



Michelsen Project Consulting ApS

Project Management Elements

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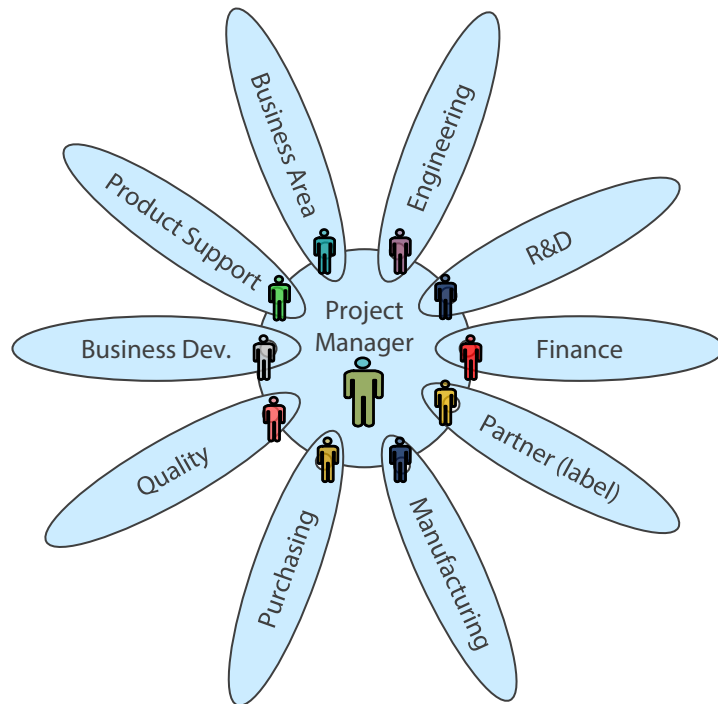
Project Management – Elements



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Project Management – R&R

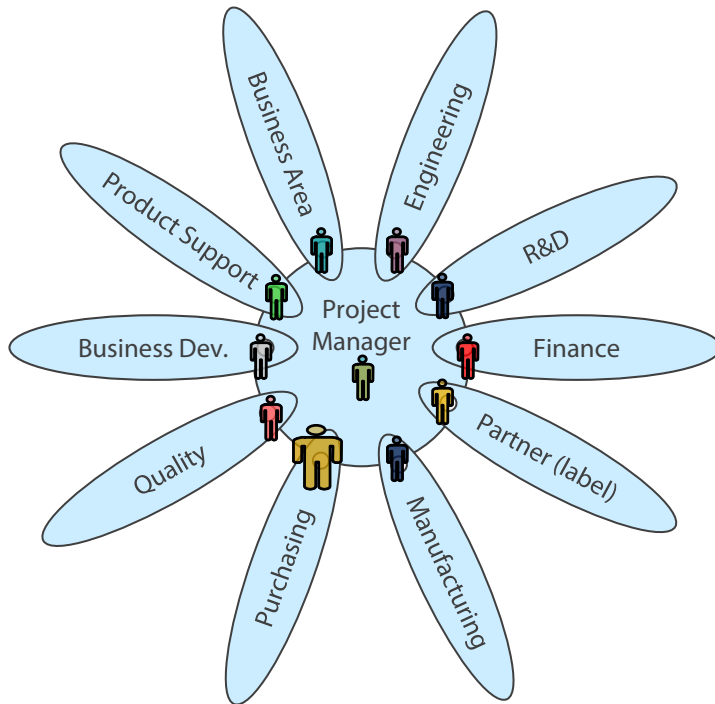
Roles & Responsibilities Project Manager



- Full business case responsibility for the project and is accountable towards the Product Committee from M0 to M4
- Act as the advocate of the whole team (all line functions relevant for the project)
- Leads and motivates the complete project team
- Manage time, cost, specifications and quality, according to Business case
- Secure that the Project milestone report is available 1 week ahead of the Product Committee meeting
- Request pre-milestone meeting is held 2 weeks before Product Committee meeting

