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Project management methodology definition wiki

A project manager (sometimes referred to as project manager or director) is a specialized consultant who represents the client and is responsible for the day-to-day management of a project. They rarely participate directly in activities that produce the bottom line, but strive to maintain the progress and mutual interaction of the project team in order to reduce the risk of failure, maximize benefits, and control cost. If a project manager is appointed, they work more effectively when they operate as if they were part of the customer organization. They're not part of the advisory team. They should be able to issue instructions and review progress as if they were the customer. During the briefing process, however, the project manager must allow the team of consultants to directly access the client and user dashboards without interference. Experienced customers can have their own internal project managers. The project manager should be appointed as early as possible in the development of the project in order to: The success of a project manager is generally dependent on the effectiveness of the specific named individual and rather than the reputation of the company for which he works. It is therefore important that the selected individual is named in the appointment document and cannot be replaced without the client's agreement. The necessary characteristics of an effective project manager are: An ability to solve problems with intellectual rigor. Energy combined with the ability to inspire others. Confident leadership and communication skills. Ability to see the whole picture. Good trading skills. They understand the meaning of collaboration. In publicly funded projects, a project manager can be appointed from the private sector, or an experienced project sponsor can act as project manager. The guidance of the Office of Government Trade (OGC) describes the project manager as, ... the named individual (often from the private sector) responsible for detailed project management and providing the interface between the project sponsor and the supplier members of the project team. (Ref. Achieving Excellence in Construction Acquisition: Project Organization, Functions and Responsibilities.) The position of the project manager within the global project organization is illustrated below: [edit] External references PRINCE2 is a project management methodology, applicable to all types of projects. PRINCE2 provides the steps you need to take in your project, and the normal responsibilities of team members. It is customizable, so you can adapt and use for small and large projects. Interested in learning more about PRINCE2? Check out this article: What is PRINCE2? You can join this PRINCE2 Study Group to ask your questions about PRINCE2. The following are the main building elements of PRINCE2: The following are the roles defined in PRINCE2: Project Board, a of the following functions: Executive, the person who is responsible for the User Desirprojeto project, one or more people representing the final requirements of users in the Senior Supplier board, one or more people representing the interests of suppliersProject Assurance, ensures the interests of key stakeholdersChange Authority, decides on some of the change requests on behalf of Project BoardProject Manager, responsible for the day-to-day management of the project on behalf of Project ProjectSupport, assists the Project Manager in project management activitiesTembista, one or more people responsible for ensuring quality and other production variables in teamsFinancially, prince2's management products (also known as documents/artifacts) and their templates are available here: Edit Share a project management panel Welcome to the project management wiki! This project management Wiki has information about standard project management processes and concepts. It is mainly based on the methodology defined by the Project Management Institute (PMI). This wiki also has links to other sites with more information, templates and additional useful information. As a wiki, this site can be edited by viewers. Please feel free to edit it to add potentially useful content. (Many of the articles are incomplete. They could use their contributions. Incomplete articles are in the article category. Unrelated content and ads without context will be removed.) If you create an ID and sign-in, you'll see fewer ads. The rest of this page has links that can help you get started. You can also search for a term by clicking on the magnifying glass image in the upper right corner. Note: This wiki was originally created for use by the ImtechICT commercial training guide for new graduates. Quote When we plan for a year, plant corn. When we plan for a decade, plant trees. As you plan your life, train and educate people. - Chinese sayingSee more PM quotes. Topics Edit project management overview In future topics for discussion can be listed here. Professional organizationsEdit PMIEdit The Institute of Project Management (PMI®) is one of the professional organizations that provides accreditation to project management professionals. According to PMI, each of pm's 49 project management processes[1] are organized into five process groups and ten knowledge areas for a Certified Project Management Professional (PMP) to know and use. These areas of processes and knowledge are defined in the Knowledge Project Management Body Guide (PMBOK® Guide). The PMBOK guide is currently (2018) in its 6th edition. This site requires some updates to match changes from 5th to 6th versions. Other Professional Organizations Edit Other management methodologies have different terms and ways of organizing activities and information. Consult PRINCE2 or PM organizations. (More to be added in the future.) Some starting points Edit doEdit user groups the following are regional groups or organizations using subsections of this wiki. (The wiki is also open to be used by