

IT Course of e-Professional Training for ADOC in Peru

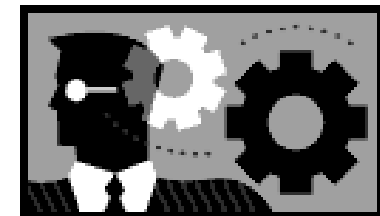
Project Management



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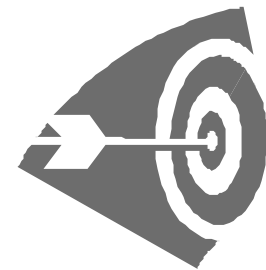
Agenda

- ✍ Overview
- ✍ What Is Project Management
- ✍ Tools and Skills
- ✍ Analysis
- ✍ Control



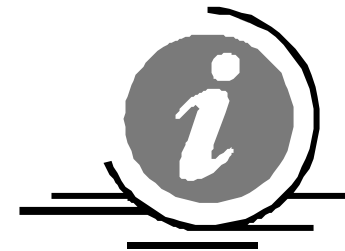
Professional Expertise

- ✍ Necessary Skill in Project-based or Task-oriented Industry
- ✍ Advancing Steps to Higher Management Position
- ✍ Must Handling Lots of People or Politics Problems



What Is Project Management?

- ✍ Definition of Project
- ✍ Mission of Management
- ✍ Duty of A Project Manager
- ✍ Types of Project Organization
- ✍ Avoiding Failure



Definition of Project

- ✍ Non-regular and Non-continued Task
- ✍ For Single Mission or Purpose
- ✍ Limited Resource
- ✍ Meeting Due Date



Mission of Management

- ✍ Make Everything and Everybody In-order
- ✍ Make Everything and Everybody In-position
- ✍ Make Right and Wise Decision



Role Playing of A Manager

✍ Inter-people Role

✍ Leader

✍ Starter

✍ Coordinator



Role Playing of A Manager

✍ Information Role

- ✍ Supervisor
- ✍ Spreader
- ✍ Spokesman



Role Playing of A Manager

- ✍ Decision Role
 - ✍ Aggressive Enterpriser
 - ✍ Chaos Handler
 - ✍ Resource Assigner
 - ✍ Smart Negotiator



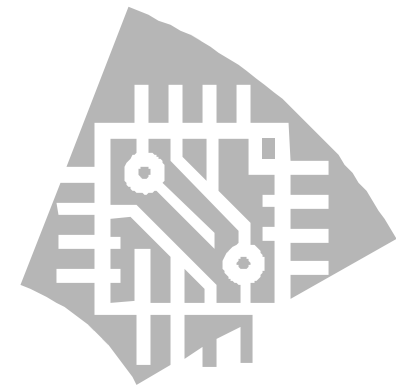
Gestalt of Project Manager

- ✍ Communicator
- ✍ Integrator
- ✍ Hard Worker



Duty of A Project Manager

- ✍ Share Particular Information by Logical Way
- ✍ Focus-on Important Issues
- ✍ Control Time and Schdule



Knowledge Base of PM

- ✍ Scope Management
- ✍ Quality Management
- ✍ Cost Management
- ✍ Procurement Management
- ✍ Time Management
- ✍ Risk Management
- ✍ Human-resource Management
- ✍ Communication Management
- ✍ Integration Management

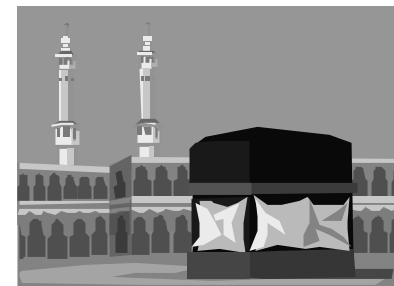
Authority of PM

- ✍ Expert
- ✍ Reward
- ✍ Be Rightful
- ✍ Be Convincing
- ✍ Compel



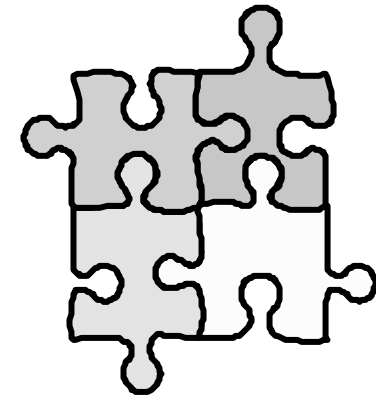
Project Organization

- ✍ Purely Team Building-up
 - ✍ Full-time Members
 - ✍ Members Report to PM Directly
 - ✍ Negative Impact in Highly-Technical-Risky Project



