



PROJECT MANAGEMENT

Prepared by

Raman Kumar Biswas

Associate professor Department of Disaster Resilience and Engineering



Research and Training Centre
Patuakhali Science and Technology University
Dumki, Patuakhali-8602, Bangladesh
Email: rtc@pstu.ac.bd

RESEARCH PROPOSAL APPLICATION FORM

This research proposal must be submitted according to the following format.

Code number of the project to be assigned by RTC

Date of Received

PART I: RESEARCH PROPOSAL IDENTIFICATION DATA

1. TITLE:

2. NATURE OF THE RESEARCH PROPOSAL (check appropriate ones):

a) Coordinated b) Independent c) Fundamental d) Applied e) Interdisciplinary

3. NAME(S) AND ADDRESS (S) OF COLLABORATING DEPARTMENT(S)/ INSTITUTE(S) (If any):

4. LOCATION OF FIELD ACTIVITIES:

5. DURATION OF RESEARCH PROJECT:

a) Annual: From July 01, 2020 to June 30, 2021 b) Long term:

6. TOTAL BUDGET OF RESEARCH PROPOSAL (TK.):

7. HAS THIS PROPOSAL BEEN SUBMITTED TO ANY OTHER AGENCY FOR FINANCIAL ASSISTANCE?

8. IS THERE ANY COMMITMENT TO OTHER RESEARCH PROJECT(S) AS PRINCIPAL

INVESTIGATOR/TEAM LEADER?

PART II: OUTLINE OF THE RESEARCH PROPOSAL:

9. INTRODUCTION, IDENTIFICATION OF PROBLEM AND JUSTIFICATION OF THE RESEARCH PROPOSAL: (300 Words Maximum)

10. SPECIFIC OBJECTIVES OF THE PROPOSAL:

11. RELEVANCE TO THE STRATEGIC PLAN OF PSTU AND NATIONAL DEVELOPMENT GOALS:

12. BRIEF REVIEW OF WORKS ALREADY PERFORMED OR IN PROGRESS ELSE WHERE WITH LIST OF

REFERENCES: (Maximum 500 Words)

List of References:

13. METHODOLOGY:

14. EXPECTED OUTPUTS:

15. SUCCESS INDICATORS:

16. BENEFICIARIES:

17. ACTIVITY PLAN/GANTT CHART (ANNUAL BASIS):

YEAR 1:

YEAR 2, YEAR 3 (If any):

18. INPUTS:

19. BUDGET SUMMARY (ANNUAL BASIS):

YEAR 1:

YEAR 2, YEAR 3 (If any):

Signature of the Principal Investigator:

Date & Seal:

Comments of the Chairman of the Department:

Signature of the Chairman of the Department:

Date & Seal:

PATR III:

A. BRIEF INFORMATION OF THE PRINCIPAL INVESTIGATOR (PI)

B. BRIEF INFORMATION OF THE CO-PRINCIPAL INVESTIGATOR (CO-PI):



Project Definition?


A project is a set of interrelated activities created to produce specific outputs which together achieve its objectives within specified resource constraints.

Project is an organisational unit dedicated to the attainment of a goal, the successful completion of a development product in time, within budget, in conformance with predetermined performance specifications. – Encyclopedia of Management by Dennis Lock

An activity sufficiently self contained to permit financial and commercial analysis..... In most cases, project present the expenditure of capital funds by pre-existing entities which want to expand or improve their operation. – FAO General Guideline



The feasibility study is an integral part in developing a business project



Planning: preliminary idea creation, identification, and pre-feasibility studies to refine ideas.

Deliberation: formalisation of group, conducting feasibility studies, and decision to proceed.

Implementation: securing capital, construction, obtaining permits, and hiring management.

Execution: mobilisation of manpower, equipment, and materials to carry out the plan.

Evaluation: determine what did and did not work (to plan again).

