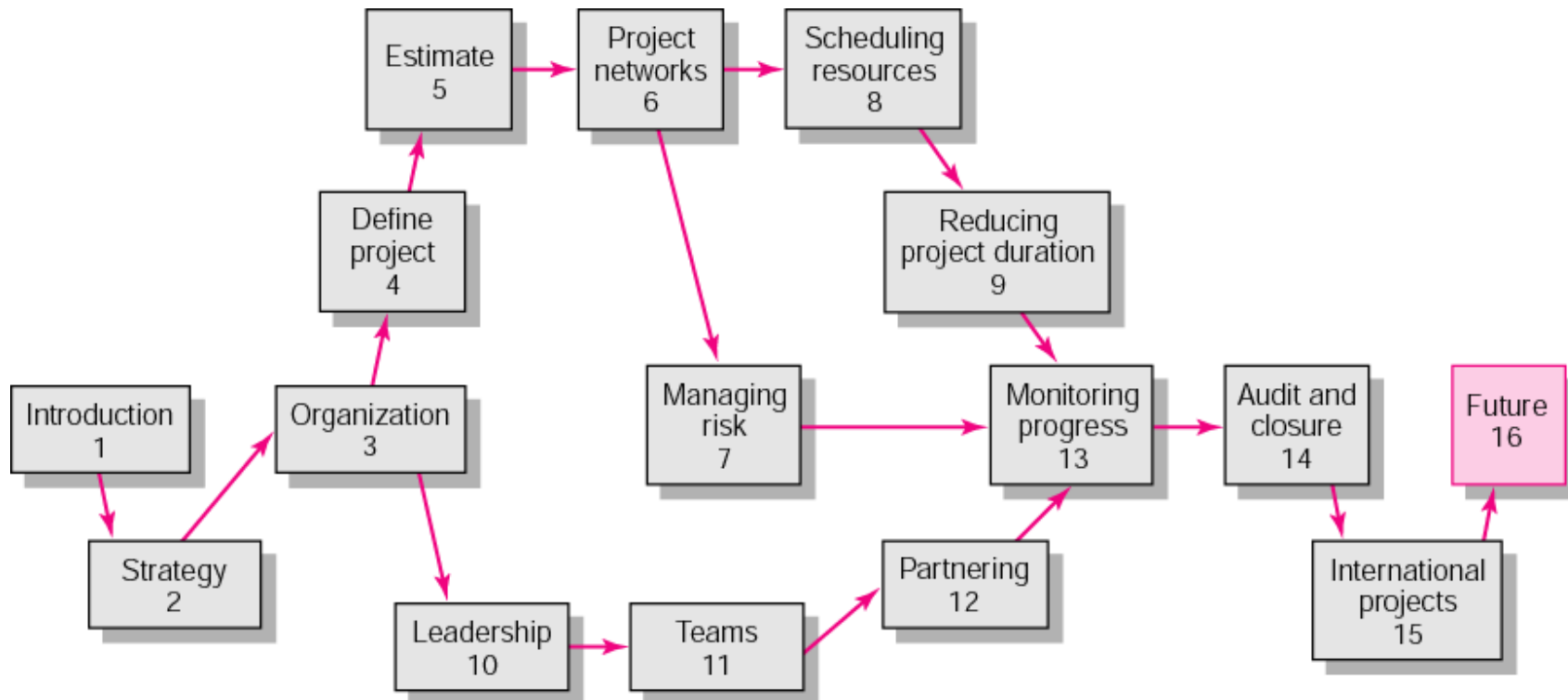
THE MANAGERIAL PROCESS

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Third Edition



Chapter 16

The Process of Project Management and the Future



Current and Future Trends in Project Management

- Forces for Change
 - Global competition, knowledge explosion, innovation, time to market, and shortened product life cycles
- Two Major Outcomes for the 21st Century:
 - An increase in the scope of project management and system integration.
 - The focus of projects has shifted *from tactical to strategic*.
 - An increasing discipline in the way projects are managed.

Increasing Scope of Project Management and System Integration

- Enterprise Project Management (EPM)
 - Centralized management of a portfolio of projects to ensure that the allocation of resources to projects is directed and balanced toward the strategic focus of the organization.
- Project management office (PMO)
 - The unit responsible for continued support of standards, processes, and an information system that defines project management for the organization.