Project Management – R&R

Roles & Responsibilities Function Core-Team Members

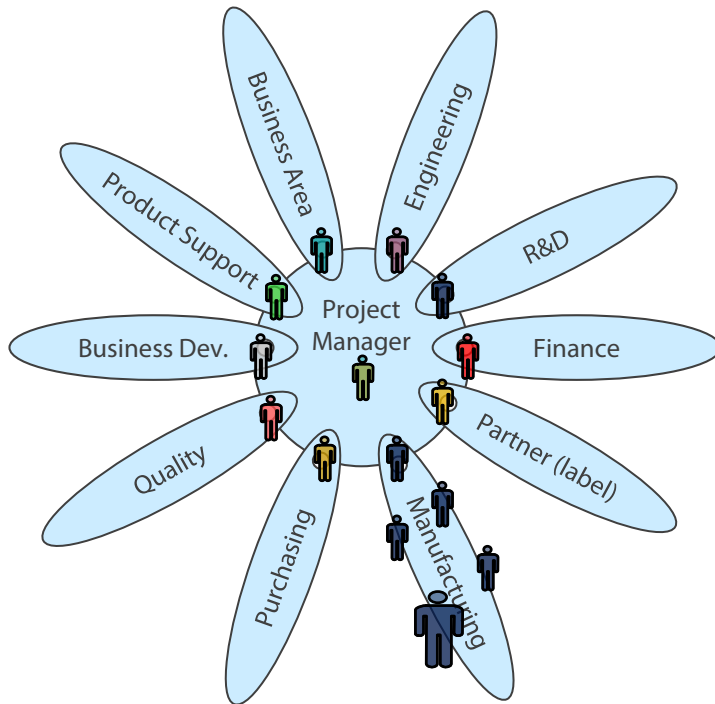


- Represents the area he/she comes from and draws on the expertise from there
- Makes decisions and commitment on behalf of his/her area in the project team
- Leads and delegates the project activities running in the area he/she comes from
- Shares the goals and objectives in the project
- Secures information flow to and from the project
- Ensures that the Line Management pre-milestone is held, concluded, and signed min 2 weeks ahead of the product committee meeting, and conclusion shared with the project manager