Project Organization

- ✍ Virtually Team Building-up
 - ✍ Members in Different Locations
 - ✍ Communication Rely-on Phone or e-Mail



Matrix Team Building-up

- ✍ Used Often in Real World
- ✍ PM Has Heavily Duty but Weaker Power
- ✍ Members Report to Department Manager and Project Manager in The Same Time
- ✍ High Priority of Project Is Necessary



Advantage of Matrix Team

- ✍ DM Shares Professional Duty with PM
- ✍ Part-time Members Spend Less Resource
- ✍ Members Get Professional Support Easily



Disadvantage of Matrix Team

- ✍ Spend More Resource in Communication
- ✍ Members Have Target Conflict



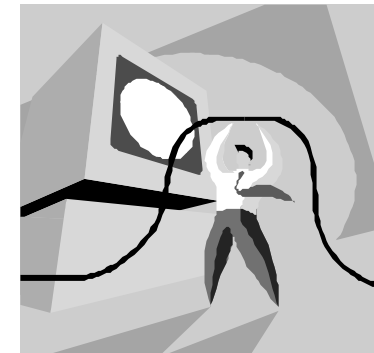
Types of Failure

- ✗ None-achievement
- ✗ Negative Side-effect Causing
- ✗ Not Suitable Project Goals
- ✗ Failure in Purpose



Mistakes PMs May Make

- ✍ No Action in Right Timing
- ✍ Careless Action
- ✍ Not Focus-on Right Problems
- ✍ Use Wrong Solutions

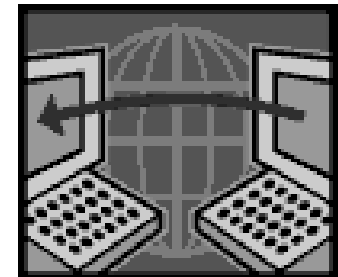


Helpful Factors in PM

- ✍ Order by Coefficient of Regression Analysis
 - ✍ Coordination and Human-relation (+.347)
 - ✍ Correct Issues and Mutual View (+.254)
 - ✍ Structure and Control (+.187)
 - ✍ Peculiarity and Consequence (+.145)
 - ✍ Team Members' Ability (+.084)
 - ✍ Pressure from Competition and Budget (-.153)
 - ✍ Over Optimistically (-.215)

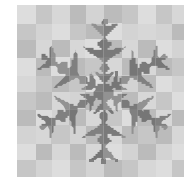
Well Coordination and Human-relation

- ✍ PM and DMs Are United
- ✍ Morale, Commitment, and Ability of Members
- ✍ Members' Devotion to Target
- ✍ PM and Clients Are Mutual
- ✍ PM's Administration Ability
- ✍ PM's Authority



Well Coordination and Human-relation

- ✍ Reporting by Real Story
- ✍ Appropriate Spec Changing
- ✍ Back-up Plans Preparation
- ✍ Members' Participation in Decision Making
- ✍ Members' Safeguard of Job or Position
- ✍ Personal Relation Between Members



Characters of Failure Projects

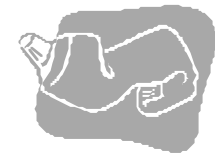
- ✍ PM Lacks of Managing or Technical Ability
- ✍ Bad Human-relation of PM
- ✍ Not Enough Power or Conviction of PM
- ✍ Too Complex Team Building-up
- ✍ Too Less Members' Participation
- ✍ Members Lack of Devotion and Morale
- ✍ No Guarantee Members' Jobs or Positions

Characters of Failure Projects

- ✍ Bad Progress or Status Reporting
- ✍ Report Is Only Surface Deep
- ✍ Unpractical Project Schdule
- ✍ Bad Coordination with Clients
- ✍ Careless Budge Standard of Clients
- ✍ No Tacit-agreement or Understanding Among Team, Client, and Supplier

Characters of Failure Projects

- ✗ Bad Coordination with Suppliers
- ✗ Not Enough Ability of Suppliers
- ✗ Pioneer of Project Style or Type
- ✗ Inappropriate Spec Changing
- ✗ Unable to Finish All Operation
- ✗ Budge Lacking in Early or Mid Stage



