Quality Management
Project Management

No project always goes according to plan, but well planned projects are less likely to go astray.

Project Management

- Characteristics of a Project
  - Projects have a start and a finish
  - Projects have a time frame for completion
  - Projects are unique, one-time occurrences
  - Projects involve a variety of people
  - Projects have a limited set of resources
  - Projects require the sequencing of activities and phases

Project Management

- Project management involves:
  - Performance
  - Cost
  - Time

Project Management

- ## Effective Project Managers:
  - Get the job done on time
  - Get the job done within budget
  - Get the job done according to the desired standards
  - Take the time necessary to plan their projects
  - Take the time necessary to manage their plans

Project Management

- Effective project managers:
  - create challenging possibilities
  - inspire a shared vision
  - increase visibility
  - empower people
  - praise

Project Management

- Functional Manager
  - Specialist within a functional area
  - Analysis focus
  - Analytic approach

- Project Manager
  - Generalist with a wide background of experience and knowledge
  - Synthesis focus
  - Systems Approach
  - Facilitator

Project Management

- Effective project managers are responsible for:
  - organizing
  - staffing
  - budgeting
  - directing
  - planning
  - controlling

Project Management

- Effective project managers ask:
  - What needs to be done?
  - When must it be done?
  - Where will the resources come from?

Project Management

- ## Characteristics of an Effective Project Manager:
  - Credibility
    - What do you know?
    - What have you done?
  - Sensitivity
  - Leadership
  - Ability to handle stress

Project Management

- Project Selection

  – Projects are selected based upon their ability to fulfill the mission, goals, or objectives established by an organization.

Project Management

- Project Proposals contain:
  - Technical Description
  - Implementation Plan Overview
  - Plan for Logistic Support and Administration
  - Experience of Participants

Project Management

- ## Rules for Effective Project Management
  - Set a clear project GOAL
  - Determine the project OBJECTIVES
  - Establish CHECKPOINTS, ACTIVITIES, RELATIONSHIPS, and TIME ESTIMATES
  - Create a Project SCHEDULE
  - DIRECT people individually and as a team

Project Management

- ## Rules for Effective Project Management
  - REINFORCE the commitment of the team
  - Keep everyone connected with the project INFORMED
  - Build agreements that VITALIZE team members
  - EMPOWER the team
  - Encourage RISK-TAKING and creativity

Project Management

- Effective Project Goals are:
  - Clear
  - Specific
  - Measurable
  - Agreed Upon
  - Realistic
  - Time-framed
  - Communicated

Project Management

- Project Objectives:
    - direct the efforts of the team toward the project's goal.
    - are the specific tasks required to accomplish the project's goals.
    - must be clearly stated
    - are more narrowly defined than goals.
    - must clearly align with the project goals

Project Management

- Project objectives must be:
  - specific
  - measurable
  - agreed upon
  - realistic
  - time-framed.

Project Management

- Problems With Setting Objectives:
  - Narrow Focus
    - determine how objectives relate to goals
  - Reward System Signals
    - link reward system to goals not objectives
  - Responsibility and Authority Issues
    - provide authority

Project Management

- Establishing Project Measures
  - Market Driven
  - Financial
  - Internal Processes
  - Learning and Growth

  - Balanced Scorecard, Kaplan and Kaplan

Project Management

- Marketing Measures
  - Size of potential market
  - Probable market share
  - Impact on current product line
  - Consumer acceptance
  - Impact on consumer safety
  - Estimated life
  - Spin-off possibilities

Project Management

- Financial Measures
  - Profitability
  - Impact on Cash Flows
  - Payout period
  - Cash requirements
  - Size of investment
  - Level of financial risk

Project Management

- Internal Processes
  - Administrative
    - Impact on computer usage
    - Impact on information systems
    - Impact on existing processes
    - Process changes
    - Meets environmental standards
    - Meets safety standards

Project Management

- Internal Processes
  - Production Factors
    - Time to install
    - length of disruptions
    - Effects on waste and rejects
    - Energy requirements
    - Facility/Equipment requirements
    - Technology changes
    - Safety

Project Management

- Learning and Growth Factors
  - Personnel Factors
    - Training requirements
    - Labor skill requirements
    - Availability of required labor skills
    - Level of Resistance to change
    - Change in size of labor force
    - Learning Curve
    - Impact on existing working conditions

Project Management

- Project Control

  – Managing a project necessitates taking control of the project

Project Management

- Project Control is maintained through the use of:
  - Checkpoints
  - Activities
  - Relationships
  - Time Estimates

Project Management

- Checkpoints
  - Milestones are long term checkpoints
  - Events are short term checkpoints

Project Management

- Activities
  - What tasks need to be accomplished in order to meet the objectives and goals

Project Management

- Relationships
  - How do the activities relate to each other?
  - What is the logical flow of activities?
  - Program Evaluation and Review Technique (PERT)
  - Critical Path Method (CPM)

Project Management

- Time Estimates
  - Realistic time estimates need to be created for completion of the activities/tasks/goals/objectives.
  - Method: PERT/CPM