

G069 + G070

PROJECT MANAGEMENT & PLANNING

PROJECT MANAGEMENT IS NO LONGER ABOUT MANAGING THE SEQUENCE OF STEPS REQUIRED TO COMPLETE THE PROJECT ON TIME. IT IS ABOUT SYSTEMATICALLY INCORPORATING THE VOICES OF CUSTOMERS, CREATING A DISCIPLINARY WAY OF PRIORITISING EFFORTS, RESOLVING TRADE OFFS, WORKING CONCURRENTLY ON ALL ASPECTS OF THE PROJECT ON MULTI FUNCTIONAL TEAM AND MUCH MORE.

PROJECT MANAGEMENT

- GOAL ORIENTED
- IT HAS PARTICULAR SETS OF CONSTRAINTS
- THE OUTPUT OF THE PROJECT IS MEASURABLE
- SOMETHING HAS BEEN CHANGED THROUGH THE PROJECT BEING CARRIED OUT.

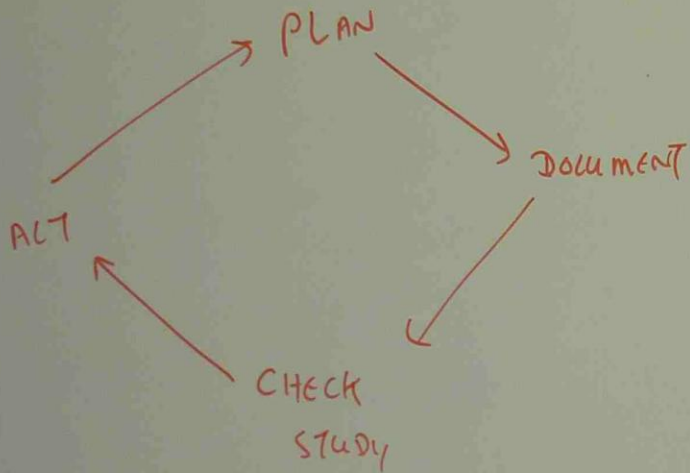
IMPORTANT ASPECTS

MANAGEMENT

TECHNICAL

QUALITY

CYCLE OF PROJECT MANAGEMENT



DEVELOPMENT OF PROJECT LIFE CYCLE

DESIGN IT

CONCEPTUALISATION - GENERATE STATEMENT OF NEEDS

ANALYSIS - IDENTIFY WHAT HAS TO BE PROVIDED TO MEET THOSE NEEDS

PROPOSAL - SHOW HOW THOSE NEEDS WILL BE MET THROUGH PROJECT ACTIVITIES

JUSTIFICATION - PREPARE AND EVALUATE FINANCIAL COSTS AND BENEFITS FROM THE PROJECT

AGREEMENT - POINTS AT WHICH GO AHEAD IS AGREED BY PROJECT SPONSORS.