individuals interested in project management.) References Edit community content is available in CC-BY-SA unless noted otherwise. Practice of leading the work of a team to achieve goals and criteria at a specified time Management of business management Management of a business Accounting Financial Financial Entities Business Group Conglomerate (company) Holding company Cooperative Company Of Liability Company Limited Company Company Owned Company Single company owned by state Corporate Governance Conference Annual Meeting General Board Board Advisory Board Audit Board Audit Board Court of Accounts Commercial Law Documents Corporate Law International Commercial Law Mergers and Acquisitions Corporate Title President President Business/Chief Executive Officer/Chief Operating Officer Chief Financial Officer Chief Executive Officer Chief Executive Officer Human Resources Chief Information Officer/Chief Marketing Officer Product Director/Chief Technology Officer Chief Technology Officer Public Economy International Economic Economy Economic Budgeting Commercial Bank Analysis Financial Statement Financial Risk Financial Finance International Financial Finance Liquidation Market Desativo Financial Market Financial Institution Financial Capital turning Venture Capital Venture Capital Management Business Market Business Intelligence Business Development Business Development Business Innovation Change Commercial Marketing Configuration Despersa Content Distributed Customer Service Electronic Value Planning Corporate Resources Planning Human Resources Development Business Knowledge Corporate Knowledge Office Administrator Operations Performance Energy Process Product Project Quality Records Resource Risk Crisis Sales Service Strategic Security Management Technology Systems Desporto Behavior Image Desportiva Engineering Conflict Development Hierarchy Stock Business area Business analysis Business ethics Business plan Business plan Business behavior Business model Business business statistics Business management business projects and economics is the process of leading the work of a team to achieve goals and meet the criteria of success at a specified time. The main challenge of project management is project goals within the given constraints. [1] This information is usually described in the project documentation, created early in the development process. The main constraints are scope, time, budget. [2] The secondary challenge is to optimize the allocation of required supplies and apply them to meet predefined objectives. The goal of project management is to produce a complete project that meets the client's objectives. In many cases, the goal of project management is also to shape or reform the customer summary to meet customer objectives. Once the client's objectives are clearly established, they must influence all decisions made by others involved in the project – for example, project managers, designers, contractors and subcontractors. Poorly defined or well-prescribed project management objectives are detrimental to decision making. A project is a temporary effort designed to produce a single product, service, or outcome with a defined start and end (usually time-limited and often limited by funding or personnel) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. [4] The temporary nature of the projects contrasts with business as usual (or operations),[5] which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of such distinct production approaches requires the development of different technical skills and management strategies. [6] History Until 1900, civil engineering projects were generally managed by creative architects, engineers, and the master builders themselves, for example, Vitruvius (first century to C.), Christopher Wren (1632-1723), Thomas Telford (1757-1834) and Isambard Kingdom Brunel (1806-1859). [7] In the 1950s, organizations began systematically applying project management tools and techniques to complex engineering projects. [8] Henry Gantt (1861-1919), the father of planning and control techniques,[10] who is famous for his use of the gantt chart as a project management tool (alternatively Harmonogram first proposed by Karol Adamieck[11]), and Henri Fayol for his creation of the five management functions that form the foundation of the body of knowledge associated with project and program management. [12] Both Gantt and Fayol were students of Frederick Winslow Taylor's theories on scientific management. His work is the forerunner of modern project management tools, including (WBS) and resource allocation. The 1950s marked the beginning of the modern era of project management, where major engineering fields come together to work as one. Just management has become recognized as a distinct discipline resulting from the discipline of management with an engineering model. [13] In the United States, before the 1950s, projects were managed ad-hoc, using mainly gantt graphics and formal techniques and tools. At that time, two mathematical models of project scheduling were developed. The Critical Path Method (CPM) was developed as a joint venture between DuPont Corporation and Remington Rand Corporation to manage plant maintenance projects. The program evaluation and review (PERT) technique was developed by the U.S. Navy's Office of Special Projects in conjunction with Lockheed Corporation and Booz Allen Hamilton as part of the Polaris missile submarine program. [14] PERT and CPM are very similar in their approach, but still present some differences. CPM is used for projects that assume deterministic activity times; the times at which each activity will be performed are known. THE PERT, on the other hand, allows stochastic activity times; the times at which each activity will be held are uncertain or varied. Because of this central difference, CPM and PERT are used in different contexts. These mathematical techniques quickly spread in many private companies. PERT network graph for a seven-month project with five milestones At the same