



An Accredited Institution of the University of Westminster (UK)

Project Management

Lecture 2: Project Management Life Cycle and Types of Projects

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- Project Life-Cycle
- Project Management Life-Cycle
- Types of Projects

PMBOK: “...because projects are **unique** and involve certain **degree of risk**, companies performing projects will generally subdivide their projects into several **project phases** to provide better **management control**. Collectively these project phases are called the project lifecycle.”

Project Management Institute. (2017)

Generally, there are following project phases:

- Initiation
- Planning
- Execution
- Closure

- The initiation phase is the first phase of the entire project management life cycle. The goal of this phase is to define the project, develop a business case for it, and get it approved. During this time, the project manager may do any of the following:
 - Perform a feasibility study
 - Create a project charter
 - Identify key stakeholders
 - Select project management tools

- The planning phase is critical to creating a project roadmap the entire team can follow. This is where all of the details and goals are outlined in order to meet the requirements laid out by the organization.
- During this phase, project managers will typically:
- Create a project plan
- Develop a resource plan
- Define goals and performance measures
- Communicate roles and responsibilities to team members
- Build out workflows
- Anticipate risks and create contingency plans

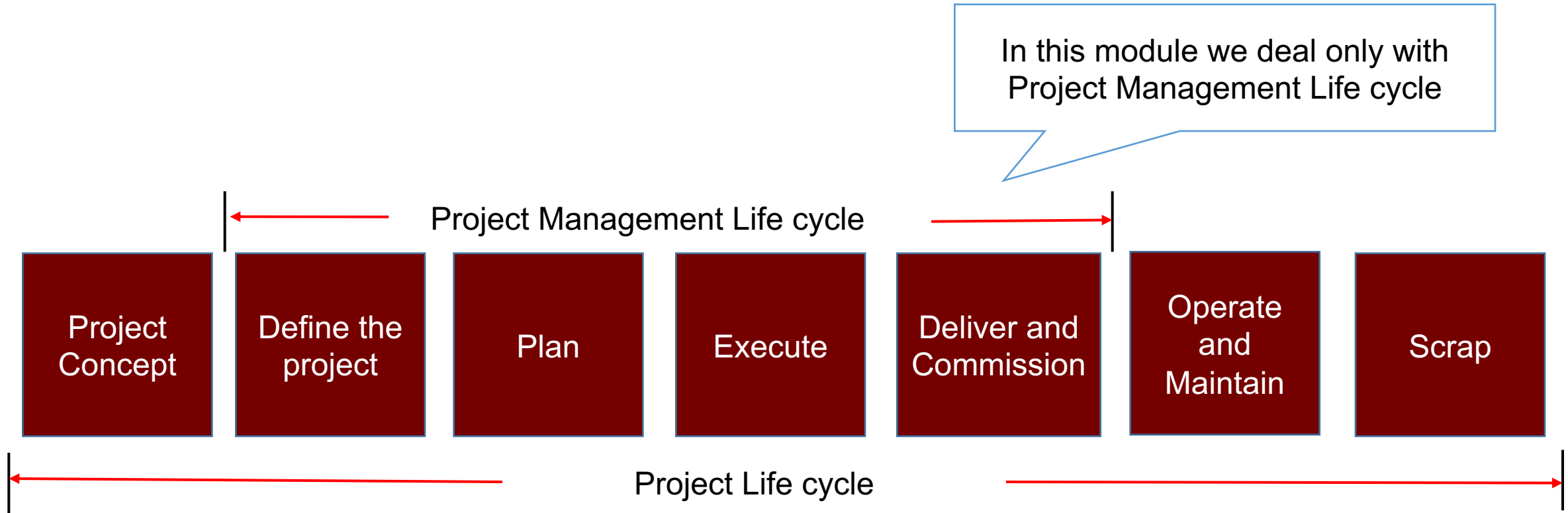
- The next phase (execution) typically begins with a project kickoff meeting where the project manager outlines the project objectives to all stakeholders involved. Before that meeting happens, it is crucial for the project manager to do the following:
 1. Establish goals and deliverables
 2. Identify your team members and assign tasks
 3. Develop a draft project plan
 4. Define which metrics will be used to measure project success
 5. Set the agenda and prepare the slides

