

“ORGANIZATIONAL PROJECT MANAGEMENT KEY TO DELIVERING RESULTS”

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ABSTRACT

Projects are how organizations learn and improve. The faster, more competitive nature of today's business climate means that to stay ahead, organizations need to innovate. The final deliverable for project management is execution – delivering the right results the right way. It is only through the successfully executed project that an organization strategy finally gains traction and allows the organization to change. Without execution, strategy is powerless to create business value. Project Management is seen more and more as a positive core discipline. The bottom line is that project management is a proven business accelerator that enables organizations to succeed at doing new things. In conclusion, every business executive wants results. Project Management, through its structured and integrated approach, bridges the gap between strategy & project execution; completes projects successfully & consistently; turns great strategy into great performance. The QS professionals in Malaysia are well suited to adopt this Project Management profession and market it as part of the QS services portfolio.

Keywords: Integration, Execution, Resource

1. INTRODUCTION

The Quantity Surveying profession in Malaysia is definitely at a cross road. The traditional scope of services being offered is still being and will be demanded by the market for the foreseeable future. But the real question is how much value does the market attach to the QS traditional offerings hence how much it is willing to pay for.

I am putting forward the view that the market value of the QS traditional services is diminishing in value rapidly. QS in Malaysia need to emulate the evolution of QS's elsewhere especially our counterparts in the United Kingdom. They have developed the profession into new areas of value i.e. the world of Project Management, Asset Management, Program Management etc. For this paper I will be introducing the value of Project Management and strongly proposing that the Malaysian QS professionals adopt this Project Management profession.

2. LITERATURE REVIEW

Clearly, different things are valued by different organizations at different times. Part of the challenge of finding a “good fit” is to understand the things that any organizations values both now and as situations change.

Issues faced by any organization since the dawn of time especially in today challenging environment :

- **THE RIGHT RESULT** - Projects deliverables & benefits align to support strategic objectives ?
- **THE RIGHT EXECUTION** - How do we repeat the successful projects ?
- **THE RIGHT RESOURCE** - Limited resources are invested in the “right projects” ?

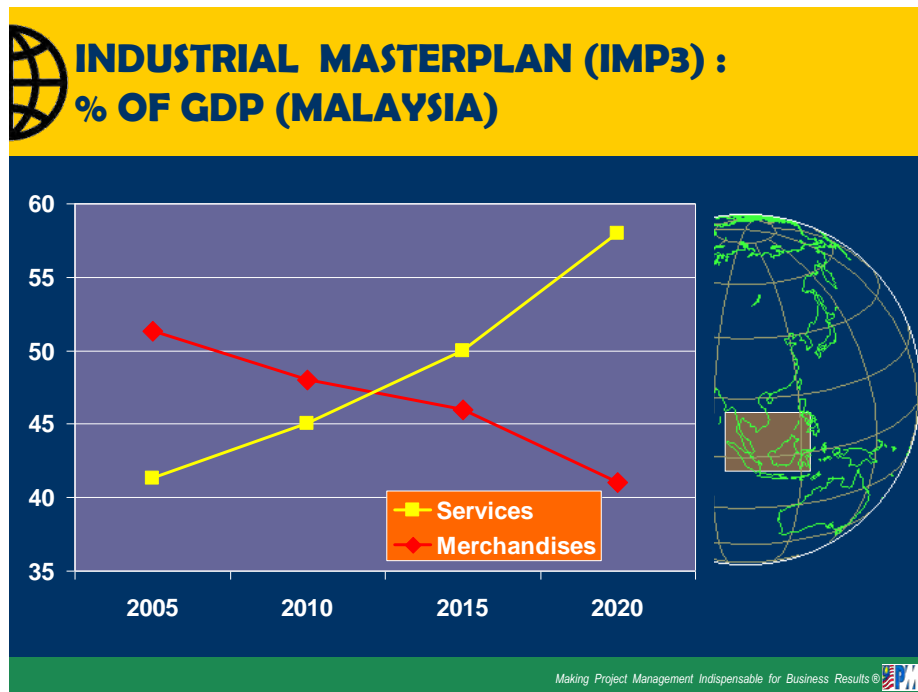


Figure 1: IMP3- Service to be the major GDP contributor

2.1 Global Development

Projects are how organizations learn and improve. The faster, more competitive nature of today's business climate means that to stay ahead, organizations need to innovate. Creation of any new product or accomplishing new ideas – any innovation – means a new project, since a project is a unique product, service or result.

