



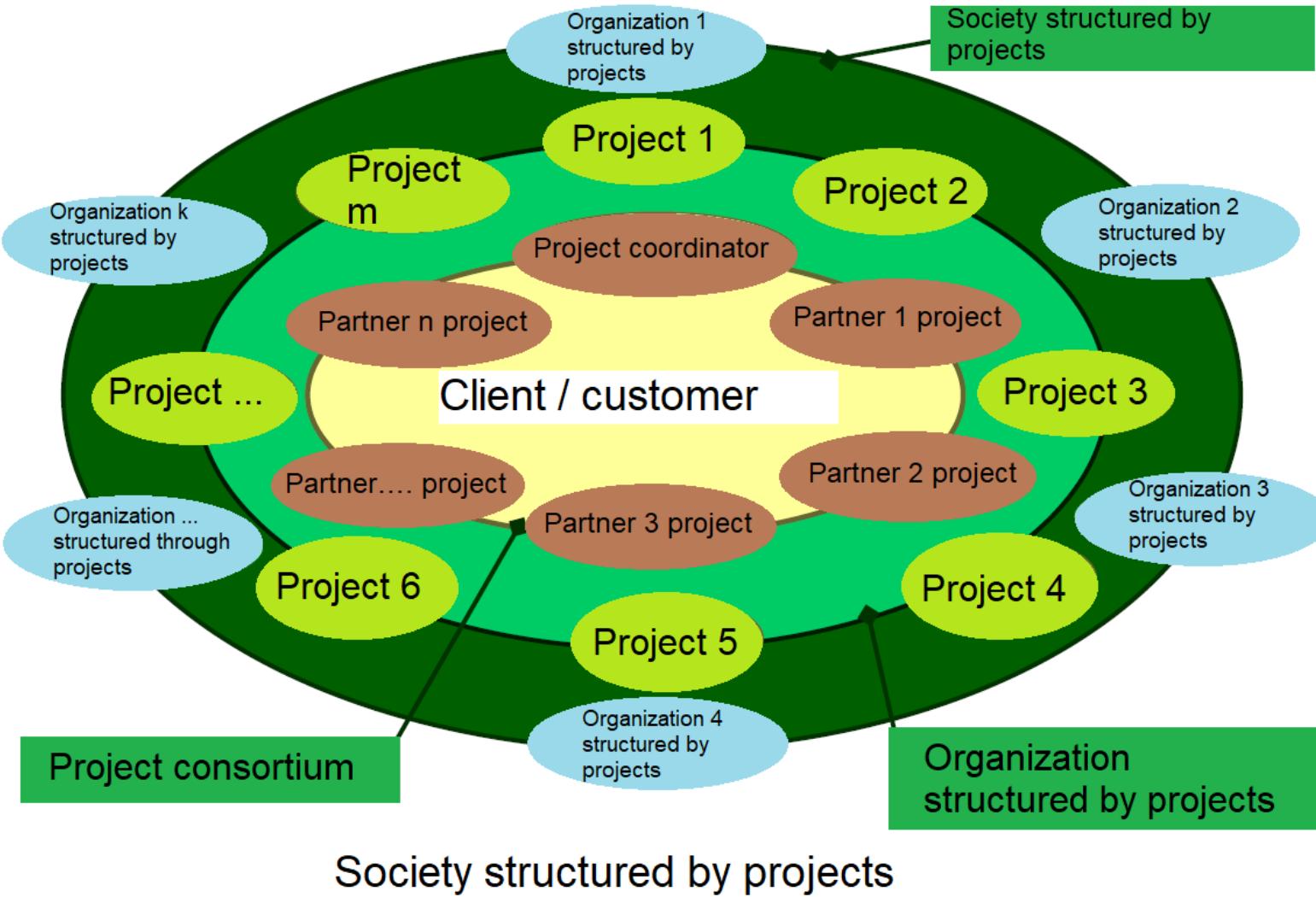
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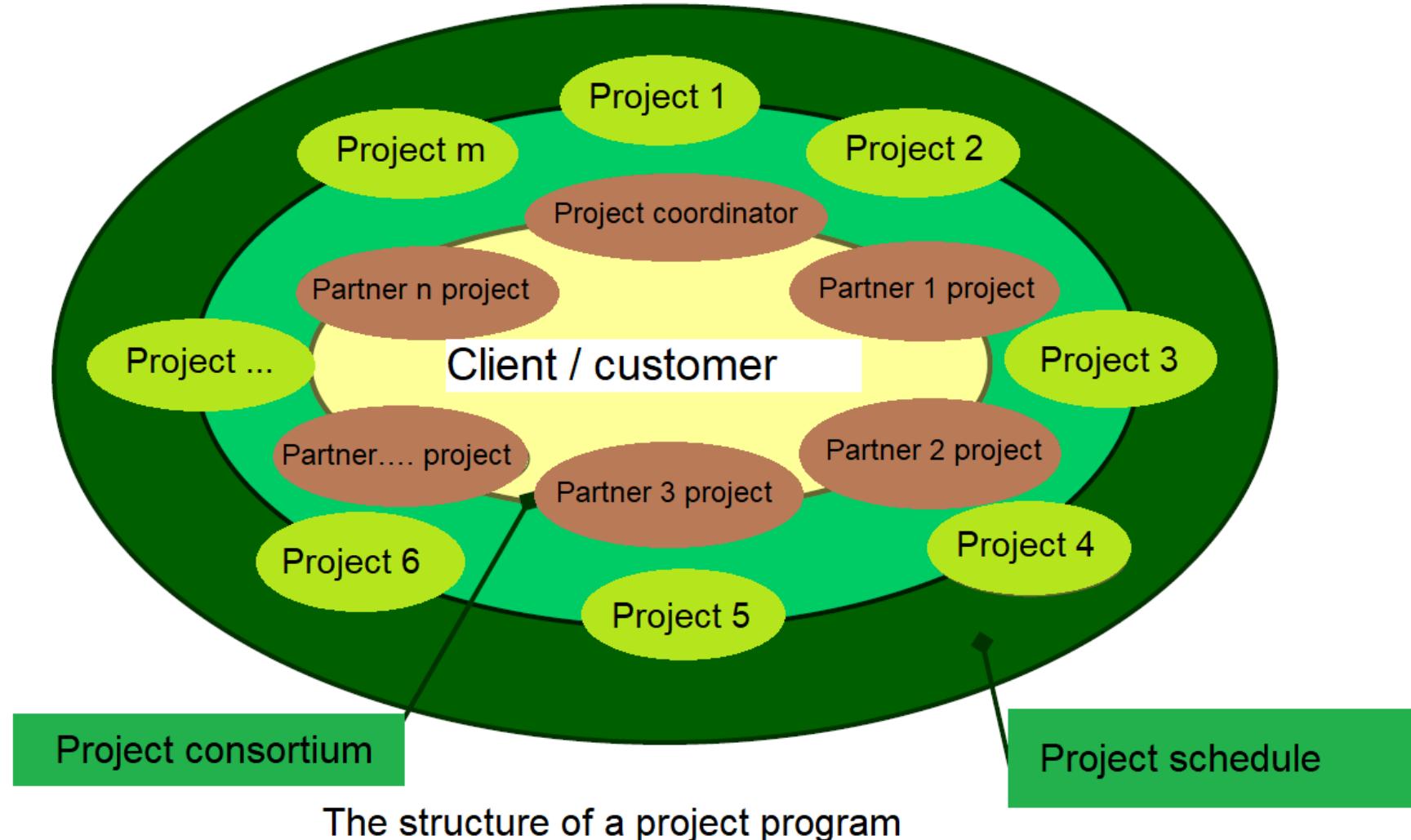
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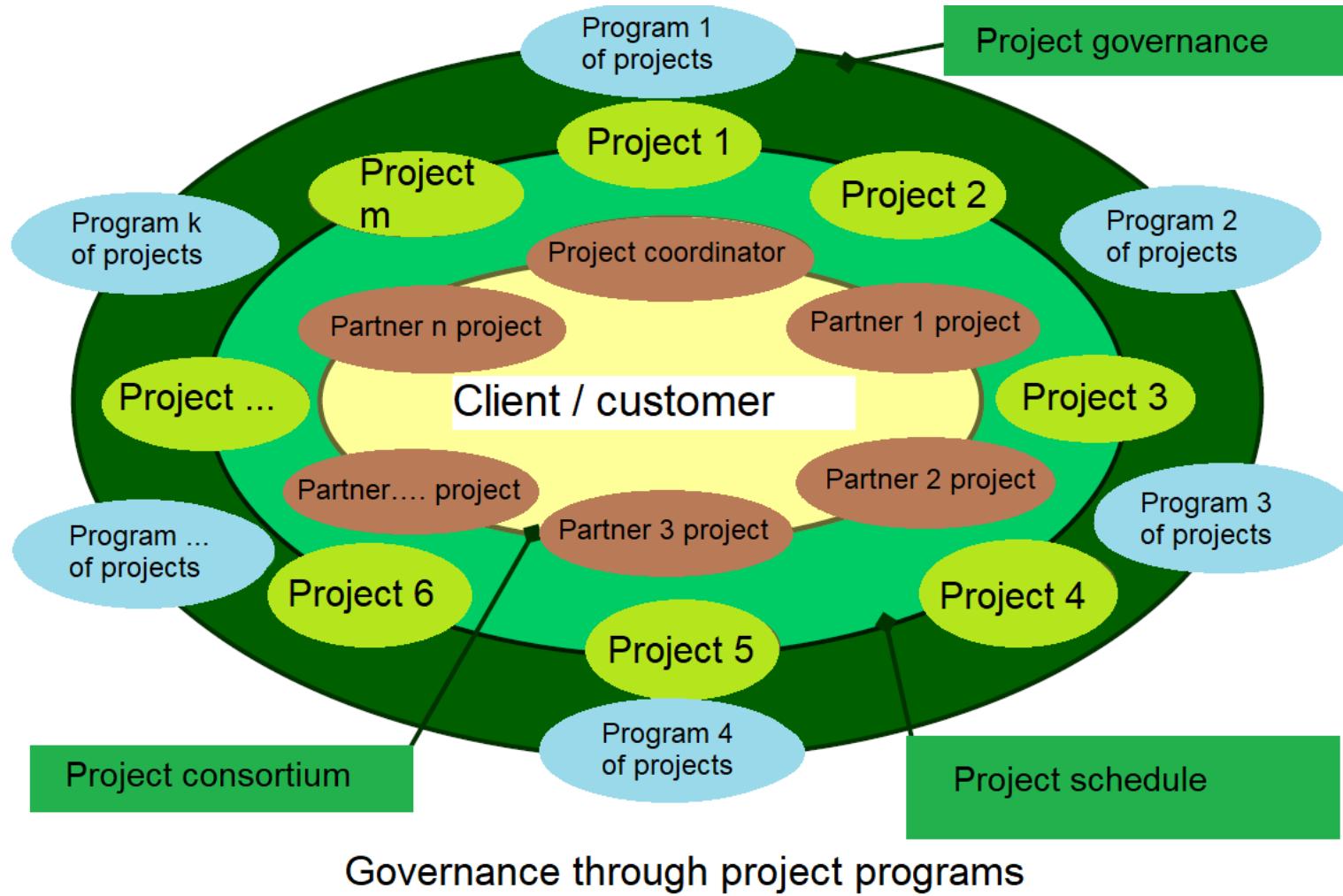
