

Effective project management

(1) INTRODUCTION:

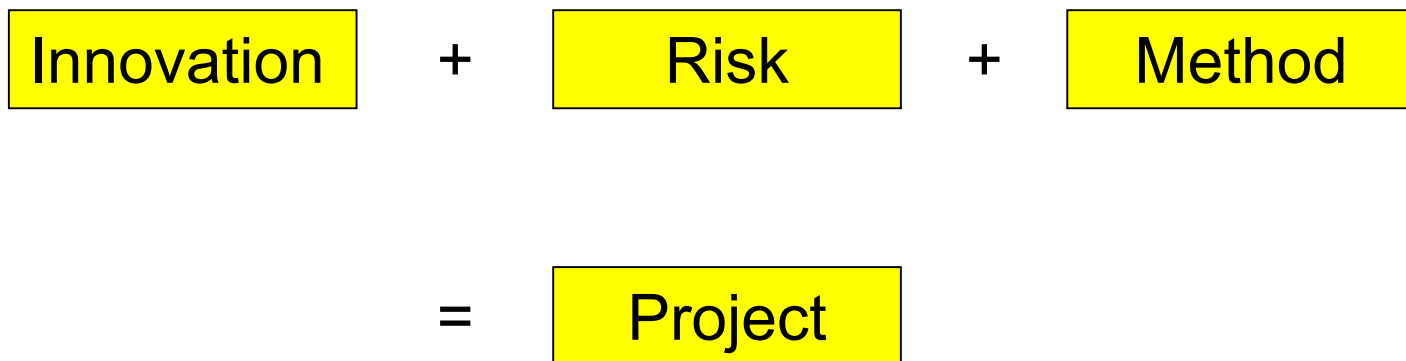
➤ What are Projects?

- △ Defined start and end (deadlines)
- △ Innovation instead of routine
- △ A goal to be achieved based on the division of labour
- △ Comprehensive design in numerous dimensions

Routine plans are not projects!!!

Build-up of a Project:

- **The main characteristic of projects is innovation!!!**



What is Project Management ?

- **Quality, deadlines and costs must stay within the planned framework**
- **Resources must be available**
- **The vision and goal must not be lost sight of**

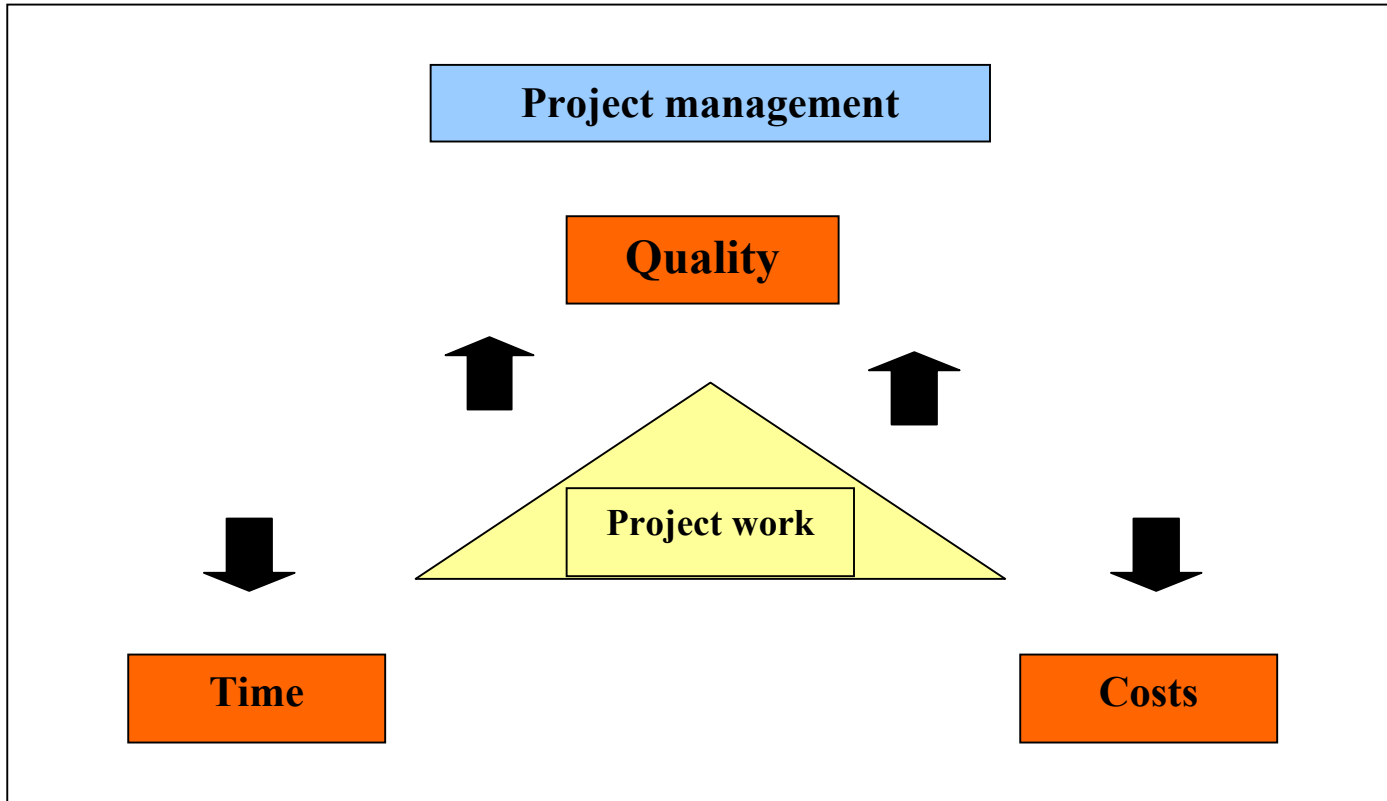
Types of Project Management:

a) Project management = Management of a single, novel project!

b) Multi project management = Management of several interwoven projects!

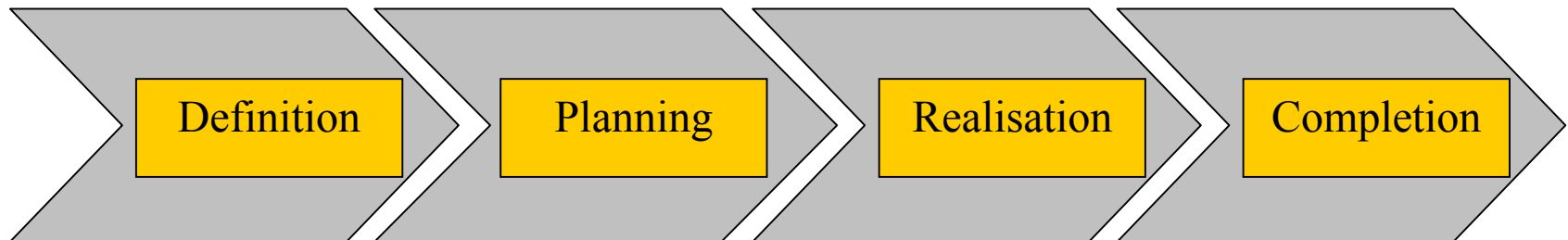
c) Management of project-oriented companies

Goal Triangle for Every Project:



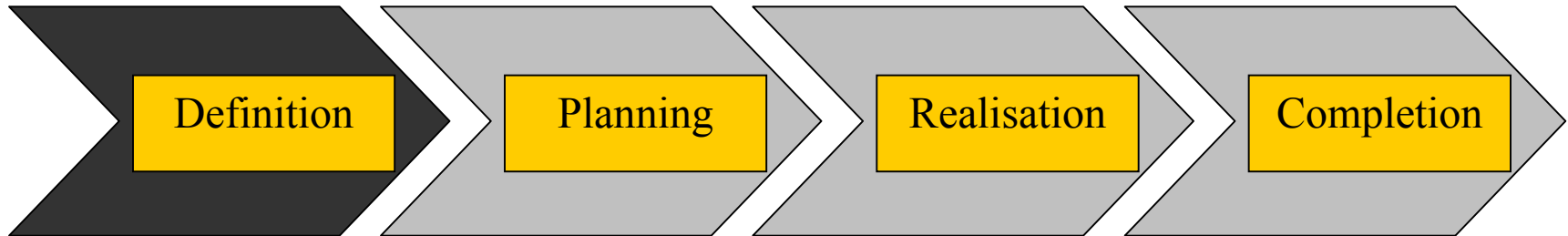
Project Planning:

Project phase Model according to Boy classified into:



Each of these phases is defined by its tasks and problems!!

