

Policies to Improve Project Management

Week 3 Graded Activity

Purpose: This assignment asks you to synthesize what you have learned from the presentation on project management and the interactive MIT Sloan Hardware Project Management Simulation. Please do this assignment only after you have completed the material on systems thinking and project management, especially the set of experiments with the simulator. Based on what you learned:

Write an ~800 words memo for the senior leadership of your organization presenting your recommendations to improve the way your organization manages projects.

Focus on the type of projects that are typical in your actual organization. If you are not currently involved in project management, note that projects can span any domain, including construction, hardware, software, or any other context—they can be large or small, in for-profit firms or governments or nonprofits, military or civilian, or any other setting where teams of people must work together to generate deliverables that meet certain requirements, budget, and deadline.

1. Describe briefly what is the mission of your organization, the services you offer, and your clients (if applicable) to provide context for your peers to aid them in evaluating your proposals.
2. Consider the following guidelines when writing your memo:
 - a. **Describe 5 actionable recommendations** that could be implemented in your organization.
 - b. **Present policies that are applicable to a variety of real-world projects**, not decisions specific to a particular project, e.g.: “Set the workweek to 60 hours throughout the project to increase progress while avoiding excessive worker fatigue” is a decision; “Require your team to work long hours until you are sure they are suffering from fatigue” is a policy (though not necessarily a good one—the choice of policies is up to you). If you chose this policy, explain how, in real life, project managers could determine what workweek would avoid excessive worker fatigue, and how you would determine whether and how burned out they are.
 - c. **Explain each recommendation**, including how and why you expect it would help improve project performance.
 - d. **Avoid technical jargon**. Draw on your experience with the project simulator, but make sure your recommendations are applicable to the real world and

presented in plain language suitable for the managers and leaders of your organization.

- e. **Ensure your recommendations are robust to realistic uncertainties** you and your organization face. Every project is different and faces different technological, market, human resource, cost, time pressures, and other conditions.
- f. **Be realistic but not cynical.** Your recommendations should be implementable in your organization, but don't assume that change is impossible. Make a case for the value and benefits of your proposals. Consider how you might address resistance to change and increase the likelihood of successful implementation.

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Mission of the organization

My company mission is to deliver a platform where the users can Build, Secure, Deliver and Observe their software applications through a global Edge Computing platform. That is to say, we are a software company that develops many services like serverless applications, image optimization, multiple cache layers, self learned Web Firewall and lots of observability tools. On top of this, the delivery of these services as close as possible to the requests, always at the Edge. We enable new technologies and use cases for applications, security, networking, video and game streaming, AI, IoT, 5G and more. If you want to know about Azion Technologies go to azion.com.

Policy 1:

We should ensure high quality from the beginning and not allow anyone down a notch on this at almost any cost. Adding a QA Team to the loop will ensure we create a testing culture and the discovery of rework during the project, not after. The amount of rework is directly connected with the schedule and quality of the project. More rework discovered during the project should give us a better end product and so be more competitive in the market. And so, we should never cut testing and bring quality insurance methods for the whole process.

Policy 2:

Although is quite normal they appear during our projects we should avoid changes after the design phase or at least the majority of them. Ensuring high quality from the beginning the design team will have the resources to deliver a well-researched design. That is to say, late modifications should be more related to some external benchmarking and focused on increasing market share and not because of a failure in the process. In our company, we need to give more focus to the UX/UI teams and make them work with the retail and marketing team from the beginning.

Policy 3:

Start with more people than planned. We have learned this from past projects. Good people in the technology market are hard to find and rookies sometimes can have a steep learning curve. We should hire and train people from the start. That way we will ensure we had the correct amount of experience people when is needed and in the long run will ensure the amount of errors made and rework take.

Policy 4:

We should overtime as a last resource. It is also common to have peaks of management pressure on the teams during the project we can deny that, but in some occasions we fail in attribute some problems that happened to the effect of fatigue of the people. We know this is a recurrent loop, we increase the hours, productivity rises for some weeks and suddenly drops. The fatigue of the staff lowers the quality and starts a process of drop off sometimes. We should be more careful here and slow down before these signs.

Policy 5:

Last but not least, we should not cut corners for the sake of the schedule or external pressure. Cut phases we consider less important like training the staff or documenting the use of the product certainly will lead to problems we will deal with later. For instance, the amount of support calls we'll have if the product is too complex. We should think about some of these steps like the ensured of quality too and doing this we again won't have that amount of undesired rework in the future. Likewise, we should have a better description of the steps of our process, why they are important and past results we had when we give the proper focus or not to them.