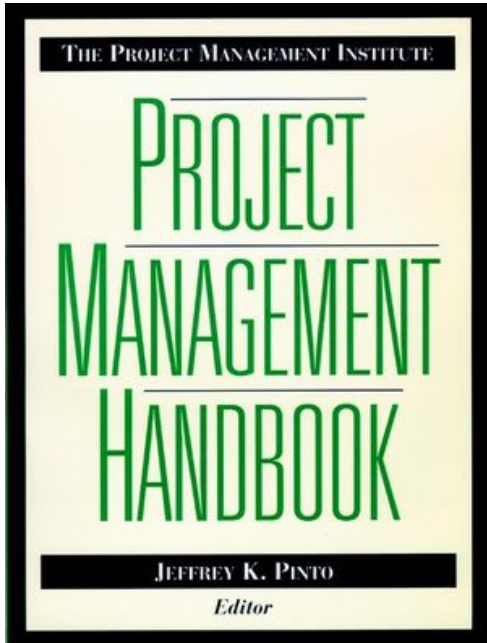
Project Management – R&R

Roles & Responsibilities Function Team Members

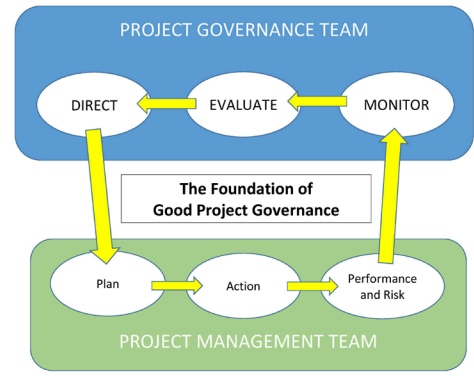
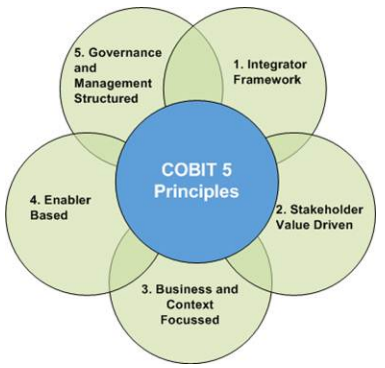
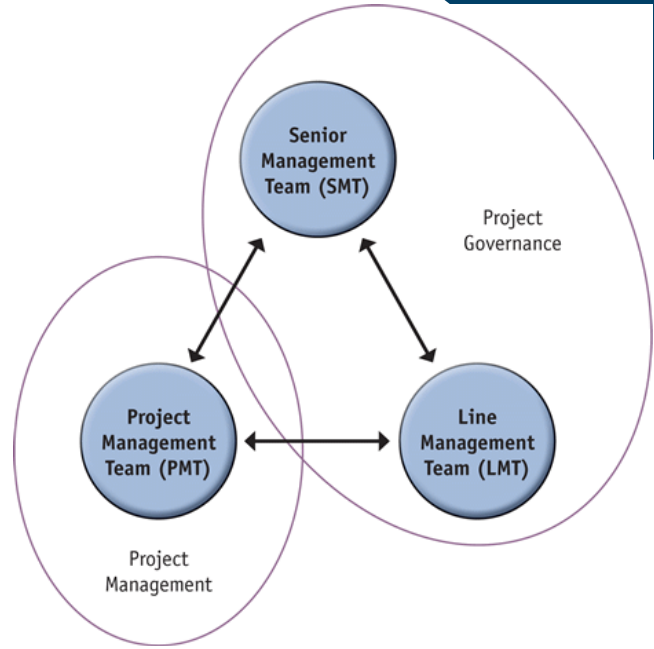
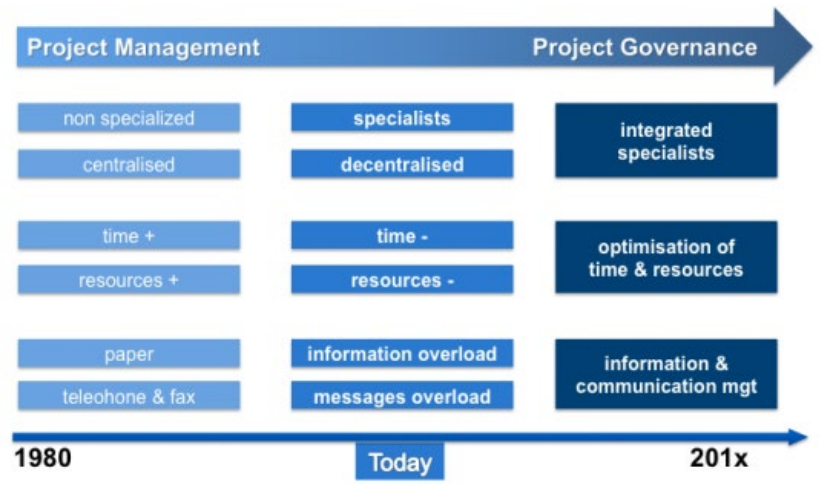
- Enables solutions being made, tested according to the need of the project
- Shares the goals and objectives in the project
- Secures information flow to and from the project
- Supports the core team member in making milestone reports



Project Management – Framework



In order to master these new challenges project governance extends the classical project management



Project Management – Goals



Time Management; Main Schedule Build, Week Schedule Build

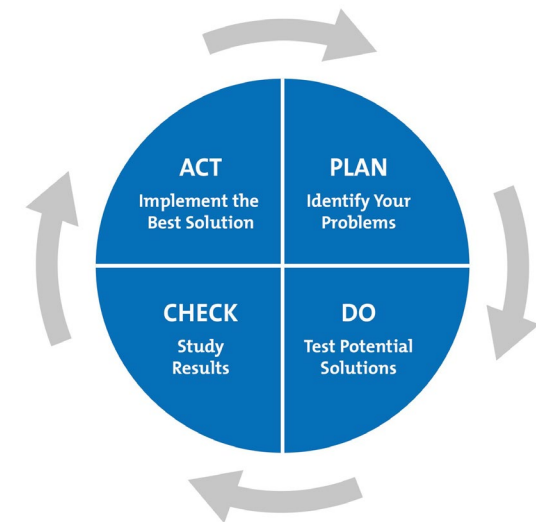
Risk Management; Risk Map Build – link to schedule

Cost Management; Burn Rate Control

Performance Management; Product Compliance with Specifications

COGS Management; Product Cost Control

Figure 1: The Plan-Do-Check-Act Cycle



PDCA is an iterative four-step management method used in business for the control and continual improvement of processes and products.