Information and Definition Phase:



- **Clarifying the contract**
- **Formulating the project**
- **Deciding on the working title**
- **Roughly defining goals and non goals**
- **Sketching the project task**

Central Questions About the Achievement of Goals:

- **What exactly is the problem ?**
- **What do we want to achieve ?**
- **How do we want to achieve it ?**
- **Who does what, by when ?**

Mental Aid "SMART" Model:

S = Specific

M = Measurable

A = Attainable

R = Relevant

T = **Tangible**

Example of a Project Contract:

PROJECT CONTRACT	
Project name:	Project number:

Initial situation and project problem:

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Project goals:

Project non- goals:

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Project description (main tasks, content, range of services)

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Critical success factors:

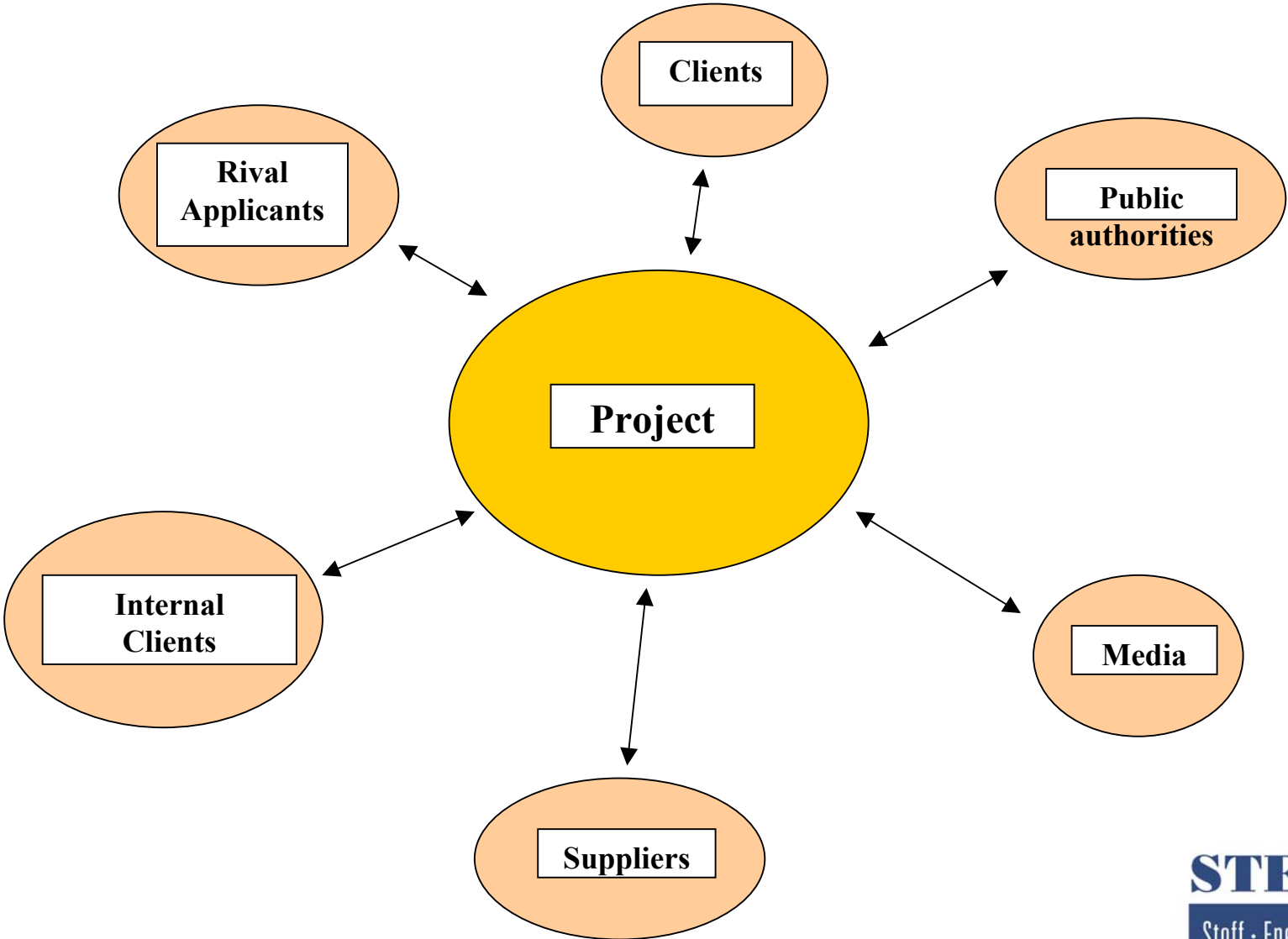
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Project budget:

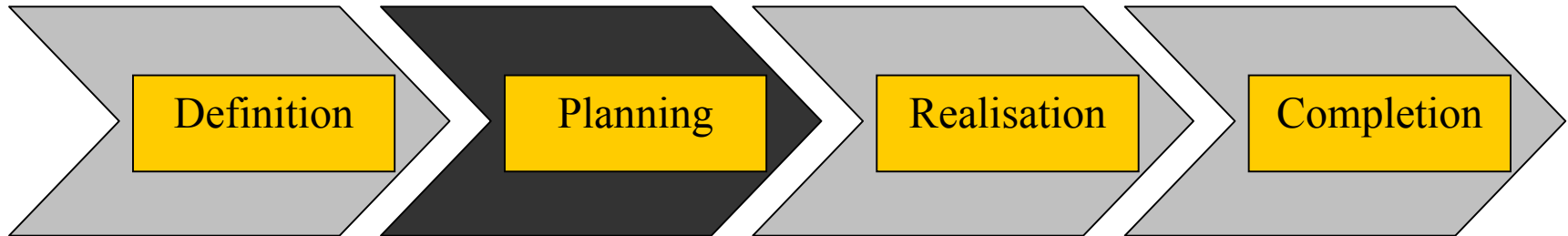
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Event	Date	Project client:
Project start		Project leader:
Milestone 1		Project team:
Milestone 2		
Project end		

Analysis of Project Surroundings:



Planning Phase:



Planning means:

- **"Practice acting"; thinking through future actions in project**
- **Always keeping the project goal in mind, planning the way between the start and end of a project**
- **Reaching the required goal with the resources available**

The Planning Phase Answers the Following Questions:

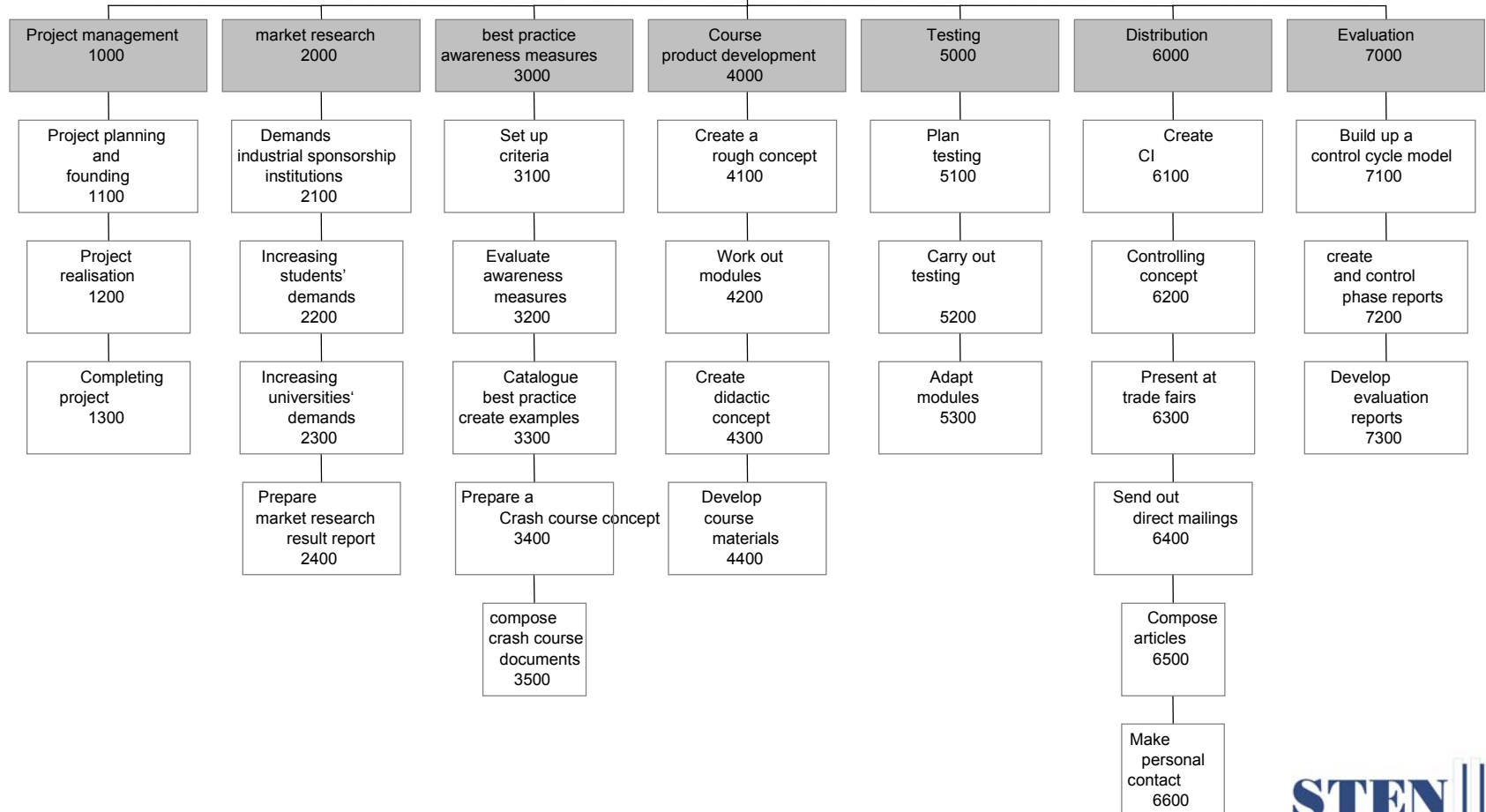
- **What needs to be done? What is the goal, object and content of the project? Which working packages do we need to get hold of and work through?**
- **Which goal parameters should we take as our measurement criteria?**
- **Who is responsible for which tasks? How are responsibilities distributed? Who can work on the project?**
- **How are the measures to be implemented? Do particular methods, regulations or conditions have to be considered?**
- **How are the tasks to be taken care of? Which funds and resources can be planned in?**
- **When should the work be done? By when at the latest does it need to be finished? Which timeframe should we work with?**