Project Management enhances organizational learning. Firstly if organizations have a realistic understanding of their capabilities, better decisions can be made about what to undertake. Second, doing things in a consistent way allows organizations to learn and improve the way they manage projects. Thirdly, lessons learnt log and other documentation show others what worked and what did not. These information keeps organizations efficient, both when projects transition to become more routine operations and when new projects are initiated.



Figure 2 : PMI : The world's largest project management community

3. DELIVERING THE RESULTS

3.1 Integration

Project Management has a role in improving communications – within organizations, between organizations and stakeholders such as vendors, contractors and customers and between those engaged in setting strategy and those executing that strategy.

Project Management, by its nature, is cross-functional. It does not follow silos or the “organization chart”. A typical team will have members from all levels of an organization and many different areas including those that set the strategy. There are also sponsor and external stakeholders involved. In order for the Team to succeed, they must communicate.

High performance Project Management enhances integration within and across organizations and with stakeholders. It shows what can be done when a common commitment to a goal overpowers the “business as usual” mentality of silos.

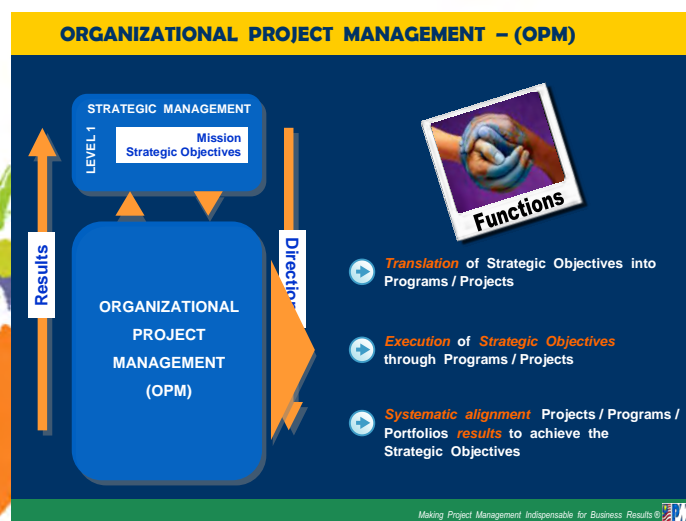


Figure 3 : Organizational Project Management (OPM) - Functions

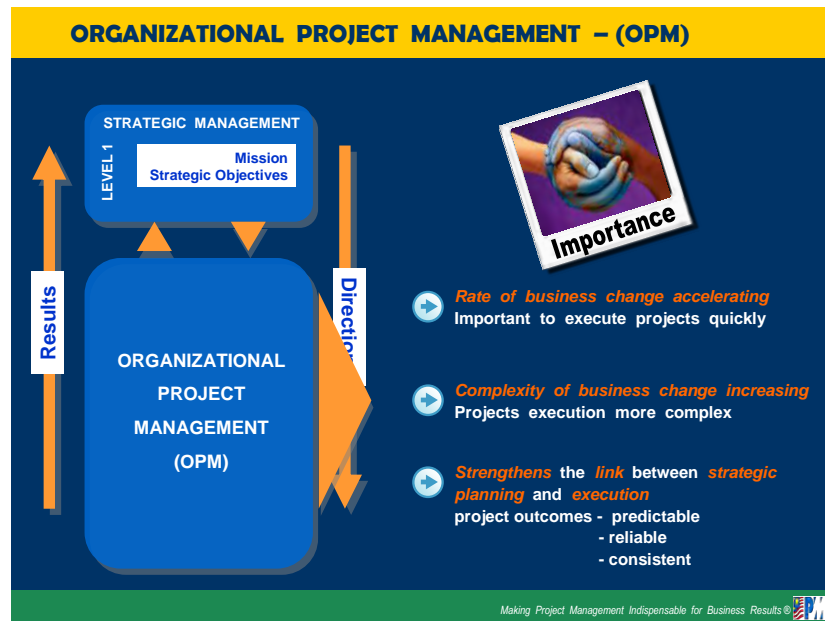


Figure 4 : Organizational Project Management (OPM) - Importance

3.2 Execution

The final deliverable for project management is execution – delivering the right results the right way. Although sometimes overlooked, it is often only through the successfully executed project that an organization strategy finally gains traction and allows the organization to change. Projects are things that build new products, expand markets, build new value chains and transform the organization. *Without execution, strategy is powerless to create business value.*

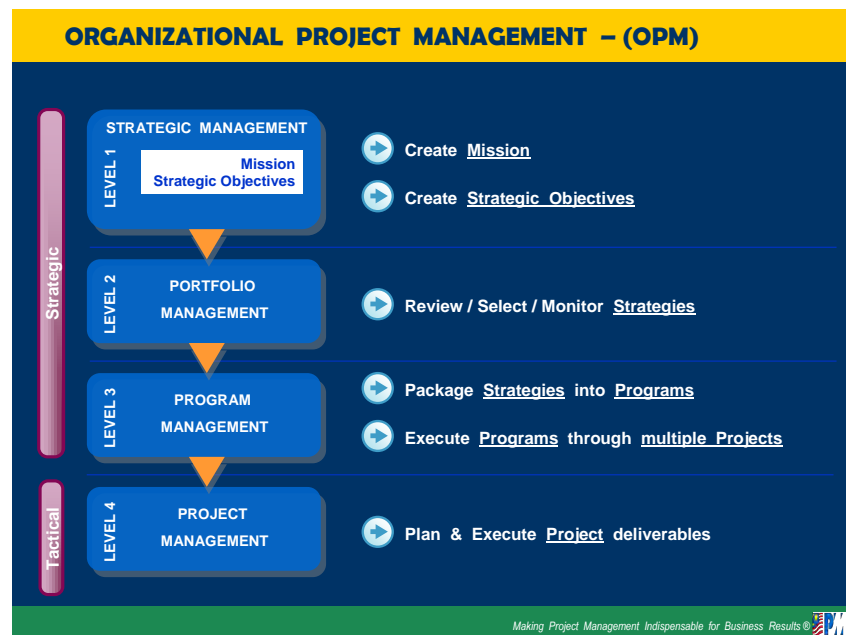


Figure 5 : Organizational Project Management (OPM) - Components

PROJECT 9-KNOWLEDGE AREAS

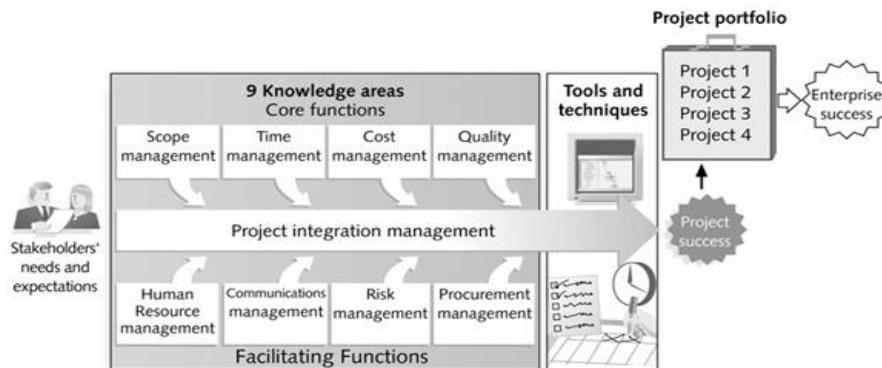


Figure 6 : Project Management - Components

3.3 The Bottom Line

Project Management is seen more and more as a core discipline like engineering, accounting and general management. These disciplines all have positive effects on the organization. Organizations with mature project management implementations that “fit” were more agile to change, more strategically and operationally aligned, more relevant and more valuable. *The bottom line is that project management is a proven business accelerator that enables organizations to succeed at doing new things.*