Do IT

START UP - GATHERING RESOURCES

ASSEMBLE PROJECT TEAM

EXECUTION - CARRY OUT CONFIRMED
ACTIVITIES

COMPLETION - TIME / MONEY / ACTIVITIES
SERIES COMPLETION

HAND OVER - OUTPUT OF THE PROJECT
IS PASSED TO CLIENT (OR)
USER

DEVELOP IT

REVIEW - IDENTIFY OUTCOMES FOR
ALL SHARE HOLDERS

FEEDBACK - IMPROVEMENT
FILL GAP IN KNOWLEDGE
DOCUMENT

CONCEPTUALISATION ↔ OUTLINES

ANALYSIS ↔ PERFORMANCE

PROPOSAL ↔ HOW TO DEVELOP IT

JUSTIFICATION ↔ TECHNICAL / FINANCIAL POSSIBILITY

AGREEMENT ↔ DISCUSSION

START UP ↔ TIME LINE / DUTY ASSIGNMENT

COMPLETION ↔ TEST / VERIFY

HAND OVER ↔ PRESENTATION

CHECK ↔ PERFORMANCE

ACT ↔ DOCUMENTATION

TECHNICAL MEANING OF PROJECT MANAGEMENT

STRATEGY

STRUCTURE

SYSTEM

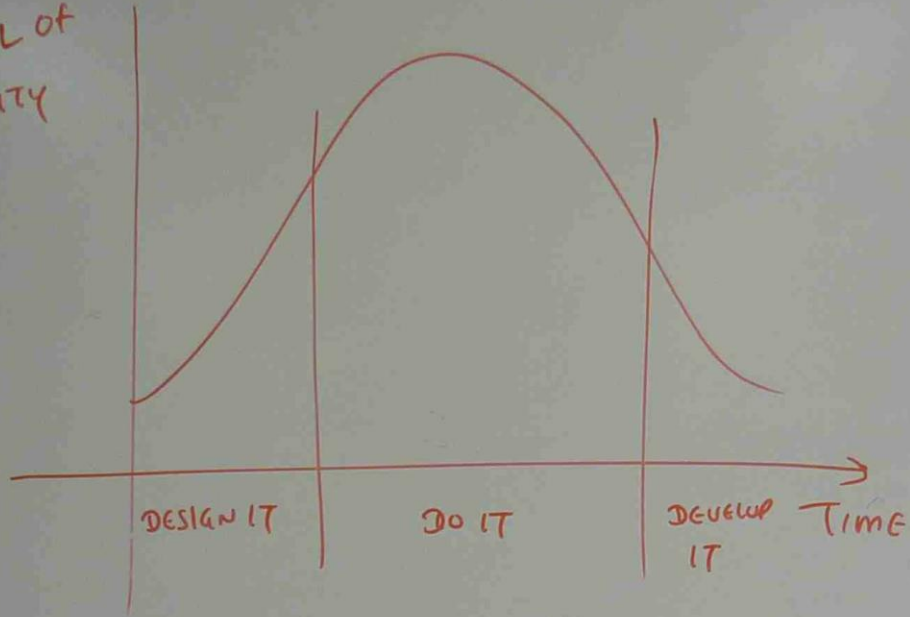
STAFF

SKILLS

STYLE / CULTURE

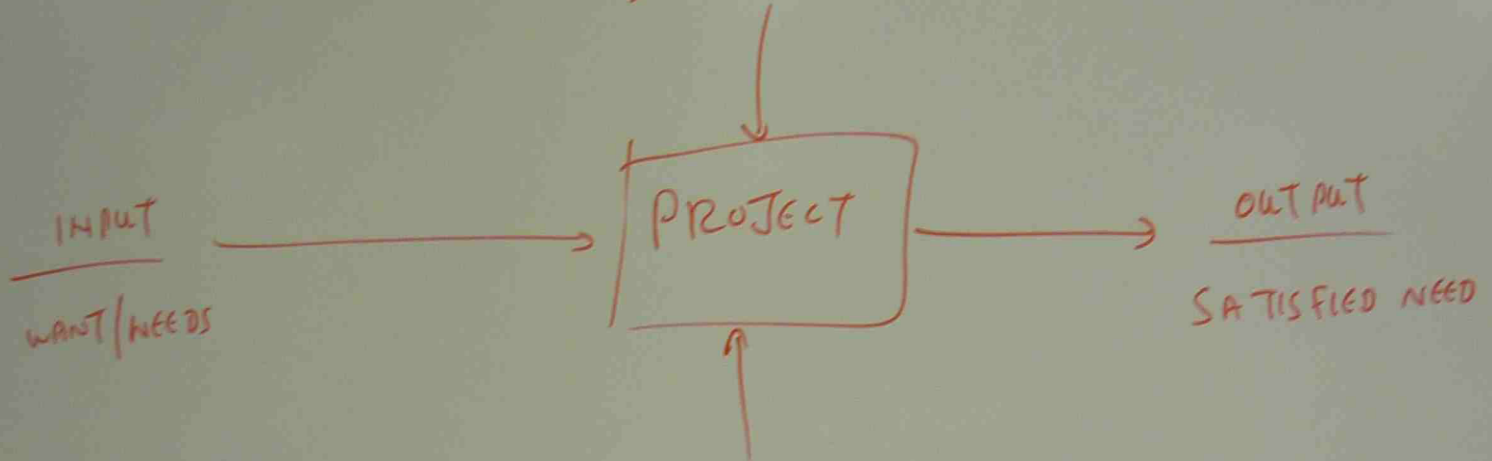
STAKE HOLDERS

LEVEL OF
ACTIVITY



CONSTRAINTS

FINANCIAL, LEGAL, ETHICAL, ENVIRONMENTAL
LOGIC, ACTIVATION, TIME, QUALITY, INDIRECT EFFECT



MECHANISM

PEOPLE, KNOWLEDGE,

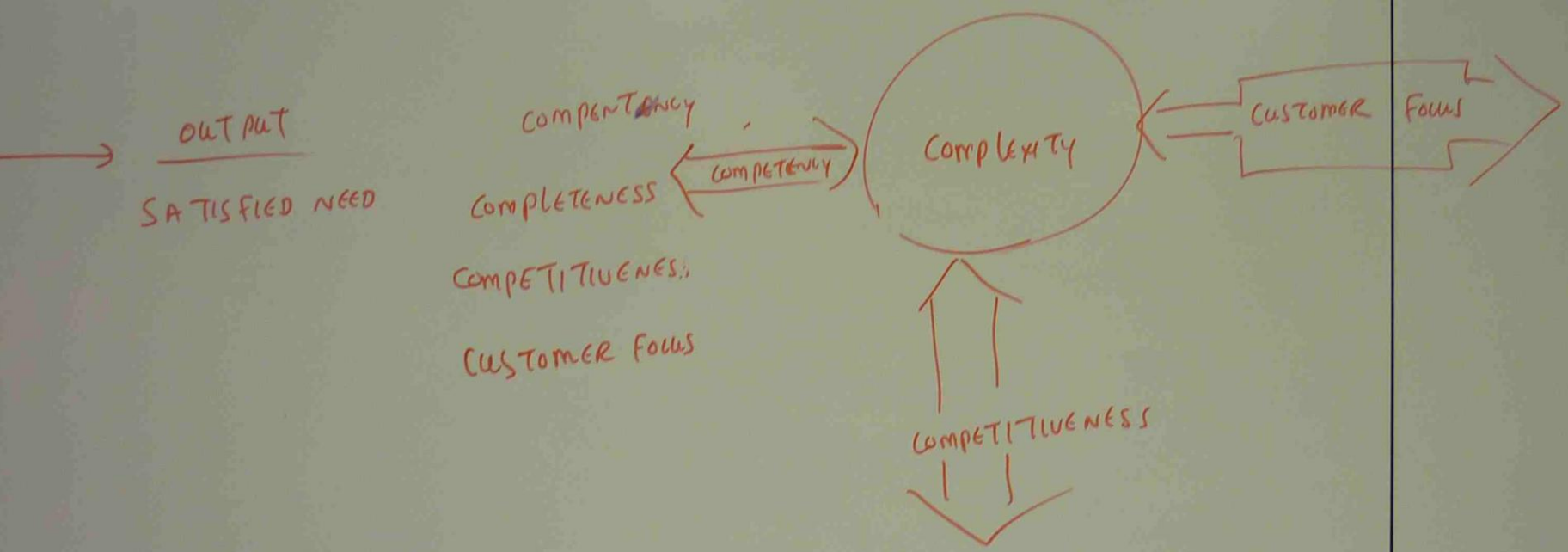
EXPERTISE

CAPITAL

TOOLS, TECHNIQUES

TECHNOLOGIES

QUALITY, ENVIRONMENTAL
QUALITY, INDIRECT EFFECT



A Topology of project

