

PROJECT MANAGEMENT

DR. MARIVIC F. FLORES
PROF. ANGELITA ONG CAMILAR-SERRANO

PROJECT MANAGEMENT

COPYRIGHT 2015
DR. MARIVIC F. FLORES
PROF. ANGELITA ONG CAMILAR-SERRANO

ISBN: 978-971- 9654-11-7

ALL RIGHTS RESERVED. No part of this work covered by the copyright thereon may be reproduced, used in any form or by any means - graphic, electronic or mechanical, including photocopying, recording, or information storage and retrieval systems - without written permission from the publisher and the authors.

Published by: UNLIMITED BOOKS

LIBRARY SERVICES & PUBLISHING INC..

Room 215 ICP Building, Cabildo St., Intramuros, Manila

Tel. No.: (02) 623-0384 Telefax: (02) 525-1649

email: unlimitedbooks2014@yahoo.com

Cover Design and Layout by: Merlina A. Cortez

Table of Contents

PREFACEiii
CHAPTER 1 PROJECT MANAGEMENT IN TODAY'S TIME
What is a Project? Classifications of a Project Project Life Cycle Project Attributes Primary Goals of a Project Why Project Management? Limitations of Project Management Glossary of Important Terms Review Questions Reinfocement Exercise Long Quiz
Mini-Case Study
PART I PROJECT INITIATION
CHAPTER 2 STRATEGIC MANAGEMENT AND PROJECT SELECTION
Project Management Maturity Project Selection and Models Project Portfolio Management (PPM) A Business Project Proposal: The Technical Approach Glossary of Important Terms Review Questions Reinforcement Exercise Long Quiz Mini-Case Study
CHAPTER 3 THE PROJECT MANAGER
The Career of a Project Manager Key Skills of a Project Manager Functional Manager vs. Project Manager Important Characteristic in the Selection of a Project manager Responsibilities of a Project Manager

Important Characteristic of an Effective Project Team Member Glossary of Important Terms Review Questions Reinfocement Exercise Long Quiz Mini-Case Study
CHAPTER 4 MANAGEMENT CONFLICTS AND NEGOTIATIONS
Types of Conflicts Fundamental Issues for Potential Conflicts Conflicts and the Project life Cycle The Negotiation Glossary of Important Terms Review Questions Reinfocement Exercise Long Quiz Mini-Case Study
CHAPTER 5 PROJECT MANAGEMENT ORGANIZATIONAL STRUCTURE
Program Manager vs. Project Manager The Project Organizational Structure Forms of Project Organizational Structure Selecting the Optional Organizationl Structure Glossary of Important Terms Review Questions Reinfocement Exercise Long Quiz Mini-Case Study
PART II PROJECT PLANNING
CHAPTER 6 PROJECT ACTIVITY PLANNING
Project Planning in Action The Project Charter Writing the Project SAcope Developing the Work Breakdown Structure (WBS) Sample Project Breakdown Glossary of Important Terms
Review Questions

Mini-Case Study	
CHAPTER 7	
PROJECT BUDGETING AND COST ESTIMATION	15
Cost Estimation and Budget in Project Management	
Types of Project Costs	
Factors Influencing the Quality of Estimates	
Methods of Estimating Cost	
Project Cost Estimating Issues	
Creating a Project Budget	
Ways to Improve the Process of Cost Estimation and Budgeting	
Glossary of Important Terms	
Review Questions	
Reinfocement Exercise	
Long Quiz Mini-Case Study	
Mini-Case Study	
CHAPTER 8	
PROJECT SCHEDULING	1
A Background on Project Scheduling	
Network Techniques: PERT and CPM	
The Gantt Chart	
Deterministic Time Estimate	
A Computing Algorithm	
Computing Slack Times	
Simulation	
Glossary of Important Terms	
Review Questions Reinforcement Exercise	
Long Quiz	
Mini-Case Study	
Man Case Study	
CHAPTER 9	
PROJECT RESOURCE ALLOCATION	9
Critical Path Method (CPM) - Expediting a Project	
The Resource Allocation Problem	
Resource Loading	
Resource Leveling	
Constrained Resource Scheduling	
Optimizing Methods	
Multi Project Scheduling and Resource Allocation	