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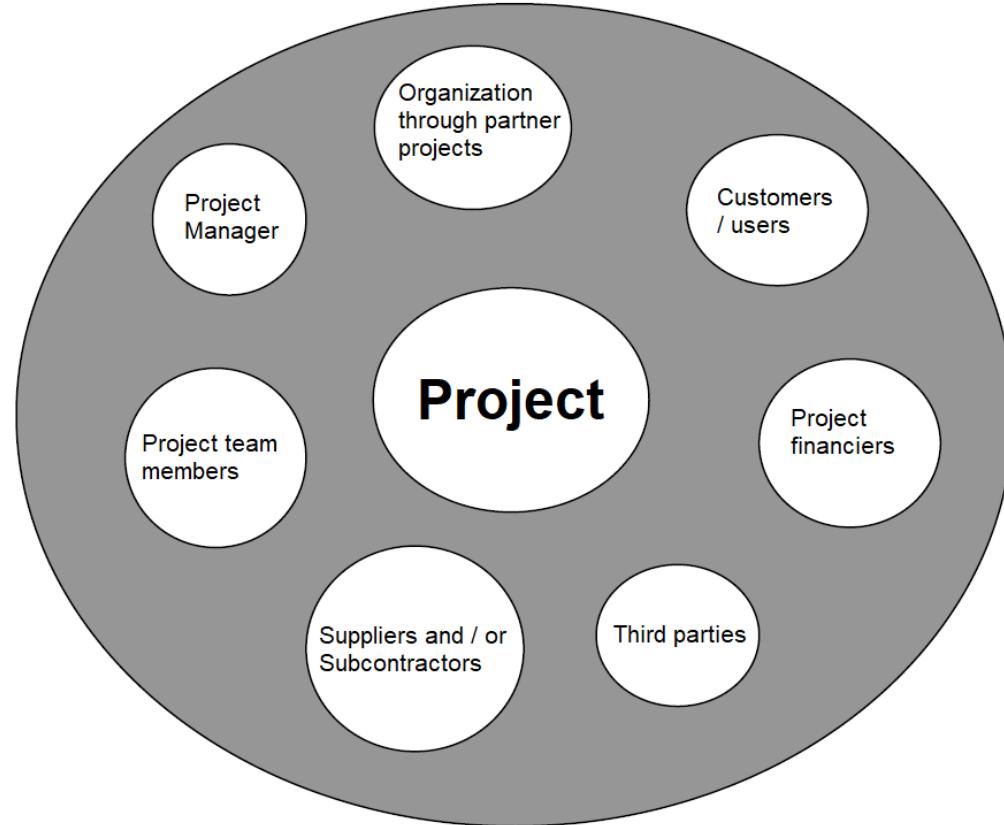
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Types of stakeholders in projects and their relationship to the project structure