The Following Sub-Plans are Drawn Up:

- a) Project structure plan**
- b) Time scheduling plans (bar charts, milestone plans)**
- c) Resource and cost plans (function diagrams)**

Phase Oriented Project Structure Plan

SPOT



Follow Up Chart:

➤ Purpose:

- Keeping hold of the events in the course of the project
- Central communication tool with the client

➤ Approach:

- Listing of tasks and/or events in course of project
- Fixing the final deadline for every task with the person responsible

Example of a Follow Up Chart:

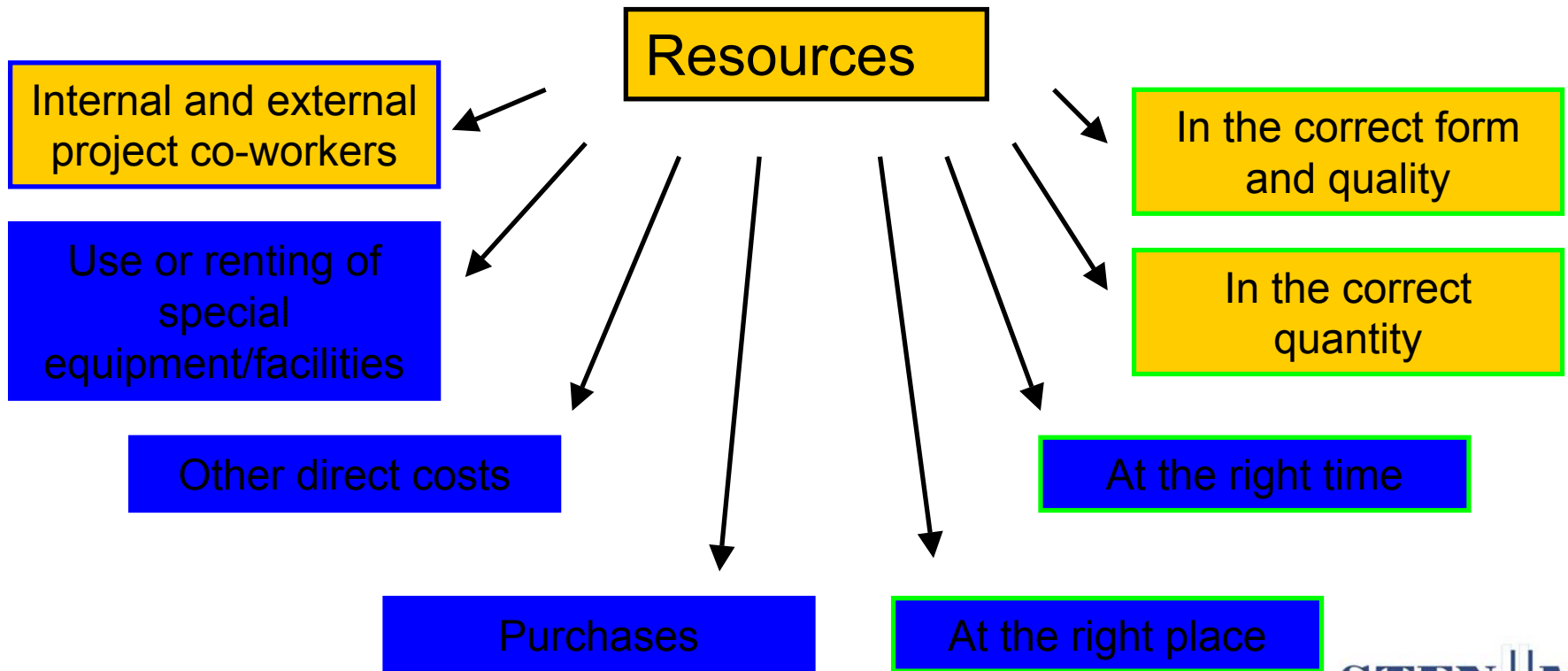
WP.NO	WP Description	Deadline
9.100	Project contract issued in written form	4/95
9.200	Project planning finished	5/95
4.200	PM workshop for top management	6/95
3.300	PM fundamentals seminar finished	7/95
6.000	Pilot project II finished	10/95
2.300	Order PM software	1/96
8.400	Develop PM suggestion including instructions	2/96
9.400	Complete project guide	3/96

Example of a Bar Chart:

Arbeitspakete	Balkenplan (in Monaten)															Zuständigkeiten	Deliverables		
	inkl. Meilensteinen																		
	1. Jahr												2. Jahr						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15				
Studie Warenstromanalyse i																		Institut für Wirtschafts- und Betriebswissenschaften	Studie
- Erstellung																			
- Datenrecherche																			
- Erstellung Studie																			
- Präsentation			M																
Studie Be- und Entladungssysteme																		Institut für Förderungstechnik und Konstruktionslehre	Studie
- Erstellung Kriterium Katalog																			
- Datenrecherche																			
- Vor-Ort-Besuche																			
- Erstellung Studie																			
- Präsentation			M																
Container																		Montan Spedition	Prototyp Container
- Planung (inkl. Materialtestung)										M								Container d.o.o.	
- Entwicklung																M		ZAG	
- Testung																	M		
Projektmanagement																		Montan Spedition	Projektmanagement

Resource and Cost Planning:

Resources are defined as all materials used in a project that cause either the investment of time, expenses, or direct expenditure of money :



Cost Table According to Project Partners:

