

Project operations management (PJOM)

Prepared by Dr. Mahmoud Ibrahim

MGM415



Lecture one :

The historical efficiency assessment of the traditional project operations management approaches and their limitations to sustaining Business Success

Welcome to the professional PJOM track.

**Hi,
based on the ex-lecture**

*To maximize the project
success rate
and sustain business
success, organizations
should have a strong
project operational
technicality.*

The target of the lecture

We will discover that PMBOK 6th Edition (2017-2022) provides PJOMS that aim to solve the poor project operations technicality (PJOT) that was the root cause of the project failure, and it should be conducting an effective project compliance integration (PCI) that will deliver a unique product with positive project value added (PVA) to the business, as it is not only failed on the practical front but also maximized the project failure rate.

Project Success

Delivering products aligned with the project management plan throughout the PLC

(Creating deliverables)
(PMBOK 6th edition
(2017-2022)



Project management Success

Delivering PVA, which will be transformed into BVA, will lead to sustainable business success.

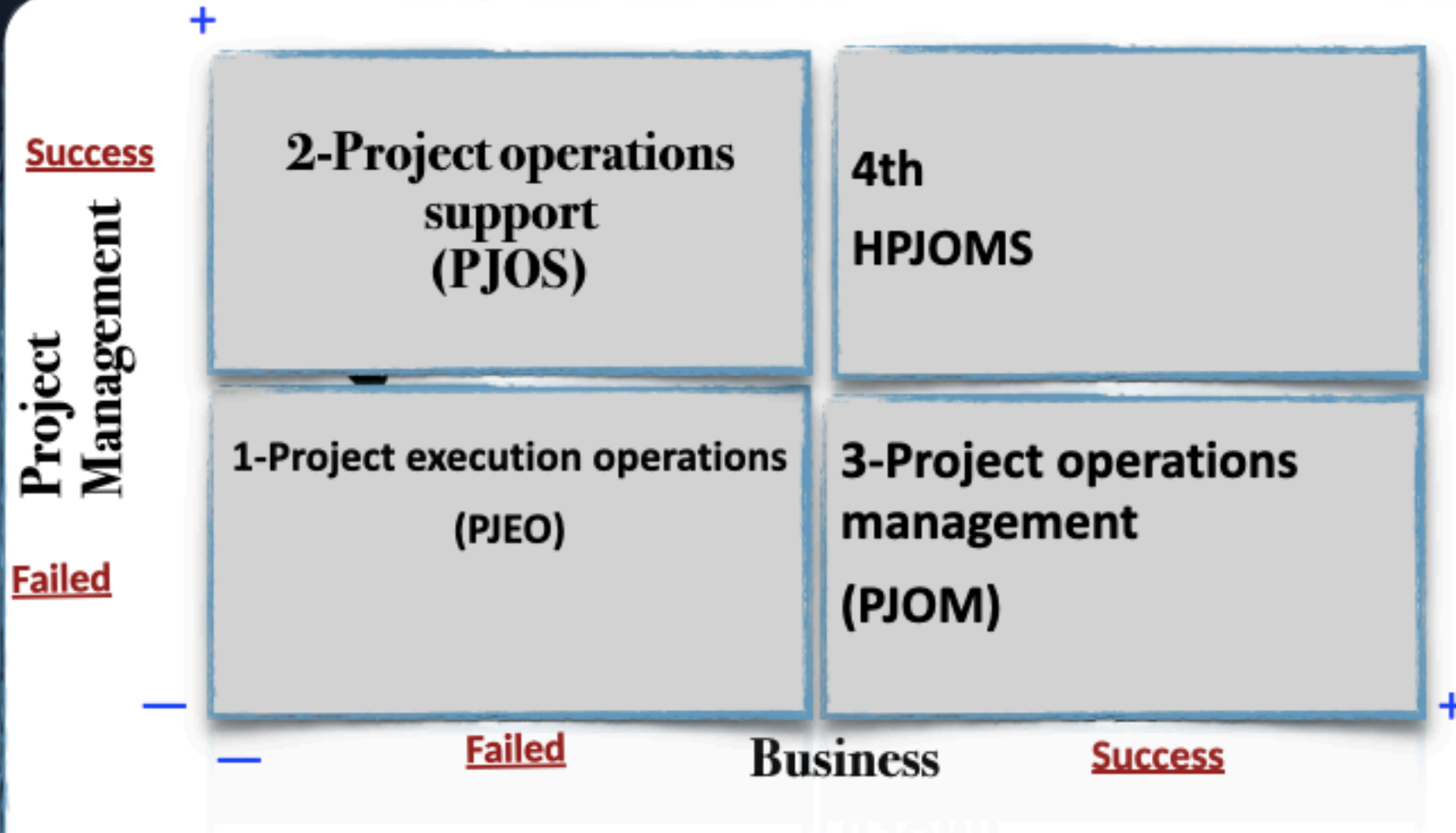
(Delivering value-added systems)
(PMBOK 7th edition)
(2021)



Part one

The impact of applying PJOM throughout the project management on the sustainability of business success

The impact of PM on sustainable business success is based on PJOM approaches



Source: designed and developed by Dr.Mahmoud Ibrahim @2023

1-Project execution operations (PJEO)

🍏-Business is failed :No matter for the quality of the product or the customer satisfaction and business publicity with weak competitive position.