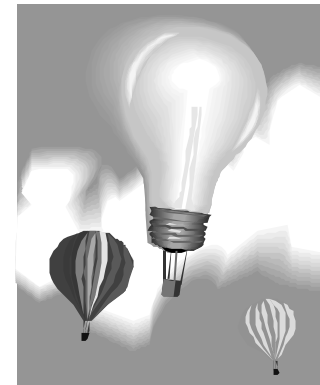
Variant Factors in PM

- ✍ Forecasting Task-term by Small Base
- ✍ Sharing Resource with Other Projects
- ✍ Project Planers Not Included in Team
- ✍ Members Assigned to Other Urgent Projects
- ✍ Members Over Loaded or Work Over Time
- ✍ Bottle-neck in Technical
- ✍ Other Human's Instability

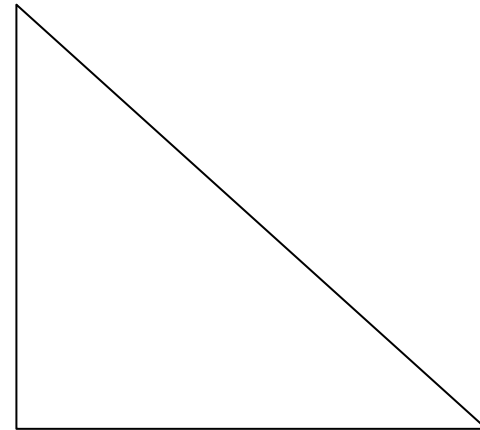
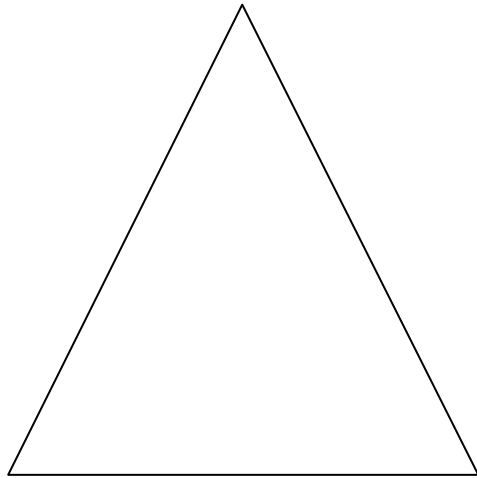


Types of Project Target Factors

- ✍ Cost
- ✍ Performance
- ✍ Time
- ✍ Scope

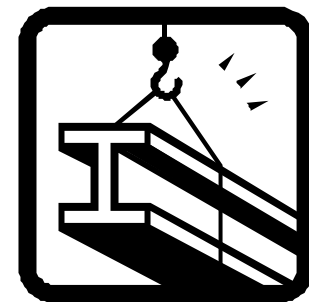


$$C = f(P, T, S)$$



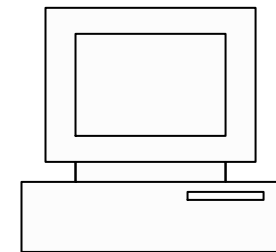
Tools and Skills

- ✍ Workflow of PM
- ✍ Standard Tools and Skills
- ✍ Risk Management
- ✍ Improving Policy Decision



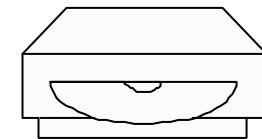
5 Phases in PM

- ✍ Define (1 and 2)
- ✍ Plan (3 to 5)
- ✍ Implement (6 to 8)
- ✍ Execute and Control (9 to 14)
- ✍ Learn (15 and 16)



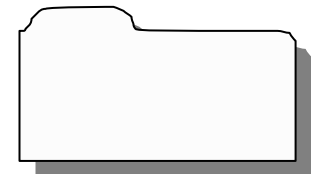
Phase 1: Define

- ✍ Develop Vision of Project
 - ✍ What We Will Do?
 - ✍ Whom We Do It For?
- ✍ More Distinctly and Strict Declaration, More Successful Rate
- ✍ 60% Projects Have Failed in This Phase



Phase 2: Plan

- ✍ Strategy Drafting
 - ✍ Project Itself
 - ✍ Technology or Profession Applying
- ✍ Using SWOT in 4a, 4b, 4c
- ✍ Make Every Party Included in Force-field
- ✍ Find-out More Strategy Combinations

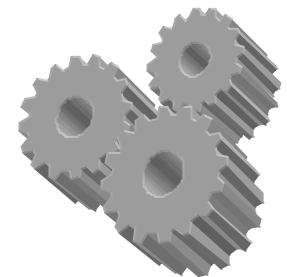


Phase 3: Implement

- ✍ Drafting Action Plan by:
 - ✍ What Must Be Done?
 - ✍ Who Carry-out Each Task?
 - ✍ How Long Spent by Each Task?
 - ✍ How Much Cost of Each Task?
 - ✍ What Sequence Arranged of Each Task? And Why?
- ✍ Presuppose Questions by Reasons or Experience, Do Not Guess

