

Project Time Management

PMG212

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Lecture 3



Agenda

- The Results of Uncontrolled Obstacles
- Project Management: 1985–2009
- Lifecycle Phase for Project Management Maturity
- Project Vs Product
- Maturity and Excellence
- Success Factors
- The Many Faces of Failure
- Components of Failure

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- **The Results of Uncontrolled Obstacles**
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The Results of Uncontrolled Obstacles

- New products introduced into the marketplace too late
- Temptation **اغراء** to make hasty **متعجل** decisions that prove to be costly.
- Management insisting on earlier and greater return on investment
- Greater difficulty in establishing on-target objectives in real time
- Problems in relating cost to technical performance and scheduling during the execution of the project

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The Results of Uncontrolled Obstacles

- Decreased profits
- Increased manpower needs
- Cost overruns, schedule delays, and penalty payments occurring earlier and earlier
- An inability to cope with new technology
- R&D results too late to benefit existing product lines

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Project Management: 1985–2009

- About markets, production methods, costs and scientific potentials are related to investment decisions.
- All of these factors have combined to produce a king-size managerial headache.
- There are just too many crucial decisions to have them all processed and resolved through regular line hierarchy at the top of the organization.

Project Management: 1985–2009

Providing the project manager with integrative responsibility resulted in:

- Total accountability assumed by a single person
- Project rather than functional dedication
- A requirement for coordination across functional interfaces
- Proper utilization of integrated planning and control

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Project Management: 1985–2009

By the 1990s, companies had begun to realize that implementing project management was a necessity, not a choice.

The question was not how to implement project management, but how fast could it be done?

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Lifecycle Phase for Project Management Maturity

Embryonic Phase	Executive Management Acceptance Phase	Line Management Acceptance Phase	Growth Phase	Maturity Phase
- Recognize need - Recognize benefits - Recognize applications - Recognize what must be done	- Visible executive support - Executive understanding of project management - Project sponsorship - Willingness to change way of doing business	- Line management support - Line management commitment - Line management education - Willingness to release employees for project management training	- Use of life-cycle phases - Development of a project management methodology - Commitment to planning - Minimization of "creeping scope" - Selection of a project tracking system	- Development of a management cost/schedule control system - Integrating cost and schedule control - Developing an educational program to enhance project management skills

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The Six Driving Forces that lead recognize the need for Project Management

- Capital projects
- Customer expectations
- Competitiveness
- Executive understanding
- New project development
- Efficiency and effectiveness

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The components of survival

Efficiency and
Effectiveness

Capital
Projects

New Product
Development

Customers'
Expectations

Executive
Understanding

Competitiveness



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Project Vs Product

- Project scope defines the work that must be accomplished to produce a deliverable with specified features or functions. The deliverable can be a product, service, or other result.
- Product scope defines the features or functions that characterize the deliverable