🍏 PM is failed :Negative PVA based on Missing Project operations management system (PJOMS).

🍏- Project is failed : did not deliver any product

2-Project operations support (PJOS)

🍏- Business fails, no matter the quality of the product, customer satisfaction, or business publicity, with a weak competitive position.

🍏 PM is delivering a negative PVA based on the Missing Project Operations Management System (PJOMS).

🍏- A project is successful based on achieving the PMP (project management plan). but does not deliver the required product and fails to achieve the project goals, based on the PMP (project management plan).

3-Project operations management (PJOM)

- 🍏- **Business is successful:** no matter the quality of the product, customer satisfaction, or business publicity, it has a weak competitive position but
 - having valuable lessons learned
 - may postpone or reject the poor project.
 - may start a huge investment in developing the PM. (as building a HPMPQS and HPJOMS)
- 🍏 PM is a negative PVA based on the Missing Project Operations Management System (PJOMS).
- 🍏. **The project failed** because it did not deliver any products related to the BPP.

4-HPJOMS

🍏 **Business is success:** maximum care for the quality of the product and customer satisfaction with positive business publicity and an intelligent competitive position.

🍏 **PM** has succeeded in delivering a positive PVA based on a well-developed holistic Holistic Project operations management system (HPJOMS).

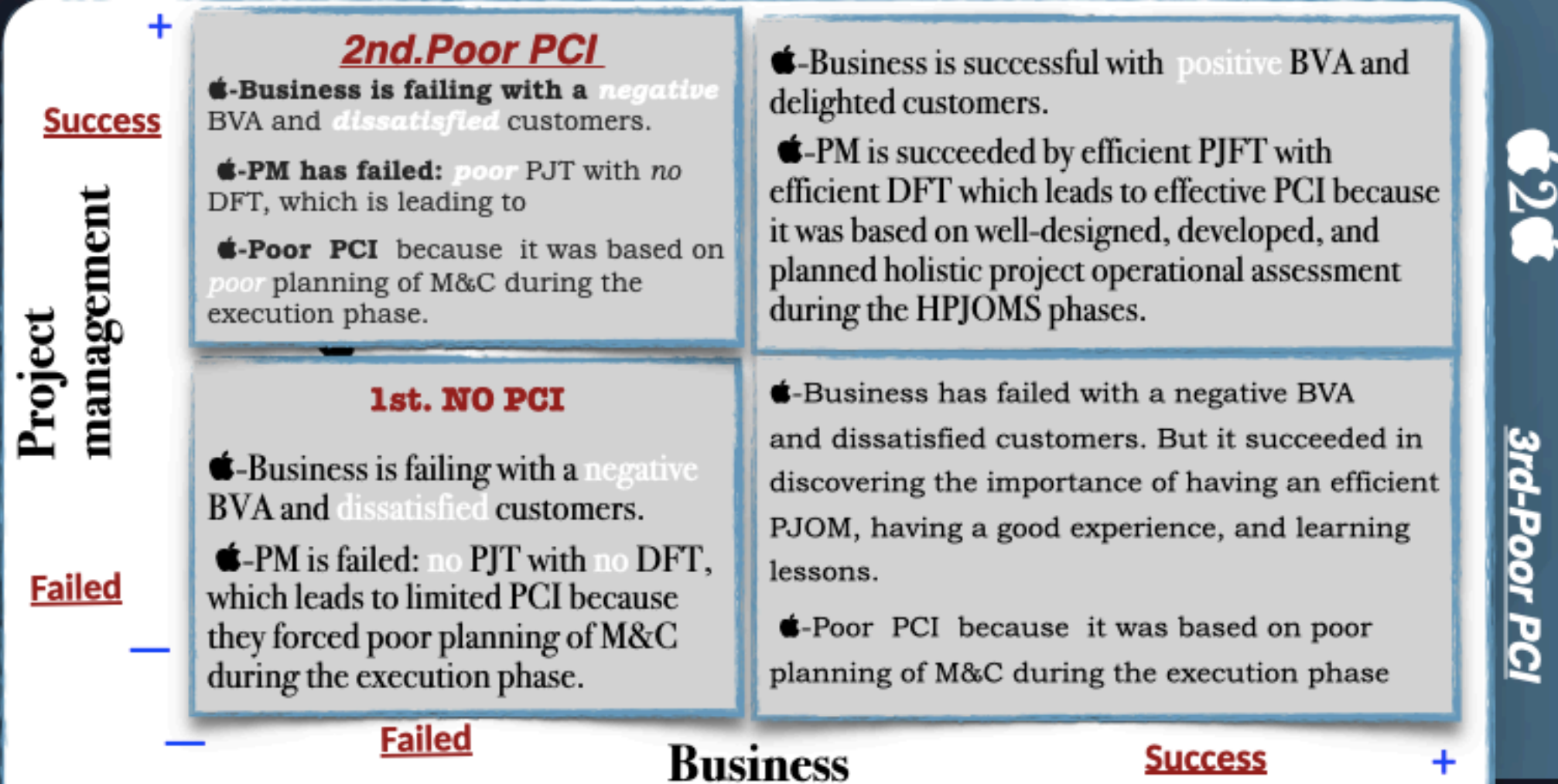
🍏 **The project** is fully successful: it delivered the unique fit product to the BPP.

