



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
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Project Quality Management

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PMG354

2nd Lec.
HPMQS Preparation stage

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Welcome on board of the professional quality track

**Hi, in this lecture you
will learn how can
answer
the big question**

Choosing the right solution for the right problem or opportunity is always a challenge. To ensure that you select the best solution available for your project,

Glossary

PFS	Product fit solution
BC	Business case
FS	Feasibility study
DFS	Deliverable fit solution

Lecture outline

1st section contents :

- The relationship between the HPMQS and the PLC
- The input of the preparation stage
- The stage baseline

2nd section contents :

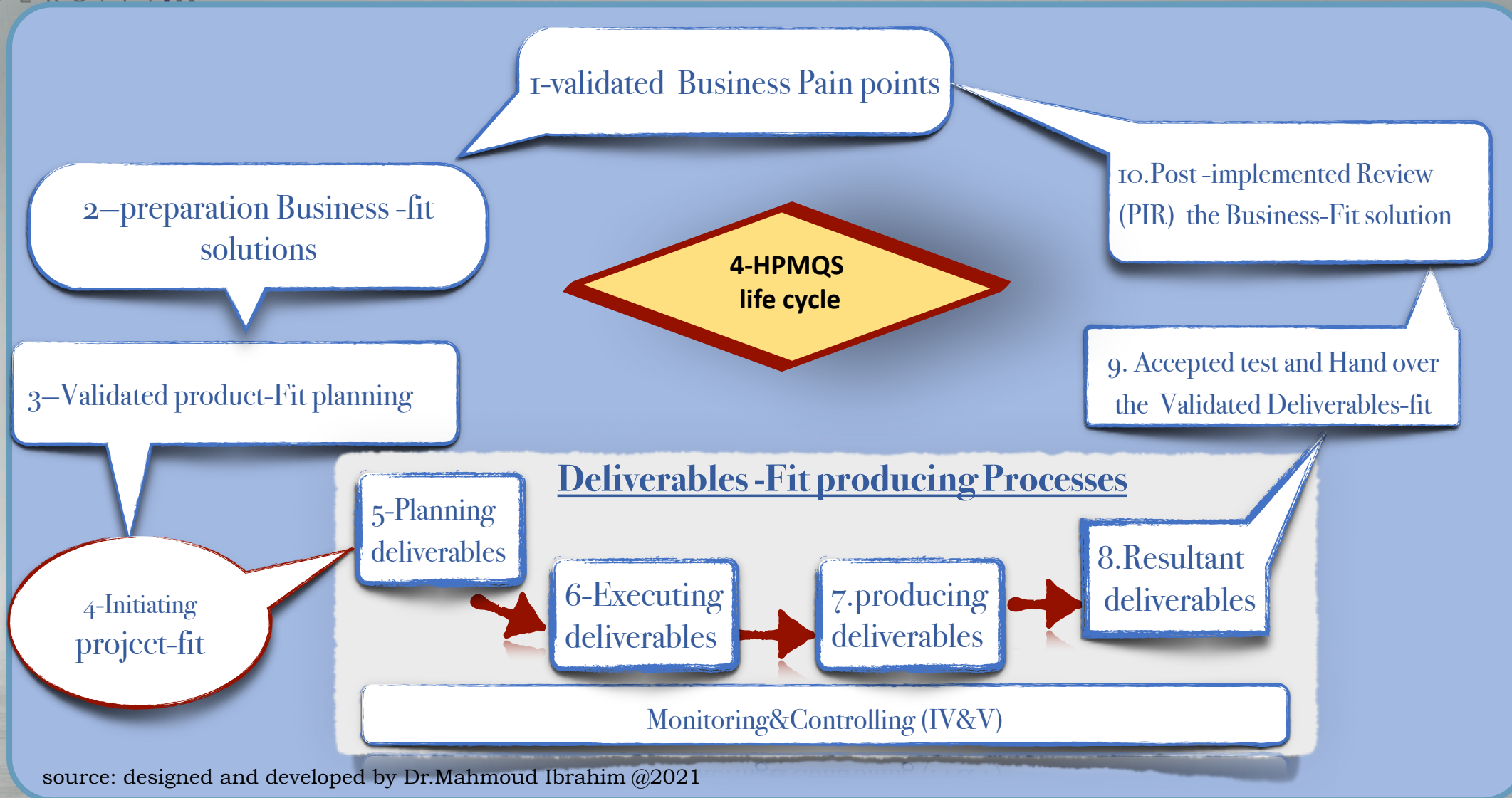
Conducting BS and FS

3rd section contents :

Closing

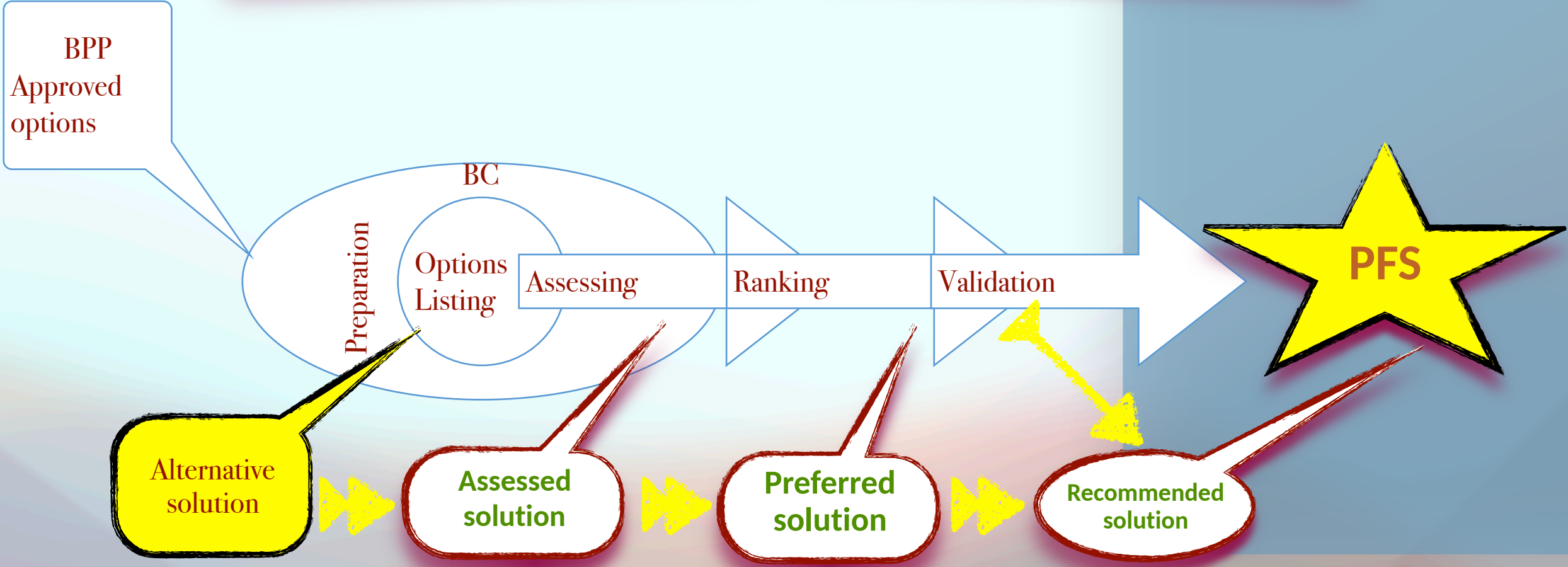
Section one

Introduction



source: designed and developed by Dr.Mahmoud Ibrahim @2021

Our lecture overview



What is Preparation stage ?

This is stage is developed for selecting the right PFS based on the approved identified options by conducting the Business case which is generating, assessing and ranking the recommended solutions for each identified option but by applying the **HPMQS** , we will have the valid PFS aligned with the business strategic scope from first shoot .