Critical Chain Project Management

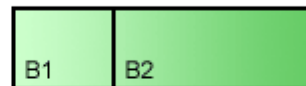
Time

Standard Project Schedule

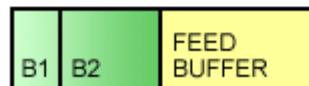
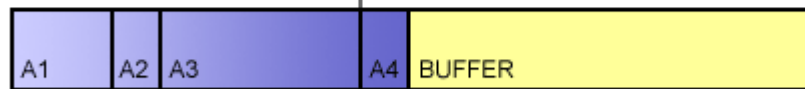
Critical Chain (longest task sequence)



Secondary chain



CCPM Project Schedule



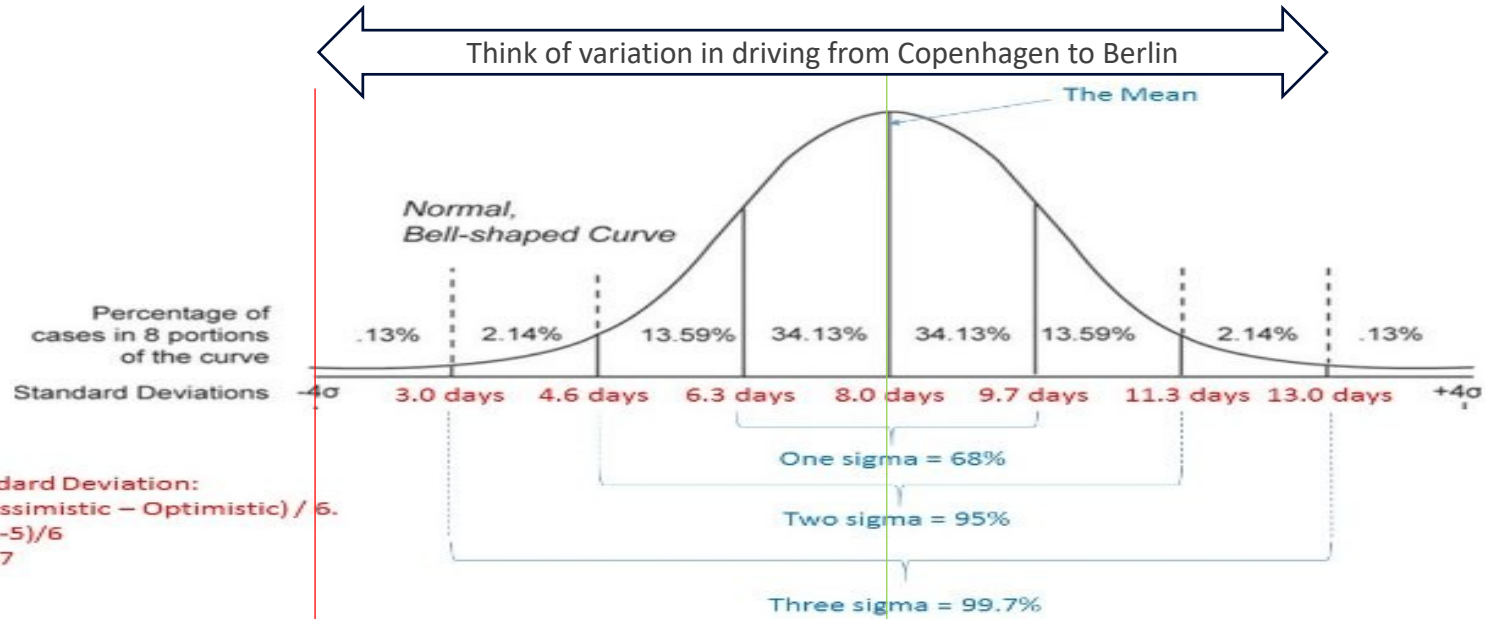
CCPM Principles

- **Single Integrated Schedule**
- **Eliminate Safeties from Each Task**
 - Management Must Not Insist on Each Task Starting & Finishing "On Time"
- Start **Right Jobs at Right Time** Using Prioritized Task List
- Focus on **Meeting Milestone Dates**, Not Task Dates
- **Counter Parkinson's Law**
 - Conserve Available Float/Slack on Each Task, Reduce Time Available
- **Counter Student Syndrome. Claim Early Finishes Immediately**
 - Start Each Task As Early As Possible
- **Predict Milestones Based on Buffer Penetration**
- Focus on **Task Throughput**, NOT on Task Costs