Conclusion

🍏-Applying the fit PJOM that delivers value-added and the unique product to the business will increase its sustainability.

So the organization should identify, design, develop, tailor and select the most fit PJOM to make the PM successful and increase the project success rate.

The impact of PM on the sustain business success based on PCI (DFT+PJFT)



3rd-Poor PCI

Source: designed and developed by Dr.Mahmoud Ibrahim @2023

Conclusion

The business has an in-depth need for superior PCI based on the full integration between the HPMQS and HPJOMS to get the potential BVA and sustain business success.

Success

**Project
management**

2nd. "Creating deliverables approach"
Not focusing on value added
Poor PVA and negative BVA

4th - focusing on value-deliver system approach

Positive PVA and Positive BVA
(value delivering system)
Based on superior PCI

1st. Weak PM

Negative PVA and No BVA

3rd. Weak PJOM

"Creating deliverables approach"
Not focusing on value-added
Limited BVA: with having learned lessons
or positive experience. or using
outsourcing to have the required product
Negative PVA

Failed

Failed

Business

Success

Source: designed and developed by Dr.Mahmoud Ibrahim @2023

Conclusion

The PM of the company should focus on shifting from creating deliverables by applying PJOMS to creating value for the business by applying HPJOMS.

**2nd approach
(PJOS)**

**1st approach
(PJEO)**

**3rd Approach
(PJOM)**

**Project
objectives**

**Performing
project
execution
phase**

**Stakeholders
satisfaction**

**4th
PJOMS**

The success criteria for the project operations management approaches

The traditional approach	Project objectives	Execution operations phase	Stakeholder satisfaction	PCI Efficiency	Being on The right Project track (PVA)	Business success (BVA)
1 st approach (PJEO)	X		X	NO	X	X
2 nd approach (PJOS)			X	POOR	X	X
3 rd Approach (PJOM)				POOR	X	X
Total (PJOMS)						

