Project Management, Motivation Theories and Process Management

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Abstract

Project management best practices have been captured, explained and evangelized for more than 20 years. PMBOK is still the broadest and deepest reference of generally accepted best practices, arranged around key processes that are leveraged across market segments and departments. Project Management is the business process of creating a unique product, service or result. A project is a finite endeavor having specific start and completion dates undertaken to create a quantifiable deliverable. The Project Management Body of Knowledge (PMBOK®) is an internationally recognized standard (IEEE, ANSI) that deals with the application of knowledge, skills, tools, and techniques to meet project requirements. It is generally accepted as best practice within the project management discipline.The PMBOK Guide defines a Project Life Cycle, 5 Process Groups and 9 Knowledge areas of the project management profession. Confusion bounds in what are the differences and similarities between process management and project management. Project Management is the application of knowledge and expertise to the development of Project Plan, which meets or exceeds stakeholder requirements. Project is a unique endeavour with a beginning and an end undertaken to achieve a goal. The Project Management Institute's Body of knowledge (PMI, 2008) defines a project as, "A temporary endeavour undertaken to create a unique product, service, or result." Temporary means that every project has a definite beginning and a definite end date. Unique means that the product or service is different in some distinguishing way from similar products or services.

Key words: Project Management, Motivation Theories, Process Management

Introduction

Project management best practices have been captured, explained and evangelized for more than 20 years. Many bodies of knowledge and frameworks (e.g., International Project Management Association [IPMA], 2006; Office of Government Commerce (OGC, 2007); Project Management Institute (PMI, 2008) support project management in practice. The most popular body of knowledge worldwide is that described in A guide to the project management body of knowledge (PMBOK Guide)—Fourth Edition (PMI, 2008). PMBOK is still the broadest and deepest reference of generally accepted best practices, arranged around key processes that are leveraged across market segments and departments.

Overview of project management

Project Management is the business process of creating a unique product, service or result. A project is a finite endeavor having specific start and completion dates undertaken to create a quantifiable deliverable. Projects undergo progressive elaboration by developing in steps and predictable increments that are tied to benchmarks, milestones and completion dates. The primary challenge of project management is to achieve all of the goals of the project charter while adhering to three out of the four classic project constraints sometimes referred to as the "triple constraints". The four constraints are defined as scope, time, cost and quality..

The Project Management Body of Knowledge (PMBOK)

The Project Management Body of Knowledge (PMBOK®) is an internationally recognized standard (IEEE, ANSI) that deals with the application of knowledge, skills, tools, and techniques to meet project requirements. It is generally accepted as best practice within the project management discipline.

The PMBOK Guide defines a Project Life Cycle, 5 Process Groups and 9 Knowledge areas of the project management profession. It provides the fundamentals of project management, irrespective of the type of project, be it construction, software, engineering, automotive etc (PMI, 2008).

Origin of PMBOK

The Project Management Institute (PMI) was founded in 1969, initially to identify common management practices in projects across industries. The first edition of the PMBOK was published in 1987. It was the result of workshops initiated in the early 80s by the PMI. Later, a second version of the PMBOK was published (1996 and 2000), based on comments received from the members. The third version of the PMBOK Guide was published in 2004, with major improvements in the structure of the document, additions to processes, terms and domains of program and portfolio. The Fourth edition 2008 identified six constraints, instead of three (PMI, 2008).

Knowledge Area

A project team operates in 9 knowledge areas (PMI, 2008) through a number of basic processes, summarized below:

Project Integration Management.

• Develop the Project Charter

• Scope Statement and Plan.

• Direct, Manage.

• Monitor and Control Project Change.

Project Scope Management

• Planning, Definition,

• Work Break-down Structure (WBS) Creation,

• Verification and Control.

Project time management

• Definition, Sequencing

• Resource and Duration Estimating,

• Schedule Development and Schedule Control.

Project cost management

• Resource Planning,

• Cost Estimating,

• Budgeting and Control.

Project Quality management

• Quality Planning,

• Quality Assurance and Quality Control.

Project Human Resources management

• HR Planning,

• Hiring, Developing and

• Managing Project Team.

Project Communications management

• Communications Planning,

• Information Distribution,

• Performance Reporting,

• Managing Stakeholders.