time, as project scheduling models were being developed, technology for project cost estimation, cost management, and engineering savings were evolving, with pioneering work by Hans Lang and others. In 1956, the American Association of Cost Engineers (now AACE International); the Association for the Advancement of Cost Engineering was made up of beginning project management professionals and associated planning and scheduling specialties, cost estimation, and cost/schedule control (project control). AACE continued its pioneering work and, in 2006, launched the first integrated portfolio, program and project management process (total cost management structure). In 1969, the Project Management Institute (PMI) was formed in the USA. [15] PMI publishes the original version of A Guide to the Project Management Knowledge Corps (PMBOK Guide) in 1996 with William Duncan as its lead author, which describes project management practices that are common to most projects most often. PMI also offers a range of certifications. [16] Project management types Project management methods can be applied to any project. It is often adapted to a specific type of projects based on project size, nature, industry or sector. For example, the construction industry, which focuses on delivering things like buildings, roads and bridges, has developed its own specialized way of managing projects that refers to as management of construction projects and in which project managers can become trained and certified. [17] The information technology industry has also evolved to develop its own form of project management that is referred to as it's IT project and specialized in the delivery of technical assets and services needed to go through various phases of the life cycle, such as planning, design, development, testing and deployment. The management of biotechnology projects focuses on the intricacies of biotechnology research and development. [18] Localization project management includes the application of many standard project management practices for translation work, although many consider this type of management a very different discipline. There is a management of public projects that covers all government public works that can be carried out by government agencies or contracted for contractors. Another project management classification is based on the hard (physical) or soft (non-physical) type. Common among all types of project management is that they focus on three important objectives: time, quality and budget. Successful projects are completed on schedule, within budget, and according to previously agreed quality standards, i.e. meet the Iron Triangle or Triple Restriction so that projects are considered a success or failure. [19] For each type of project management, project managers develop and use industry-specific repetitive models they are dealing with. This allows project plans to become very thorough and highly repetitive, with the specific intention of increasing quality, reducing delivery costs, and reducing time to deliver project results. Project management approaches A 2017 study suggested that the success of any project depends on how well four key aspects are aligned with the contextual dynamics that affects the project, these are called four P's:[20] Plan: Planning and Forecasting Activities. Process: The general approach of all activities and project governance. People: Including dynamics of how they collaborate and communicate. Power: Lines of authority, decision makers, organization charts, implementation policies and the like. There are a number of approaches to organizing and completing project activities, including: phased, lean, iterative, and incremental. There are also several extensions to project planning, for example, based on results (product-based) or activities (process-based). Regardless of the methodology employed, careful consideration should be given to the overall objectives, schedule and cost of the project, as well as the roles and responsibilities of all participants and stakeholders. [21] Benefit realization management Main article: Benefits Management Benefits Management (BRM) improves normal project management techniques by focusing on the results (benefits) of a project rather than products or outputs, and then measuring the degree to which this is happening to keep a project on track. This can help the risk of a completed project being a failure, providing agreed requirements (outputs) i.e. project

success, but failing to provide the benefits (results) of those of those that is, product success. In addition, BRM's practices aim to ensure strategic alignment between project results and business strategies. The effectiveness of these practices is supported by recent research that evidences BRM's practices that influence the success of the project from a strategic perspective in different countries and industries. These broader effects are called strategic impact. [22] An example of delivering a project to requirements might be to provide a computer system that will process team data and manage employee, vacation, and employee records in shorter times with reduced errors. According to BRM, the agreement may be to achieve a specified reduction in personnel hours and errors required to process and maintain team data after system installation when compared to the system. Critical Chain Project Management Main: Critical Chain Project Management Critical Chain Project Management (CCPM) is an application of constraint theory (TOC) to project planning and management, and is designed to address the uncertainties inherent in project management, taking into account the limited availability of resources (physical, human skills, as well as management & support capacity) needed to execute projects. The goal is to increase the flow of projects in an organization (throughput). By applying the first three of the TOC's five focus steps, the system constraint for all projects as well as resources is identified. To explore the constraint, tasks