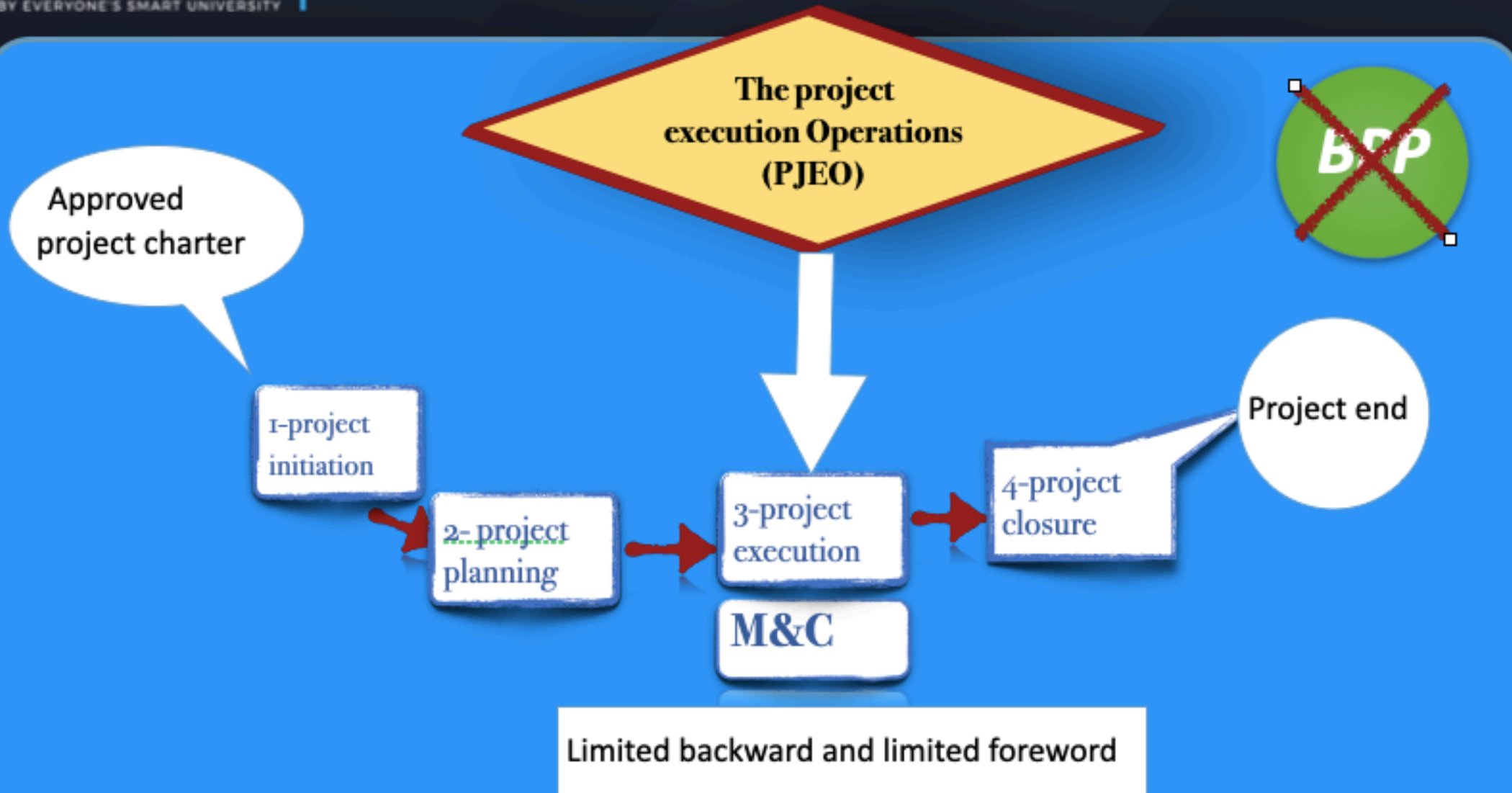


Part two

The project operations management approaches and its ability to catch up with the right PVA and its BVA for business success

First approach

**Project Execution operations
(PJEO)**



source: designed and developed by Dr.Mahmoud Ibrahim @2023

The end up results of this approach is

the poor level of project performance efficiency
In addition to the limited rate of project progress



1st approach :Project Execution operations (PJEO)

It refers to the activities and tasks that are performed to carry out the tasks and activities defined in the project plan, ensuring that deliverables are produced and milestones are achieved.

🍏 This includes activities such as procuring resources, assigning tasks to team members, and monitoring progress.

🍏—It involves the actual implementation of the project, including the coordination of resources, monitoring progress, and ensuring that the project is completed on time and within budget.

(Project management plan -Focused)
unrelated to BPP objectives

3rd approach :Project operations management (PJOM)

It is a broader concept that close in the **overall** management and control of all project-related activities.

🍏—It involves planning, organizing, and controlling all aspects of the project, including project execution operations, to ensure successful project completion.

🍏—It ensures that all project activities are aligned with the project objectives and that resources are effectively utilized.

(Project objectives -Focused)
unrelated to BPP objectives

Category	Project Execution operations (PJEO)	Project operations management (PJOM)
1-Target	executing the work according to the project plan, ensuring that deliverables are produced and milestones are achieved	ensures that the project is executed efficiently, effectively, and in alignment with the project objectives and stakeholder expectations.
2-Scope:	focus on the implementation of the project plan, the specific tasks and activities required to complete the project	focus on overall management and control of these activities throughout project lifecycle, from initiation to closure..
3-Responsibilities	Project execution operations are typically carried out by project team members who are responsible for completing specific tasks and activities.	It is the responsibility of the project manager, who oversees and coordinates all project activities. ◊And establish project governance, define project roles and responsibilities, and create a project management plan to guide the project execution.

Category	Project execution operations	Project operations management
4-Control	They involve monitoring and controlling the progress of the project, ensuring that tasks are completed on time and within budget.	Project operations management, on the other hand, involves overall control and management of the project, including risk management, quality control, and stakeholder management
5-Integration:	Project execution operations are integrated into the overall project operations management framework.	Project operations management involves integrating various project functions, such as procurement, human resources, and communication, to ensure smooth project execution
6-Function	managing risks, resolving issues, and making necessary adjustments to keep the project on track.	monitoring and controlling project performance, analyzing project metrics, and making strategic decisions to address any issues or risks that may arise during the project lifecycle.

source: designed and developed by Dr.Mahmoud Ibrahim @2023

Category	Project execution operations	Project operations management
7-Technical operational requirements	effective coordination and communication among team members to ensure that work is completed efficiently and on time.	planning, organizing, and controlling various project functions, such as scope management, time management, cost management, quality management, risk management, and stakeholder management.
8-Processes, procedures and metrics	Its help ensuring effective project execution	Its help ensuring effective management and enabling project success and the achievement of project objectives

source: designed and developed by Dr.Mahmoud Ibrahim @2023

Category	Project execution operations	Project operations management
9-Technical Processes:	Procurement: This process involves identifying and procuring the necessary resources, materials, and equipment required for project execution.	Scope Management: This process involves defining, controlling, and managing the project scope, including scope changes and scope verification.
	Task Management: This process includes assigning tasks to team members, monitoring task progress, and ensuring that tasks are completed according to schedule.	Time Management: This process includes developing and managing the project schedule, monitoring progress, and ensuring timely completion of project activities.
	Quality Assurance: This process involves implementing quality control measures to ensure that project deliverables meet the required standards and specifications.	Cost Management: This process involves estimating, budgeting, and controlling project costs, including tracking expenses and managing cost variances.
	Risk Management: This process includes identifying, assessing, and managing project risks to minimize their impact on project execution.	Risk Management: This process includes identifying, analyzing, and responding to project risks to minimize their impact on project objectives.

