

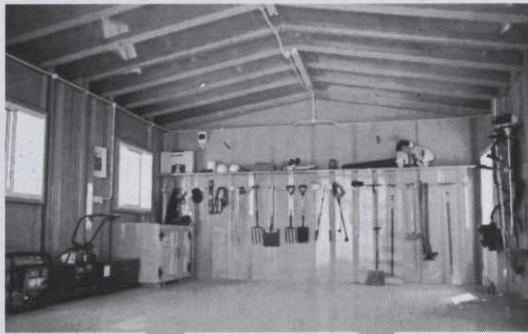
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Austin Breakwell gives some helpful hints at managing projects and looks at the very first example of the art.

# PROJECT MANAGEMENT

The basic concept of project management is older than mankind itself. If you believe that God created the world then the extracts from The Bible would indicate that a seriously considered project management programme was used.

The seven day project was carefully ordered, no point in creating man before everything else was in place, create man before woman so a "complaints department" was established before the complainants arrived. Even "critical path" analysis was used to determine what could be created on the same day without leading to conflict or confusion. Because the elements favoured creation no time was lost, and as a result time allocated for contingencies was not needed. The project was completed one day ahead of schedule allowing the bonus of a rest day.

In its simplest form therefore, Project Management can be described as a "one-off" job which consists of a series of tasks, all of which must be completed before the project is finished. However the sequence in which they are completed has to be clearly defined. Some tasks may take place at the same time as others some cannot be started until one or more of the other tasks have been completed. The impact of not planning or managing a project correctly can vary from slight inconvenience to customers, or additional costs to you, to total financial or project disaster.

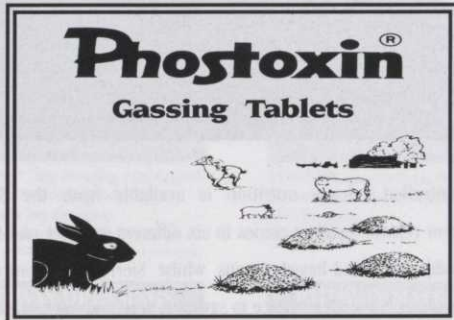
The problem is that project management is so much a part of everyday life, that no one seems to be fully aware of the point at which good planning is calculated rather than left to natural instinct. Most mornings a person will shower before putting on their clothes, there is no real need to write a plan defining the progression of events. Those who have just enjoyed a 'heavy' night are allowed to contest this philosophy. It is also understood that if you are constructing the channel tunnel one major plan with many integrated projects needs highly organised management.

It is those areas in between which need assessment. Too often a simple project such as creating several winter greens or re-organising the 17th are left to "natural ability" or experience. A slight delay or an inferior green are not catastrophic events, always assuming that The Open does not start this week, however, they still show a lack of professionalism in the job. This can be overcome by good project planning and management.

For further information on project management, health & safety and any other training issues, please contact Austin Breakwell on (01254) 679955 or Jean John on (01282) 831973.

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