Project Portfolio Cost Summary Report

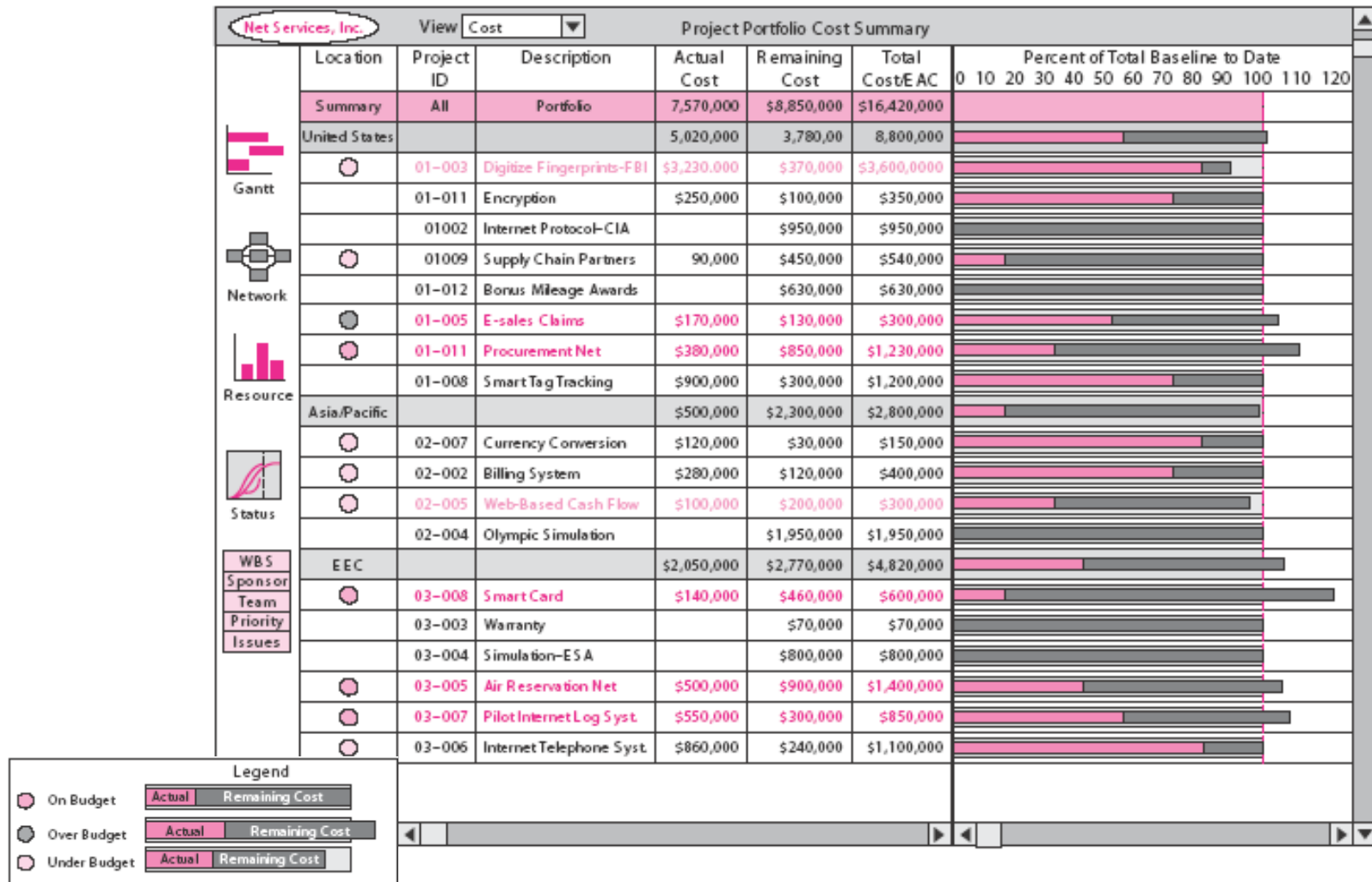


FIGURE 16.1

Project Portfolio Schedule Summary Report

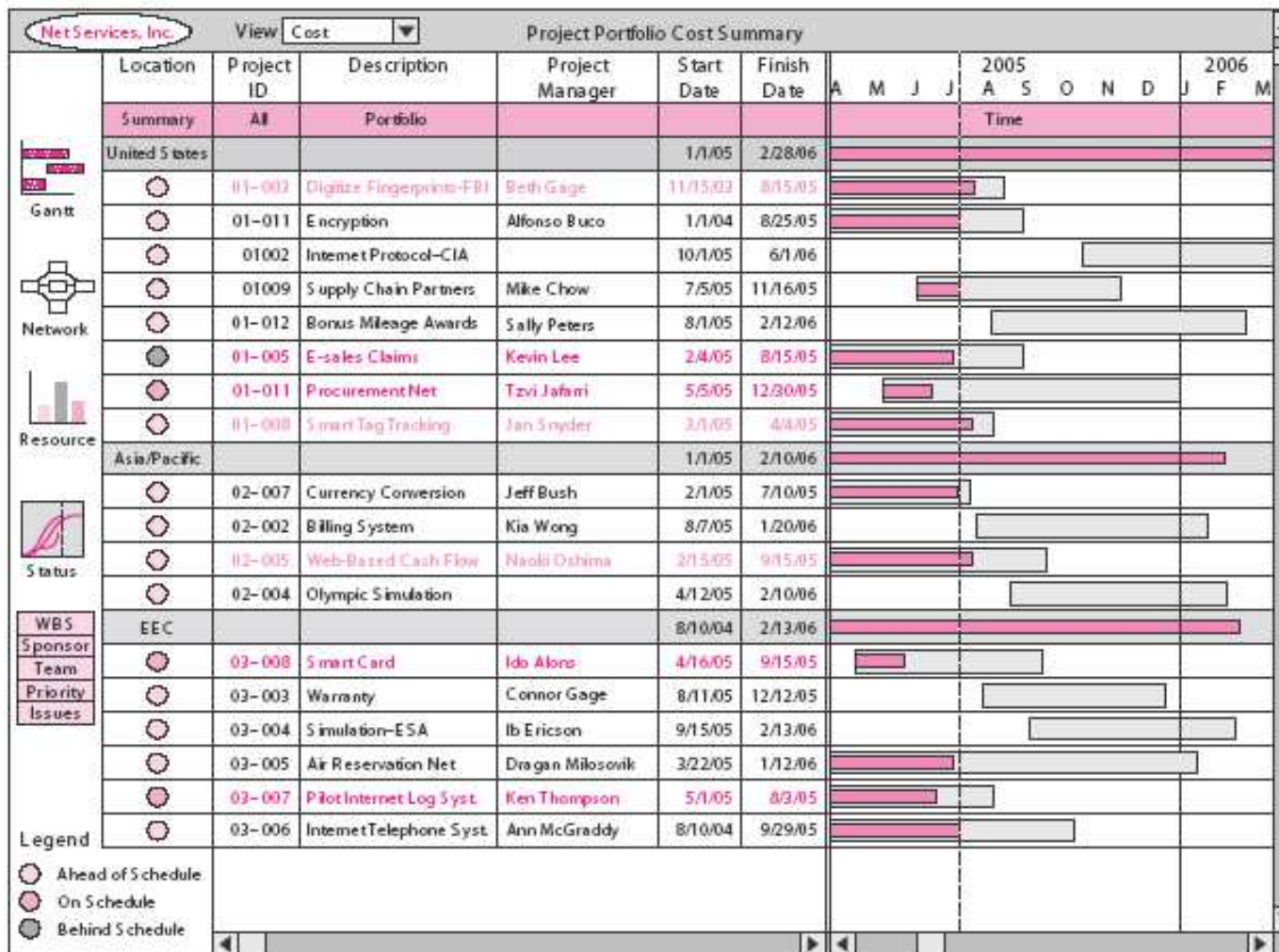


FIGURE 16.2

Increasing Discipline in the Way Projects Are Managed

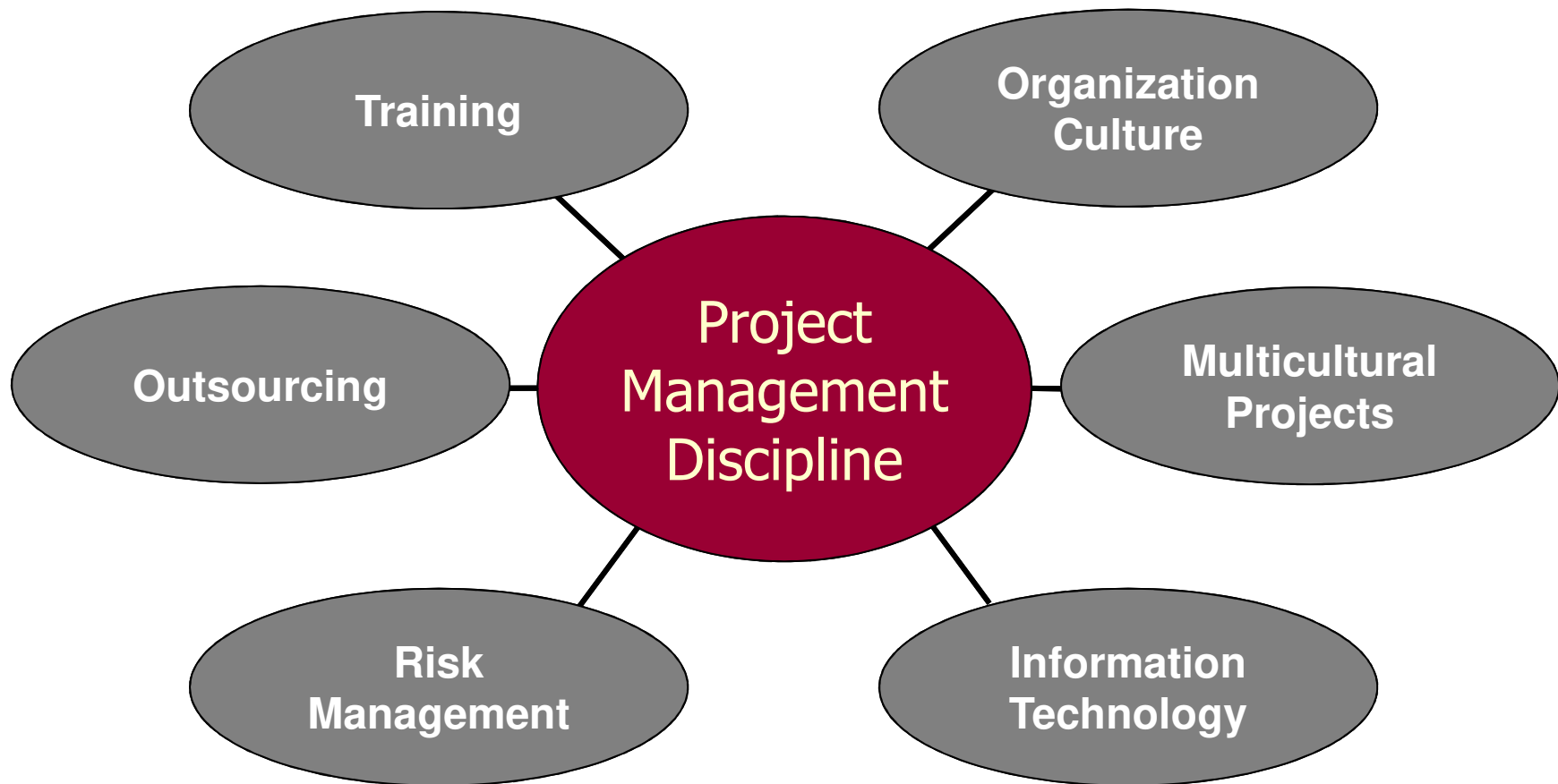
- Training

- Uniform training extending across team makeup, team culture, outside partners, and organization