Project Execution

Gido & Clements
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
Real-World Example

- Discuss the Vignette: Project Management Makes Housing Affordable.
- Deer Meadow appears to be an upscale condominium complex, but is also an affordable housing project.
- Enterprise Builders, Inc., needed to construct low-density housing on 13.5 acres with 48 two- and three-bedroom garden-style apartments of 1,000 to 1,300 square feet and children’s play areas, ample parking, and attractive landscaping.
Real-World Example (Cont.)

- Defined objectives
  - Stay within budget of $3.75 million
  - Stay on or ahead of schedule
  - Perform in the best interests of the project
  - Anticipate needs and identify potential problems
  - End with a satisfied client.
Real-World Example (Cont.)

- Deer Meadow was completed a month ahead of schedule and $300,000 under budget.
- Another housing project was awarded to Enterprise Builders because of this success.
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