PROJECT PLANNING AND MANAGEMENT

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HISTORY OF PROJECT PLANNING AND MANAGEMENT

EAEQ 4206: LESSON ONE

What is Project?

A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 4th Edition:

A project is a temporary endeavor undertaken to create a unique product, service, or result.

- It is temporary to mean it must have a beginning and an end.
- The project duration may be short as one day or long as 20 years
- The end is reached when:
    1. objectives are met;
    2. the project is terminated;
    3. the need for the project no longer exists.
- A project can involves a single person, single organisation or multiple organizational units

What is Project Management?

A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 4th Edition:

- Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

- Project management processes can be grouped as follows:
  - Initiating
  - Planning
  - Executing
  - Monitoring and controlling, and
  - Closing

PROR TO 1900

Great Pyramid of Giza

- During this period there were many project but the methodologies were rather undocumented

  - The Great Pyramids of Giza (2,550BC)
  - Great wall of China (221-206 BC)
  - Roads in the Roman Empire
  - Kenya Uganda Railway System 1900

- Projects were managed by the creative architects or designers

1900 TO 1950

Henry Gantt (1861-1919)

- This period is regarded as the origin of modern project management as we know it today
  - Henry Gantt – father of planning: developed the bar charts now called Gantt Charts
  - Henri Fayol – developed the five management functions associated with project management

1950s

- All techniques used today were developed in this period by the US defense

  - Critical path model CPM (Critical path analysis CPA) was developed by Remington Rand Univac to improve on the planning turnaround time (production to sale).

  - US Navy developed Program Evaluation and Review Techniques (PERT) to manage hundreds of contracts under the Polaris Submarine missile system.

  - Work Breakdown Structure (WBS).

  - Bechtel was the first organisation to use a project management organisational structure where responsibilities for their oil pipeline project was assigned to one individual.

1960s

- **COMPUTING ERA:**
- 1960s Silicon chips and Microcomputers
- 1960 computer language Unix and rapid development of computer
- 1967: the International Project Management Association was formed in Europe
- 1969: The project management Institute was established in the United States
- Project life cycle adopted by the USAF
- PERT/CPM techniques continued to evolve through 1950s-1960s particularly in space and defence programs
- project management started emerging to deal with the large budgets.
- Mainframe digital computers made the critical path networks faster and easier
- Computer were large and extremely expensive; not easily available to smaller organisations

1970s

- The development of information technology
- More project management software
- 1972 Ray Tomlinson developed the first email software
- Intel introduced the first Pentium
- 1975 Bill Gates and Allen founded Microsoft
- Rise of IT Project managers
- Project managers were dependent on IT Professional
- Schedule bar charts were computerised using mini frames and mainframes
- Efficiency in controlling and management of projects

1980s

- Increase in the stakeholders, green issues bringing about feasibilities studies, risk and uncertainty
- The triangle of time, cost and quality
- Proliferation of personal computers
- Explosion of software's
- Project managers became independent of IT professionals
- Managers had to learn to become computer literate
- Development of professionalism, ethic, standards, first PMBOK
- PMI started offering Project Management Profession in 1983
- First PMBOK release in 1986

1990-PRESENT

- Adoption of internet technology
  - Efficiency in controlling and management of projects
- Information technology
- Microsoft Project by Microsoft
- Project risk taken seriously
- Internet making communication between people and geographies instantaneous
- Total Quality Management (TQM) emphasising on the client, continuous improvement, teamwork although project life cycle
- Biggest challenge Y2K Project

Further Reading

1	Project Management Institute, 2008	A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 4th Edition
2	James P. Lewis 2007	Fundamentals of Project Management, Third Edition, AMACOM, New York
3	Eric Verzuh 2003	The Portable MBA in Project Management, John Wiley & Sons, inc.
4	John M. Nicholas, 2004	Project Planning for Business and Engineering, Principles and Practice, Second Edition, Elsevier Butterworth–Heinemann
5	F. Lawrence Bennet 2003	The Management of Construction, A Project Life Cycle Approach,