Project Risks management

• Risk Planning and Identification,

• Risk Analysis (Qualitative and Quantitative),

• Risk Response (Action) Planning and

• Risk Monitoring and Control.

Project Procurement management

• Acquisition and Contracting Plan,

• Sellers Responses and Selection,

• Contract Administration and Contract Closure.

PMBOK Process

A Project is accomplished through the integration of the project management processes. For each process, activity, or practice, a description of input, tools and technique and output (deliverables) is available (PMI, 2008).

Initiating - Setting up the project for success by identifying the right team and scope, as well as determining the relationship between the project and its alignment with the organization's overall charter.

Planning – Developing the relevant resources, timelines and milestones, and mapping project delivery to business priorities (i.e. risk management, communications, quality, cost/budgeting, duration and sequencing, external dependencies).

Executing – Assigning the project team and distributing information to ensure the proper activities are undertaken. This process also includes ensuring quality assurance methods are in place to address change management, organizational updates, possible changes to the plan, etc. the main elements are:

Controlling and Monitoring – Ensuring the resulting product maps back to the original plan, and risk from uncontrolled external actions is mitigated.

Closing – Making sure you have delivered everything expected of the project. Once you close, you need to review the project vis-à-vis the plan and likewise ensure contract closure.

The Project Manager is responsible for the project objectives to deliver the final product that has been defined, within the constraints of project scope, time, cost and required quality.

PMBOK Success and Failures

T. Williams (2005) criticizes the use of project management bodies of knowledge, which he finds inappropriate for complex, uncertain, and time-limited projects. However, most scholars believe that implementing a body of knowledge increases the chance of project success. However, some criticism related to the PMBOK Guide included lack of covered scope of the nine knowledge Areas, missing issues (e.g., technology and design), environmental issues, and business and commercial issues (Morris, 2001).

PMI provides the top ten changes to the PMI Project Management Body of Knowledge (PMBOK®) for the fourth edition and number nine of the top ten changes is changing the triple constraint to six constraints. The three new additional constraints

are quality, resources and risk. The new constraints may be considered as subsets or aspects of the original three. If you add an additional three, why not more? What about issues? What about customer perception, political ramifications etc. ?

As Voltaire stated "*The perfect is the enemy of the good.*" The PMBOK is always changing things… hoping to make it better… when in fact they seem to have added complexity with little or no additional value. The real challenge in project management is not identifying the common sense things to do, but having the individual or organizational discipline to do the common sense thing. It is worth noting that most of humankind's greatest project management achievements happened before the PMBOK® existed. The principles of successful project management are timeless and if you know them and use them you will be successful regardless of whether the PMBOK® chooses to include it or what the PMBOK® chooses to call it.

The Misinterpretations of PMBOK

Unfortunately, most project managers often have limited time to perform all that is required by the PMBOK Guide. Therefore, project managers may choose to perform only those processes that they are most familiar with or that are easier to perform. In doing so, they may give lower priority to knowledge Areas that have higher impact on project success.   PMBOK is not a project management methodology. That is it tells you how to manage a project. It is a guide to some good practices that should be found in your project management method.

Process Management vs Project Management

Confusion bounds in what are the differences and similarities between process management and project management.

Project Management is the application of knowledge and expertise to the development of Project Plan, which meets or exceeds stakeholder requirements. Project is a unique endeavour with a beginning and an end undertaken to achieve a goal. The Project Management Institute's Body of knowledge (PMI, 2008) defines a project as, "A temporary endeavour undertaken to create a unique product, service, or result." Temporary means that every project has a definite beginning and a definite end date. Unique means that the product or service is different in some distinguishing way from similar products or services. By examining this definition we understand that projects are:

o Time-bound and have a customer.

o Have clear beginning and end states. These can be as short as half a day or be as long as a number of years. Longer projects are often broken down into phases or stages, each one becoming a project unto itself.

o Follow a specific cycle of initiation, Definition, Planning, Execution and Close process is a repetitive collection of interrelated tasks aimed at achieving a certain goal.

By examining this definition we understand that processes are:

• On-going with no clearly defined beginning and end states.

• Customer driven.

• Repeatable.

