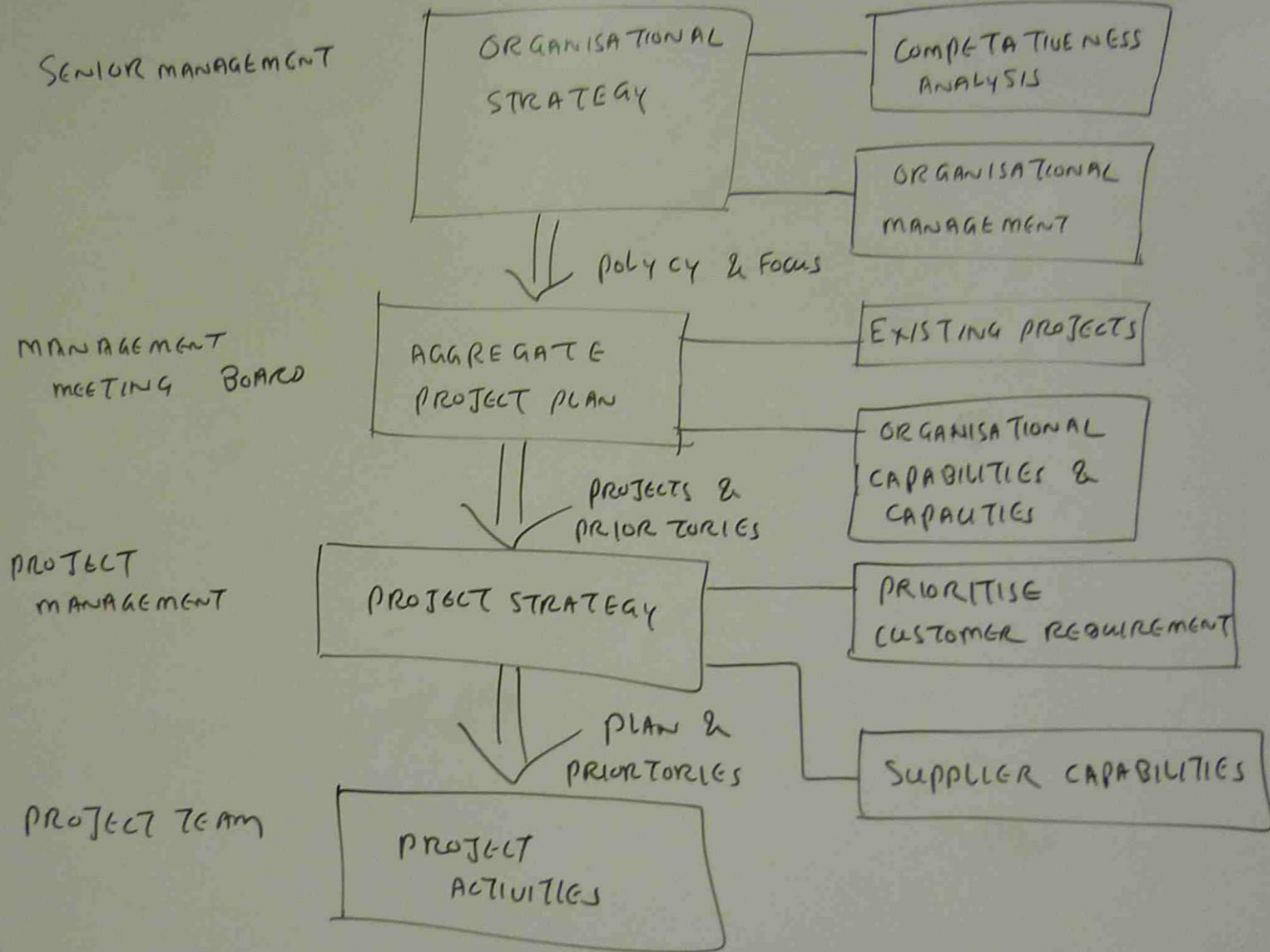


STRATEGY AND PROJECT MANAGEMENT

THE STRATEGY IN THE CONTEXT OF PROJECT MANAGEMENT IS THE OUTCOME OF A STRATEGY PROCESS. IT IS THROUGH THE CONSIDERATION OF THE PROCESSES THAT THE OUTCOME OF IT IS ASSURED.