in the critical chain are prioritized in all other activities. Finally, projects are planned and managed to ensure that resources are ready when critical chain tasks must begin, tying all other resources to the critical chain. Value management obtained Main article: Value gain management Value gain management (VGM) expands project management with techniques to improve project monitoring. Illustrates the progress of the project to completion in terms of work and value (cost). The Conquered Schedule is an extension of VGM theory and practice. Iterative and incremental project management See also: Iterative and incremental development Critical project management studies, it was observed that phased approaches are not suitable for projects that are large-scale and multi-enterprise,[23] with undefined, ambiguous, or rapidly changing requirements,[24] or those with high degrees of risk, dependency, and rapidly changing technologies. [25] The core of uncertainty explains some of this, as the planning done in the initial phase of the project suffers from a high degree of uncertainty. This becomes especially true because software development is often the making of a new or new product. These complexities are best addressed with a more exploratory approach or incremental. [26] Several iterative and incremental project management models have evolved, including agile project management, dynamic system development method, extreme project management, and Innovation Engineering. [27] Lean project management Main article: Lean project management Lean project management uses lean manufacturing principles to focus on providing value with less waste and reduced time. Phased approach The phased (or staged) approach breaks down and manages work through a series of distinct steps to be completed, and is often referred to as traditional[28] or waterfall. [29] Although it may vary, it typically consists of five process areas, four phases plus control: Typical stages of development of an engineering project initiation project, planning and design, construction, monitoring and control, completion or closing. Many industries use variations of these design steps, and it's not uncommon for steps to be renamed to better suit your organization. For example, when working on a brick and mortar design and construction, projects will typically progress through steps such as pre-planning, conceptual design, design, project development, construction drawings (or contract documents), and construction management. While the phased approach works well for small, well-defined projects, it often results in challenge or failure in larger projects, or those that are more complex or have more ambiguities, problems, and risks. [30] Process-based management Main article: Process-based management The incorporation of process-based management has been driven by the use of maturity models such as OPM3 and CMMI (capacity maturity model integration; see this example from a predecessor) and ISO/IEC 15504 (SPICE – process estimation software and capacity to estimate). Unlike Sei's CMM, the OPM3 maturity model describes how to make project management processes able to execute successfully, consistently and predictably, to enact an organization's strategies. Project production management Main article: Project production management Project production management is the application of operations management to the delivery of capital projects. The project production management framework is based on a project as a vision of the production system, in which a project transforms inputs (raw materials, information, labor, plant & machinery) into outputs (goods and services). [31] Product-based planning Main article: Product-based planning Product-based planning is a structured approach to project management, based on identifying all products (products delivered to the project) that contribute to achieving project objectives. As such, defines a successful project as output-oriented, rather than activity-oriented, or task-oriented. [32] The most common implementation of this approach is PRINCE2. [33] Process groups The steps of traditionally (depending on the project management methodology being used), project management includes a number of elements: four to five project management process groups and a control system. Regardless of the methodology or terminology used, the same basic Management processes or development steps will be used. Key process groups often include:[35] Initiation Production planning or execution Monitoring and closing control In project environments with a significant exploratory element (e.g., research and development), these steps can be complemented with decision points (go/no go decisions) in which the continuation of the project is debated and decided. An example is the Phase-gate model. Initiating process group processes[34] The started processes determine the nature and scope of the project. [36] If this step is not well executed, it is unlikely that the project will be successful in meeting the needs of the business. The main design controls required here are understanding the business environment and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to correct them. The initial step should include a plan that encompasses the following areas. These areas can be recorded in a series of documents called Project Initiation documents. Project Initiation documents are a series of planned documents used to create order during the duration of the project. These tend to include: project proposal (idea behind the project, overall objective, duration) project scope (project direction and track) product division structure (PBS) (a hierarchy of results/components thereof) work breakdown structure (WBS) (a hierarchy of work to be done, up to daily tasks) accountability assignment matrix (RACI) (functions and responsibilities aligned with delivery/results) interim project schedule (milestones, milestones, important dates, deadlines) analysis of business needs and requirements in relation