


Chapter 8

Special Topics


Chapter 8 1



Performance Appraisal

- ❖ Assess the employee's work performance, preferably against pre-established objectives
- ❖ Provide a justification for salary actions
- ❖ Establish new goals and objectives for the next review period
- ❖ Identify and deal with work-related problems
- ❖ Serve as a basis for career discussions

Chapter 8 2



Performance Measurement

- ❖ **Business results** as measured by profits, contribution margin, return on investment, new business, and income; also, on-time delivery, meeting contractual requirements, and within-budget performance.
- ❖ **Managerial performance** as measured by overall project management effectiveness, organization, direction and leadership, and team performance.

Chapter 8 3

Projects In Small Companies

- ❖ Total duration is usually three to twelve months.
- ❖ Total dollar value is \$5000 to \$1.5 million (upper limit is usually a capital equipment project).
- ❖ There is continuous communication between team members, and no more than three or four cost centers are involved.
- ❖ Manual rather than computerized cost control may be acceptable.

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Small Project (Continued)

- ❖ Project managers work closely with functional personnel and managers on a daily basis, so time-consuming detail reporting is not necessary.
- ❖ The work breakdown structure does not go below level three.

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Mega Projects

- ❖ Vast amounts of people may be required, often for short or intense periods of time.
- ❖ Continuous organizational restructuring may be necessary as each project goes through a different life-cycle phase.
- ❖ The matrix and project organizational form may be used interchangeably.

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Mega Projects *(Continued)*

❖ The following elements are critical for success.

- Training in project management
- Rules and procedures clearly defined
- Communications at all levels
- Quality front-end planning

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Mega Project Difficulties

❖ Lack of available on-site workers (or local labor forces)

❖ Lack of skilled workers

❖ Lack of properly trained on-site supervision

❖ Lack of raw materials

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Partnerships



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External Partnering

❖ Types of Relations

– Approved Suppliers

– Preferred Suppliers

– Partners

Chapter 8

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Partnership Strength

Strong

Weak

Partnership Strength

Increasing Cooperation

Command of Technology

Technical Capability

Technical Understanding

Superior-Subordinate

Working Relationship

Peers

Strong

Matrix Strength

Weak

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