support allows for standardization in practices and processes related to projects.

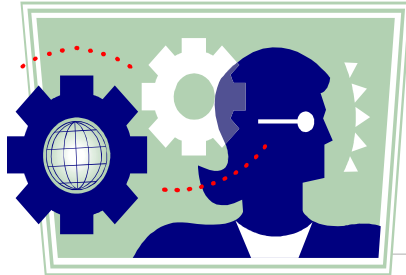
- Organization Culture

- A system of shared beliefs supports organizational flexibility in meeting the challenges of managing projects in globalized competitive environments.

Increasing Discipline in the Way Projects Are Managed

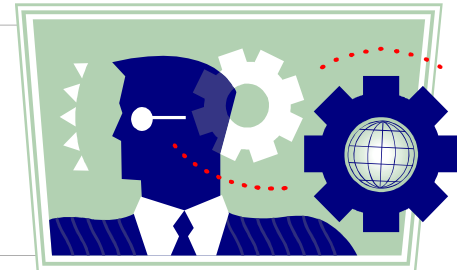


Unresolved Issues



How far can virtual project management evolve?

How do we manage projects under high levels of uncertainty?



Project Management Career Issues

Career Paths

Temporary
Assignments

Pursuing a Career

Professional
Training and
Certification

Gaining Visibility

Mentors



Success in
Key Projects

Key Terms

Enterprise project management

Mentor

Project management office