to the review of measurable targets of current operations financial analysis of costs and benefits, including an analysis of budget stakeholders, including users and support personnel for the project including costs, tasks, deliveries and schedules SWOT analysis : strengths, weaknesses, opportunities, and threats to business planning After the start phase, the project is planned for an appropriate level of detail (see example of a flowchart). [34] The main objective is to plan time, cost, and resources appropriately to estimate the work required and effectively manage risk during project execution. As with the initiation process group, a failure in proper planning considerably reduces the project's chances of successfully achieving its goals. Project planning usually consists of determining the following project management methodology (for example, whether the plan will be defined fully in advance, iteratively, or in rolling waves); development of the scope statement; select the team of identify deliveries and create product and work breakdown structures; identify the activities necessary to complete these results and network the activities in their logical sequence; logic; resource requirements for activities; estimate time and cost for activities; developing the schedule; developing the budget; risk planning; development of quality assurance measures; gaining formal approval to get to work. Additional processes such as communications planning and scope management, identification of roles and responsibilities, determining what to buy for the project, and holding a kick-off meeting are also generally advisable. For new product development projects, the conceptual design of the final product operation can be carried out simultaneously with the project planning activities, and can help inform the planning team in identifying delivery and planning activities. Execution of process execution processes[34] During execution, we should know what are the planned terms that need to be executed. The execution/implementation phase ensures that project management plan deliveries are executed accordingly. This phase involves the proper allocation, coordination and management of human resources and any other resources, such as material and budgets. The output of this phase are the project deliveries. Project documentation Documenting everything within a project is critical to success. To maintain budget, scope, effectiveness, and pace, a project must have physical documents for each specific task. With the right documentation, it's easy to see whether or not a project requirement has been met. To keep track of this, the documentation provides information about what has already been completed for this project. The documentation throughout a project provides a paper trail for those who need to go back and reference work in the past. In most cases, documentation is the most successful way to monitor and control the specific phases of a project. With the correct documentation, the success of a project can be tracked and observed as the project proceeds. If performed correctly, documentation can be the backbone for the success of a project. Monitoring and control of process monitoring and control consist of the processes performed to observe the execution of the project so that possible problems can be identified in a timely manner and corrective actions can be taken, when necessary, to control the execution of the project. The main benefit is that project performance is observed and measured regularly to identify variances from the project management plan. Monitoring and control include:[38] Measuring ongoing project activities ('where we are'); Monitor project variables (cost, effort, scope, etc.) against the project management plan and project performance baseline (where we should be); Identify corrective actions to solve problems and correctly ('How can we re-allow'); Influencing the factors that could bypass integrated change control so that only approved changes are implemented. Two main mechanisms support the monitoring and in projects. On the one hand, contracts offer a set of rules and incentives often supported by possible sanctions and sanctions. [39] On the other hand, business and management scholars have paid attention to the role of integrators (also called project barons) in achieving the goals of a project. [41] Recent research in project management has questioned the type of interaction between contracts and integrators. Some argue that these two monitoring mechanisms operate as substitutes[42] as one type of organization would diminish the advantages of using the other, while others have suggested that they can complement each other. [43] In multifamily projects, the monitoring and control process also provides feedback between project phases to implement corrective or preventive actions to bring the project to compliance with the project management plan. Project maintenance is an ongoing process and includes:[35] Continuous end user support Error correction Product updates over time by monitoring and controlling the cycle At this stage, auditors should pay attention to the effectiveness and speed of user issues. Throughout any construction project, the scope of work can change. Change is a normal and expected part of the construction process. The changes may be the result of necessary design modifications, different site conditions, material availability, changes requested by the contractor, value engineering and third-party impacts, to name a few. In addition to performing the change in the field, the change usually needs to be documented to show what was actually built. This is called change management. Thus, the owner usually requires a final record to show all changes or, more specifically, any changes that modify the tangible parts of the finished work. Registration is done in contract documents – usually, but not necessarily limited to, design drawings. The end product of this effort is what the industry calls designs built, or more