Activity: Re-organize the planning stage of the research project shown below into a more logical sequence

Planning Stages	Better Sequence
Calculate budget	10
Identify activities	3
Closely estimate duration of activities	4
Set clear objectives	2
Define the problem	1
Select groups/people and area	5
Draw up a work plan	7
Decide who will be responsible for carrying out the project	6
Determine the feasibility of the project	9
Define resources/requirements	8



Problem Analysis

Activity:

A large donor organization and the government of a developing country are worried about falling yields of the country's main export crop. A consultant has been hired to analyze the situation and identify the problem. The consultant interviewed several relevant people, asking each about the problem. The different perceptions of the problem by those interviewed are shown in the report below:

Problem Analysis

WHO	QUESTION	RESPONSE
Farmers	Why are yields falling?	Because of the irregular supply of irrigation water
Ministry of Water Resources	Why irrigation water is irregularly supplied?	Because of fuel shortages
Ministry of Energy	Why are there fuel shortages?	Because of limited foreign exchange
Treasury	Why is there insufficient foreign exchange for fuel purchase?	Because crop exports are falling
Ministry of Agriculture	Why are crop exports falling?	Because yields are falling
Which is the problem to focus on?		



Problem Statement

A good problem statement should:

- **Concisely describe the situation that needs to be changed**
- **State who and/or what is affected**
- **Quantify the problem or describe the problem in quantitative terms**
- **Explain how the problem relates to the proposing organization's purpose and capacity**
- **Explain why the problem exists**
- **State if there more than one cause**
- **Assess whether multiple causes are interdependent**
- **Describe the consequences of the problem**
- **Estimate how many people are affected and/or will be affected**
- **Describe any political, cultural, economic or environmental effects**



Participatory Planning Tools

(identification of problems)

- **Problem tree**
- **Causal diagram**
- **Matrix ranking**
- **Preference ranking**
- **FGD**
- **Stakeholder analysis**