THE STRATEGY PROCESS

DETERMINING A STRATEGY IS A PROCESS AS IT INVOLVES THE CONVERSATION OF INFORMATION BY THE INDIVIDUAL (OR) GROUP, MAKING THE STRATEGY INFORMATION SUCH AS MARKET BEHAVIOUR (PAST, PRESENT & FUTURE)



AGGREGATE PROJECT PLAN

- ASSESS THE CONTRIBUTION OF EACH PROJECT TO THE ORGANISATIONAL STRATEGY
- DETERMINE USING OBJECTIVES CRITERIAS WHAT PROJECTS ARE TO BE UNDERTAKEN
- RANK OF THE RELATIVE IMPORTANCES OF THE PROJECTS BEING CARRIED OUT
- SET THE TIMING OF THESE PROJECTS
- ASSESS THE CAPABILITY, RESOURCES AND LOGISTIC REQUIREMENT OF EACH PROJECT.

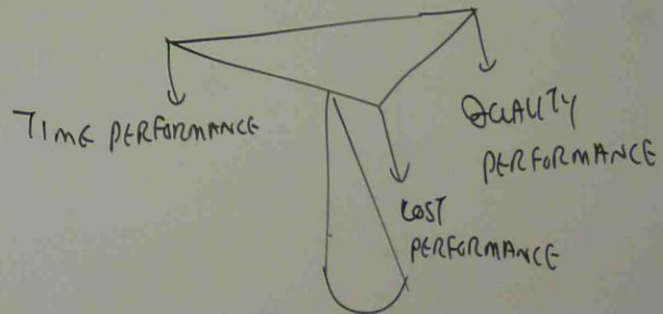
WITH AGGREGATION

THE FOLLOWINGS CAN BE AVOIDED

- TOO MANY PROJECTS, FAIL TO LIMIT THE SCOPE OF PROJECT
- PROJECT GOAL IS NOT ALIGNED WITH ORGANISATION'S OBJECTIVE
- IGNORE KEY ISSUES IN CONCERNING PROJECT UNTIL TOO LATE
- LOSE THE BALANCE BETWEEN SHORT TERM GOAL AND LONG TERM STRATEGIES.

WHAT IS THE SHORTEST POSSIBLE PROJECT DESTINATION?
WILL THE PROJECT FINISH WITHIN THE BUDGET?
WILL THE PROJECT MEET THE SPECIFIC LEVEL OF QUALITY?

TRADE OFF IN PROJECT MANAGEMENT



VARIOUS LEVEL OF SUCCESS FOR PROJECT

- RESULT ACHIEVED WHICH MEETS THE STATED NEEDS
- RESULT ACHIEVED WITHIN THE GIVEN CONSTRAINTS
- RESULT ACHIEVED AT MINIMUM COST
- RESULT ACHIEVED WITH BENEFIT TO PROJECT TEAM
- RESULT ACHIEVED WITH BENEFIT TO ALL STAKE HOLDERS.

FAILURE OF PROJECT

- PROJECT RUN OVER TIME
- PROJECT RUN OVER BUDGET
- PROJECT OUTPUT DOES NOT MEET THE PROJECT NEEDS.

REALITY

- * WHAT EVER CAN GO WRONG, WILL GO WRONG
- * WHAT EVER CAN BE MISUNDERSTOOD, WILL BE MISUNDERSTOOD
- * CONSTRAINTS ARE NOT ALWAYS EXPECTED.
- * PROJECT ACTIVITIES WILL ALWAYS EXPAND TO FILL THE TIME OR RESOURCES AVAILABLE
- + A PROJECT WILL SPEND 90% OF IT'S TIME, 90% COMPLETE
- + A CARELESSLY EXECUTED PROJECT WILL TAKE 3 TIMES AS LONG AS PLANNED.
- WELL EXECUTED ONE WILL ONLY TAKE TWICE AS LONG.