Monitoring and Controlling

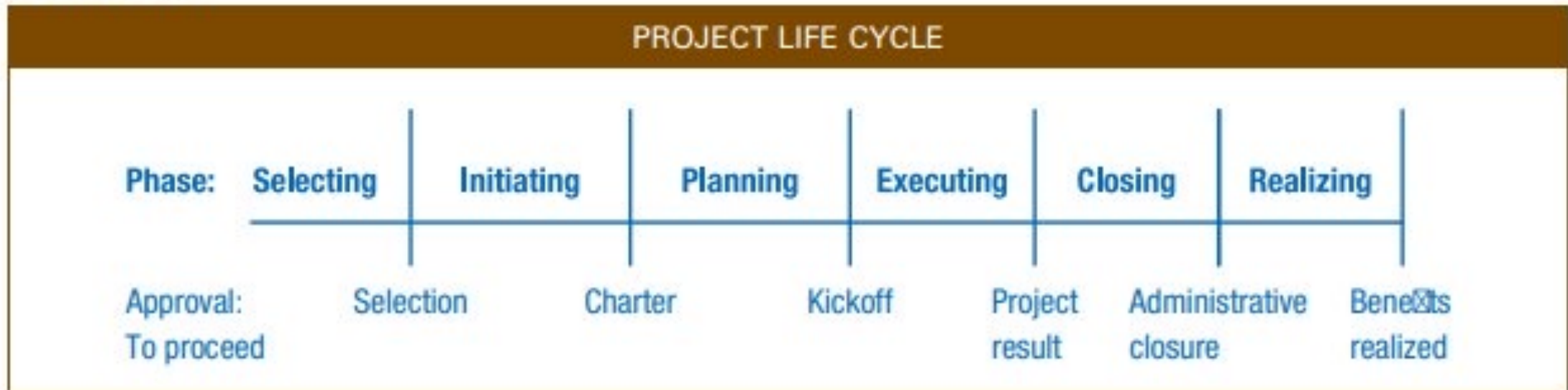
- This phase happens in tandem with the execution phase. As the project moves forward, the project manager must make sure all moving parts are seamlessly headed in the right direction. If adjustments to the project plan need to be made due to unforeseen circumstances or a change in direction, they may happen here.
- During the controlling and monitoring phase, project managers may have to do any of the following:
 - Manage resources
 - Monitor project performance
 - Risk management
 - Perform status meetings and reports
 - Update project schedule
 - Modify project plans
- At the end of this phase, all the agreed project deliverables should be completed and accepted by the customer.

- The closing phase is a critical step in the project management life cycle. It signals the official end of the project and provides a period for reflection, wrap-up, and organization of materials.
- Project managers can:
- Take inventory of all deliverables
- Tie up any loose ends
- Hand the project off to the client or the team that will be managing the project's day-to-day operations
- Organize all project documents in a centralized location
- Communicate the success of the project to stakeholders and executives
- Celebrate project completion and acknowledge team members