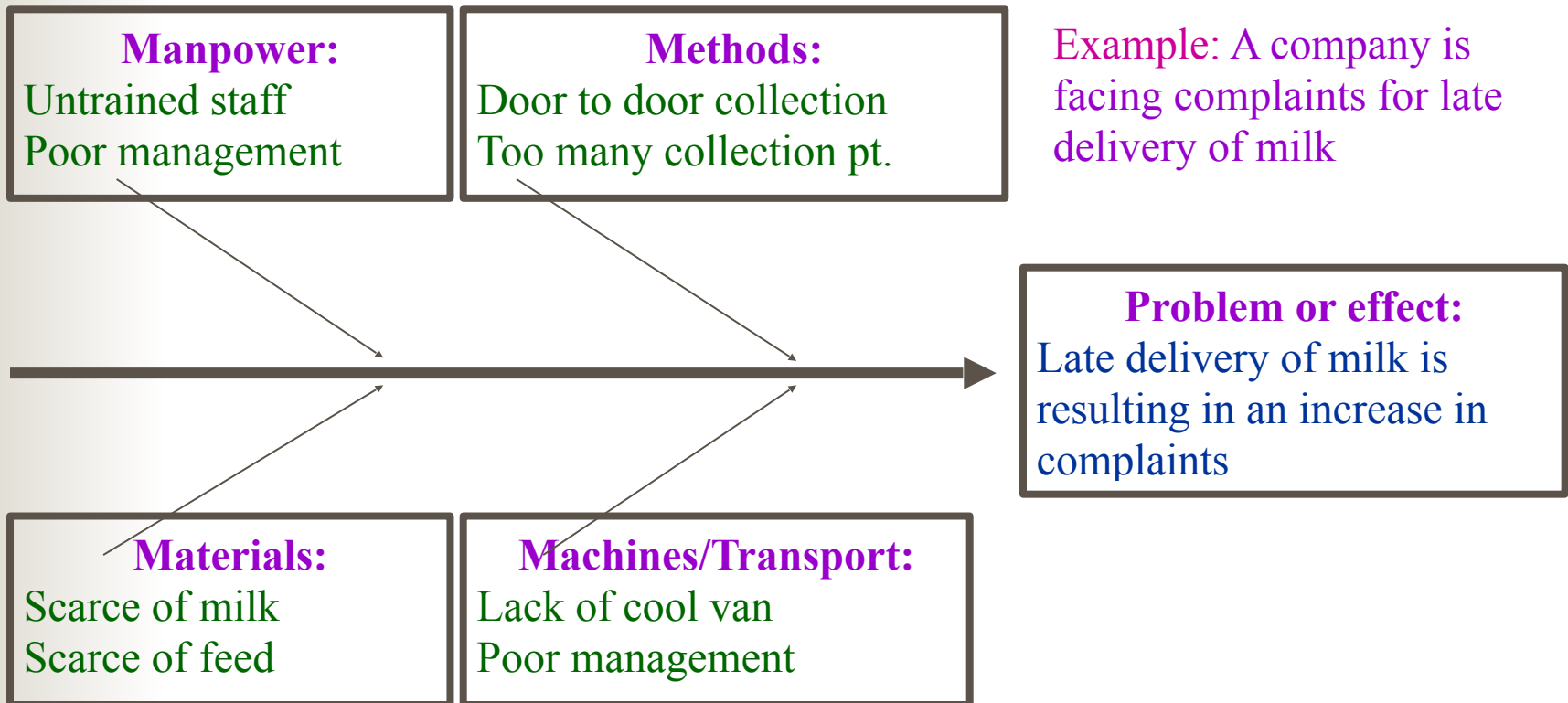
Diagramming Projects

Where problems are not yet sufficiently understood, techniques to explore the problem further can be useful. Diagramming projects are useful tool at that end.

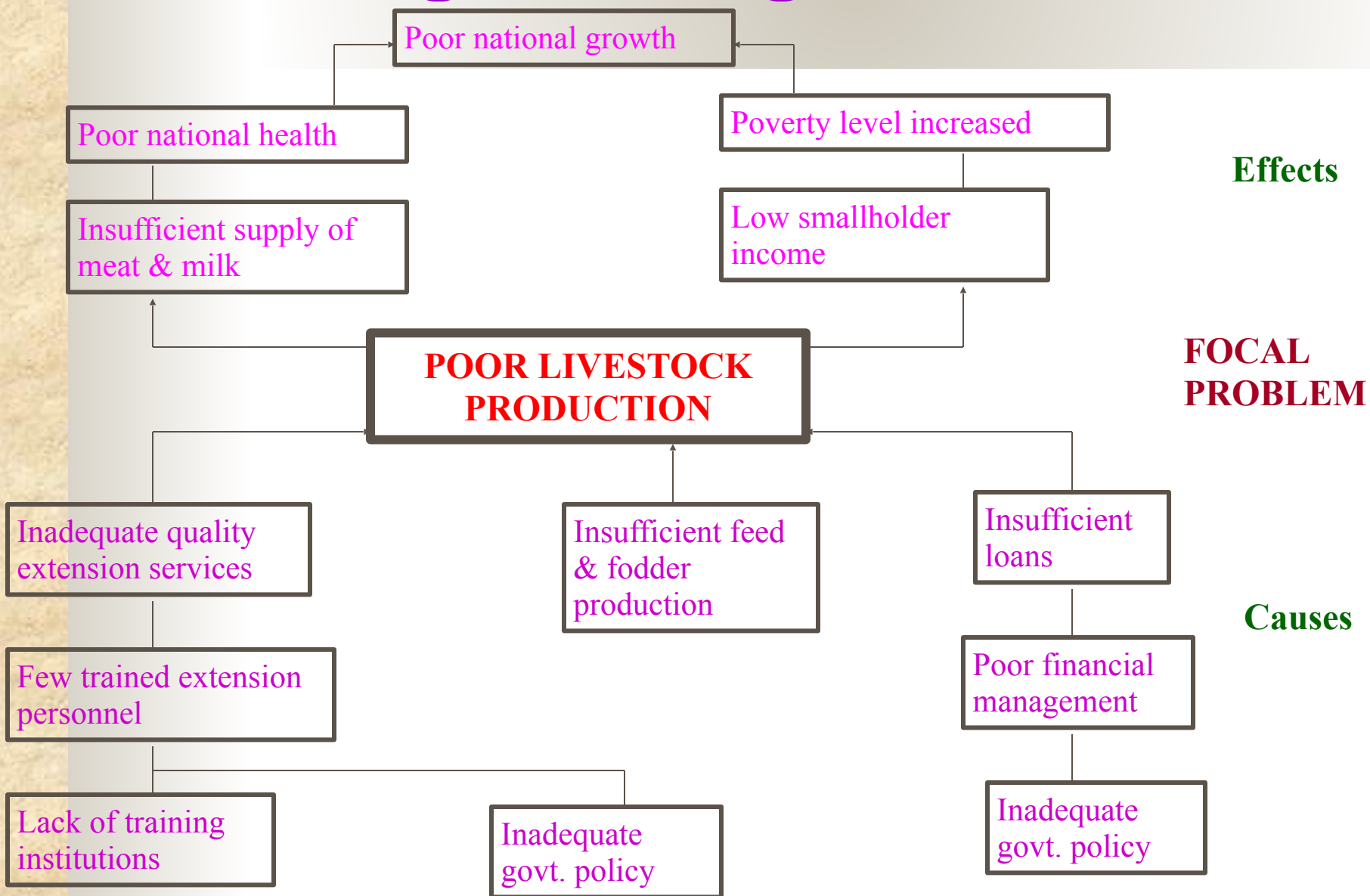
- **Fishbone Diagramming – to examine only the causes of specific problems**
- **Tree Diagramming – both causes and effects**

