CHAPTER 1
OVERVIEW OF PROJECT MANAGEMENT BASICS
PM Objectives

- Project Management-
  - Managing the resources of the project

- Primary objectives
  - Quality project
  - Completed on time
  - Within budget
  - Safe work environment
Quality

- Must meet the owner’s expectations
- Quality can not be sacrificed to meet time constraints
  - Often more costly in the long run
- If quality is the main concern, the project will take longer to complete
- Balance quality with time and budget constraints
Time

- If time is the main concern, quality suffers
  - May also be a safety consideration

- Effects of overtime
  - Increased cost
  - Decreased productivity
Budgets and Costs

- **Work must be done at the lowest possible cost**
  - Decreases quality
    - Inferior products used
    - Less attention to detail
    - Less expensive workers
      - Apprentices vs. journey-level
  - May increase maintenance costs
  - Decreases building lifespan
  - Decreases safety considerations
Safety

- Safety become the chief concern
  - Productivity lessens
  - Job durations increase

- Some projects will have safety as the main consideration

- Regulations other than OSHA standards
  - Nuclear power plants
  - Food production facilities
Balancing the Major Objectives

- Balancing time, cost, quality, safety
  - Some projects require one objective to take precedence over the others
    - The effectiveness of the others must not be decreased
- Try to recognize early in the project which objective will be emphasized
  - Different parties involved have different objectives
    - Architect’s one-of-a-kind project vs owner’s cost constraints vs safety considerations
- The best schedule balances the main objectives
  - It is not necessarily the shortest schedule
Achieving the Primary Objectives

- **Planning**
  - What is the plan to achieve the objectives?
- **Organize**
  - Organize all aspects of the project to achieve efficiency
- **Direct**
  - Give direction to the parties involved
- **Control**
  - Control time, cost, quality while providing a safe work environment
Problem Projects

- If a project is in trouble, why is it in trouble?
  - Basics
    - Time, cost, quality, and safety
      - Managed by planning, organizing, directing, controlling
  - The schedule is a key piece of the project
    - Interfaces with all the project management basics
    - Gives direction on how the team is going to accomplish the primary objectives
Assuming Responsibility

- Know when to accept blame
- Do not use the schedule to assign blame
  - Use the schedule as a management to motivate and communicate
- Be proactive
  - Every problem on the job-site is the problem of the PM
  - What can be done to avoid problems in the future?
  - Blaming others will not solve the problem
- Avoid problems by planning ahead
  - A well-planned schedule is an integral part