The key difference between project and process lies in the word "temporary". A project is usually a one-time undertaking. Whenever the pattern of activities is repetitive, and the number of resulting products/services is considerably large, it is likely to be a process. The second main difference is that process has, by definition, to contribute to the creation of customer value. It is always end-to-end. Note, however, that precise delineation is subject to scope and degree of resolution. Each project certainly includes processes whereas the implementation of a new business processes may be seen as a project in itself. Projects don't substitute processes and project management does not replace process management (Söderlund 2004).

Process management has emphasis on increasing "repeatability" of the tasks, efficiency (decreasing time needed, reducing cost), increasing quality (including consistency in quality). Whereas project management has emphasis on getting the thing done, achieving the end result. Higher efficiency is harder to achieve since it might require custom tools and methods that can only be developed if the project was turned into a repetitive process.

In addition projects can be about process management if one of the goals of the project is to introduce business change. If you're going to change the way you do something, then, by definition, you will affect the processes. So part of the project's outputs will be to analyse the relevant processes and change/improve them accordingly. But that's a one-off activity, and after the end of the project the business activity still needs to be managed, so process management (review and improvement) should continue also. So basically process management is about how things are done and can be part of a project or outside of it, and should be continual; whilst project management is about making changes happen and is finite in scope (Söderlund 2004).

Motivation Theory and how it Works

The key management theories about motivation is well known to people who are involved with management . Motivation is extremely important in any business, as employees tend to work better and more efficiently if they are highly motivated. Motivation in projects is essential as it will help a team to work harder and so the final outcome of the project will be of higher quality, and it will be finished by the specified date that was given at the beginning of the project.

 Mullins (2005) suggested that people "developed a perception of the degree of probability that the choice of a particular action will actually lead to a desired outcome". Taylor (1947) believed that motivating a workforce would be more effective if the individual's economic needs are satisfied through the use of money and incentives. This is backed up by a survey done by Andrew, Hayes and Hudson (1996).

Maslow's Hierarchy of Needs is also often referred to. This theory proposes that people need to meet lower level goals such as the need for food, shelter and security before they are motivated by higher level goals such as the need for achievement and social acceptance (Maslow, 1943). The order in which theses needs are placed can be different for different people; it depends on the situation and the person, so it has no fixed order. Not only can it be different for different people but they can also be different for different cultures. Also as Whatmore

(2003) says, Maslow's theory "isn't going to help very much with the practical problem of motivating someone who's not performing very well". This is because there are some problems with Maslow's Hierarchy of Needs as you have to take into account people's private and social life.

Maslow's theory of the hierarchy of needs states that the lowest level needs must generally be satisfied before the next level of need will emerge. If all the needs are unsatisfied, the lowest level need will typically provide the greatest motivation, while the desire to satisfy the higher level needs is diminished. Once a low level need is satisfied, the next level of need emerges as the subsequent goal to attain. If the lower need again emerges, the higher needs become weaker motivators.

Another motivation theory that is well known and used in the working environment is Herzberg's Two Factor Theory (1959). One of the factors is known as the hygiene factors and if they are absent then they cause dissatisfaction. The other set of factors are the motivators and these are related to job content and work itself (Mullins 2005). The hygiene factors are closely related to Maslow's lower levels on the hierarchy and the motivators are to the higher levels. In order for workers to be motivated the project manager must focus on the motivators. But this doesn't mean that the hygiene factors are not important, as they are as important as the motivators, but for different reasons. The hygiene factors are used to avoid unpleasantness in the working environment, whereas the motivators are related to what the workforce are allowed to do.

According to Herzberg, the factors leading to job satisfaction are "separate and distinct from those that lead to job dissatisfaction." Therefore, if you set about eliminating dissatisfying job factors you may create peace, but not necessarily enhance performance. This placates your workforce instead of actually motivating them to improve performance.

The characteristics associated with job dissatisfaction are called hygiene factors. When these have been adequate, people will not be dissatisfied nor will they be satisfied. If you want to motivate your team, you then have to focus on satisfaction factors like achievement, recognition, and responsibility.

To apply Herzberg's theory, you need to adopt a two stage process to motivate people. Firstly, you need to eliminate the dissatisfactions they're experiencing and, secondly, you need to help them find satisfaction.

