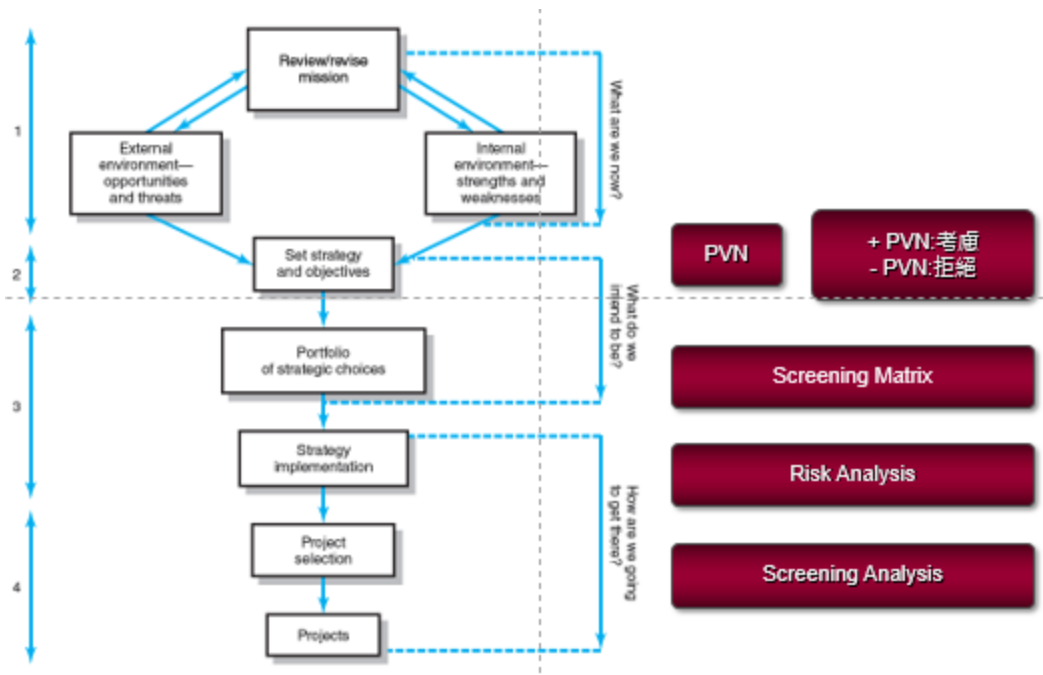


Ch2. Organization Strategy and Project Selection



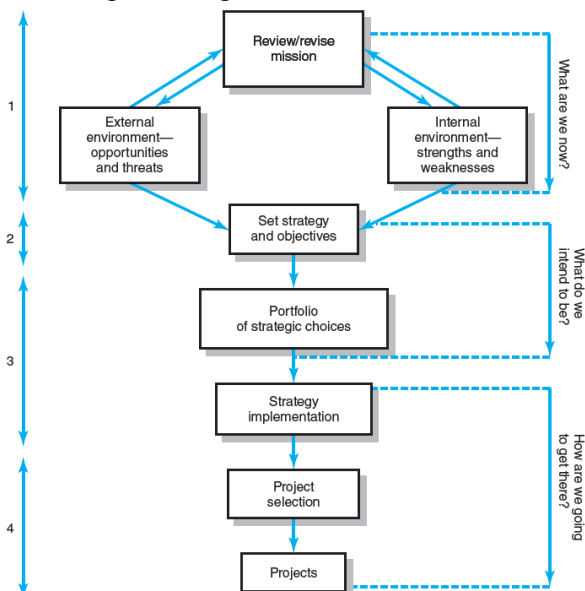
【Why? 為什麼專案管理需要了解策略】

- 專案經理(PM)必須對未來和當前的專案調整(Adjust)適當決策來應對變化。
- 了解其策略可以成為符合公司使命的項目的有效倡導者(effective advocates)。

因為不了解策略而導致的錯誤：

- 1.專注於策略重點較低(low strategic priority)的問題或解決方案。
- 2.專注於客戶(custome)而非整個市場和價值鏈(value chain)。
- 3.過分強調技術(technology)。
- 4.忽略了 Pareto's Law 的 80%的 20%法則。
- 5.團隊真正關心的是完美無缺的搜索。d