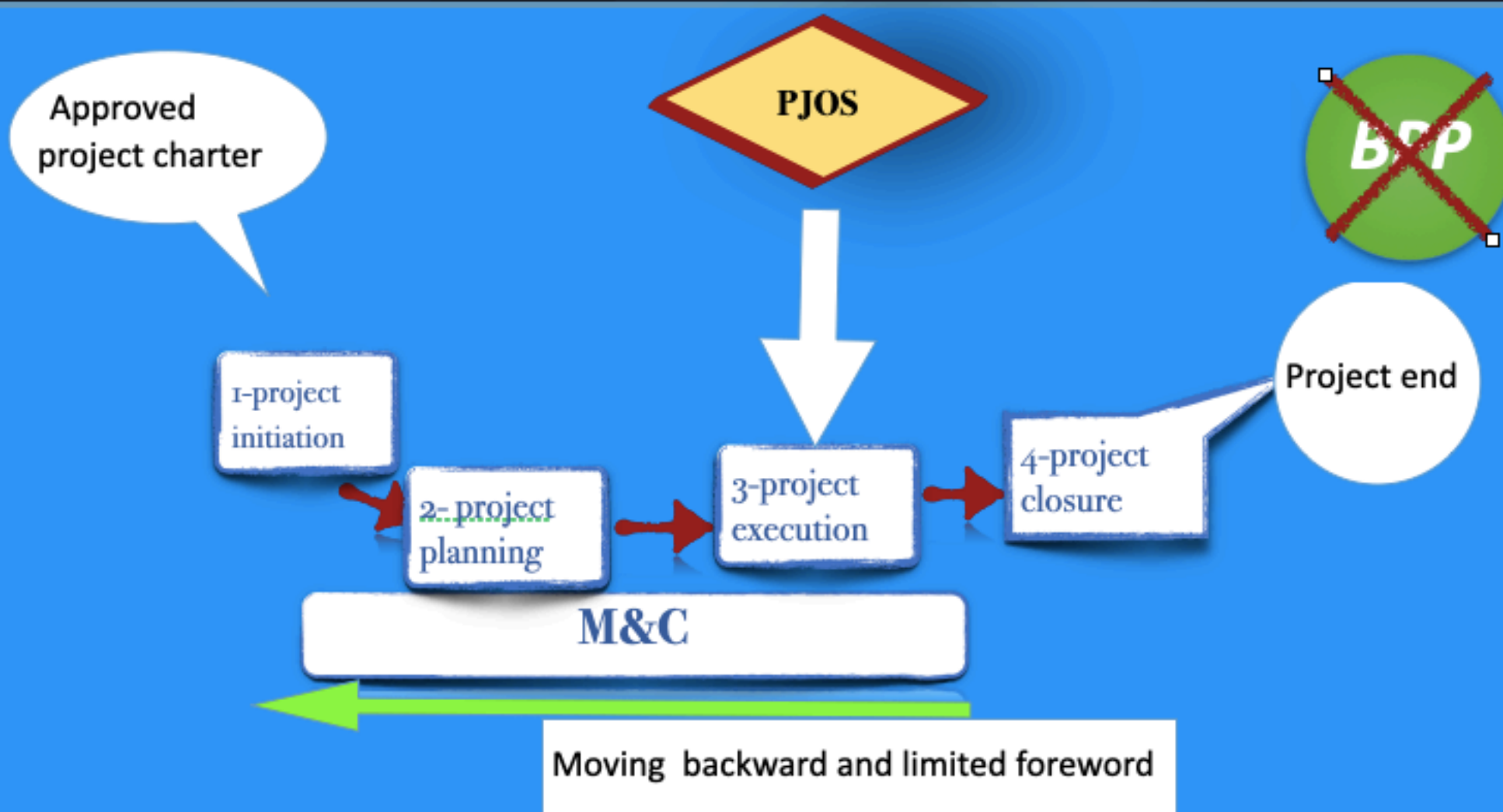
Category	Project execution operations	Project operations management
10-Procedures:	1- <u>Change Control</u> : This procedure outlines the process for requesting, evaluating, and implementing changes to the project plan or scope during project execution.	1- <u>Change Management</u> : This procedure outlines the process for managing changes to project scope, schedule, and budget, ensuring proper evaluation, approval, and implementation.
	2- <u>Issue Resolution</u> : This procedure defines how project issues and conflicts are identified, escalated, and resolved in a timely manner.	2- <u>Quality Management</u> : This procedure outlines the processes and activities for ensuring that project deliverables meet the required quality standards.
	3- <u>Communication Management</u> : This procedure outlines the communication channels, frequency, and stakeholders involved in project execution operations.	3- <u>Stakeholder Management</u> : This procedure defines how stakeholders are identified, engaged, and managed throughout the project lifecycle.

source: designed and developed by Dr.Mahmoud Ibrahim @2023

Category	Project execution operations	Project operations management
10-Metrics: (method of measuring)	1-Schedule Performance: This metric measures the actual progress of project tasks against the planned schedule, indicating whether the project is on track or behind schedule.	1-Earned Value: This metric integrates cost, schedule, and work performance data to provide insights into the overall project performance and progress.
	2-Cost Performance: This metric compares the actual project costs to the planned budget, providing insights into the project's financial performance.	2-Risk Exposure: This metric assesses the potential impact and likelihood of identified risks, helping rank risk response actions.
	3-Defect Rate: This metric measures the number of defects or errors found in project deliverables, indicating the quality of the work completed.	3-Customer Satisfaction: This metric measures the satisfaction level of project stakeholders, indicating the success of meeting their expectations and requirements.
	4-Resource Utilization: This metric assesses the effectiveness and efficiency of resource allocation and utilization during project execution.	4-Project Health Index: This metric provides an overall assessment of the project's health, considering factors such as schedule adherence, cost performance, and quality.

