

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

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**SUBJECT NAME:COMPARATIVE AND DEVELOPMENT
ADMINISTRATION**

UNIT-IV

TOPIC NAME : PROJECT

WHAT IS A PROJECT

- A project is an activity to meet the creation of a unique product or service and thus activities that are undertaken to accomplish routine activities cannot be considered projects.
- A project is an activity to create something unique. Of course, many of the office buildings that are built are similar in many respects but each individual facility is unique in its own way.
- A project must be progressively elaborated. This means that the project progresses in steps and continues by increments.

DEFINITION OF PROJECT

- Project is a great opportunity for organizations and individuals to achieve their business and non-business objectives more efficiently through implementing change. Projects help us make desired changes in an organized manner and with reduced probability of failure.
- A project is defined as a specific, finite activity that produces an observable and measurable result under certain preset requirements.
- A Project is a temporary, unique and progressive attempt or endeavor made to produce some kind of a tangible or intangible result (a unique product, service, benefit, competitive advantage, etc.). It usually includes a series of interrelated tasks that are planned for execution over a fixed period of time and within certain requirements and limitations such as cost, quality, performance, others.

KEY CHARACTERISTICS

- **Temporary.** This key characteristic means that every project has a finite start and a finite end. The start is the time when the project is initiated and its concept is developed. The end is reached when all objectives of the project have been met (or unmet if it's obvious that the project cannot be completed – then it's terminated).
- **Unique Deliverable(s).** Any project aims to produce some deliverable(s) which can be a product, service, or some another result. Deliverables should address a problem or need analyzed before project start.
- **Progressive Elaboration.** With the progress of a project, continuous investigation and improvement become available, and all this allows producing more accurate and comprehensive plans. This key characteristic means that the successive iterations of planning processes result in developing more effective solutions to progress and develop projects.

**IN ADDITION TO THE LISTED CHARACTERISTICS, A
CONVENTIONAL PROJECT IS**

- Purposeful as it has a rational and measurable purchase.
- Logical as it has a certain life-cycle.
- Structured as it has interdependencies between its tasks and activities.
- Conflict as it tries to solve a problem that creates some kind of conflict.
- Limited by available resources.
- Risk as it involves an element of risk.

MANAGING PROJECTS:

- Project management is the art of planning, controlling and executing a project in a way that ensures successful delivery of the desired outcome. It is widely used in organizations as a complex of tools for delivering strategic goals and objectives.

STRUCTURES OF PROJECT

- **3 STRUCTURES FOR PROJECT ADMINISTRATION**
- **THE FUNCTIONAL PROJECT STRUCTURE**
- The functional organization structure brings together people who perform similar tasks or who use the same kinds of skills and knowledge in functional groups. In this structure, people are managed through clear lines of authority that extend through each group to the head of the group and, ultimately, to a single person at the top.

THE PROJECTIZED ORGANIZATION STRUCTURE

- The projectized organization structure groups together all personnel working on a particular project. Project team members are often located together and under the direct authority of the project manager for the duration of the project.
- The project manager has almost total authority over the members of her team in the projectized structure. She makes assignments and directs team members' task efforts; she controls the project budget; she conducts team members' performance assessments and approves team members' raises and bonuses; and she approves annual leave.

THE MATRIX PROJECT STRUCTURE

- With increasing frequency, projects involve and affect many functional areas within an organization. As a result, personnel from these different areas must work together to successfully accomplish the project work. The matrix organization structure combines elements of both the functional and projectized structures to facilitate the responsive and effective participation of people from different parts of the organization on projects that need their specialized expertise.

- **MOST PROJECTS HAVE SIMILAR FUNCTIONS THAT ARE IMPORTANT TO SUCCESSFULLY MANAGING THE PROJECT. INCLUDED AMONG THESE ARE THE FOLLOWING**
- **PROJECT SPONSOR**
- The project sponsor is outside the day-to-day operations of the project and has the organizational authority to provide resources and overcome barriers for the project. The project sponsor is typically a leader in the parent organization with an interest in the outcome of the project. As a leader in the parent organization, the project sponsor can provide input into the project scope and other documents that define project success. The guidance and support from the project sponsor enhances the ability of the project to successfully meet the parent organization's objectives.
- **PROJECT MANAGER**
- Project managers often have the breadth of responsibility associated with corporate chief executive officers (CEOs). The project manager facilitates the start-up of a project and develops the staff, resources, and work processes to accomplish the work of the project. He or she manages the project effectively and efficiently and oversees the closeout phase. Some projects are larger than major divisions of some organizations, with the project manager responsible for a larger budget and managing more risk than most of the organizational leaders. A mining company that builds a new mine in South Africa, an automobile manufacturer that creates a new truck design, and a pharmaceutical company that moves a new drug from testing to production are examples of projects that may consume more resources in a given year than any of the organization's operating divisions.

- The function of the project manager can vary depending on the complexity profile and the organizational structure. Defining and managing client expectations and start-up activities, developing the scope, and managing change are functions of the project manager. On some projects, the project manager may provide direction to the technical team on the project. On other projects, the technical leadership might come from the technical division of the parent organization.

PROJECT CONTROL

In general, project controls is both the planning function and the function that tracks progress against the plan. Project control provides critical information to all the other functions of the project and works closely with the project manager to evaluate the cost and scheduling impact of various options during the life of a project.

PROJECT CONTROLS FUNCTION

- Estimating.
- Tracking costs.
- Analyzing trends and making projections.
- Planning and scheduling.
- Managing change.
- Tracking progress against schedule.

PROJECT PROCUREMENT

- The approach to purchasing the supplies and equipment needed by the project is related to the complexity profile of the project. A small project with a low complexity level may be able to use the procurement services of the parent organization. In an organization where project resources reside in various departments, the departments may provide the supplies and equipment each team member of the project may need.

TECHNICAL MANAGEMENT

- The technical management on the project is the management of the technology inherent in the project—not the technology used by the team to manage the project. The technical complexity on a project can vary significantly. The technological challenges required to build a bridge to span a five-hundred-meter canyon are significantly different from those required to span a five-thousand-meter body of water. The technological complexity of the project will influence the organizational approach to the project. The technological complexity for a project reflects two aspects: the newness of the technology and the team's familiarity with the technology. The newness refers to the degree to which the technology has been accepted in the industry. The more accepted the technology is in the industry usually means that more knowledge and experience will be available to the team. Familiarity refers to the experience the project team has with the technology. The less familiarity the team has with the technology, the more energy and resources the team will expend on managing the technological aspect of the project. For projects with high levels of project technology, a specialist may be hired to advise the technology manager.

PROJECT ADMINISTRATION

The administrative function provides project specific support such as the following:

- Accounting services.
- Legal services.
- Property management.
- Human resources (HR) management.
- Other support functions found in most organizations.