(AA1000 STAKEHOLDER ENGAGEMENT STANDARD 2011)



Success indicators in a project business

- Knowledge of competition.
- Investments in development.
- Investments in vocational training.
- Frequent appearance of new products. innovation management system SMI SR ISO 13572)
- Frequent use of marketing.
- Quick response to complaints.
- Respect for quality.
- Customized prices.
- Motivated collaborators.
- Slender organization.
- Decentralized decision making.
- Focus on critical success factors.
- Permanent control.
- Customer-oriented organization with customer satisfaction.



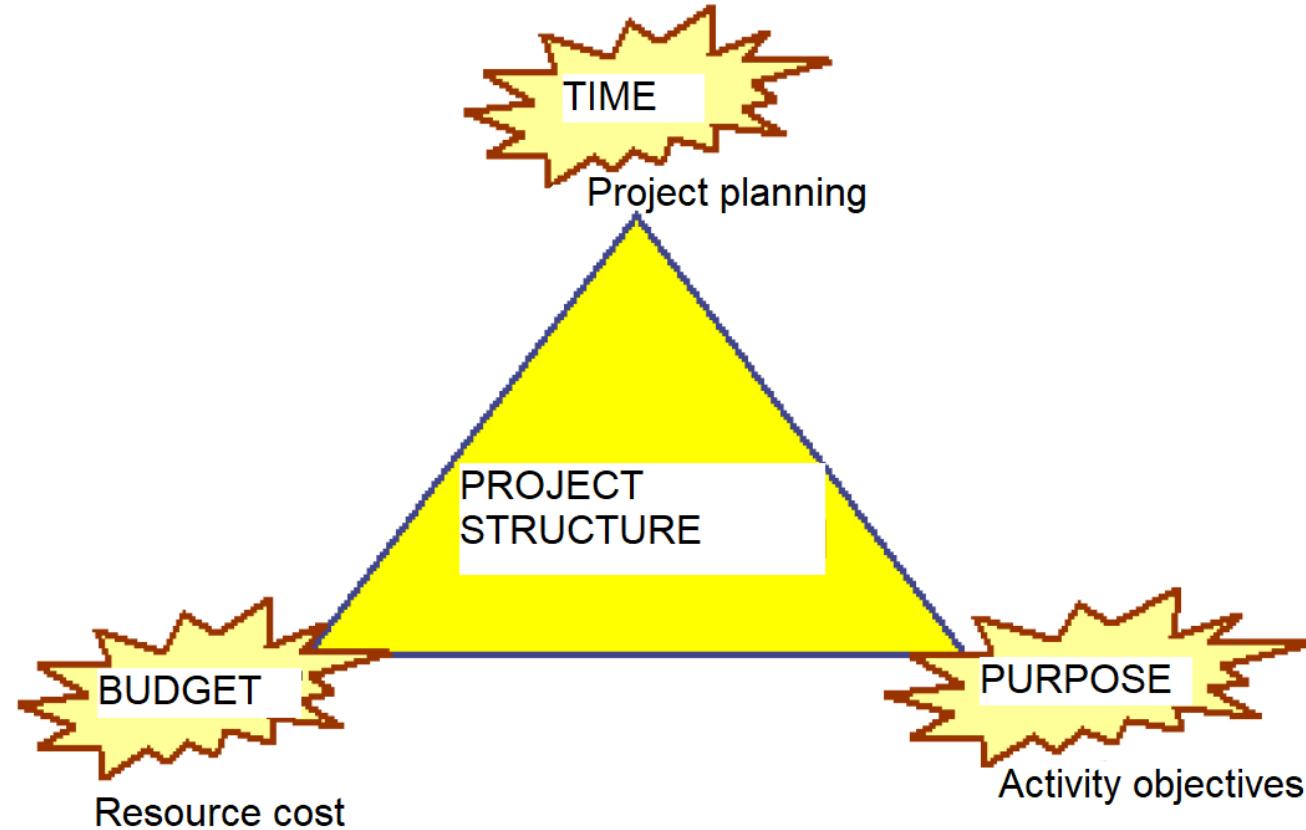
Crisis indicators in a project business

- Declining market;
- Low sales volume;
- Obsolete products;
- Quality / reliability issues;
- Delays in deliveries;
- Strong dependence on certain customers and suppliers;
- Long-term fixed price contracts;
- Often resorting to loans;
- Outdated production methods;
- Deficient social climate;
- Unstable staff;
- Leadership that ignores commercial realities;
- Rigid organization;
- Lack of communication between management and employees;
- Excessive and aggressive advertising.



Causes of failure for organizations through projects

- Postponement of solving tasks due to congestion with too many activities;
- Inefficient marketing or a wrong target market.
- Ignoring competition and lack of competition monitoring.
- Ignoring customer requirements.
- Incompetence of employees with lack of continuous improvement and real motivation.
- Multilateral orientation without focusing on areas of competence.
- Location not suitable for the company's activity.
- Financing problems and wrong financial forecasts.
- Approaching the business with prejudices and preconceived ideas.
- Improper planning with wrong goals, deadlines and costs.
- Political instability.

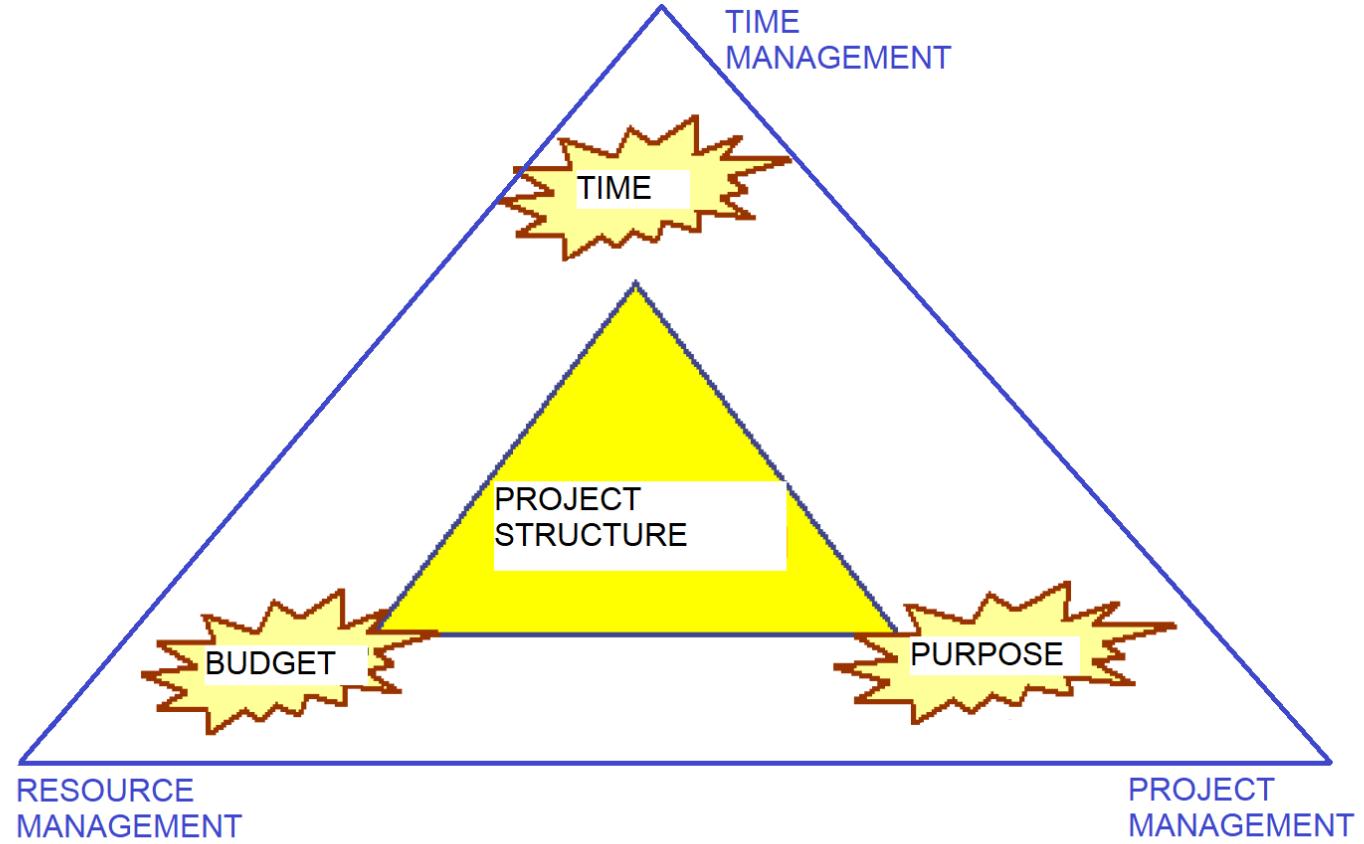


Project structure



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STRUCTURE OF PROJECT MANAGEMENT

© 2024 - Constantin Gheorghe OPRAN; Prof.univ. Emeritus, Habil. PhD. MSc. Eng.



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Project management using information technology

Software facilities for project management:

- Calculate budgets and control costs.
- Allow the definition of work schedules.
- Communication by e-mail.
- GANT charts (time frame of activities) and PERT interdependence between activities)
- Import / export data.
- Works with multiple projects and subprojects.
- Generate reports.
- Management of material, human and budgetary resources
- Activity planning.
- Monitors and controls projects in real time.
- Information protection
- Sort and filter data.
- Analysis of the disturbing causes and offering solutions.



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Examples of project management software

- Microsoft Project
- Primavera Project Planner
- IBM - Rational Portfolio Manager
- CA - SuperProject
- Project Scheduler
- Time Line
- High-End Project Management Software



Selection criteria for project management software

- Software capability.
- Documentation and online help facilities.
- Ease of use.
- Facilities available.
- Integration with other systems.
- Installation requirements.
- Reporting capabilities.
- Data protection.
- Support provided by the supplier.
- Cost.



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Advantages of using Project Management Software

- Precision.
- Permissiveness.
- Easy to use.
- Ability to work with complex projects.
- Allow changes.
- Stores data.
- Reaction speed.
- Analysis of the causes.