Herzberg's theory bears considerable similarity to Maslow's hierarchy of needs. Herzberg noted that the higher level of needs, the growth needs, are the only true motivators. The content factors tend to motivate by their presence while the context or hygiene factors dissatisfy individuals when they are deficient, i.e., dissatisfiers are deficit needs. For example, poor working conditions are commonly named as the source of dissatisfaction, but good physical working conditions are rarely named as being the source of worker satisfaction.

If a firm is to motivate its workers, it must be cognizant of the fact that the lack of dissatisfiers does not create satisfaction. Workers may be very dissatisfied if fringe benefits are lacking, but they are rarely the source of great satisfaction.

Another way of considering satisfaction and dissatisfaction is to consider the difference between job enrichment and job enlargement. A worker that is asked to do a more challenging task (job enrichment or vertical loading) will probably be more satisfied than will a worker who is simply expected to do an increased amount of the same work (job enlargement or horizontal loading) that has been performed in the past. Management must simply realize that hygiene factors and motivators are different and that both must be addressed.

Role of Motivational Theories in Management

As a manager, it is important to understand the level of needs that others have. This is at the root of developing effective incentive programs and in maximizing productivity. The manager needs to make sure that everyone's physiological needs are met, so that they are in a pleasant working environment, the pay is good and that they have a suitable canteen with adequate food. For safety needs, managers would have to make sure that they have a safe working environment and conditions for the employees and job security. By having a unified work group and friendly supervision, the social aspect of an individual's needs can be met. An individual's esteem can be met by having a job title, by having a high status job, social recognition, and positive feedback from the job itself. By giving an employee a challenging job, or giving them an opportunity for creating and advancement in the organization would fulfill their self-actualization needs. This is going to be very hard to meet all of these targets especially some of the needs higher up the hierarchy, so managers need to be able to focus on the lower needs, like the social, physiological and safety needs. As these are the base needs they are the easiest to accomplish, so it's an easy way to get the team motivated, but then again these needs are also easy to have a change of opinion about, so one minute they are important but as soon as you have it, it does not become so important, so you would want to go for some higher needs.

From looking at the different theories of how to motivate a workforce, it can be said that there is not one theory that is correct or one theory that will work well in a project situation. It is more a mixture of theories put together which will get the best out of the workforce. The main idea that kept on coming up was that there would be some type of reward for the workforce, whether it is a financial or non-financial one. It is more likely that the non-financial benefits will greatly motivate the workforce than the financial benefit. Chapman (2001) states that there are three things that are required to motivate a workforce, these being, task ownership, tools and training, and positive feedback. So in order to help motivate a workforce there needs to be a clear definition of what they are supposed to be doing, they are to have the right equipment and training in order to fulfill the task and they are to get feedback and praise from the manager. This also relates to the higher levels of Maslow's Hierarchy and Herzberg's motivators.

Conclusion

It is critical for a project manager to understand what the stakeholders consider as a successful project .In order to avoid any surprises at the end of the project, there is an urgent need to identify the different perspectives of what success means before the project goes live.

It is also vital to remember that success criteria are the standards by which a project will be judged, while success factors are the facts that shape the result of projects. Success criteria have changed considerably through time and moved from the classic iron triangle's view of time, cost and quality to a broader framework which include benefits for the organization and user satisfaction (Kerzner, 2001). A common factor mentioned by many authors is senior management support for the project and it is recognized as one of the most important factors of all. In conclusion, early definition of success criteria can ensure an undisputed view of how the project will be judged and early detection of success factors will guarantee a safe path to deliver success.

A poorly motivated team has been known to unravel even the best project plan. A good project manager needs to know how to harness the initial excitement that comes with starting a project and use it to maintain motivation – leading to success throughout the project's lifecycle.

The relationship between motivation and job satisfaction is not overly complex. The problem is that many employers look at the hygiene factors as ways to motivate when in fact, beyond the very short term, they do very little to motivate. Perhaps managers like to use this approach because they think people are more financially motivated than, perhaps, they are, or perhaps it just takes less management effort to raise wages than it does to reevaluate company policy, and redesign jobs for maximum satisfaction.

When you're seeking to motivate people, firstly get rid of the things that are annoying them about the company and the workplace. Make sure they're treated fairly, and with respect. Once you've done this, look for ways in which you can help people grow within their jobs, give them opportunities for achievement, and praise that achievement wherever you find it.

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