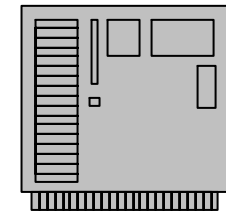
Phase 3: Implement

- ✍ Parties Who Are Possible Get Benefit:
 - ✍ Client
 - ✍ Supplier
 - ✍ Budge Controller
- ✍ Make Sure then Keep Record that Everybody Has Project Handbook



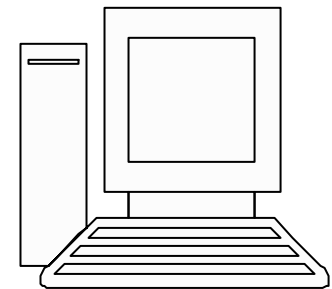
Phase 4: Execute and Control

- ✍ Review in Regular Interval Way
 - ✍ Update Issues, Schedule, and Report
 - ✍ Record Every Unusual Condition
- ✍ Feasible Test As Change Technical Strategy
- ✍ Types of Changing Plan
 - ✍ Scope Changed
 - ✍ Behind Schedule
 - ✍ Team Members Adjusted



Phase 5: Learn

- ✍ Basement of Knowledge Management
- ✍ Notice about Document Expire Date
- ✍ Criticism Is Needed
 - ✍ Optimize Existed System
 - ✍ Develop Next Project Chance



Analysis

- ✍ Joint Points of Project
- ✍ Confirming Requirements from Clients
- ✍ Resource Management



Build-up Mutual Viewpoint

- ✍ Steps to Joint Points
 - ✍ Define Problem
 - ✍ Structure Vision
 - ✍ Develop Mission
 - ✍ Choose Method or Solution



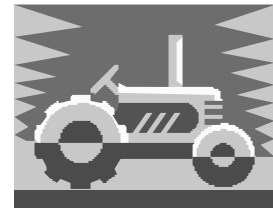
Deal with Antagonists

- ✍ Ignore
- ✍ Suppress
- ✍ Dispose in Cold Way
- ✍ Advance by Roundabout Routes



Policy of Consulting and Negotiating

- ✍ Neutral Location
- ✍ Clearly Tell Own Attempting
- ✍ No Anticipative Standpoint or Position
- ✍ Regard to Affairs, Not People
- ✍ Discuss Gains-and-Losses, Not Valuation
- ✍ Be A Good Listener
- ✍ Asking, Not Imposing



Policy of Consulting and Negotiating

- ✍ Find Win-Win-Ways, Try Not Compromising
- ✍ Do Not Criticize, Maintain Being Objective
- ✍ A Issue In-One-Time, from The Easiest One
- ✍ Find-out Conceal Roadblock (Ecology Check)
- ✍ Do Not Make The Promise Can Not Keep
- ✍ Save Opponent's Appearance Forever



Types of Clients

- ✍ Inside Client
- ✍ Middle Client
- ✍ Outside Client



Understanding Clients

- ✍ Only Client Be Able to Tell Quality
- ✍ 3 Ways to Do:
 - ✍ Visiting by Focus Group
 - ✍ Customer Involvement Program
 - ✍ Collaboration Developing



Steps to Fulfill Client's Requirements

✍ Quality Function Deployment Matrix

✍ What Characters of Client's Hopes?

- Indispensable (Must Have)
- Desirous (Excellent to Have)
- Expectant (Better to Have)

✍ What Solutions to Satisfy Client?

✍ Which Solution Most Suitable Chose by Resource-in-hand?



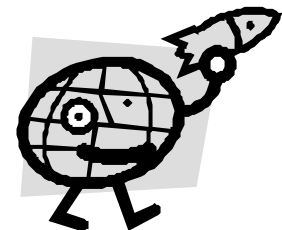
Types of Resources

- ✍ Man Power
- ✍ Equipments or Special Tools
- ✍ Cash Flow
- ✍ Meeting with Decision Maker



Managing Man Power

- ✍ Administrate The Most “Fluctuant” Factor
- ✍ Members Plunge 40-60% Working Time
 - ✍ Personal
 - ✍ Fatigue
 - ✍ Delay



Confusion of Man-Month

- ✍ Generic Resource and Special Resource
- ✍ Considering Setup-time While Multi-tasking
- ✍ Considering Interaction or Managing Wasting



