Project Execution

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Chapter 4

Learning Objectives

- Third phase starts after a contract is drawn up and ends when the project objective is accomplished
- Final phase involves terminating the project
- Elements involved in establishing a project plan
- Steps in the project control process
- Actions to take when a project is terminated

Planning the Project

- Clearly define the project objective
- Divide and subdivide the project
- Define the specific activities to be performed
- Graphically portray the activities in a network diagram

Planning the Project (Cont.)

- Determine which resources and how many are needed
- Make a time estimate
- Make a cost estimate for each activity
- Calculate a project schedule and budget
- Develop a baseline plan

Planning the Project (Cont.)

- Keep in mind:
  - Projects overrun their budgets, miss completion dates, or only partially satisfy their technical specifications because there is no viable baseline plan.
  - The people involved in performing the project should participate in planning the work; they are most knowledgeable.
  - Participating in the planning helps individuals become committed to accomplishing it.

Performing the Project

- Once the baseline plan has been developed, project work can proceed.

- The project team, led by the project manager, will implement the plan and perform the activities and work tasks.

- The pace of project activity will increase as more and various resources become involved.

Controlling the Project

- Monitor progress
- Measure actual progress and compare it to planned progress
- Track which activities have been started and/or completed, when, and how much money has been spent
- Take corrective action to get back on track
- Compare on a timely and regular basis and take corrective action

Controlling the Project (Cont.)

- A regular reporting period should collect:
  - Data on actual performance
  - Information on any changes in scope, schedule, and budget
- Keep in mind:
  - Data should be collected in a timely manner and used to update the schedule and budget
  - Compare updated schedule and budget to the baseline and analyze

Controlling the Project (Cont.)

- Project management is proactive
- This third phase ends when the requirements have been met, project objective has been accomplished, and the customer is satisfied

Terminating the Project

- Termination activities should be identified in the baseline plan
- Verify that all agreed-on deliverables were provided
- Organize and file project-related documentation
- The purpose of properly terminating a project is to learn from the experience in order to improve performance on future projects.

Terminating the Project (Cont.)

- Assure that all payments have been collected from the customer
- Assure that all payments for materials and subcontractors have been paid
- Prepare a written performance evaluation of each member of the project team
- Hold post-project evaluation meetings
- Celebrate!

Internal Post-Project Evaluation

- Have individual meetings with team members and a group meeting with the project team
- Hold soon after the completion
- Announce meeting in advance so people can be prepared
- Individual meetings allow team members to give their personal impressions

Internal Post-Project Evaluation (Cont.)

- Develop an agenda for a group meeting
- Group meeting should discuss performance and recommendations for improvement
- Issue a brief written report to management with a summary and recommendations

Internal Post-Project Evaluation (Cont.)

- Some topics that might be discussed:
  - technical performance
  - cost performance
  - schedule performance
  - project planning and control

Internal Post-Project Evaluation (Cont.)

- Some topics that might be discussed:
    - customer relationships
    - team relationships
    - communications
    - problem identification and resolution
    - recommendations

Customer Feedback

- Meet to discuss whether the project provided the customer with the anticipated benefits, assess the level of customer satisfaction, and obtain any feedback

- Participants include the project manager, key project team members, and key representatives of the customer

- Ask open-ended questions

- Customers can express their level of satisfaction and provide detailed comments

Customer Feedback (Cont.)

- If the customer is satisfied with the project:
- Ask about other projects you could do - perhaps without going through a competitive RFP process
- Ask permission to use the customer as a reference
- Get feedback regarding satisfaction through a post-project customer evaluation survey

Early Project Termination

- If research shows costs will be much more than originally anticipated
- If there is a change in a company's financial situation
- Because of dissatisfaction of the customer
- Avoid early termination due to customer dissatisfaction by monitoring customer satisfaction continually and taking corrective action