What is BC

It is strategic level of making a detailed assessment of the alternative solutions to this business problem and then defining a **plan for the implementation** of the agreed solution brings together the benefits, disadvantages, costs, and risks of the current situation and future vision so that executive management can decide if the project should go ahead

A business case provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution.

Business Case -why1 On the level of the BPP

We need to ensure that the target options is succeeded in covering BPP

Why 2 - on the level of doing a project or not

The Business Case becomes the foundation for the fit project as it fully describes the project, the reasons for creating the project and the key benefits to be produced by the project.

Business Case -why3 On the level of the project success

Creating a detailed Business Case is a critical step in the Project Lifecycle, as it provides the basis upon which the project is initiated. Throughout the project, the Business Case is referred to frequently to ensure that the project is on track. For instance, it is used in a:

1- Phase Review to ensure that current project costs and benefits are in line with original projections

2-Official closing the project to ensure that the project has achieved all the criteria required to close the project

3-assess the project success after the project closed: to measure the extent to which the project has achieved its stated objectives

So it is consider as a success criteria for BPP and the project effectiveness

Why 4-Describe the Implementation Approach “Hi level scoping”

Now that you have chosen a preferred solution, you need to provide the Project Sponsors with confidence that the implementation of the solution has been well thought through. You can do this by describing in detail how the project will be initiated, planned, executed and closed effectively.

Initiation	List the steps involved in initiating the project, such as defining the Project Charter, recruiting the team and establishing a Project Office.
Planning	Describe the steps you will take to plan the project in detail. This not only addresses the creation of a Project Plan, but it also lists the plans required to monitor and control project resources, finances, quality, risks, suppliers and communications.
Execution	Outline the approach to be taken to build the physical project deliverables and gain the customer's acceptance for each deliverable produced.
Closure	Identify the activities required to hand over the final solution to the customer, release staff, close the Project Office and perform a Post Implementation Review of the project.

The preparation benefits

The intent inhaling HPMQS more that just PQPlan is to learn and improved and to optimize project performance and efficiency, that will:

1. Allow the project team to **well know the why's**,
2. Facilitate SMART **decision**,
3. **Improve** some aspect of the product or project performance,
4. **Help** avoid an issue, and
5. **Prevent** performance failure .
6. **achieve** the project objectives and performance targets.
7. **facilitate** the project team's ability to generate business value



Section two

The preparation processes

The output from the BPP

- 1- the root cause(s) of the BPP
- 2- listed problems/opportunities in detailed document
- 3-how far each listed option is aligning to Goals and Strategies
- 4- the approved options to cover this BPP
- 5- the obligatory timeframe to cover the BPP



1- assessing the alternative potential solutions

Options assessment

Now that you have a detailed understanding of the business problem or opportunity, it is time to **identify** a preferred solution.

For every business option identified, there will likely be a range of alternative solutions available for implementation.

Options assessment

Option1

Solution I
Solution II
Solution III

Option2

Solution I
Solution II
Solution III
Solution vi
Solution v
Solution vi

Option3

Solution I
Solution II
Solution III
Solution vi

The option assessment process “Assessment criteria”

Take the time to identify at least three solid alternative solutions. State each alternative solution by describing :

1. Quantify the Benefits
2. Forecast the Costs
3. Assess the Feasibility
4. Identify any Risks
5. Document the Issues
6. List any Assumptions



Success
criteria



The original
baseline of the PMP

1—Quantify BC Benefits value

List the financial and non-financial business benefits to be gained from implementing each alternative solution, by completing the following table:

The following tangible benefits will be realized by the 1st solution for an example

Benefit Category	Benefit Description	Benefit Value
Customer	Improved customer satisfaction	\$425,000
	Increased customer retention	\$750,000
Staff	Increased motivation and job satisfaction	\$270,000
	Improved staff retention	\$380,000
	Reduced training costs through reduced employee turnover	\$75,000
Market	Increased market share	\$565,000
	Increased product awareness	\$270,000
Operations	Reduced operating costs	\$250,000
	Reduced coordination of service calls	\$85,000
	Improved management reporting and control	\$95,000
	Improved problem analysis and resolution	\$120,000
Total Benefit Gained		\$3,285,000

2-Forecast the Costs

Describe the tangible and intangible costs involved in implementing the solution. In addition to the actual cost of the project, you may also wish to quantify the cost of any impact to the business resulting from the delivery of the project (e.g. operational downtime).