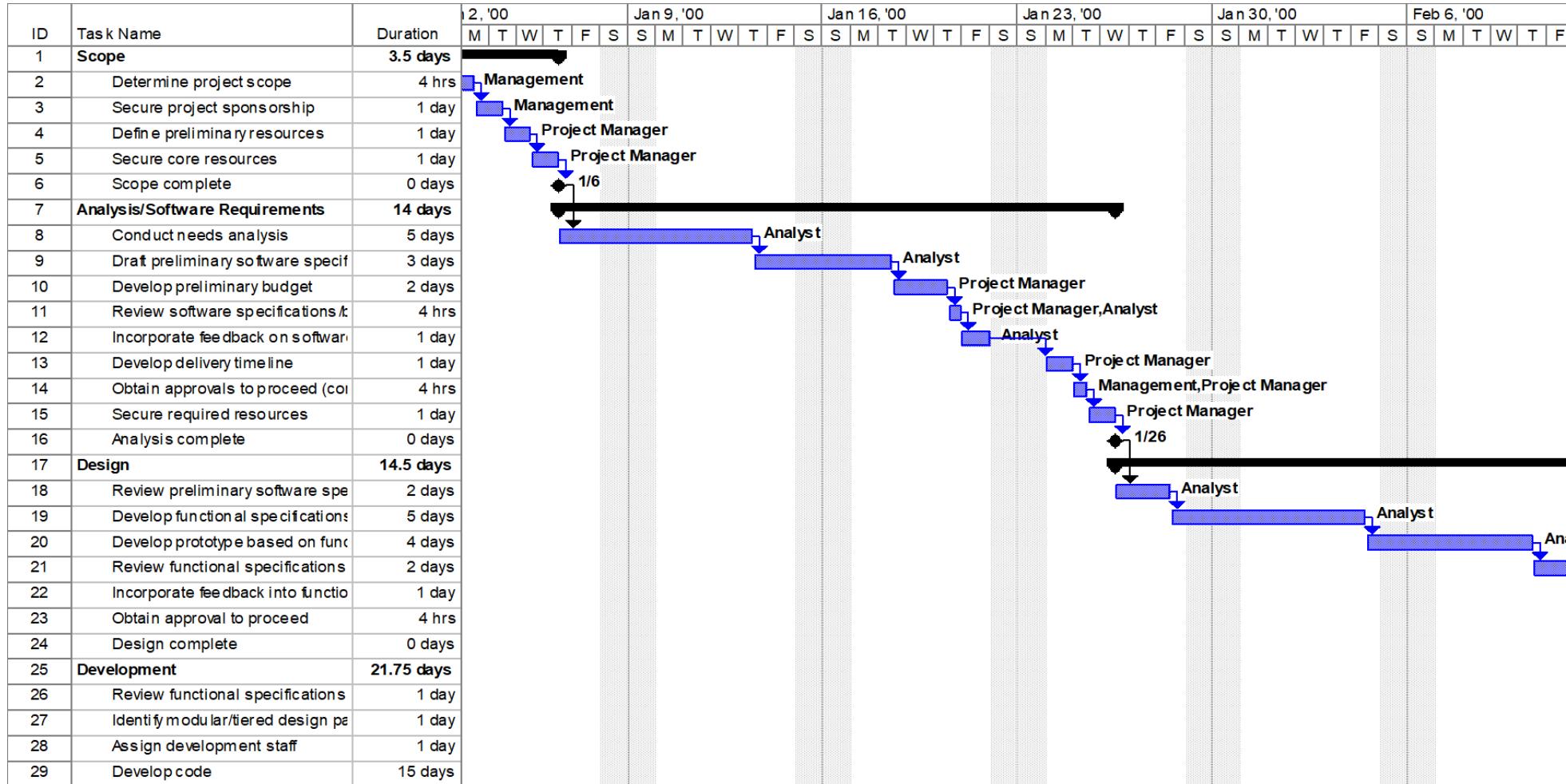
Disadvantages of using Project Management Software

- Deconcentration caused by software
- Overloaded with information
- Super trust in software
- False sense of security



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GANT GRAPH (time frame of activities)



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Microsoft Project - Project Plan Deluxe3.mpp

File Edit View Insert Format Tools Project Collaborate Window Live Meeting Help

Type a question for help

Tasks Resources Track Report

Meet Now User Preferences... Live Meeting Help

Pricing

ID	Resource Names	Task Name	Duration	Start	Finish	% Complete
1	1 Lars A	Project Management/Design	37 days?	Fri 24-02-06	Mon 17-04-06	43%
2	2 Lars A	+ Vision and Scope:	1,75 days?	Fri 24-02-06	Mon 27-02-06	100%
3	3 Lars A	Add competitive review (from Irina)	1 day?	Fri 24-02-06	Fri 24-02-06	100%
4	4 Lars A	Understand MS Premier value proposition and document the di	1 day?	Fri 24-02-06	Mon 27-02-06	100%
5	5 Lars A	Customer profiles - MBS only, MS/MBS, MS only	1 day?	Fri 24-02-06	Mon 27-02-06	100%
6	6 Lars A	Add Geo optimization information	1 day?	Fri 24-02-06	Mon 27-02-06	100%
7	7 Lars A	Review with regions and incorporate feedback	1 day?	Fri 24-02-06	Mon 27-02-06	100%
8	8 Lars A	Approve document once content is final	1 day?	Fri 24-02-06	Mon 27-02-06	100%
9	9 Lars A	+ Offering Design (packaging)	1,5 days?	Fri 24-02-06	Mon 27-02-06	94%
10	10 Lars A	Determine training benefits, e-courses library	1 day?	Fri 24-02-06	Fri 24-02-06	100%
11	11 Lars A	Do we change the name of the account manager roles?	1 day?	Fri 24-02-06	Fri 24-02-06	100%
12	12 Lars A	Finalize Packaging of one onsite add-ons	1 day?	Fri 24-02-06	Fri 24-02-06	100%
13	13 Lars A	Finalize definition of 24*7 and severity 1/business down	1 day?	Fri 24-02-06	Mon 27-02-06	100%
14	14 Lars A	Understand how we want to position and systematically hand	1 day?	Fri 24-02-06	Fri 24-02-06	100%
15	15 Lars A	Review with MS Offerings	1 day?	Fri 24-02-06	Fri 24-02-06	100%
16	16 Lars A	Review offering specification with regions' offerings & deliver	1 day?	Fri 24-02-06	Fri 24-02-06	100%
17	17 Ulf S	Roles, process for SA in CRM contract	1 day?	Fri 24-02-06	Fri 24-02-06	50%
18	18 Sten F	+ Delivery	37 days?	Fri 24-02-06	Mon 17-04-06	38%
19	19 Sten F	Determine Delivery Capability and Plan according to final design	24,5 days?	Fri 24-02-06	Thu 30-03-06	100%
20	20 Sten F	In depth TSAM training: Orientation and planning and support	1 day?	Mon 17-04-06	Mon 17-04-06	0%
21	21 Karolina K	24*7 setup	37 days?	Fri 24-02-06	Mon 17-04-06	50%
22	22 Ulf S	Screeners in EMEA are ok to the process	13 days?	Thu 30-03-06	Mon 17-04-06	0%
23	23 Sten F	TSAM - Screeners	13 days?	Thu 30-03-06	Mon 17-04-06	0%
24	24 Karolina K	Closing in Clarity when solved the case	13 days?	Thu 30-03-06	Mon 17-04-06	0%
25	25 Karolina K	Describe customer process when using 24*7	13 days?	Thu 30-03-06	Mon 17-04-06	0%
26	26 Lars A	+ Pricing	1 day?	Fri 24-02-06	Fri 24-02-06	100%
32	32 Sten F	+ Develop Service Specifications	13 days?	Thu 30-03-06	Mon 17-04-06	50%

