

УО «Алматы Менеджмент Университет»



ALMA
ALMATY MANAGEMENT
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УПРАВЛЯТЬ СОБОЙ – УПРАВЛЯТЬ БИЗНЕСОМ – УПРАВЛЯТЬ ВРЕМЕНЕМ

Сборник статей магистрантов
Магистранттарының мақалаларының жинағы
Collection of articles by Master Program students

Выпуск 6

Алматы, 2016

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PROBLEMS OF PROJECT IMPLEMENTATION MANAGEMENT

Project Execution Management is the definition and application of the necessary control actions with the aim to the successful implementation of the project. If the execution of the project takes place in the Business Plan and corresponds to the plan, the control is actually reduced to a simple execution plan, i.e. bringing to the participants of the project targets and monitoring their implementation.

Another thing, if during the execution of any project deviation, analysis of which showed that there was a need to develop and implement certain corrective actions. In this case, you want to track emerging trends progress of execution and predict their further development, then on this basis to choose the optimal corrective action, adjust the plan of remaining work and to agree on the pending changes to all project participants.

Typically, due to unpredictable changes in the external environment of the project and unforeseen domestic circumstances duration of the project and its actual value differs from the planned. In addition, with the passage of time the needs which the project was developed for might change. The initial plan may be inconsistent due to various factors, for example, due to the renegotiation of financing needs, inaccurate planning relationships between tasks, equipment deliveries failure, unexpected technical difficulties or changes in external conditions. However, many deviations from the plan can be fixed in a timely and effective leadership.

Thus, all the basic elements of the project should be monitored manual.

Monitoring of various aspects of the project

As a rule, control is carried out on three aspects of the project:

- 1) The time - the project must be executed in a certain period of time;
- 2) Cost - the budget should be observed;
- 3) Quality - compliance with the required specifications.

In other words, the control can be defined as a permanent and structured process aimed at checking the promotion of works, as well as the implementation of corrective actions. Control can be divided into four stages: monitoring and analysis of results; comparison of the reached results with planned and identification of deviations; forecasting the effects of the current situation; corrective action.

Depending on the required accuracy of assessment techniques are following the project: control the end of the work (the method of «0-100»); control at the time 50% of work-ready (method «50-50»); control at predetermined points of the project (control method for milestones); regular operational control (at regular intervals); Expert assessment of the extent of work and project readiness.

Timing control. In accordance with generally accepted principles of innovation projects management it is considered that effective time management work is the key to success for all three indicators: time, cost, quality. Where terms of project implementation are thoroughly tightened, it is possibly to consider the re-expenditure of means and emergence of serious problems with quality of work. Therefore, in all the major management techniques work on the project focuses on the scheduling of works and monitoring compliance with the timetable. Information on the progress compared with the timetable in order to determine whether deviations from the schedule. In case of work delay performed variance analysis determined the causes of delay and considered various options for entry into the schedule. Implementation options for deviations adjustment are measured in terms of the technical and organizational feasibility, estimates, and other features.

Control costs. Control over the expenditure of funds for the project is a constant comparison of the actual costs to the budget. Comparison of planned spending with actual allows the project manager to predict costs for the near future and to identify possible problems. The purpose of budgetary control of the project is the implementation of the initial budget, and to find deviations from it, not to find cost savings.

Comparison of actual costs with the planned budget is over the predetermined reference points by which you can determine if all goes as planned. If the control is established, that the budget is executed and there are no deviations, then the following work is carried out according to plan. If it is determined that the actual budget figures do not correspond to the planned, you must find the cause of the discrepancies and identify the source of the existing deviation. The revised (corrected) numbers called projections. Otherwise, each time we had to say about the initial budget and the revised budget and forecasts for the period of implementation of the project can be as long as necessary.

Quality control. One of the most important factors determining the efficiency of the project is the quality of all the work on its implementation. High-quality implementation of the project is meeting the expectations of the customer. The solution to this problem provides a popular and very common

method of TQM (Total Quality Management). The basic principle of TQM is as follows: to coordinate all efforts aimed at achieving the level of «zero defects» at minimum cost. The term «zero defects» means constant meeting the customer's expectations of the product at all stages of the project.

TQM is defined as «management of the organization as a whole to ensure the highest possible results in all the most important criteria for the consumer.» This definition applies more often than another is also fairly widespread interpretation, according to which TQM is interpreted as «to ensure compliance with technical requirements.» The second interpretation is well suited for the production of goods, but its application in the service sector is somewhat problematic, since the exact requirements for the quality of services is difficult to determine how, and to evaluate. However, you can define the basic criteria for services, the most important for consumers, and already on their basis to develop an organizational culture of the company, which would provide employees motivation and incentives to do everything necessary to achieve the desired quality of service.

