

Project Management Summary

Trends & Changes in Project Management

Increased participation on the part of the Project Manager in the accomplishment of the project:
more do-er, less manager
Project Managers are getting more multi-project oriented
Project planning is becoming more formal
Increased emphasis on quality up front
Increased cost control is built into the plan, including follow-up after the fact
"Monday morning analysis" to learn from mistakes
Post implementation/operations evaluations are being done
Auditors are being brought in up-front
Increased use of automation and use of automated tools where available
Increased use of robotics and computerized functions in the manufacturing process
Use of expert systems and decision support systems is increasing
Increased consideration for security and contingency
Organizations are flattening their structures - less levels of management
Changes are coming more rapidly

Project Initiation

Plan the project(s)
Establish realistic objectives for every project
Keep project plans, procedures, and reports clear, concise, and simple
Get project plans approved (cost, schedule, etc.)
Identify project problems primarily through people, not systems - use upward communications techniques
Establish "key" indicators

Project Implementation

Permit project plans to be changed only by authorized persons
Establish clear problem reporting thresholds
Control the project; compare project status with the approved baseline plan and react to any variances
Complete project status reports; clearly show the approved plan, status information and any variance
Determine the impact of today's variances on future key indicators (the "cause") to help spot potential problems
Watch for adverse impact on key indicators (problem identification)

Throughout the Project

Control and update the plan
Ensure that everything is accurate
Keep authority and responsibility in balance
Use management-by-exception
Produce only those project reports which are of use to someone
Prohibit the use of project review meetings as the vehicle for presenting problems to top management for the first time
Ensure that human factors are of overriding importance
Do not substitute "systems" for effective day-to-day management and leadership

Good Project Management

REQUIRES:

A well-defined project life cycle

- A series of phases, steps or stages which provide a framework for operation from planning on the front end to evaluation at the conclusion. A project life cycle also provides direction on what should be done at each phase or development.

Well-defined tools and methods of operation

- For use at each phase of the project life cycle.

People at all levels working together

- To develop projects correctly, user/client personnel, internal project personnel and internal organizational support personnel must work together towards the common objective.