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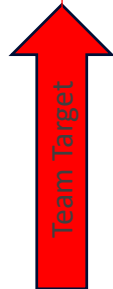
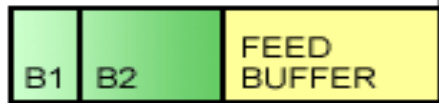
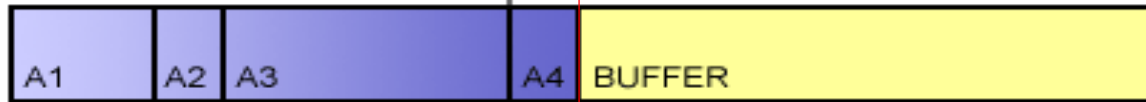
Critical Chain Project Management

Time



Standard Deviation:
 $= (\text{Pessimistic} - \text{Optimistic}) / 6$
 $= (15 - 5) / 6$
 $= 1.67$

CCF



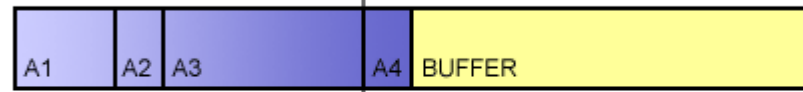
Project Team manages the buffer



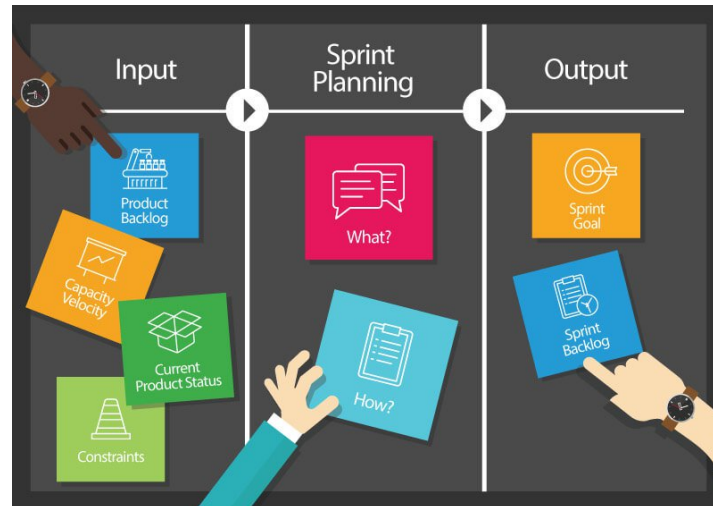
Sprint Planning vs. Project Schedule

Time

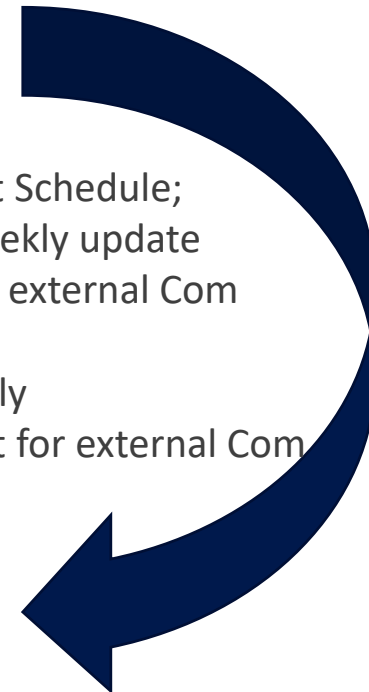
CCPM Project Schedule



WBS from
Project
Schedule to
Sprint



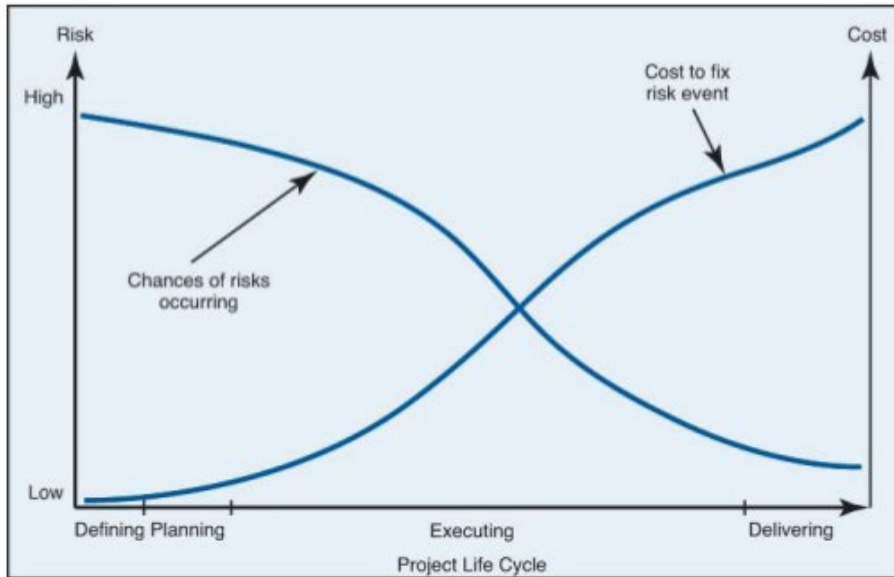