TYPE OF PROJECT	TIME SCHEDULE	DEGREE CHANGE TO CUSTOMER	COMPLEXITY	EFFECT	CHANGE TO CUSTOMER
STRATEGIC	2 → 5 Yr	HIGH	HIGH	IMPACT FELT THROUGHOUT OF ORGANIZATION AND BEYOND	CHANGE WHAT IS DONE
SYSTEM	1 → 2 Yr	MEDIUM	MEDIUM	IMPACTS LIMITED TO MOST PARTS OF ORGANIZATION	CHANGE TO THE WAY THAT ARE DONE
OPERATIONAL	up to 1 Yr	LOW	LOW	IMPACT LIMITED TO FUNCTION WITHIN THE PROJECT	CHANGE WHO WHERE THE MEANS BY WHICH SOMETHING IS DONE

ACTIVITY	EFFECT		
	IMPACT FELT THROUGHOUT OF ORGANIZATION AND BEYOND	CHANGE TO CUSTOM CHANGE WHAT IS DONE	DEVELOP NEW PRODUCT → MOVE STORE DEVELOP DESIGN ADD REMOVE FACILITY
	IMPACTS LIMITED TO MOST PARTS OF ORGANIZATION	CHANGE TO THE WAY THAT ARE DONE	IMPLEMENT QUALITY SYSTEM → USE CONTRACTOR RATHER THAN EMPLOYEES.
	IMPACT LIMITED TO FUNCTION WITHIN THE PROJECT	CHANGE WHO WHERE THE MEANS BY WHICH SOMETHING IS DONE	CHANGE OPERATING PROCEDURES → FIND NEW SUPPLIER

MANAGEMENT OF EXPECTATIONS & PERCEPTIONS

	PROCESS	OUTCOME
EXPECTATIONS	PROVIDE SAMPLES OF PROCESS, DOCUMENTATIONS DO NOT OVER PROMISE	DETERMINING REQUIREMENT DO NOT OVER-PROMISE
PERCEPTION	PROVIDE REGULAR REPORTS OF PROGRESS	PROMOTE POSITIVE ASPECTS OF OUTCOME

A Taxonomy of Project

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