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Maturity and Excellence

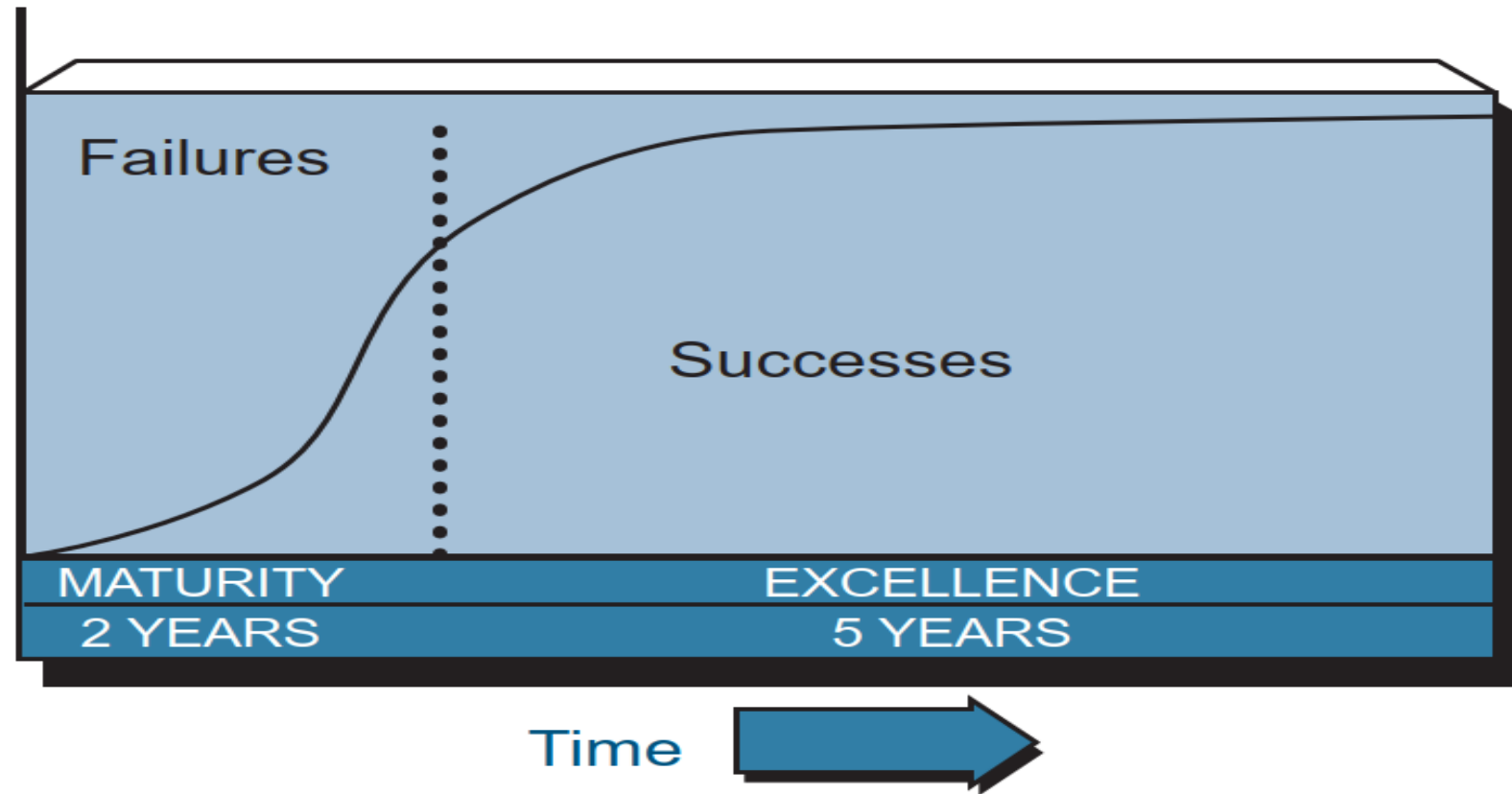
- Maturity in project management is the implementation of a standard methodology and accompanying processes such that there exists a high likelihood of repeated successes.
- Organizations excellent in project management are those that create the environment in which there exists a continuous stream of successfully managed projects and where success is measured by what is in the best interest of both the company and the project (i.e.,customer).

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The Growth of Excellence.

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Projects



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Primary Success Factors

- Within time
- Within cost
- Within quality limits
- Accepted by the customer

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Secondary Success Factors

- Follow-on work from this customer
- Using the customer's name as a reference on your literature
- Commercialization تسويق of a product
- With minimum or mutually agreed upon scope changes
- Without disturbing the main flow of work

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Secondary Success Factors

- Without changing the corporate culture
- Without violating safety requirements
- Providing efficiency and effectiveness of operations
- Satisfying OSHA/EPA requirements

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Secondary Success Factors

- Maintaining ethical conduct
- Providing a strategic alignment
- Maintaining a corporate reputation
- Maintaining regulatory agency relations

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The Many Faces of Failure

With unmeetable expectations, failure is virtually assured since we have defined failure as unmet expectations.

مع التوقعات التي لا يمكن تلبيتها ، يكون الفشل مضمونا تقريبا لأننا عرفنا الفشل على أنه توقعات غير ملباة.