simply, as constructed. The requirement to provide them is a norm in construction contracts. Building document management is a highly important task accomplished with the aid of an online or desktop software system, or maintained through physical documentation. The increasing legality regarding the maintenance of the correct documentation of the construction industry has caused the increased need for document management systems. When changes are introduced into the project, the viability of the project has to be reevaluated. It is important not to lose sight of the initial goals and goals of the projects. When the changes accumulate, the expected result may not justify the original investment proposed in the project. Successful project management identifies these components and monitors and monitors the in order to remain within the deadlines and budget tables already outlined at the beginning of the project. Exact methods have been suggested to identify more informative monitoring points throughout the project lifecycle in relation to its progress and expected duration. [44] Closing of closing process group processes. [34] The closure includes formal acceptance of the project and the end of the project. Administrative activities include archiving files and documenting lessons learned. This phase consists of[35] Termination of the contract: Complete and settle each contract (including the termination of any open items) and close each contract applicable to the project or project phase. Project Closure: Finalize all activities in all process groups to formally close the project or a project phase. Also included in this phase is the Post-Implementation Review. This is a vital phase of the project for the project team to learn from experiences and apply to future projects. Typically, a Post-Implementation Review consists of looking at things that have worked and analyzing things that have gone wrong in the project to get lessons learned. Project control and project control systems Project control (also known as Cost Engineering) should be established as an independent function in project management. Implements the verification and control function during the processing of a project to reinforce defined performance and formal goals. [45] Project control tasks are also: creating infrastructure to provide the right information and updating the establishment of a way to communicate disparities in project parameters the development of project information technology based on an intranet or the determination of a system of project performance indicators (KPIs) divergence analysis and proposal generation for potential project regulations[46] the establishment of methods to accomplish an appropriate project structure, organization of the project workflow, project control and creation of transparency governance between project parameters[47] Compliance and implementation of these can be achieved by applying specific project control methods and instruments. The following project control methods can be applied: cost-benefit analysis of investment value analysis value analysis in risk analysis analysis simulation surveys-profile risk trend analysis calculations analysis trend analysis cost-analysis target analysis/actual comparison[48] Project control is that element of a project that keeps you on track, on time and within budget. [38] Project control begins at the beginning of the project with planning and ends late in the project with post-implementation review, having a thorough involvement of each step of the process. Projects can be audited or reviewed while the project is in progress. Formal audits are generally compliance and management will target the objectives of the audit. An exam can include a comparison of approved project management processes with how the project is actually being managed. [49] Each project should be evaluated for the appropriate control required: too much control is too time consuming, too little control is too risky. If project control is not implemented correctly, the cost to the business must be clarified in terms of errors and corrections. Control systems are required for cost, risk, quality, communication, time, change, acquisition and human resources. In addition, auditors should consider the importance of projects to financial statements, how dependent stakeholders are on controls, and how many controls there are. Auditors should review the development process and the procedures for how they are implemented. The development process and the quality of the final product can also be evaluated, if necessary or requested. A company may want the audit company to be involved throughout the process to catch problems earlier so they can be fixed more easily. An auditor can act as a control consultant as part of the development team or as an independent auditor as part of an audit. Companies sometimes use formal system development processes. These help ensure that systems are developed successfully. A formal process is more effective in creating strong controls, and auditors should review this process to confirm that it is well designed and followed in practice. A good formal systems development plan outlines: A strategy to align development with the broader objectives of the Organization Standards for new systems Project management policies for timing and budget procedures describing the process Quality assessment of change Characteristics of projects There are five important characteristics of a project. (i) You should always have a specific start and end date. (ii) They are carried out and completed by a group of people. (iii) The output is delivery in exclusive product or service. (iv) They are temporary in nature. v It is progressively elaborated. example: Design a new car, write a book. Complexity of the Complexity Project and its nature plays an important role in the area of project management. Despite having a number of debates on the subject, studies suggest a lack of definition and reasonable understanding of complexity