Information provision and regulation of the project implementation

Control of time, cost and quality demands from the project manager detailed and accurate knowledge of the project implementation. The means of obtaining the necessary information are reports on the implementation of the project and meeting reports. Regardless of the applied presentation accounting data and in order to maximize the control functions effectiveness component must consist of five main points:

- Estimated cost (total for a given number or the current period). It is necessary to compare actual and projected results;
- The actual results. They describe the actual process of completing a certain amount of work on this number or this period;
- Forecasted results. They are based on the selectivity of the information available to characterize the expected state of the project and its constituent elements for the subsequent period;
- Abnormalities that show how the actual and projected results differ from planned or calculated indices;
- Reasons for deviations: the expected and unexpected circumstances that determine the actual and projected implementation of the project, including its individual operations.

The main objectives of the meeting include: information sharing, in which each group of the project participants learn about the course of work of other groups and program execution of the project; discuss problems, challenges and common interests; to discuss the possibilities of individual work completed in time for the schedule.

The regulatory process is cyclical repetition of the accepted frequency (day, week, ten days, month) of the following procedures: operational information collection and processing on the progress of work, changing the original characteristics of the alleged work to be performed, and submitting it to the project team; update (actualization) models and preparation of data for their calculation (conversion); calculation (conversion) network models and updating schedules; analysis of the actual state of the complex of works and decisions preparation on their future implementation; operational schedules development (quarterly, monthly, weekly, daily, etc.) and bringing them to the responsible agencies and the heads of the respective levels.

Change Management in a project

Change is understood as replacement of one decision with another owing to impact of various external and internal factors in case of development and project implementation.

Changes can be made in various sections of the project. Initiate changes can both the customer and the investor and the designer and the contractor. The customer usually makes changes that improve the final technical and economic characteristics of the project. The designer can make changes to the original design and estimate documentation, specifications. Contractor in the course of the project makes changes to the schedule, methods, techniques and the sequence of works, etc.

Project Change Management is the process of forecasting and planning future changes, registration of all potential changes (in the content of the project, its specifications, cost plans, network diagrams, etc.) for the purpose of detailed study, assessment of possible consequences, approval or rejection of such design changes, as well as to coordinate the artists realizing changes in the project. Change management of the project assumes the organization of the continuous monitoring accompanying process of the project plan course implementation.

Modification procedure of the project involves:

- 1) updating the base plan (schedule) of the project; The adjustments to the base plan must be related solely to changes in the content of the project, but not with any other changes that need to be taken into account in the current project plan during its implementation;
- 2) the mandatory content of the draft change when you change the contents of the result (a product, goods, services, etc.);

3) the coordination and harmonization of changes in related functions, processes and procedures for project management.

Process of implementation control of changes implies accounting and a regulation of maintenance of each separate change — from emergence of need for it before its complete implementation. Specific implementations of this process can vary considerably depending on a field of activity of the organization and from the management system accepted in it.

Project configuration management

Uncontrolled changes are manifested in the course of the project, can carry destructive nature, including those for the whole project. Therefore, in addition to changes in the management of individual projects, it is necessary to carry out a more general process - the configuration management of the whole project.

Configuration management is a broader concept than change management. Configuration management involves the formation of the initial configuration of the project (i.e. the total content, the volume of work on the project), and the subsequent procedures for monitoring compliance with the actual content and the actual workload of the project originally planned indicators.

In order to manage effectively the changes in the project and configuration management of the whole project requires the use of appropriate approaches, including:

- Ensuring effective interaction between the project participants;
- Delineation of roles and responsibilities related to the implementation of each change;
- General supervision of changes to the project in order to assess the impact of changes in the time and cost parameters of the project.

Project completion procedure

The project is considered to be completed after accomplishment of all project works or as a result of the decision on termination of work according to the project in progress. The main stages of project completion are delivery of the project and closing of the contract.

Delivery of the project

To hand over the innovative project — it means to establish compliance of the decisions made by the customer in case of project concept development, to the results received in case of its implementation. All requirements to delivery and acceptance of works are established in the agreement. If the ready object is result of project implementation, it is necessary to carry out acceptance (or operational) testing. If as a result of acceptance tests production meeting the requirements of the project is received the protocol of the commission on acceptance of ready objects is arranged. Results of testing are the basis for transfer of responsibility from the organizations contractors to the customer during acceptance of ready objects.

Agreement closing

Main stages of agreement closing: verification of the financial reporting; certification; identification of pending obligations; completion of pending obligations. Verification of the financial reporting belongs to the customer reporting and the organizations contractors. Results of such check allow obtaining data for preparation of final financial statements on the project. At this stage final settlements with contractors are made. Certification represents one of important elements of the closing contract organization. It is necessary to submit the corresponding documentation characterizing, for example, specifications of the used raw materials. It can be certificates as they certify production. All documentation is transferred to the customer for registration.

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