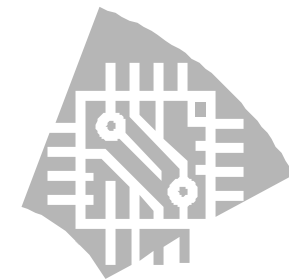
Control

- ✍ Tracing Project Schedule
- ✍ Accounting and Cost Control
- ✍ Changing Control
- ✍ Suppliers Management
- ✍ Quality Management
- ✍ Project Review



Typical Project Schdule Reporting

- ✍ Time Line
- ✍ Quality
- ✍ Scope
- ✍ Customer Satisfaction
- ✍ Below Budge
- ✍ Variance
 - ✍ Schdule
 - ✍ Cost



Achievement Analysis

- ✍ Budget Cost of Planning Work (BCPW)
- ✍ Budget Cost of Finished Work (BCFW)
- ✍ Actual Cost of Finished Work (ACFW)
 - ✍ Schedule Variance = $BCFW - BCPW$
 - ✍ Cost Variance = $BCFW - ACFW$



Problems Cause Losing Cost Control

- ✍ Bad Budget Planning
- ✍ Do Not Understand Current Cost
- ✍ Scope Shifting
- ✍ Other Unpredictable Problem



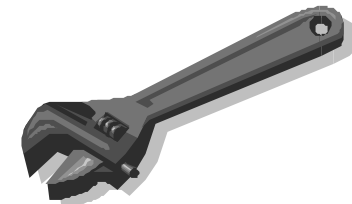
Account Budget to Control Cost

- ✍ Budget Entry
- ✍ Budget Adjustment Entry
- ✍ Budget Adjustment Process
 - ✍ Adjusting Over \$xxxx
 - ✍ Add or Delete Equipment
 - ✍ By Team Members' Request



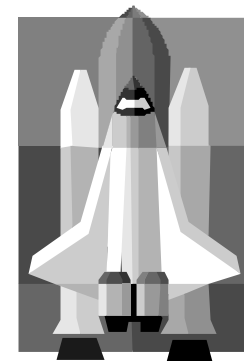
Changing Control in PM

- ✍ Any Changing Makes Threaten
 - ✍ Enlarge Scope
 - ✍ Reduce Scope
 - ✍ Change Spec or Design
- ✍ Every Changing Makes Risk
- ✍ Always Make Back-up Plans



Reasons of Enlarging Project Scope

- ✍ Ignore in Project Planning Stage
- ✍ Technical Issue or Bottle-neck
- ✍ Environments Issue



Steps to Invite Supplier

- ✍ Provide Request for Proposals
- ✍ Evaluate Suppliers
 - ✍ Quality
 - ✍ Accounting Accuracy
 - ✍ Stability of Cash Flow
 - ✍ Training of Skill Labor
 - ✍ Controversy Handling
 - ✍ Relation to 2nd Tier Suppliers



Suppliers Managing

- ✍ Order Form or Procurement Contract
- ✍ Information Exchanging Standard
- ✍ Keep Any Controversy Under Project Level



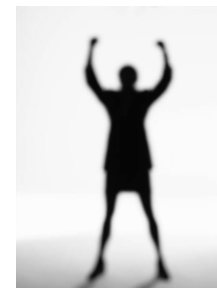
Quality Sequence of Project

- ✍ $C = T > S > P$
- ✍ Making Performance Done Is Forgivable
- ✍ 3 Types of Cost to Manage Quality
 - ✍ Prevention
 - ✍ Appraisal
 - ✍ Failure



Quality Policy of Project

- ✍ Quality Is About Everybody
- ✍ Do Right in Very Beginning
- ✍ Co-working and Communication



Types of Project Review

✍ Status

- ✍ Problems?
- ✍ Reasons?
- ✍ Solution and Action

✍ Design

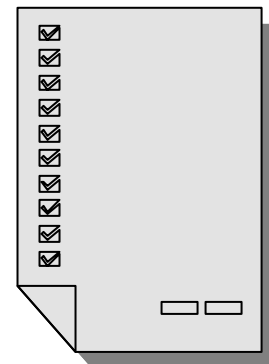
✍ Process

- ✍ Anything Wrong?
- ✍ Anything Improving?



Factors of Review Design

- ✍ Please Follow The Check List of 19 Items that Provided by ANSI N45.2.11 and ASME NQA-1



Q & A

- ✍ Thank You All, and Hope Being Helpful
- ✍ Welcome to Reach Me by e-mail
 - ✍ wu.chibin@msa.hinet.net
- ✍ ADOC Office Locally