in relation to the management of complex projects. [50] As project complexity and project performance are considered to be closely related, it is important to define and measure project complexity so that project management is effective. [51] Applying the discovery in measuring the complexity of the work described in the Required Organization and The Theory of Stratified Systems, Dr. Elliott Jaques classifies projects and design work (steps, tasks) into 7 basic levels of project complexity based on criteria such as discretionary time and complexity of project production:[52][53] Project level 1 – improving production of an activity (quantity quantity, quality, time) within a business process with directed completion time up to 3 months. Level 2 Project – develop and improve compliance with a business process with targeted completion time from 3 months A year. Level 3 project – develop, change and improve a business process with targeted completion time from 1 to 2 years. Level 4 Project – develop, change and improve a functional system with targeted completion time from 2 to 5 years. Level 5 project – develop, change and improve a group of functional systems/business function with targeted completion time from 5 to 10 years. Level 6 Project – develop, change and improve an entire single value chain of a company with targeted completion time of 10 to 20 years. Level 7 Project – develop, change and improve multiple value chains of a company with goal completion time of 20 to 50 years. [54] Benefits of measuring project complexity is to improve the viability of project people by:[55] Matching the level of complexity of a project with the effective targeted completion time of a project By matching the level of complexity of a project with the respective project manager capacity level Combine the level of complexity of a project task with the respective ability of project members Project Managers A project manager is a project manager. Project managers are in charge of people in a project. People are the key to any successful project. Without the right people in the right place and at the right time a project cannot be successful. Project managers can be responsible for planning, executing, controlling, and closing any project typically related to the construction, engineering, architecture, computing, and telecommunications industry. Many other areas of production engineering, design engineering and heavy industry have project managers. A project manager needs to understand the order of execution of a project to schedule the project correctly, as well as the time it takes to accomplish each individual task within the project. A project manager is the person responsible for accomplishing the stated objectives of the project on behalf of the client. Project managers tend to have several years of experience in their area. A project manager is required to know the project inside and outside while supervising workers along with the project. Typically in most construction, engineering, architecture, and industrial projects, a project manager has another manager working alongside them who is typically responsible for performing the task on a daily basis. This position, in some cases, is known as superintendent. A superintendent and project manager work side by side to complete the daily project task. Key project management responsibilities include creating clear and achievable project objectives, building project requirements, and managing triple constraints (now including more constraints and calling it competing constraints) for projects, which is time, quality and scope for the first three, but about three additional in the current project management. A typical project consists of a team of workers working under the project to complete the task within the time and budget goals. A project manager typically reports directly to someone of greater stature at the completion and success of the project. A project manager is often customer representative and has to determine and implement the exact needs of the customer, based on the knowledge of the company they are representing. The ability to adapt to the various internal procedures of the Contracting Party, and to form close ties with the appointed representatives, is essential to ensure that the main issues of cost, time, quality, and above all, customer satisfaction, can be carried out. A complete project manager, a term first coined by Dr. Robert J. Graham in his simulation, was expanded by Randall L. Englund and Alfonso Bucero. They describe a complete project manager as a person who embraces multiple disciplines such as leadership, influence, negotiations, politics, change, and conflict and mood management. All of these are soft people skills that enable project leaders to be more effective and achieve optimized and consistent results. Structure and criteria of multilevel success There is a tendency to confuse the success of the project with the success of project management. It's two different things. Project management success criteria are different from project success criteria. Project management is said to be successful if the given project is completed within the agreed time frame, has met the agreed scope and within the agreed budget. After the triple restrictions, several restrictions were considered to ensure the success of the project. However, triple or multiple constraints indicate only project efficiency measures, which are in fact the successful criteria for project management throughout the project lifecycle. The prior criteria leave out the most important results after the completion of the project, which comprise four levels, i.e., production success (product), success of results (benefits) and (strategic) impact during the product life cycle. These subsequent success criteria indicate the measures of effectiveness of the product, service or project result, after the completion and delivery of the project. This multilevel success structure of projects, programs and portfolios was