Reinfocement Exercise

Long Quiz

Manufacturing Process Models Mathematical Programming Heuristic Techniques	
A Multiproject Scheduling Heuristic	
Goldratt's Critical Chain	
Glossary of Important Terms Review Questions	
Reinforcement Exercise	
Long Quiz	Saning Bush
Mini-Case Study	
Willi-Case Study	the man is to shortely
PART III PROJECT EXECUTION	Legaler that ten Abarolli.
CHAPTER 10	
PROJECT MONITORING AND INFORMATIO	N SYSTEM 223
The Planning-Monitoring-Controlling Cycle	released that the rule of
Designing the Monitoring System	
How to Collect Data	The state of the s
Information Needs and the Reporting Process	
Types of Report in Project Management	
Project Team Meetings	
Common Reporting Problems	
Earned Value Analysis	New Year Personal See Assess
Example: Updating a Project's Earned Value	The purel shovier.
Cost/Schedule Control System Criteria	
Computerized Project Management Information S	Systems
Current Software	military and an expense of
Choosing Software	
Glossary of Important Terms	
Review Questions	
Reinforcement Exercise	
Long Quiz	
Mini-Case Study	
CHAPTER 11	
	6 7 7 7 6 7 7 6 7 6 7 6 7 6 7 6 7 6 7 6
PROJECT CONTROL	259
The Nature of Control in Project Management	
The Fundamental Purposes of Control	
Three Types of Control Processes	
Comments on the Design of Control Systems	The state of the s
Critical Ratio Control Charts	
Benchmarking	· · · · · · · · · · · · · · · · · · ·
Control as a Function of Management	

Balance in a Control System .

	Control of Change and Scope Creep
	Glossary of Important Terms
	Review Questions
	Reinforcement Exercise
	Long Quiz
	Mini-Case Study
CF	HAPTER 12
	PROJECT AUDITING
	The Nature of Project Evaluation
	Purposes of Evaluation-Goals of the System
	The Project Audit
	Depth of the Audit
	Timing of the Audit
	Construction and Use of Audit Report
	Responsibilities of the Project Auditor/Evaluator
	The Project Audit Life Cycle
	Some Essentials of Audit/Evaluation
	The Audit /Evaluation Team
	A Note to the Auditor/Evaluator
	Glossary of Important Terms
	Review Questions
	Reinforcement Exercise
	Long Quiz
	Mini-Case Study
CI	HAPTER 13
	PROJECT TERMINATION
	The Nature of Project Termination
	The Varieties of Project Termination
	When to Terminate a Project
	The Termination Process
	The Final Report-The Project History
	Glossary of Important Terms
	Review Questions
	Reinforcement Exercise
	Long Quiz
	PPENDIX A
BI	BLIOGRAPHY

Control of Creative Activities

ABOUT THE AUTHORS



DR. MARIVIC F. FLORES holds the distinction of being awarded as one of the Outstanding Faculty of the Management and Finance Department of Pamantasan ng Lungsod ng Maynila (PLM). Dr. Flores obtained her degree in Bachelor in Business Administration and Doctor in Business Administration from Polytechnic University of the Philippines (PUP). Dr. Flores assumed various administrative positions in CME, PLM, like College Secretary and Department Chairman of different department such as

Management, Finance and Marketing. Alongside teaching and doing some research work, she continued to be an adviser and consultant of various firms especially on issues of organization, management and development.



A self-motivated and multitalented educator, **Prof. Angelita Ong Camilar-Serrano** graduated from De La Salle University- Taft as a scholar of Coca-Cola Foundation. She completed her Bachelor of Science in Commerce Major in Business Administration with honors (Jose Rizal Awardee). Now she is writing her dissertation in its final stage to complete her Doctorate in Business Administration in Pamantasan ng Lungsod ng Maynila (PLM), where she is also currently teaching as an

Assistant Professor. She teaches Management, Marketing, Entrepreneurship and Finance subjects in PLM, De La Salle-College of St. Benilde and Far Eastern University. She was the former Chief of Staff to the President of PLM during the time of President Adel A. Tamano. She had the opportunity to also hold various academic positions like Department Chair of Management and Finance Department, Department Chair of Marketing and Entrepreneurship and College Secretary of the College of Management and Entrepreneurship. She had advised Entrepreneur students in Best Business Idea and Development Award (BIDA) given by Philippine Chamber of Commerce and Industry (PCCI) who won as finalists. Aside from being an educator, she is a researcher, a research adviser, an entrepreneur, a seminar speaker and a business consultant.



UNLIMITED BOOKS

LIBRARY SERVICES & PUBLISHING INC.

Room 215 ICP Building, Cabildo St., Intramuros, Manila Telefax No.: (02) 525-1649 * Tel. No.: (02) 623-0384

email: unlimitedbooks2014@yahoo.com

ISBN: 978-971-9654-11-7