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The Many Faces of Failure

This is called a planning failure and is the difference between what was planned and what was, in fact, achieved.

وهذا ما يسمى فشل التخطيط وهو الفرق بين ما تم التخطيط له وما تم تحقيقه في الواقع.

Perceived failure is the net sum of actual failure and planning failure.

الفشل المتصور هو المجموع الصافي للفشل الفعلي وفشل التخطيط.

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The Many Faces of Failure

- Ineffective planning
- Ineffective scheduling
- Ineffective estimating
- Ineffective cost control
- Project objectives being “moving targets”

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Components of Failure (pessimistic planning).

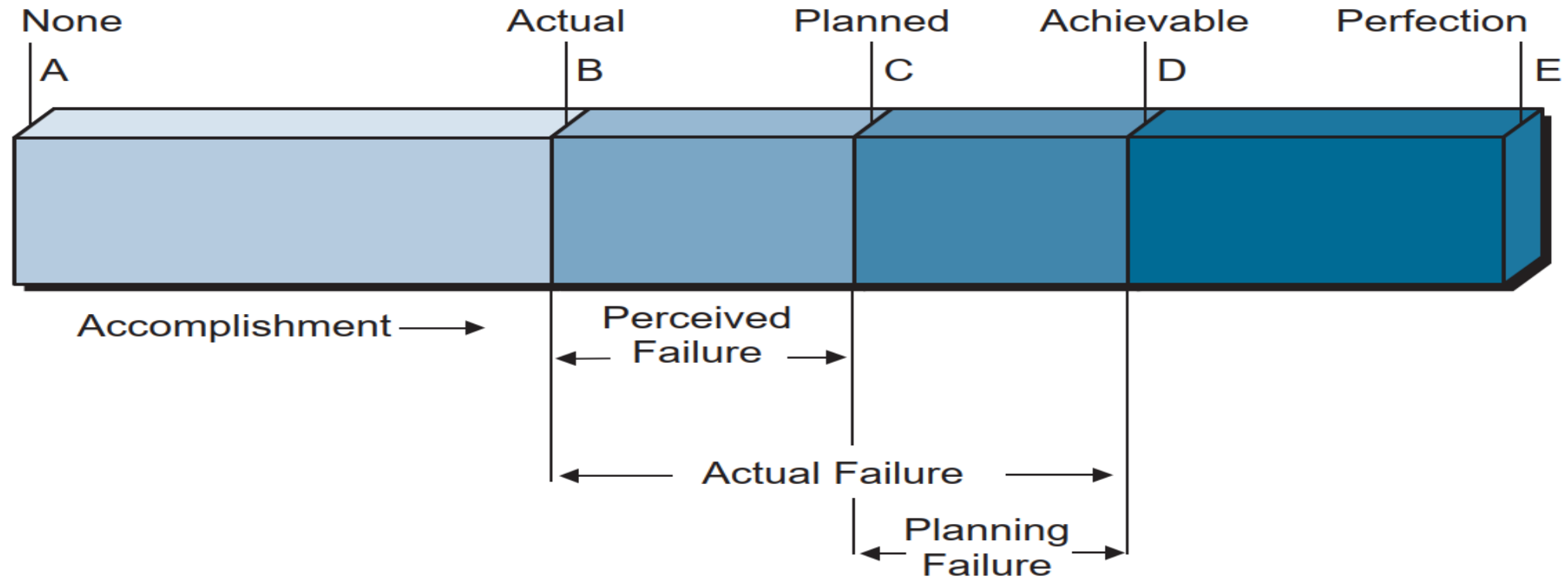
Project management has planned a level of accomplishment (C) lower than what is achievable given project circumstances and resources (D).

This is a classic under planning situation.

Actual accomplishment (B), however, was less than planned.

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Components of Failure (pessimistic planning).