developed by Paul Bannerman in 2008. [56] In other words, it is said that a project is successful when it manages to achieve the expected business case that needs to be clearly identified and defined during the start and selection of the project before starting the development phase. It should be noted that this multilevel success structure is in accordance with project theory as a transformation portrayed as the input/activity-output-result impact in order to generate any intended value. Emanuel Camilleri, in 2011, classifies all critical success factors and in groups and combines each of them with multilevel success criteria in order to deliver value to the business. [57] Risk management Main article: main: risk management The United States Department of Defense states; Cost, Timeline, Performance and Risk are the four elements through which Defense Department procurement professionals trade-offs and track program status. [58] There are also international standards. Risk management applies proactive identification (see tools) of future problems and understanding their consequences allowing predictive decisions about projects. Work breakdown structure Main articles: Work breakdown structure and scope (project management) The job break structure (WBS) is a tree structure that shows a subdivision of the activities required to achieve a goal – for example, a portfolio, program, project, and contract. WBS can be hardware, product, service, or process oriented (see an example in a NASA reporting framework (2001)) [59] In addition to WBS for project scope management, there is organizational decomposition structure (graph), cost split structure, and risk-breaking structure. A WBS can be developed starting with the ultimate goal and successively subdividing it into manageable components in terms of size, duration, and responsibility (for example, systems, subsystems, components, tasks, subtasks, and work packages), which include all the steps needed to achieve the goal. [30] The work breakdown structure provides a common framework for the natural development of the overall planning and control of a contract and is the basis for dividing work into definable increments from which the demonstration of work can be developed and technical, schedule, cost, and working time reports can be established. [59] The work break structure can be displayed in two ways, either as a table with task subdivision or as an organizational chart whose lowest nodes are referred to as work packages. It is an essential element in evaluating the quality of a plan, and an initial element used during project planning. For example, a WBS is used when the project is scheduled, so that the use of work packages can be written and tracked. International standards There are several project management standards, including: ISO ISO 9000 standards, a family of standards for quality management systems, and ISO 10006:2003, for quality management systems and guidelines for project quality management. ISO 21500:2012 - Guidance on project management. This is the first International Standard related to project management published by ISO. Other family standards 21500 include 21503:2017 Program management guidance; 21504:2015 Portfolio management guidance; 21505:2017 Governance guidance; 21506:2018 Vocabulary; 21508:2018 Gained value management in project and program management; and 21511:2018 Breaking Structures for project and program management. ISO 31000:2009 - Risk management. ISO/IEC/IEEE 16326:2009 - Systems and Software Engineering - Lifecycle Processes – Project Management[60] Individual Competency Baseline (ICB) of the Project Management Association (IPMA). [61] Capacity Maturity Model (CMM) of the Software Engineering Institute. GAPPs, Global Alliance for Project Performance Standards – an open source standard describing skills for project and program managers. HERMES method, Swiss general project management method, selected for use in Luxembourg and international organizations. The logical approach of the framework (LFA), which is popular in international development organizations. PMBOK Guide of the Institute of Project Management (PMI). PRINCE2 of AXELOS. Team Software Process (TSP) of the Institute of Software Engineering. Total Cost Management Structure, AACE International Methodology for Integrated Portfolio, Program and Project Management. V-Model, an original method of system development. Program Management Main article: Program management Some projects, identical different, can be managed as program management so that a program manager is responsible for project managers. Therefore, a program manager is also known as a project director. Project Portfolio Management Main article: Project portfolio management An increasing number of organizations are using what is called project portfolio management (PPM) as a way to select the right projects and then use project management techniques[62] as a means to deliver results in the form of benefits for the public, private, or non-profit organization. PPM is typically performed by a dedicated team of managers organized within a Corporate Project Management Office (PMO) headed by a PMO director, usually based within the organization. Thus, the position in charge of PPM can also be designated as project director or chief technology officer. In cases where strategic initiatives of an organization make up the majority of PPM, the head of PPM is entitled as director of initiative. Project management software Key articles: Project management software and project management information system Project management Professional ISBN 0-07-223062-2 p.354. ^ Baratta, Angelof (2006). The triple restriction is a triple illusion. Pmi. Retrieved December 22, 2020. ^ The Definitive Guide to Project Management. Nokes, Sebastian. 2nd Edn. London (Financial Times / Prentice Hall): 2007. ISBN 978-0-273-71097-4 ^ What is project management?, Project Management Institute. Retrieved 2014-06-04. ^ Paul C. 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