

Project Management

Projects ?-

- Discrete entities
- Limited time
- Cross-functional, multi-disciplinary teams
- Specific problem / issue orientation

Programs ?

- Ongoing entities
- More solid, stable than projects
- Easily recognised in organisational structures & reporting relationships

Project Characteristics ?

- Unique
- Finite
- Complex
- Dynamic
- Boundary crossing

Key features of Projects

- Conception of tasks
- Time
- Costs
- “On time & within budget”
- Delivery of useful, relevant outcomes

Technology Projects - problems?

- ‘leading edge or bleeding edge’?
- Internal integration - project, teams
- Management controls, continuity, reporting
- Resources & timeframes
- Technological uncertainties
- Understanding of market needs - issue definition
- Market opportunities vs technical correctness

Project Organisation

- Normal work vs Project work - 3M
- Matrix organisations
- ‘Skunk works’
- Project tools - methodologies, IT, PMBOK
- Communication & knowledge issues

Project Life Cycle

- Initiation & concept development
- Execution & control
- Transfer to operations
- Closure & review

Initiation & concept development

- Team formation
- Planning & scoping - project specifications
- Scheduling - planning tools (Gantt charts, CPM, PERT etc)
- Risk assessment

Execution & control

- Finalisation of team roles, reporting, performance criteria
- Detailed design & engineering
- Concurrent development - simultaneous effort
- Issue & team (HR) management
- Time & cost monitoring / control

Transfer to operations

- Serious product / system testing
- Delivery of outcomes
- Integration of project into mainstream operations
- Codification of project knowledge into operational systems
- Winding up of teams &/or contractors

Closure & review

- Evaluation of project outcomes, teams, processes, individuals
- Establish learning from the project
- Disseminate learning throughout organisation
- Celebrate success, overcome failure

Tools & techniques

- Work breakdown structure
- Planning charts
- Risk management
- ‘Cradle to grave’ - QFD, CE, DfM
- Post-project review