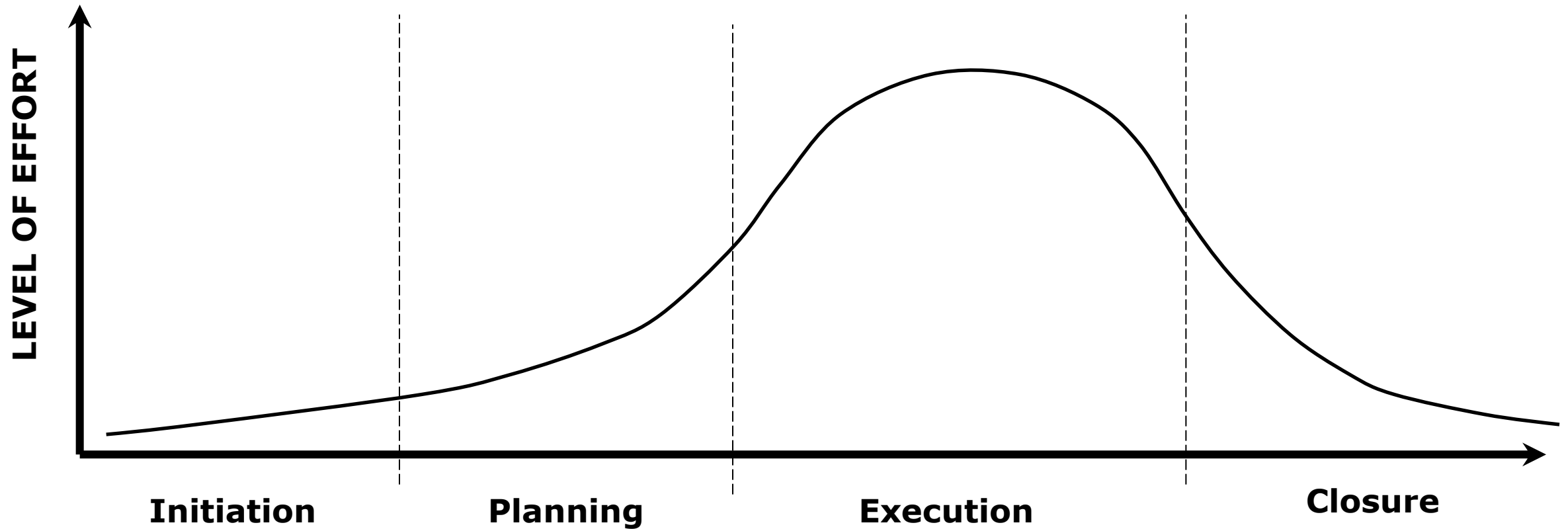
Project Life-Cycle



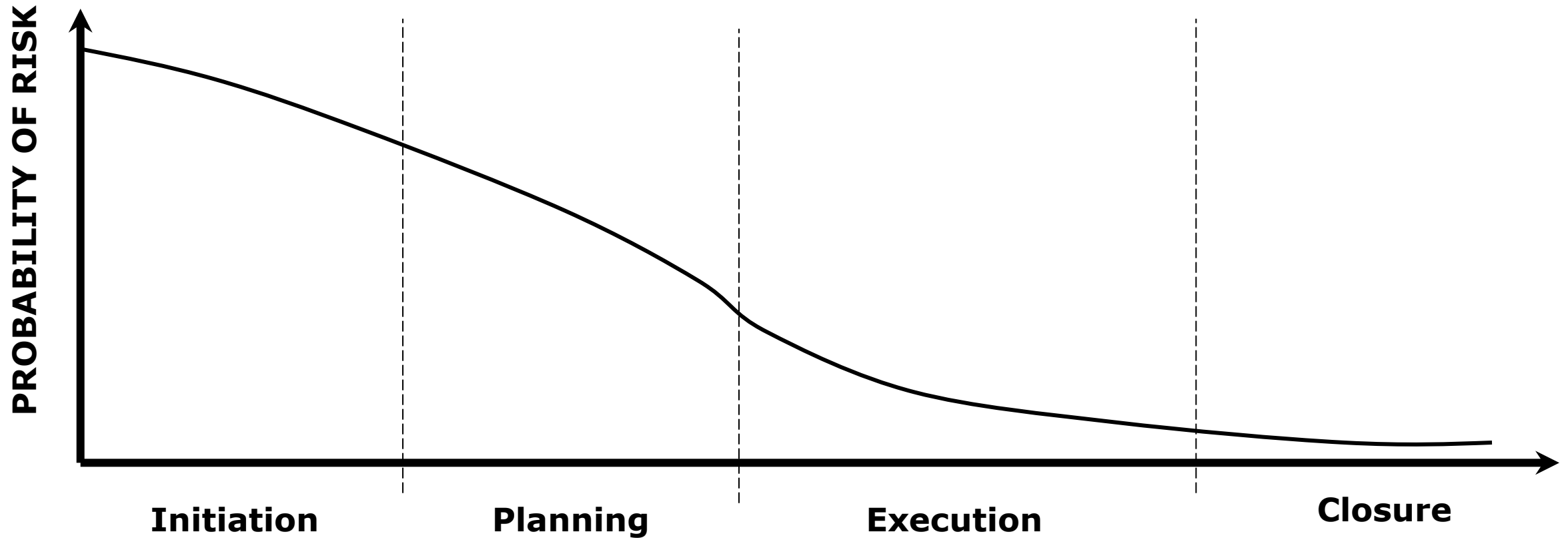
Project Life-Cycle



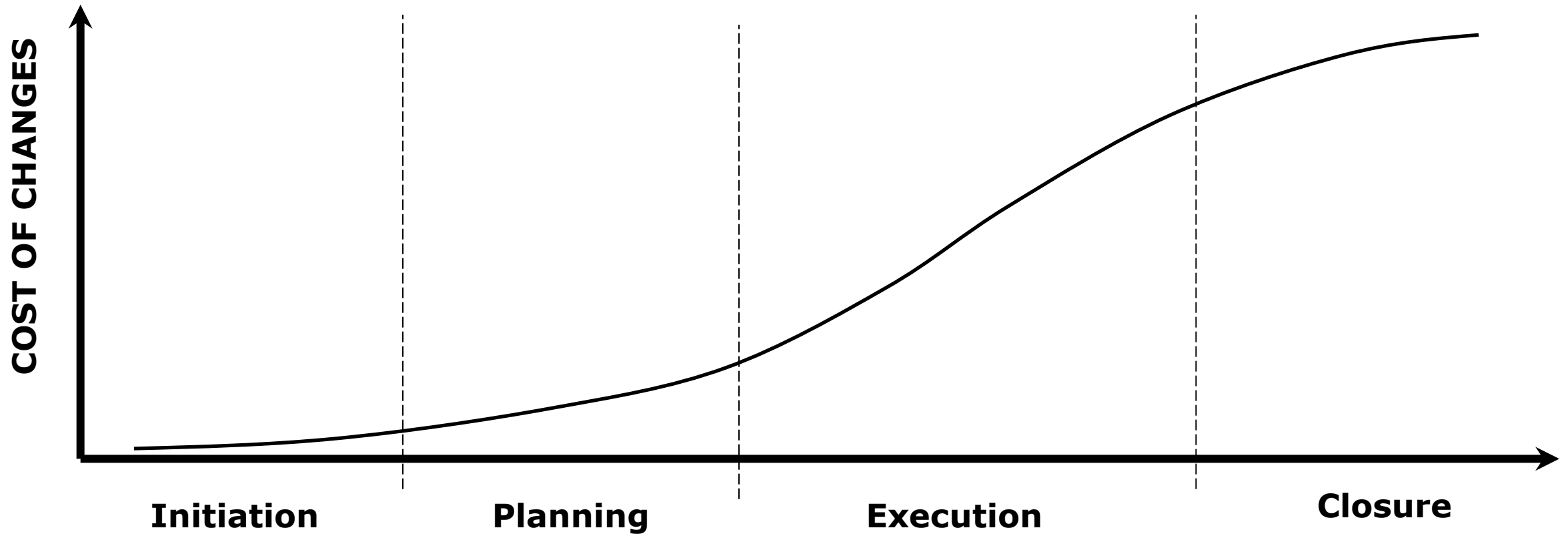
PROJECT LIFE-CYCLE



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- Civil or chemical engineering and construction projects
 - Building and construction
 - Land reclamation
 - Earthmoving
 - Tunnels and Bridges
 - Mining and quarrying
 - Petrochemical Plants
 - Oil and Gas

- Manufacturing projects
 - New product Research and Development
 - Equipment Manufacture
 - Shipbuilding
 - Automotive
 - Aircraft and Aerospace
 - Heavy Engineering
 - Food and Drink
 - Pharmaceuticals

- Management projects (often internal, for the company's own benefit)
 - IT Systems
 - Reorganization
 - Recruiting drive
 - Regulatory Change
 - Marketing Projects

- Projects for pure scientific research projects
 - High risk
 - Often high investment
 - May be no precise objective
 - Outcome unpredictable
 - Not amenable to normal project management

Project Relationships

<i>Project Type</i>	<i>Project example</i>	<i>Project customer</i>	<i>Principal 'contractor'</i>	<i>End user</i>	<i>Operated and maintained by:</i>
1 Civil engineering, construction, petrochemical, mining and quarrying	Local authority housing development	Local authority	Wimply	Housing tenants	Local authority