The 2nd approach : The project operations support (PJOS)

It is the process of assessing a project's outcomes and deliverables against predetermined project objectives based on the project's efficiency and quality in terms of cost, time, scope, and stakeholder satisfaction by external operational company team or outsourcing .



source: designed and developed by Dr.Mahmoud Ibrahim @2023

The end up results of this approach is

Without regular tracking progress and making necessary adjustments, project managers cannot ensure that the project remains aligned with its objectives and goals, ultimately increasing the chances of successful completion.



The 3rd approach :(Project operations management) PJOM

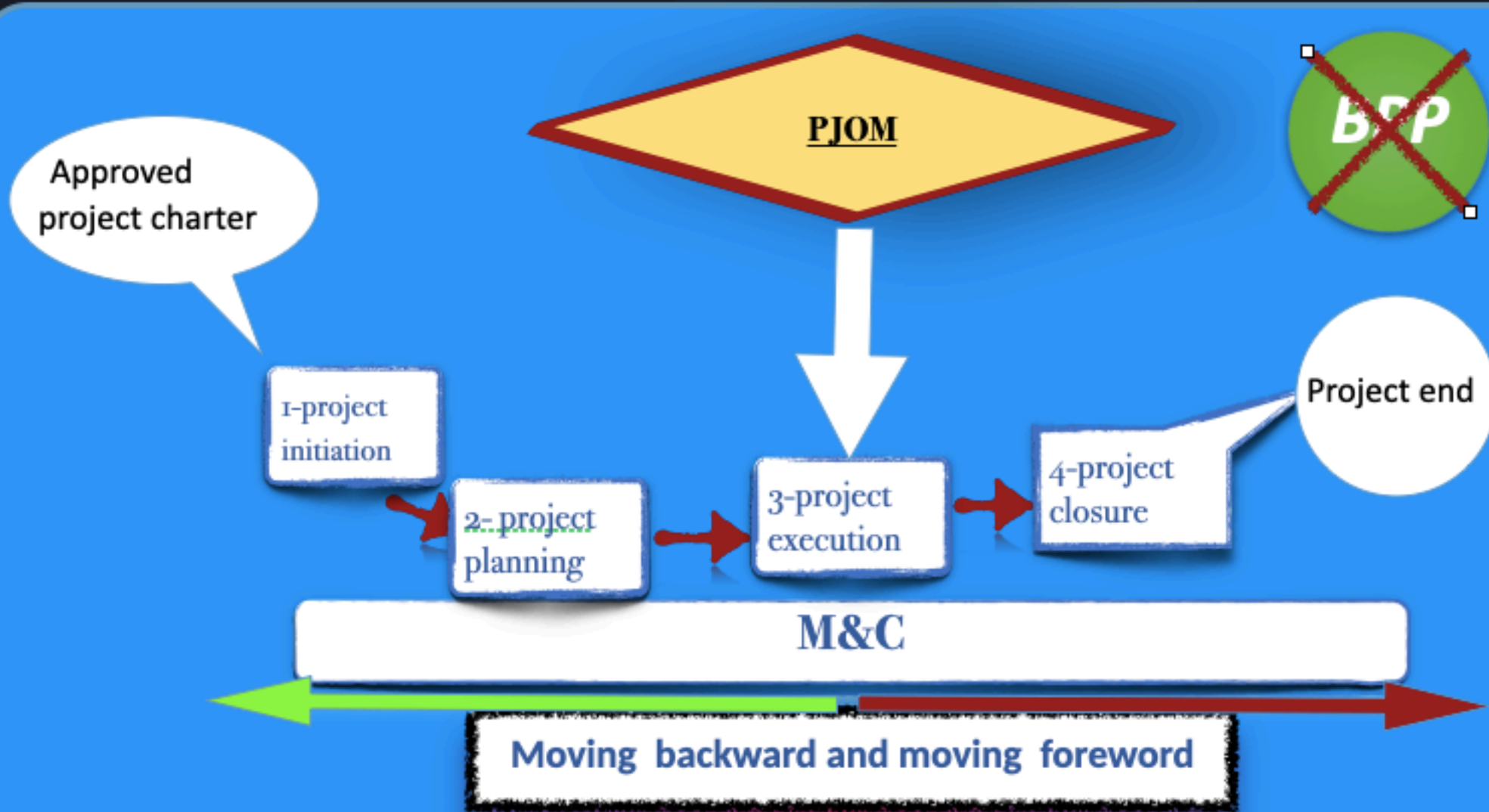
It is the processes, activities, and techniques involved in monitoring and evaluating the performance, in addition to tracking and controlling the progress of a project throughout the PLC, as follows:

🍏.Regarding the project performance operation:

It involves monitoring the performance of individual team members, ensuring that they are meeting their deadlines, and delivering quality work.