Gantt Chart

Ready EXT CAPS NUM SCRL OVR

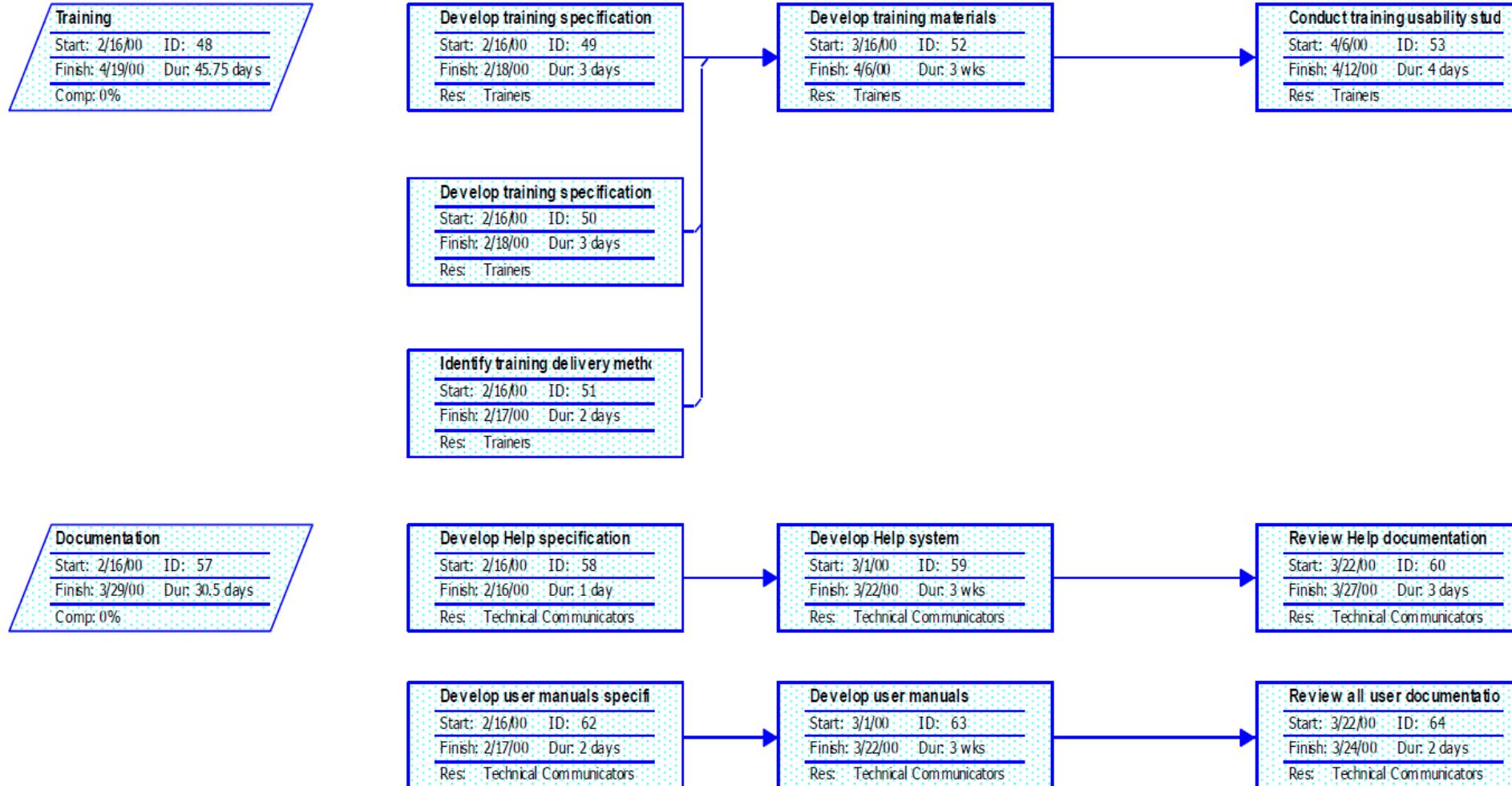
start Internet Explorer Skype Micro... Micro... Microsoft Internet Explorer Microsoft Internet Explorer Search Desktop

21:22



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PERT GRAPH- interdependence between activities



Risk is defined as an uncertain but possible element that appears permanently in the process of technical, human, social, political events, reflecting variations in the distribution of possible results, the probability of occurrence with objective and subjective values having possible harmful effects of irreversible nature and opportunities.



Risk is a normal and inseparable partner
of any activity having direct and strong effects on the results of that activity.



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Every activity has a certain degree of risk.

Every day the organizational structure of which we are part is approached directly or indirectly by various risks.



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Risk management is defined as the management of uncertain events for the purpose of success.

A project without risk management is not eligible.



Risk management is characterized by the totality of methods and means by which the risk is managed in order to meet the objectives described in the technical, social, human or political event to be analyzed, having uncertainty as the major basis of risk factors.



The key word of its risk management is '**systematic**', because only an extremely rigorous and constant approach at all levels of the event to be analyzed, can lead to an effective control over the activities of the event and to the reduction of risk factors.



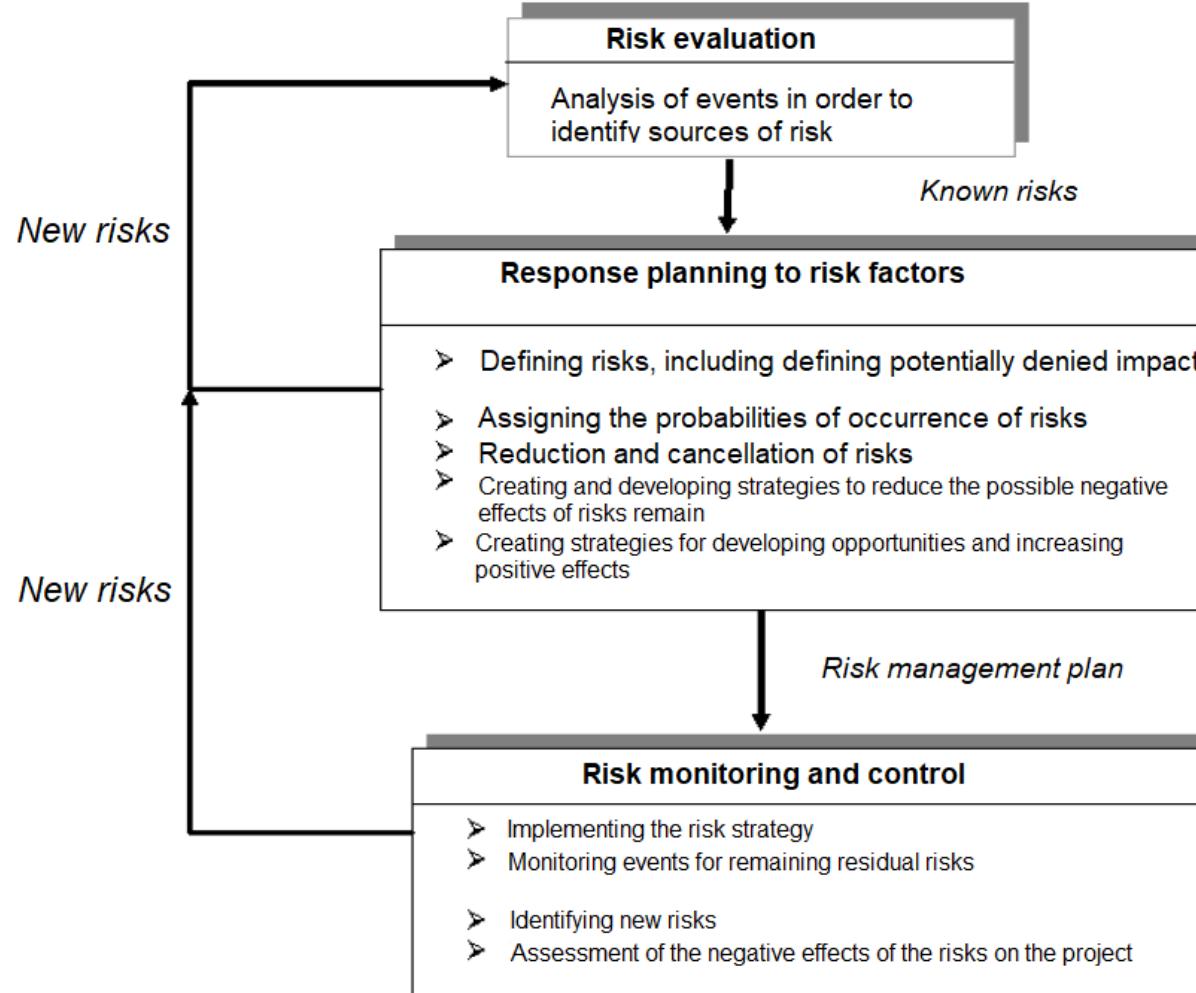
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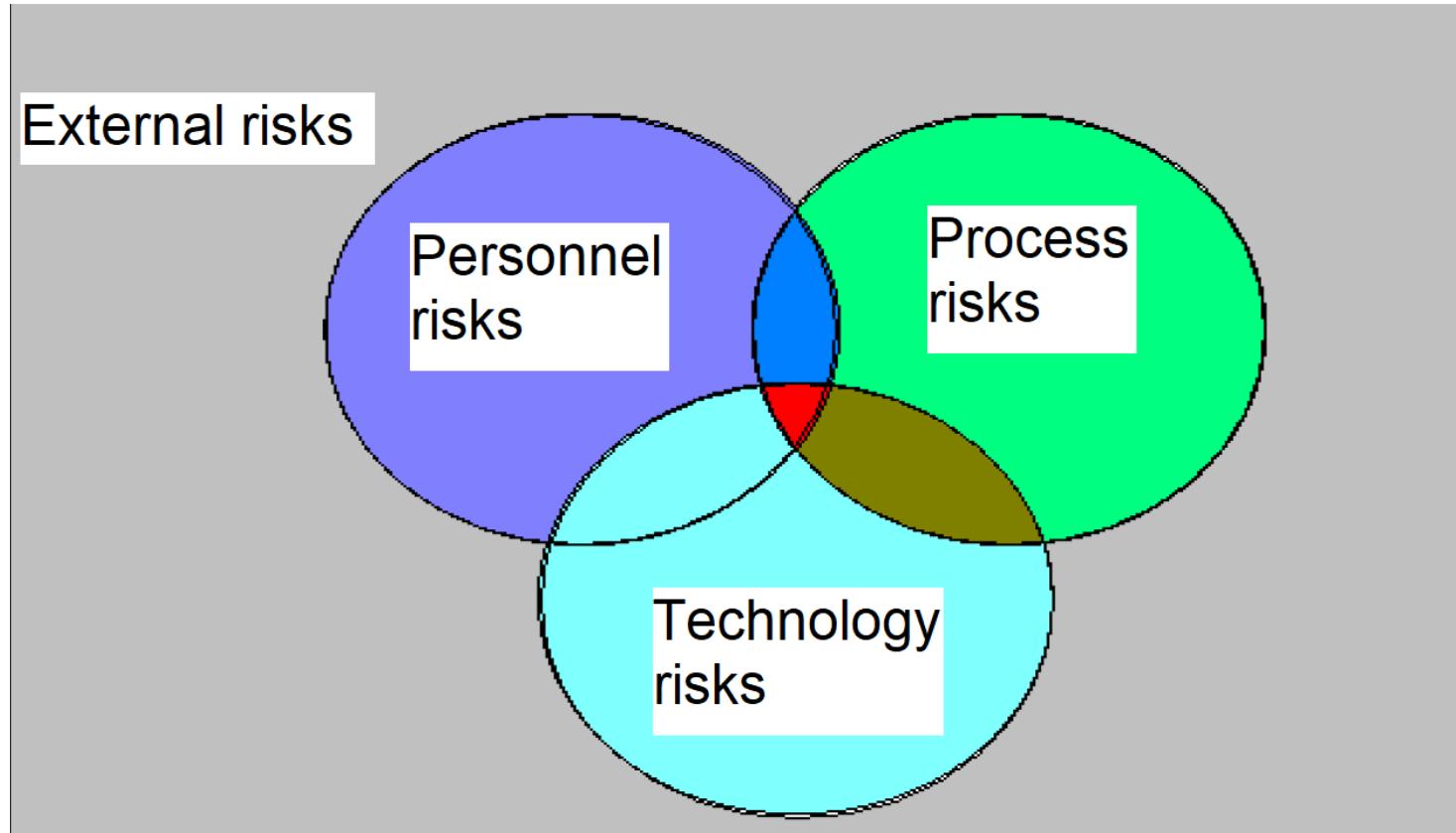
Risk management requires the use and synthesis of information in several areas such as: economic, technical, legal, political, psycho-social.