	Private toll road	Landowner	Tarpack	Road users	Landowner's agent
	Copper mine	Cupric Ltd	Cupric Ltd (head office engineering)	Cupric (Zambia) Ltd	Cupric (Zambia) Ltd

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2 Manufacturing	New passenger aircraft	Going Ltd	Going Ltd	Various airlines	Various airlines
	Automatic rifle	Ministry of Defence	Small Arms Ltd	Military units	Military units
	Washing machine development	Hotwash Ltd	Hotwash R&D dept	Domestic users	Domestic users

Project Relationships

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3 Management	Design and implement new sales procedures	ABC Ltd	ABC Ltd (with external consultant)	ABC staff	ABC Ltd
	Office relocation	Greens of London	Greens' (internal task force)	Greens of Exeter	Greens of Exeter

Project Relationships

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4 Research	Speculative research for new plastic materials	Chemikl Ltd	Chemikl Ltd (laboratory)	Unknown	Not applicable

QUESTIONS?

References

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5. Lock, D. (2007). *Project Management* (9th ed.). Gover Publishing.
6. Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.). Project Management Institute.
7. Additional information from internet:
 - <https://www.wrike.com/project-management-guide/project-lifecycle/#the-planning-phase>
 - <https://app.myeducator.com/reader/web/1831a/topic01/it30k/>