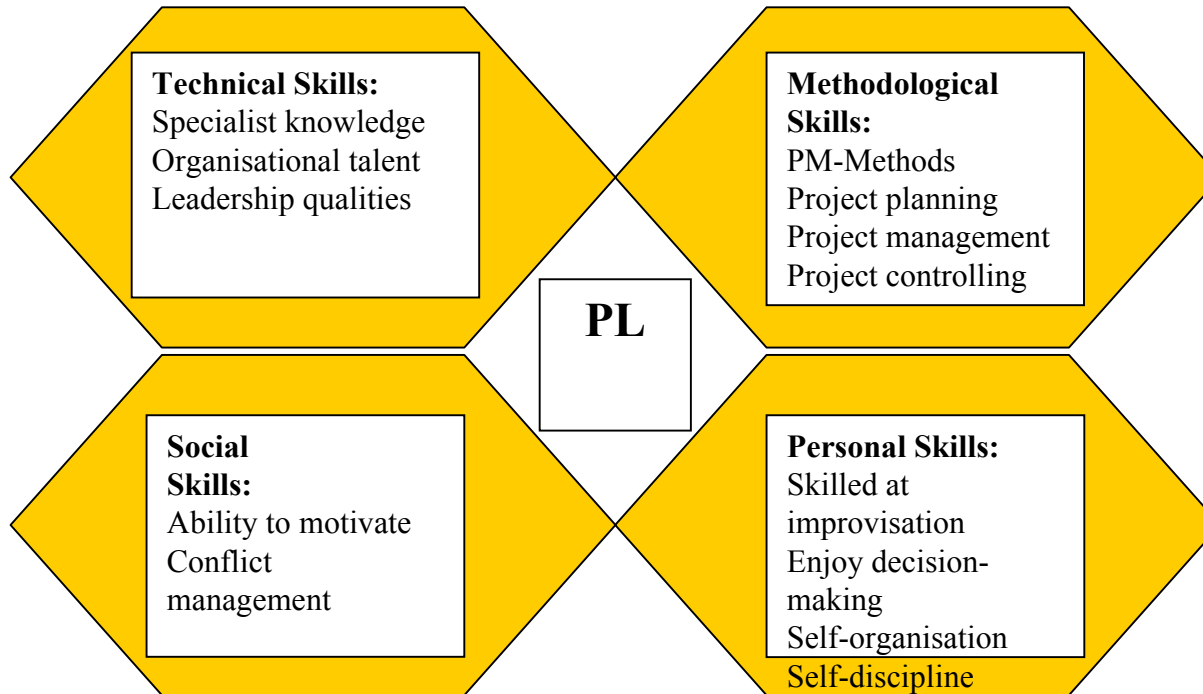
All Figures in Euros		Total	%	P1	P2	P3
A. Total personnel costs (please take over from E.2.2)						
Realisation:						
	<ol style="list-style-type: none"> 1. Travel 2. IKT 3. Production 4. Indirect costs 5. Other costs (please specify) 					
B. Total operating costs						
Subcontracts:						
	<ol style="list-style-type: none"> 1. 2. 					
C. Total cost of subcontracts						
Total cost of project = A + B + C			100			

Structuring of Project Organisation:

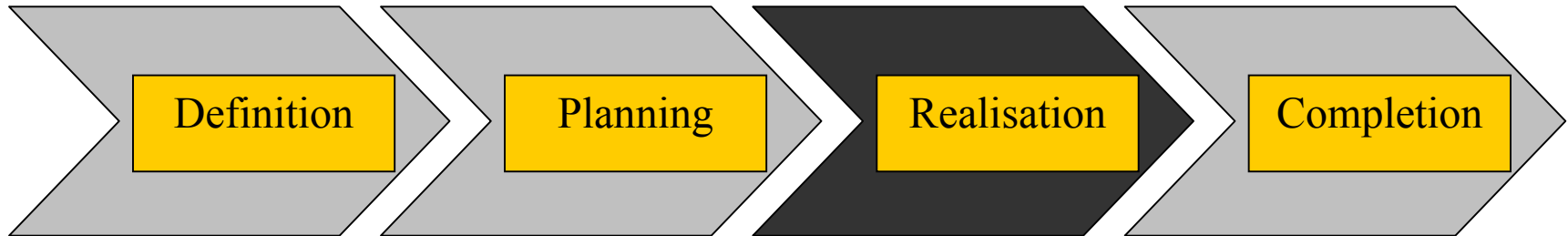
In project organisation, the cooperation between all involved parties is organised !!!

- **When and how often shall we meet? All of us? All people involved?**
- **Who has which responsibilities?**
- **What should our actions be?**
- **Which roles will be taken over? Who will take them over? Who will carry them out?**
- **Which information will be passed on at which time? Who will get this information?**

The Project Leader:



Realisation Phase:

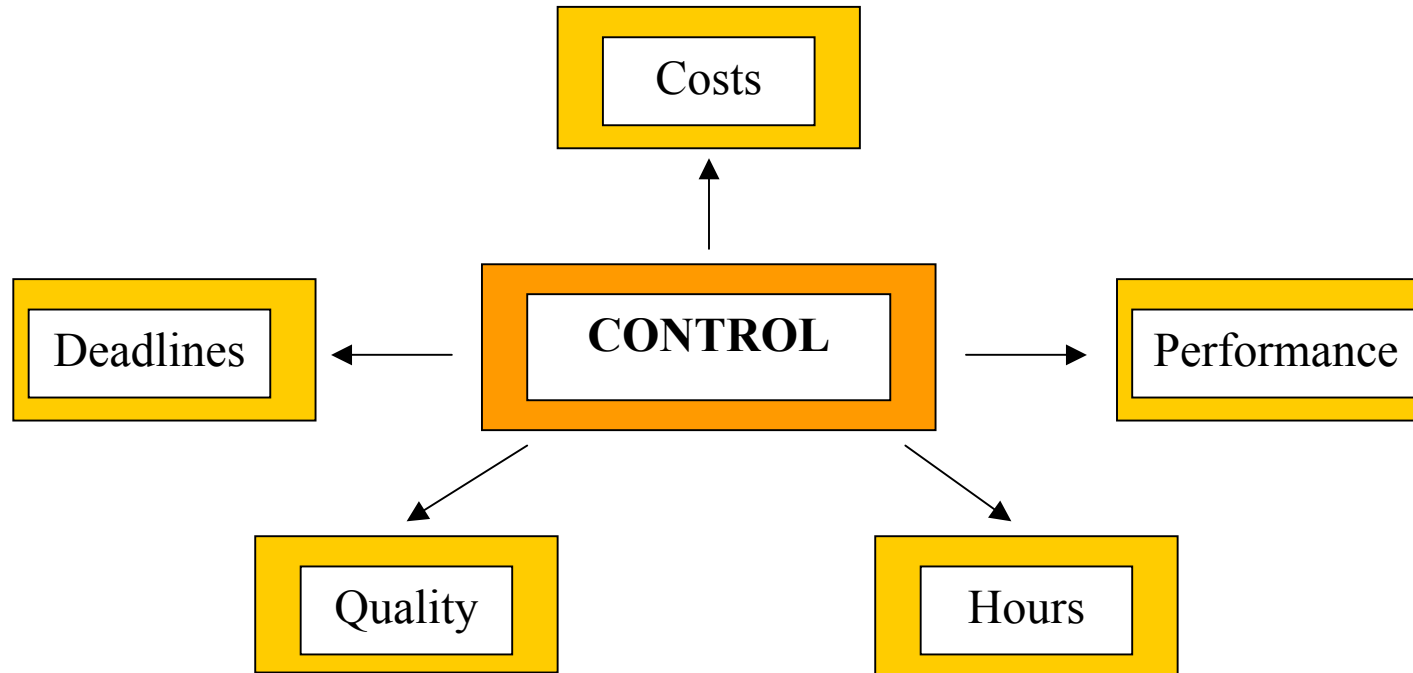


➤ Questions during the course of the project:

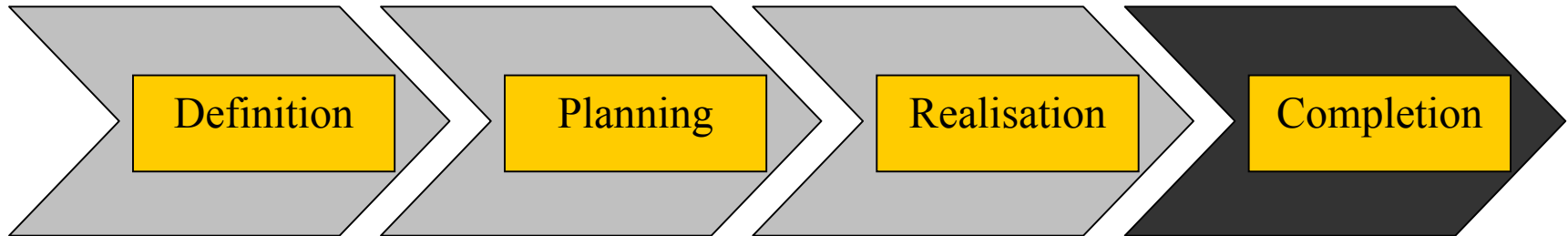
- △ Do the actual values correspond to the ones planned?
- △ Where and when do deviations occur?
- △ What influence do these deviations have on the goal of the project?
- △ Why do deviations occur?
- △ Which measures can be taken against this?

Realisation Phase:

The project leader must do everything in his power to ensure that the project is completed on time, the budget is not overshoot, and results of the stipulated quality are delivered !!!



Project Completion:



By looking back on the project as a whole, experience and knowledge gained are examined once again in order to be able to utilise them in future projects !!!

Source:

Ausseninstitut der Montanuniversität Leoben
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