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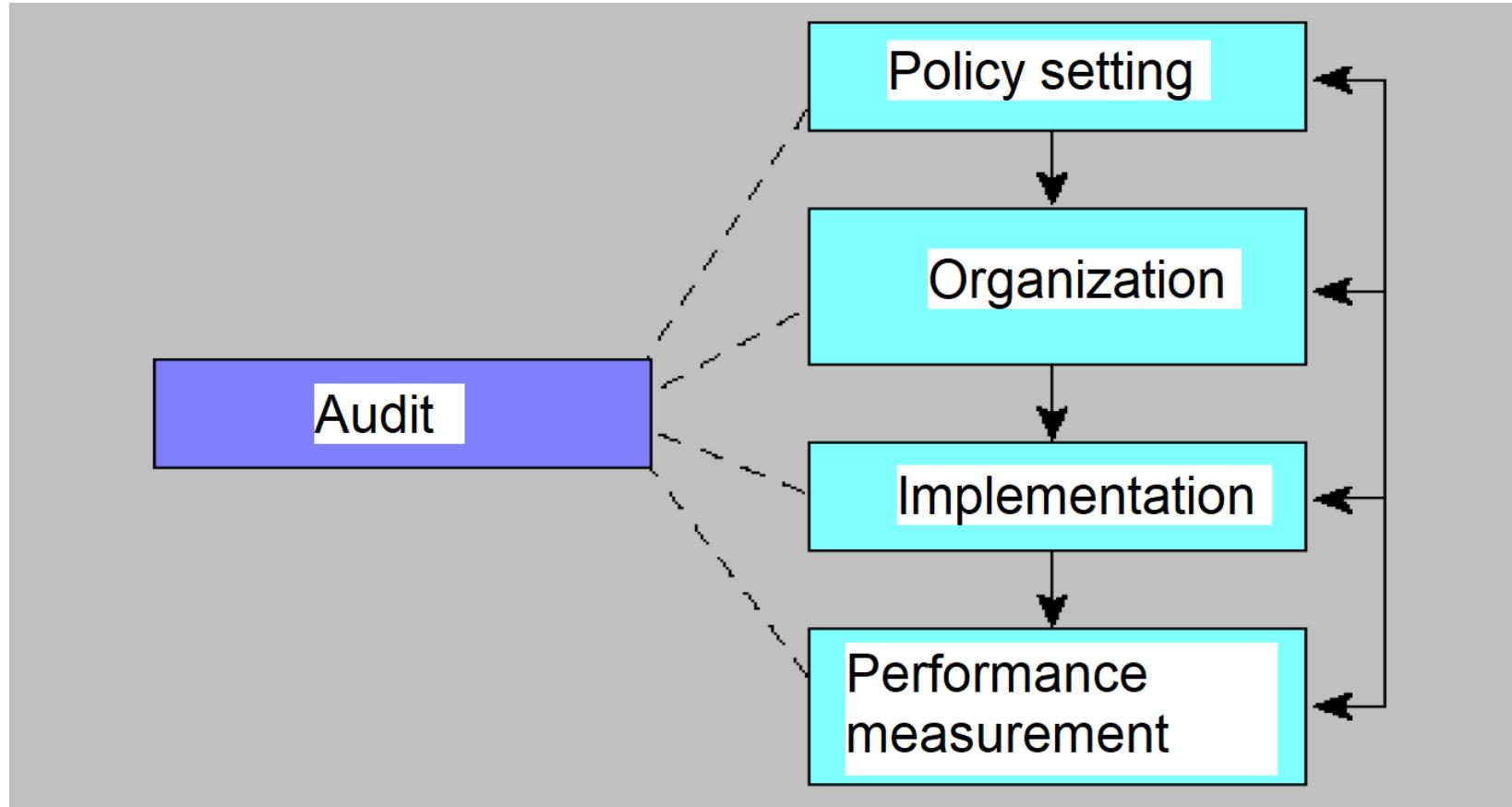
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Structural organization chart on risk management in projects



Operational risk - components



The operational risk management process



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**THE BIGGEST RISK
IS
NOT TO BE A RISK.**



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**RISKS ARE OPPORTUNITIES
THAT WE MUST TAKE
ADVANTAGE OF**



The minimum requirements of Risk Management (MaRisk) impose the (stress test) for each project (individual risk stress tests) and for the organization structured by projects (coherent stress tests).



The need is imposed due to the strong increase of risk factors and unpredictable situations with uncontrollable occurrence. The term “stress test” is used in MaRisk as a general concept for extraordinary but plausible scenarios (simulated - modeling) such as historical or hypothetical scenarios.



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It is mandatory that the risk factors to be reviewed frequently and regularly, usually weekly.

Risk factors will also be included in the organization's portfolio.