🍏.Regarding the project progress operation:

It involves identifying and addressing any deviations from the planned schedule, identifying risks and taking corrective actions, and ensuring that the project stays on track to meet its goals and objectives.



source: designed and developed by Dr.Mahmoud Ibrahim @2023

PJOM benefit

It is crucial for project managers to have a comprehensive understanding of both project performance analysis and project progress operation management in order to effectively lead and manage a project to successful completion!!!!!!

The end up results of this approach is

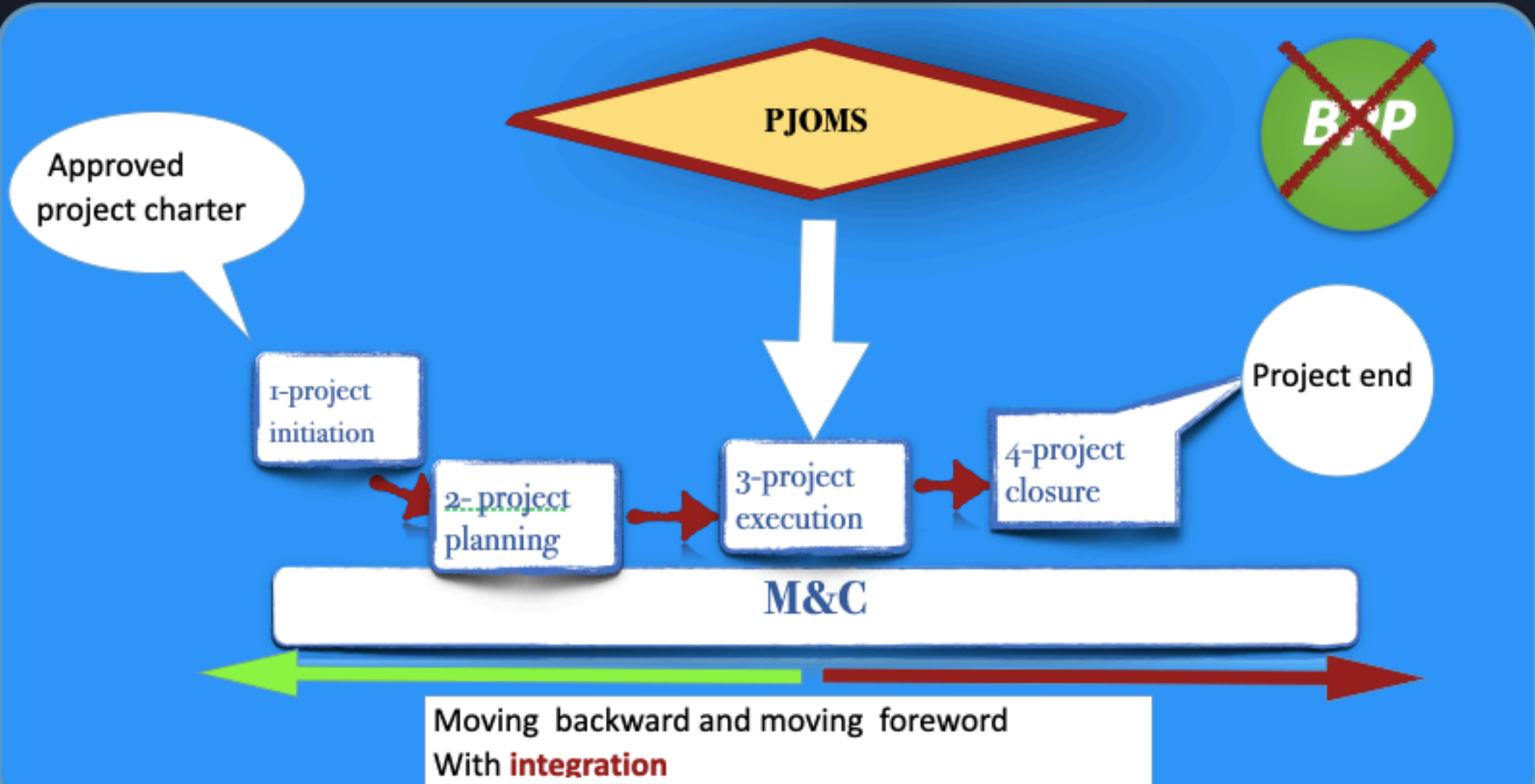
the good level of project performance efficiency
And it focuses on measuring the project's progress,
quality, efficiency, and effectiveness in achieving
its objectives, but just throughout the PLC.



The 4th approach :
The project operations management system
(PJOMS)

It is a comprehensive framework that encompasses the planning, execution, and control of all activities related to project operations. It involves the integration of various tools, techniques, and methodologies to effectively manage resources, timelines, and budgets.