Expense Category	Expense Description	Expense Value
Personnel	Staff relocation	\$120,000
	Training and recruitment	\$70,000
Marketing	Advertising to existing client base	\$250,000
Operations	Creation of new processes and standards	\$50,000
	Deployment of new Help Desk system	\$375,000
	Integration of new system with other TCD systems	\$120,000
Total Expense Incurred		\$.....

Example of the Business Case Costs Table

3-Assess the Feasibility

Rate the overall feasibility of **each** solution by determining whether it is likely to resolve the problem or realize the opportunity. You may need to undertake a formal Feasibility Study to determine the overall feasibility result. Use the following table to rank the level of feasibility for each solution identified:

Note. The feasibility rating is from 1 to 10, with 1 being the lowest rating and 10 being the highest.

Solution	Feasibility Rating	Assessment Method
Solution 1	9	A suitable premise has already been identified within the TCD business. It is currently vacant and already has some of the telecommunications infrastructure required to operate the Help Desk.
Solution 2	8	Suitable x technology already exists. One potential system has been successfully trialed and selected as most likely to meet our requirements.
Solution 3	8	We will implement the processes that are provided with the new x system. Many other companies in the marketplace have successfully used these processes.
Solution 4	7	Dissatisfied with the current x situation, most of the staff will welcome the change; they will continue within their current roles, empowered with the tools and infrastructure needed to perform.

4-Identify any Risks

1-**For** while describing *each* alternative solution list the most apparent risks associated with the implementation of the solution.

2-**Then for each risk**, list the mitigating actions required to reduce the likelihood of that risk occurring and the impact on the project should it eventuate. Use the following table to describe and rate each risk.

Risk Description	Risk Likelihood	Risk Impact	Risk Mitigating Actions
Describe the risks associated with each alternative solution. Examples of risks may include: an inability to recruit skilled staff, a lack of project sponsorship, and the extent of change within the current business.	Rate the likelihood of each risk eventuating, as Low, Medium or High.	Rate the impact on the project if the risk were to eventuate, as Low, Medium or High.	List the actions needed to mitigate the risk, such as outsourcing elements of the project to an external supplier or making additional funding available upfront, should it be required.
Technology falls sort of expected performance.	Low	Very high	Test three off-the-shelf products to ensure that they will provide the functionality and performance required of this project.
Client service records are inaccurate or invalid.	Medium	Low	Communicate with the client base explaining the benefits of the new system and the fact that some records will not be carried across.

5-Document the Issues

Identify any key issues while describing each alternative solution and prioritize the issues based on their effect on the project.

An Issue is defined as any event that **currently** adversely affects the ability of the solution to produce the required deliverables. For each alternative solution,

1-List and describe the issues associated with each alternative solution. Examples of issues include:

- ✱The solution requires a greater level of funding than that currently available
- ✱The solution has not been tried and proven in the marketplace
- ✱The solution requires highly skilled resource that are in short supply

2-Prioritize the issue based on the level of impact on the project.

3- List the actions necessary to resolve each issue, and thereby **improve the chances of project success.**

4- complete the following table

Issue Description	Issue Priority	Action Required to Resolve Issue
The time for developing a customized Help Desk system is limited.	High	Examine off-the-shelf Help Desk systems as a way to reduce system procurement and implementation time.
The current workload for staff is creating delays in the internal work activities that will be required to route customer calls to the new call center.	High	Schedule the telecommunications changeover on a date when staff work activities are minimal.
There are insufficient funds allocated within the current budget to allow this project to take place.	Medium	Approve the un-budgeted expenditure required to undertake this project.