Fishbone Diagramming

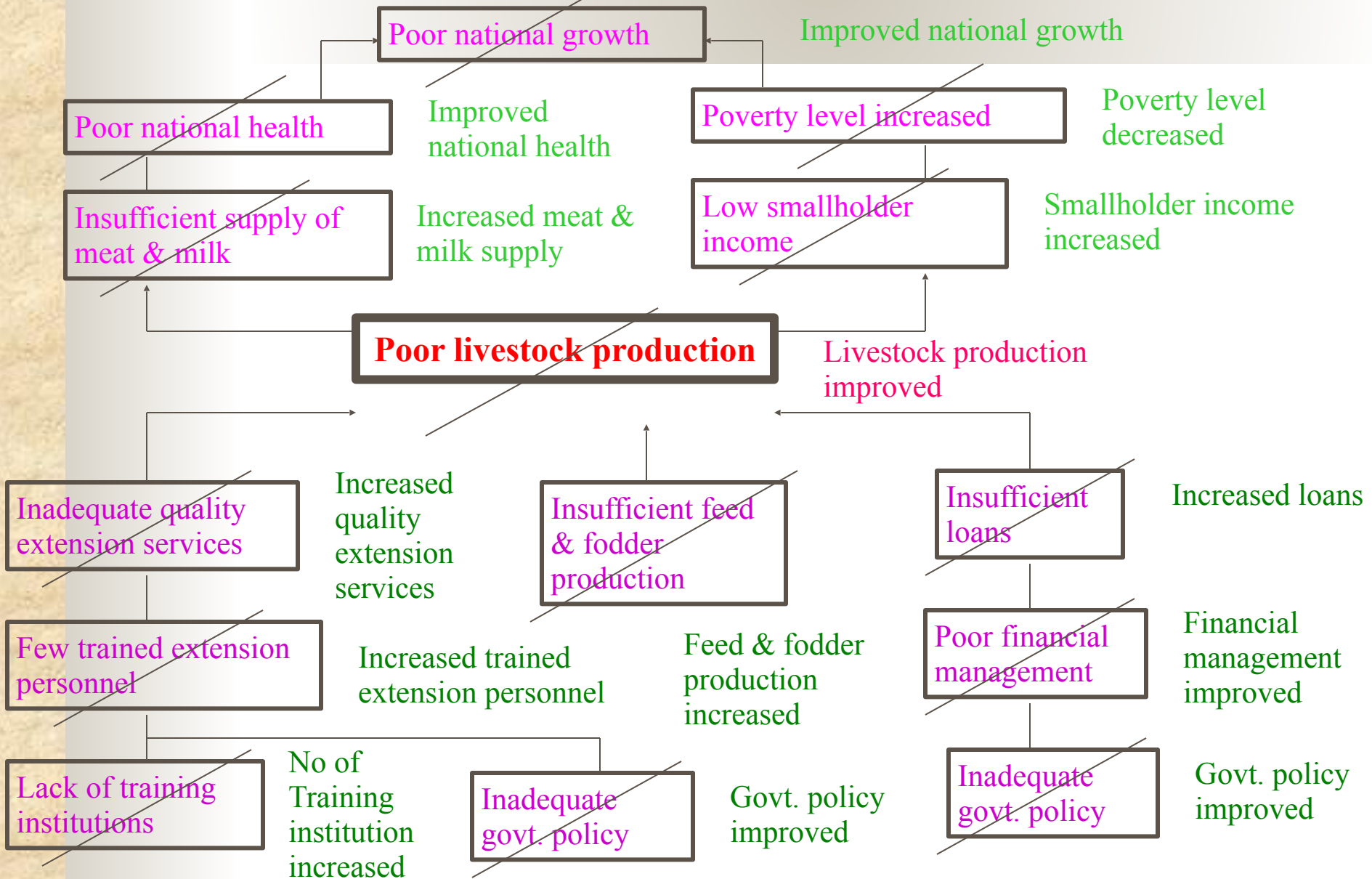
The fishbone diagram uses the 4 Ms – materials, manpower, methods and machines or other categories