**The structure of the portfolio can change quickly
and as a result the stress test by areas is
periodically reported:**

Market risks - Monthly

Liquidity risks - Monthly

Operational risks - Quarterly

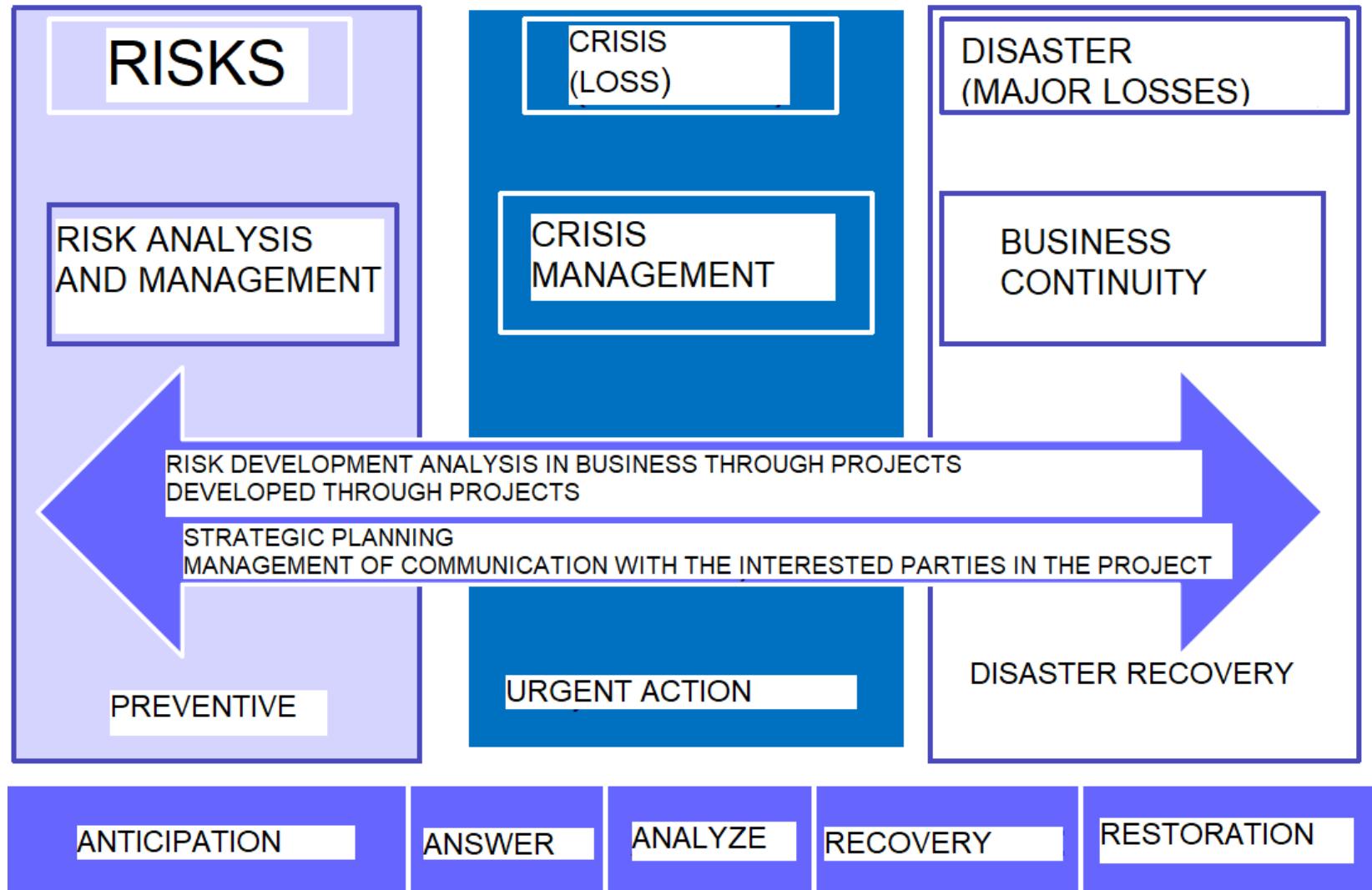
Credit risks - Quarterly

Organizational risks - Quarterly



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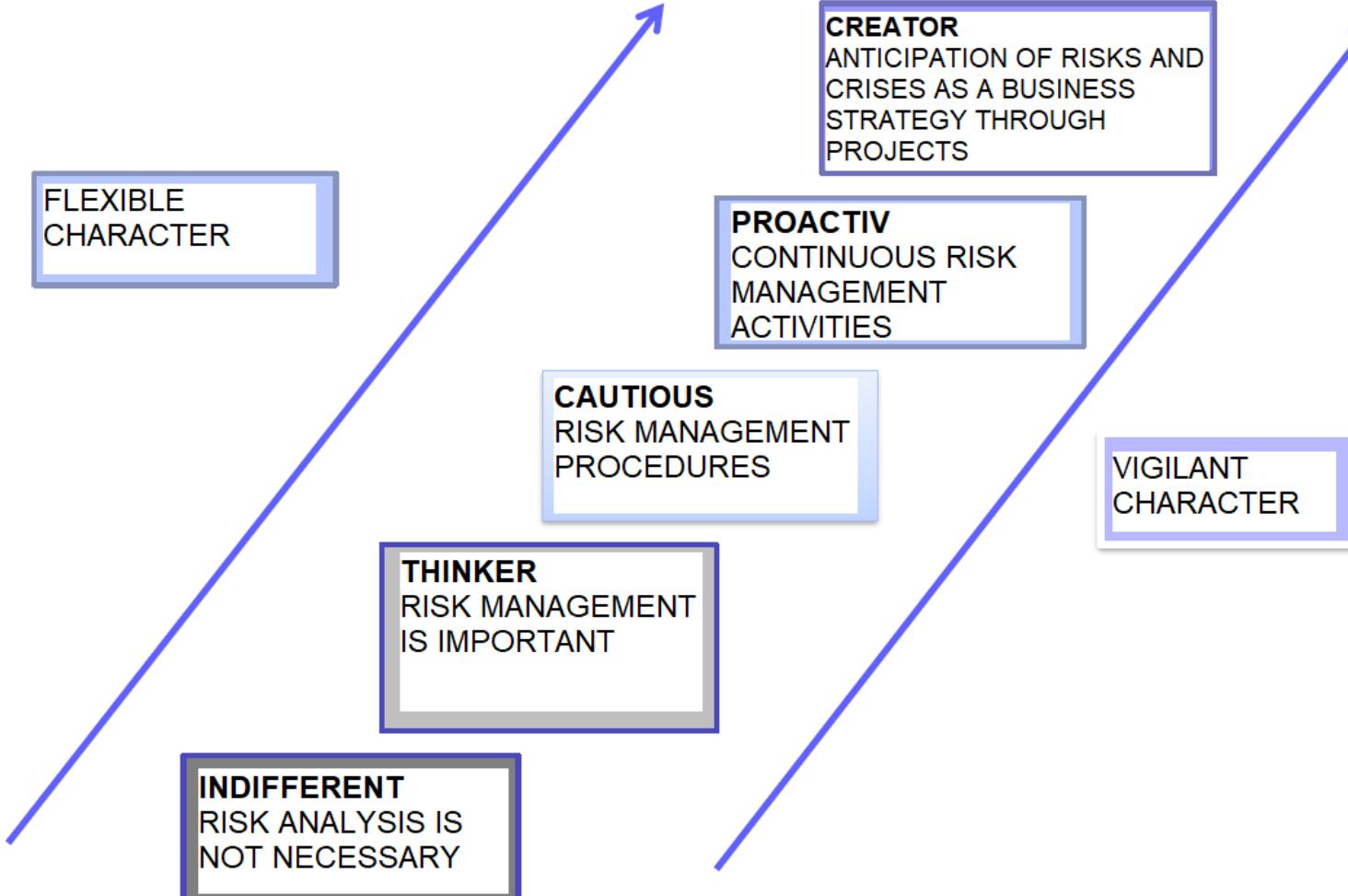