【Strategic Management Process 策略管理流程】



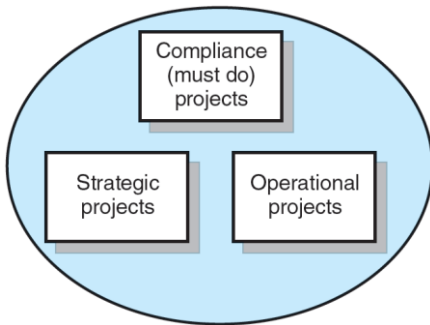
【減少錯誤指示】

- 1.提供 hospital design services. 醫院設計服務
- 2.提供 voice/data design services. 語音/數據設計服務。
- 3.提供 information technology services. 提供技術服務。
- 4.提供 high-value products to our customer. 為我們的客戶提供高價值的產品。
- 5.Increase shareholder value. 增加股東價值。

【SMART】

- S **Specific** Be specific in targeting an objective
- M **Measurable** Establish a measurable indicator(s) of progress
- A **Assignable** Make the objective assignable to one person for completion
- R **Realistic** State what can realistically be done with available resources
- T **Time related** State when the objective can be achieved, that is, duration

【Portfolio of Projects by Type 分類專案項目】



【Financial Models 財務模型】

可以利用淨值模型(NPV)

正 NPV：符合最低預期回報率，有資格進一步考慮。

負 NPV：拒絕專案的開發。

$$\text{Project NPV} = I_0 + \sum_{t=1}^n \frac{F_t}{(1+k)^t} \quad \text{where}$$

I_0 = Initial investment (since it is an outflow, the number will be negative)

F_t = net cash inflow for period t

k = required rate of return

【Project Screening Matrix 專案矩陣】

Criteria Weight	Stay within core competencies	Strategic fit	Urgency	25% of sales from new products	Reduce defects to less than 1%	Improve customer loyalty	ROI of 18% plus	Weighted total
	2.0	3.0	2.0	2.5	1.0	1.0	3.0	
Project 1	1	8	2	6	0	6	5	66
Project 2	3	3	2	0	0	5	1	27
Project 3	9	5	2	0	2	2	5	56
Project 4	3	0	10	0	0	6	0	32
Project 5	1	10	5	10	0	8	9	102
Project 6	6	5	0	2	0	2	7	55
⋮								
Project n	5	5	7	0	10	10	8	83

【Risk Analysis 風險分析】

Brief Risk Assessment

Purpose: To draw attention to apparent project risks that will need management attention.

What are the four major risks of this project?

1. Government incentives curtailed

2. Land use injunction

3. Energy price decrease

4. New import tax

Rank risks above by “probability” and “impact” on the chart below by High, Medium or Low.

Risk Intensity Rating

Risk	Probability	Impact
1. Government incentives curtailed	High	High
2. Land use injunction	Medium	High
3. Energy price decrease	Medium	Medium
4. New import tax	Low	High

Check other project risk factors:

Complexity

Low

Good

Low

Resource skills

Good

Average

Low

Technology

Low

Average

Low

Average

High

High

High

High

Lacking

High

High

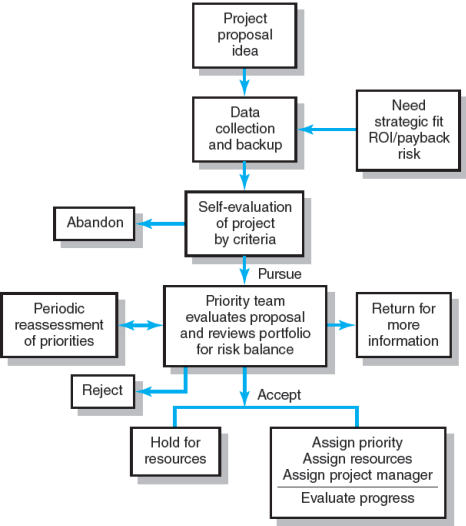
Reviewed by

Rachel


Date

April 1, 2xxx

【Project Screening Process 專案篩選流程】



【Priority Analysis 優先分析】

		Project number				
Must objectives		Must meet if impacts	...26	27	28	29
All activities meet current legal, safety, and environmental standards		Yes-Meets objective No-Does not meet obj N/A-No impact	n/a			
All new products will have a complete market analysis		Yes-Meets objective No-Does not meet obj N/A-No impact	yes			
Want objectives	Relative Importance 1-100	Single project impact definitions	Weighted score	Weighted score	Weighted score	Weighted score
Provides immediate response to field problems	99	0 Does not address 1 = Opportunity to fix 2 Urgent problem	99			
Create \$5 million in new sales by 20xx	88	0 < \$100,000 1 = \$100,000–500,000 2 > \$500,000	0			
Improve external customer service	83	0 Minor impact 1 = Significant impact 2 Major impact	166			
						
Total weighted score						
Priority						