Tree Diagramming



Identification of Objectives (Objective Tree)





Project Objectives

Project objectives are specific accomplishments designed to address stated problems.

One helpful technique to identify the key elements of objectives is the acronym SMART:

S – Specific (what, where and when)

M – Measurable (targets)

A – Achievable (realistic)

R – Relevant (real needs)

T – Time-bound (time period specified)



Project Objectives

Look at the objective below, is it SMART?

(a) The project will educate the community on new varieties of rice

A better objective might be:

(b) At the end of the project 2 new varieties of rice will be demonstrated to a group of 300 farmers in Patuakhali district.



Write SMARTer version of each objective

Enhance rice production skills for farmers

A large, empty rectangular box with a teal background and a dark border, intended for writing the SMARTer version of the objective.

To train project leaders in appropriate skills for managing the project

A large, empty rectangular box with a teal background and a dark border, intended for writing the SMARTer version of the objective.

To produce reports for project donors

A large, empty rectangular box with a teal background and a dark border, intended for writing the SMARTer version of the objective.



Project Appraisal

Project appraisal must answer the following questions:

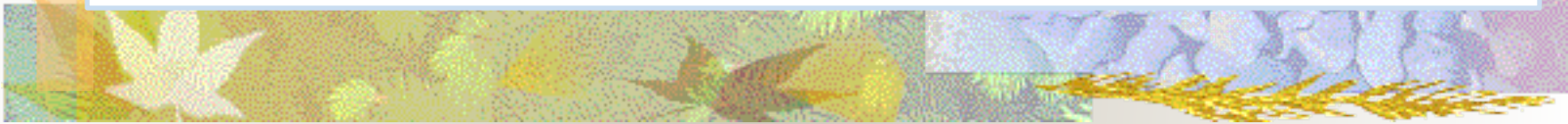
- **Where does the idea for a research project come from?**
- **Is there a systematic procedure followed for identification of the project?**
- **Is the project responding to a genuine demand?**
- **Has the purpose and proposed outputs of the project been generated through consultation with everyone it might effect?**
- **Is it based upon available resources?**



Story of Daniel Vasella

Definition of a Management

Management is the process of working with and through others to achieve organisational objectives in a changing environment.



CHANGING ENVIRONMENT





How Are Your “Soft” Skills?

Effectiveness

The job gets done, but . . .

Efficiency

Limited resources are wasted

Too much emphasis on effectiveness

Effectiveness

The job does not get done, because . . .

Efficiency

Available resources are underutilized

Too much emphasis on efficiency

Effectiveness

The job gets done, and . . .

Efficiency

Limited resources are not wasted

Balanced emphasis on effectiveness and efficiency

	MOVING AWAY FROM	MOVING TOWARD
Administrative role	Boss/superior/leader	Team member/facilitator/teacher/sponsor/advocate/coach
Cultural orientation	Monocultural/monolingual	Multicultural/multilingual
Quality/ethics/ environmental impacts	Afterthought (or no thought)	Forethought (unifying themes)
Power bases	Formal authority; rewards and punishments	Knowledge; relationships; rewards
Primary organizational unit	Individual	Team
Interpersonal dealings	Competition; win-lose	Cooperation; win-win
Learning	Periodic (preparatory; curriculum-driven)	Continuous (lifelong; learner-driven)
Problems	Threats to be avoided	Opportunities for learning and continuous improvement
Change and conflict	Resist/react/avoid	Anticipate/seek/channel
Information	Restrict access/hoard	Increase access/share



ETHICS: CHARACTER, COURAGE, AND VALUES

Take the High Road

USA Today: If you had a son or daughter graduating from college or high school this year, what advice would you give them?