According to the Project Management Institute (PMI), a project operations management system should also include risk assessment and mitigation strategies, stakeholder communication, and continuous monitoring and evaluation.



source: designed and developed by Dr.Mahmoud Ibrahim @2023

The benefit of the PJOMS

These two operations are crucial for managing projects effectively and ensuring their successful completion, as follows:

1. By carefully managing the project's cost, time, scope, and stakeholder satisfaction, project managers can ensure that the project remains within budget, meets deadlines, fulfills requirements, and satisfies the needs and expectations of all stakeholders involved.

2. By carefully managing project progress, operation allows for day-to-day oversight and adjustment, ensuring that tasks are completed on schedule, milestones are achieved, and any potential issues or roadblocks are addressed in a timely manner.

By combining effective cost and stakeholder management with vigilant project progress tracking, project managers can drive successful project completion and deliver desired outcomes.

The end up results of this approach is

Ensuring the successful completion of projects while meeting the objectives and requirements of all stakeholders involved. (Not BPP objectives.)
It cannot deliver the right PFS, deliver the PVA, satisfy the customers, or add value to the business.



CONCLUSION

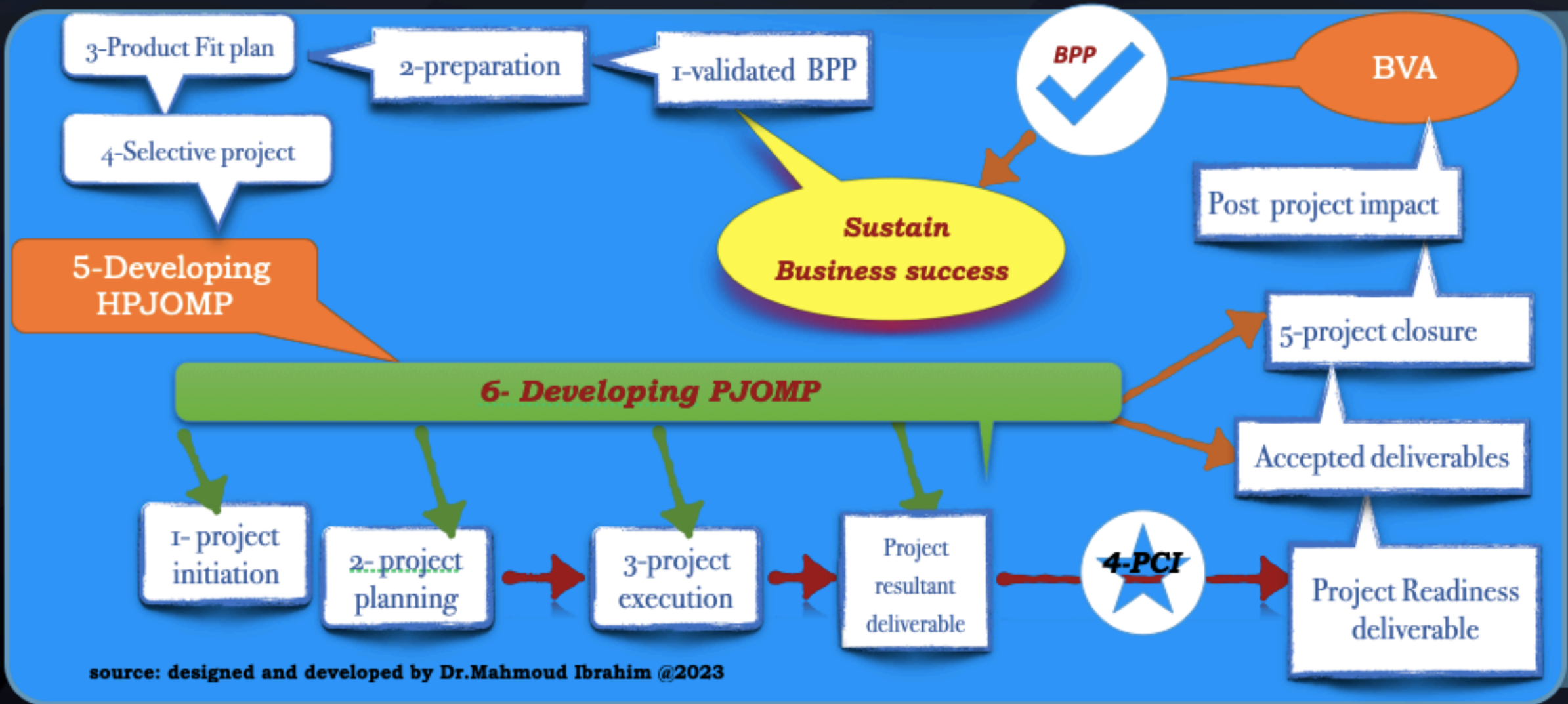
All the project operations management approaches From focusing on project processes just for completing the project based on its PMP (short term) until the fulfillment of project objectives throughout the PLC (long term), this did lead to losing the right track of closing BPP and delivering value added to the business **and this is the main problem.**

Thus, the PJOM approaches did lead to **raise** the project failure rate as they focused on the project objectives only without managing the BPP objectives.

CLOSING

All the PJOM approaches from the PMBOK 1st edition to the 6th edition are just fully focused on project completion with limited project success and away from managing the effective success of the PM (project management).

HPJOMS





Thanks

www.midocean.ae