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CULTURE OF THE PROJECT MANAGER FOR RISK MANAGEMENT





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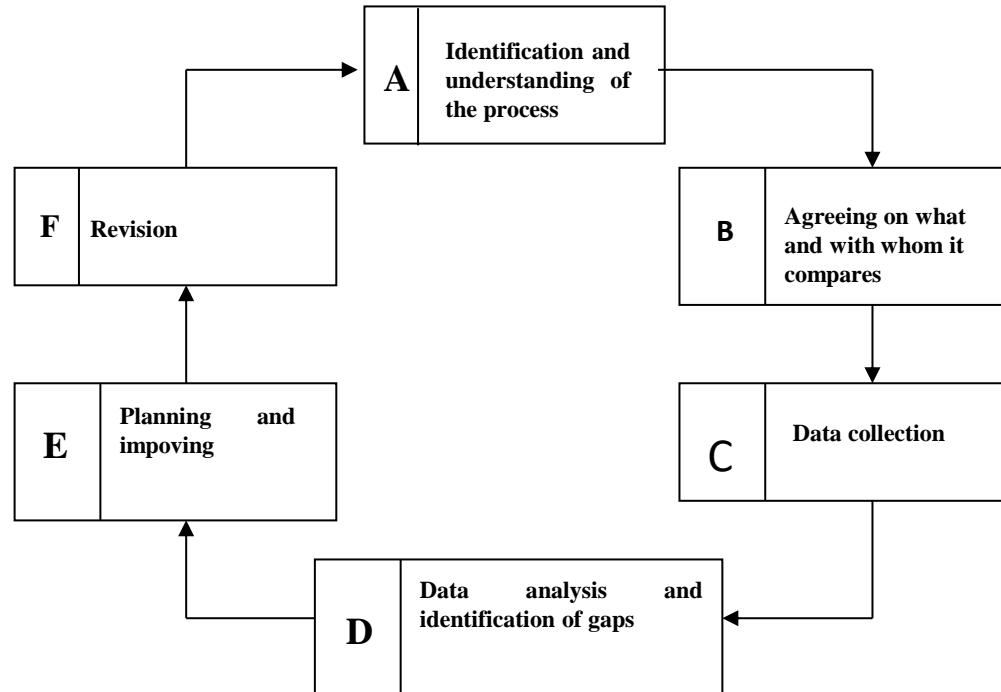
Project management by comparing and adapting "Benchmarking"

Project management through comparison and adaptation (Benchmarking Projects) is defined as a systematic comparative analysis of the market, through which a measurement of the performance of the project, of an organizational structure or of its activity, is carried out, in comparison with the performances achieved by other projects, organizational structures or equivalent activities, with the aim of improving the performance characteristics of the project.

Benchmarking identifies, understands and adapts outstanding practices, within the organization or from other organizations, in order to improve performance. This requires a process of benchmarking practices and procedures against those considered best to identify ways in which an organization can make progress. Thus, new standards and objectives can be established, which lead to a better satisfaction of the beneficiaries' requirements, a higher quality of products and services, a decrease in costs, etc.

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The model of the benchmarking process as a performance improvement technique.



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Project management using the "theory of constraints"

The Theory of Constraints, (TOC – Theory of Constraints), represents a management philosophy for projects and for companies or organizational structures that have a structure of project management activities.

TOC defines the "Narrow Critical Zone" as being represented by a resource (human, material, financial, informational, etc.) with insufficient capacity to produce the quantity of product/service demanded on the market.

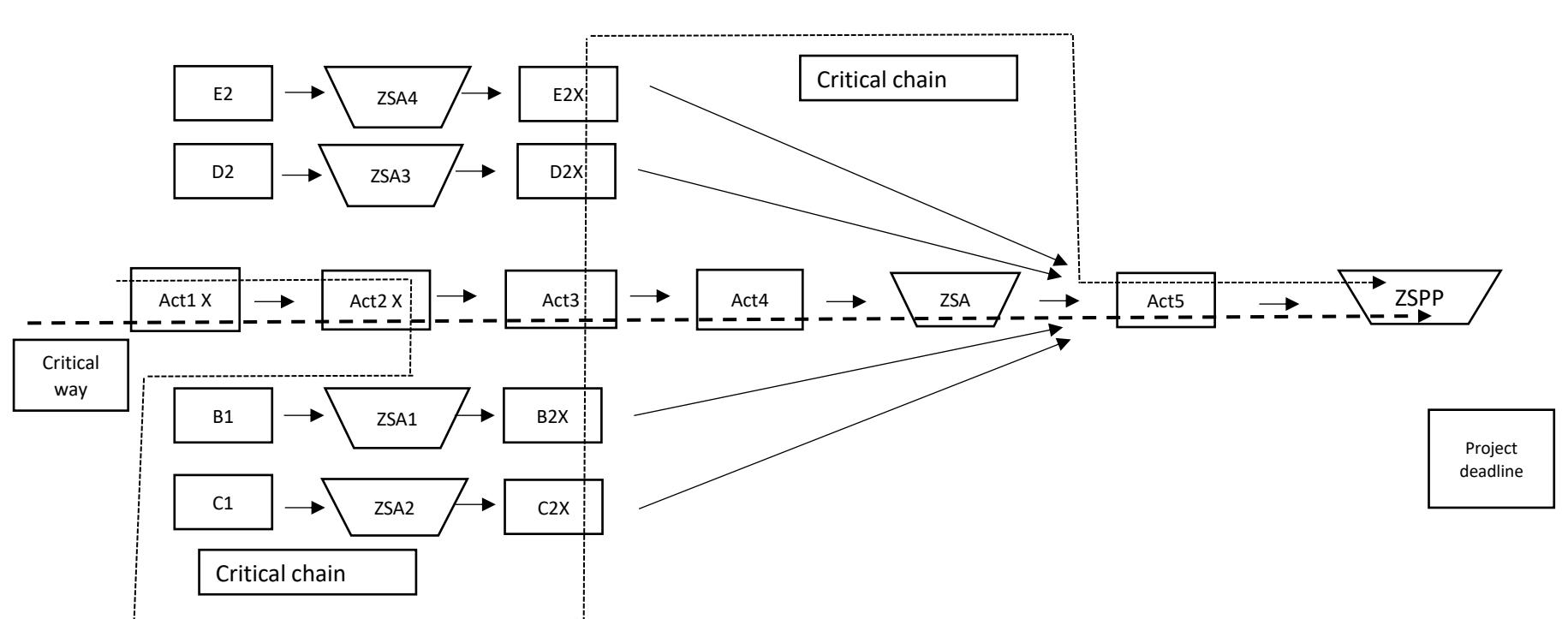
The "narrow critical zone" inhibits the commercial company (project consortium) from increasing the financial achievements of the company.

In project management, the desired performance is to complete the project on time or before the set deadline. In the case of a project, the constraint is given by the "critical path".

In the case of projects, the safety stock is analogous to a time reserve for the critical path.

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Establishing the sequence of the critical chain and the subordination of non-critical sequences

Act_X – activity that must be performed by the same resource

ZSA N – supply safety zone for activity N

ZSPP – safety zone for the project



Working meeting for a successful project

- 1. Clearly set the objectives of the meeting.**
- 2. Set an agenda and schedule for the meeting at least two or a week in advance**
- 3. Give up bulky reports printed with redundant information and use synthetic reporting templates in electronic format with at least printed documents**
- 4. In case of extreme situations, always have the backup solution or crisis options using external experts.**
- 5. Ensure the logistical comfort for the participants and the environmental comfort of the meeting**
- 6. Start and end the meeting on time with a maximum meeting time of 2 hours.**
- 7. Complete the project meeting with a report that compares the results obtained with the planned results and analyzes in interdependence the activity of all the factors involved in the project activities.**
- 8. Establish clear and precise tasks for all project participants with reasonable deadlines appropriate to the objectives of the project and the forthcoming meeting.**



Management of the organization in conditions of instability global economic and financial reorganization

- 1. Understanding the business and the business environment**
- 2. Focus on what you know how to do best.**
- 3. Accurate risk assessment and risk management.**
- 4. Acting with determination and conviction in any situation.**
- 5. Business modeling and simulation through extreme scenarios.**
- 6. Careful choice of collaborators and suppliers.**



Management of situations of globalized economic and financial instability

The globalized economic, financial and social system is changing major at high speed and will continue to change. It is risky to adopt a prudent waiting technique in business through projects. The strategy is to innovate and constantly launch new products, but at the same time not to lose sight of the lesson of the past and history. Those who will maintain their value over time will survive on the market.



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**PROJECT MANAGEMENT IS A
PHILOSOPHY OF LIFE IN WHICH
SUCCESS IS A CONDITION OF
EXISTENCE.**

ANYTHING IS A PROJECT



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