Jim Quigley, CEO, Deloitte & Touche: Nearly half of all teens say they would act unethically to get ahead or make more money, if they knew for sure they would not get caught. I find that troubling and would advise any graduate to make ethical behavior the cornerstone of their career. The question is not, "Will I get caught?" or

even, "Is it legal?" To be successful in business and in life, we must follow the higher standard of, "Is it right?" In my view, the people who follow this standard live richer, fuller lives and achieve success that lasts.

Source: Excerpted from Del Jones, "Just a Little Friendly Advice," USA Today (May 21, 2007): 7B.

FOR DISCUSSION

Is it necessary to cheat to get ahead today? Explain. Ultimately, who (or what) is responsible for your ethical/unethical behavior? What needs to be done to foster ethical behavior in society?

What do managers do?

Eight managerial functions: planning, decision making, organizing, staffing, communicating, motivating, leading, and controlling.





Managerial Skills

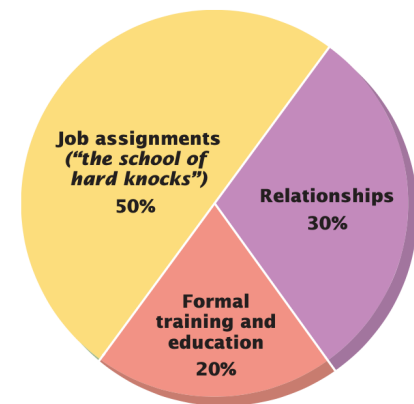
Clark Wilson's three managerial skills

- Technical
- Teambuilding
- Drive

SKILL CATEGORY	SKILLS	DESCRIPTION
<p>TECHNICAL Applying your education, training, and experience to effectively organize a task, job, or project</p>	1. Technical expertise	Skills you have acquired by education and experience; to understand and communicate key technical details
	2. Clarification of goals and objectives	Your ability to organize and schedule the work of your unit so it is achieved when expected, and meets established standards
	3. Problem solving	Your ability to resolve issues you confront in the day's work; to develop team collaboration in facing problems
	4. Imagination and creativity	You demonstrate an ability to originate ideas, to correct and develop ways to improve productivity
<p>TEAMBUILDING Listening carefully and communicating clearly to develop and coordinate an effective group or team</p>	5. Listening for insights	Keeping aware of activities of your team and units close to you; underpinning your ability to continue being a manager
	6. Directing and coaching	Meeting your goals and standards; keeping your team's skills up to target levels
	7. Solving problems as teams	An important role is helping your team contribute ideas to improve their performance
	8. Coordinating and cooperating	Demonstrating a willingness to work with others: your group, individuals, and units close to you
<p>DRIVE Setting goals, maintaining standards, and evaluating performance to achieve effective outcomes involving costs, output, product quality, and customer service</p>	9. Standards of performance	Your effort to keep your part of the organization moving, your willingness to be busy and keep aimed toward new accomplishments
	10. Control of details	Overseeing the performance of work at a close level, to meet performance goals and standards
	11. Energy	Demonstrating to your team and colleagues a readiness and willingness to work and that you expect their cooperation
	12. Exerting pressure	Urging others to perform, by shaping your activity to be perceived as teamwork, not domination

How Do Managers Learn to Manage?

- 50% > Job assignments
- 30% > Relationships
- 20% > Formal training & education





Career Tips for Today's and Tomorrow's Managers

- Assess yourself.
- Draft a mission statement
- Brainstorm.
- Network.
- Research companies.
- Be a ware of your abilities and their abilities of work.



Secrets to Success Once You've Found the Right Job

1. How you think is everything. Always be positive. Think success, not failure. Beware of a negative environment.
2. Decide upon your true dreams and goals. Write down your specific goals and develop a plan to reach them.
3. Take action. Goals are nothing without action. Don't be afraid to get started now. Just do it.
4. Never stop learning. Go back to school or read books. Get training and acquire skills.
5. Be persistent and work hard. Success is a marathon, not a sprint. Never give up.
6. Learn to analyze details. Get all the facts, all the input. Learn from your mistakes.
7. Focus your time and money. Don't let other people or things distract you.
8. Don't be afraid to innovate; be different. Following the herd is a sure way to mediocrity.
9. Deal and communicate with people effectively. No person is an island. Learn to understand and motivate others.
10. Be honest and dependable; take responsibility. Other- wise, Numbers 1–9 won't matter.



THANKS