PMBOK Overview

Project Management Plan

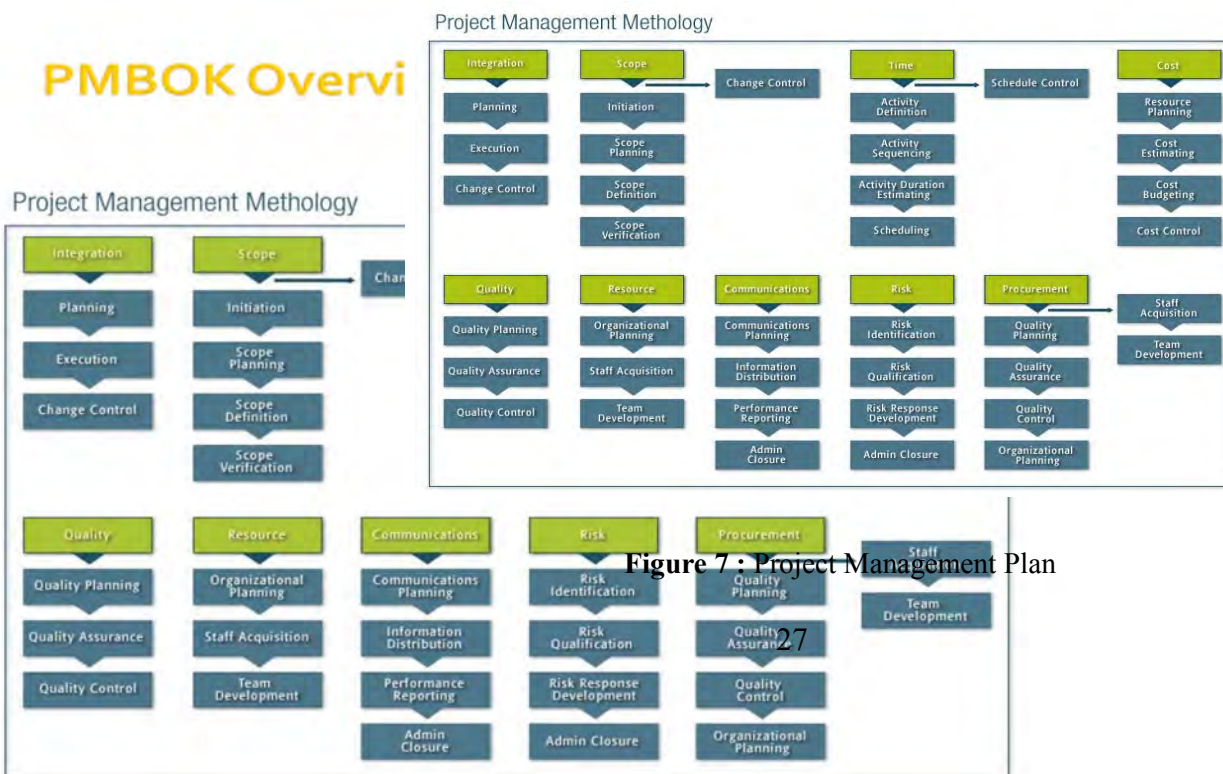


Figure 7 : Project Management Plan

4. THE WAY FORWARD

In conclusion, every business executive wants results. Project Management , through its structured and integrated approach , :

- bridges the gap between strategy & project execution
- completes projects successfully & consistently
- turns great strategy into great performance

The QS professionals in Malaysia are well suited to adopt this Project Management profession and market it as part of the QS services portfolio.