6-List any Assumptions

Also list any assumptions made **while describing** each alternative solution. For example, it may be assumed that:

- ◆ "There will be no legal, business strategy or policy changes during the project
- ◆ The prices of raw materials will not increase during the course of the project
- ◆ Additional resource will be available from the business as required"



2-Rank the assessed solutions and having recommend a preferred

2-1-Rate the assessed Solutions

List the assessment criteria required to rate your alternative solutions and calculate a total score that are more important in making the final decision

Assessment Criteria	Solution 1 Rating	Solution 2 Rating	Solution 3 Rating
List the criteria used to rate each of the alternative solutions. Examples include: benefits gained, cost of the solution, level of feasibility, inherent risks and size of issues.	Assign your rating score here.	Assign your rating score here.	Assign your rating score here.
Total Score			

Assessment Criteria	Solution 1 Rating	Solution 2 Rating	Solution 3 Rating
Benefits			
* Customer	8	7	6
* Staff	8	4	5
* Market	7	7	5
* Operations	8	7	5
* Finance	3	2	5
Costs			
* Personnel	6	3	5
* Marketing	5	5	2
* Operations	3	2	5
Feasibility			
* Technology	7	8	8
* Personnel	7	3	6
* Operations	6	5	7
* Assets	6	5	6
* Other			
Risks			
* Resources	6	5	4
* Technology	3	6	5
* Operations	2	2	5
Total Score	85	71	79

2-2-Having the Recommended Solution

- 1-The solution with the **highest score** in the table above becomes your preferred solution for implementation.
- 2-Identify your preferred solution in your Business Case document, and state the primary reasons why this solution was chosen over the other alternatives available.



3-Validation the recommended solution

3-1-HPMQS Validation

The PFS is recommended but not selected until the HPMQS confirm its validation as follows :

- 1- **Align** :with the company scope and then the BPP
- 2- **Consistency** : validation of the predefine work package that mentioned during BPP and breaking down at doing BC
- 3-**Integration** :verifying the conformance with the strategic **BPP scope** which is comply with the strategic scope based of the success
- 4-**Transparency**:Confirming informed the interested Stakeholders

The value added by HPMQS:

1. Determine what quality of the final product are really important from a quality standpoint
2. Ensure that processes from the beginning through the end of the project promote excellence in these traits
3. Outline and implement a monitoring program to ensure quality at each stage
4. Develop an approach to correct any shortfalls in quality that are discovered

3-2- hi level description of the required PFS

So we do have a full integrated Working Package (Cost-time resources-risk)

- 1- Determining the **scope** of the valid PFS.
- 2- determine the **benefits** value of it
- 3 Determine the PFS **success criteria** by clarifying product requirements and specifications
- 4- **Clear working package** -which will affect the dependencies between the activities later during the project planning -As the required time, cost ,quality ,risks ,assumptions and so on

3.3. having updating the Supporting Documentation

The following documentation is attached to substantiate the findings and assumptions made in this stage .

1. Business strategies and plans
2. Market research findings and company growth projections
3. Root Cause Analysis and requirements documentation
4. Detailed results, logs and reports from feasibility assessment
5. Risk assessment reports and other relevant information

4-the official approval

Once the Business Case has been documented, it is presented to a Project Sponsor for approval.

The Project Sponsor oversees the project at a strategic level: they authorize the project to proceed, allocates funding from their budget, and ensures that project objectives are achieved by participating in Phase Reviews.

Preparation output

- 1- So we have a valid recommended solution , it is called potential product fit solution (PFS)
- 2- success criteria as we have holistic completed BS with full identification of the potential PFS , it will be within the PLC as we mentioned above

Thanks for paying attention

**Now let's recap the
taken topics today**

II roadmap for managing the project
success



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Thank You