0

60

80

100

120

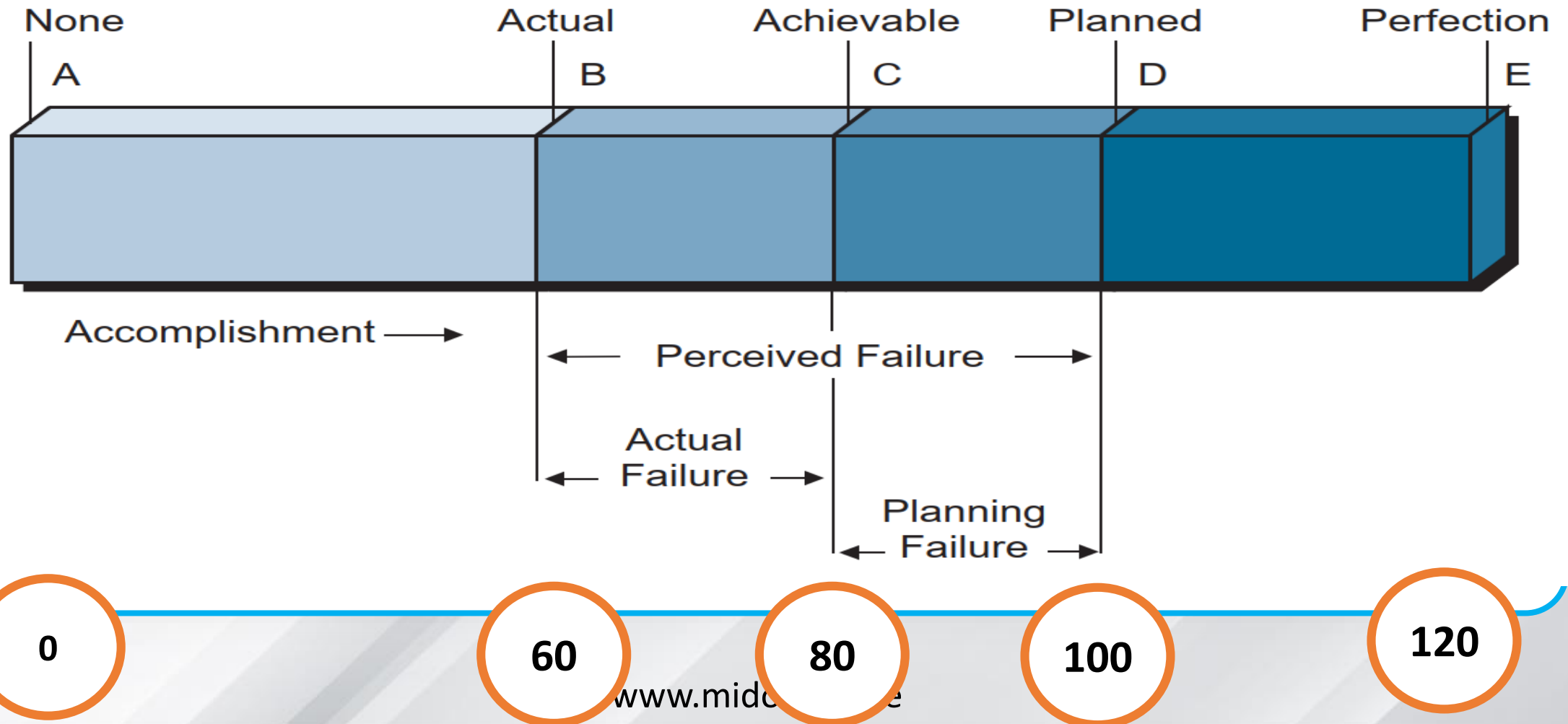
Components of failure (optimistic planning).

Here, we have planned to accomplish more than is achievable. Planning failure is again assured even if no actual failure occurs. In both of these situations (overplanning and under planning), the actual failure is the same, but the perceived failure can vary considerably.

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Components of failure (optimistic planning).



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The Many Faces of Failure

Today, most project management practitioners focus on the planning failure term.

If this term can be compressed or even eliminated, then the magnitude of the actual failure, should it occur, would be diminished. A good project management methodology helps to reduce this term.

We now believe that the existence of this term is largely due to the project manager's inability to perform effective risk management.





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Thank You