- Project Schedule;
- Weekly update
 - For external Com
- Sprint;
- Daily
 - Not for external Com



Risk Management

Risk

The Risk Event Graph



Risk Assessment Matrix				
Impact of Risk (Consequence)	Major	Medium	High	Extreme
	Moderate	Medium	Medium	High
	Minor	Low	Medium	Medium
Seriousness of Risk = Probability x Impact		Unlikely (0-33%)	Moderately Likely (33%-66%)	Highly Likely (66%-100%)
Probability of Risk (Likelihood)				

Risk Management

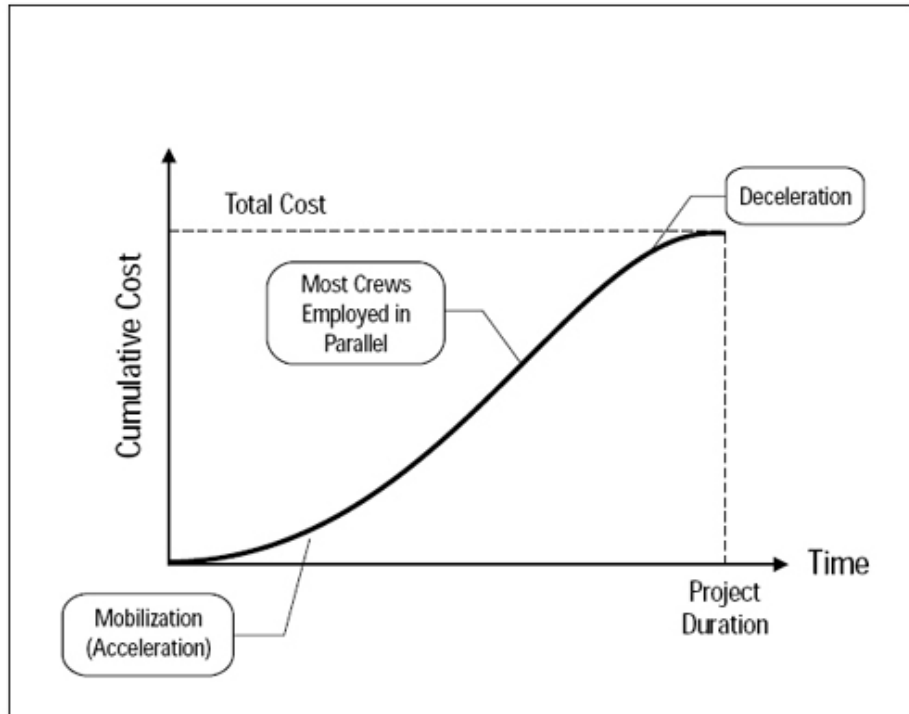
Risk

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Probability of Risk (Likelihood)				



Cost Control

Cost



Cost bucket behavior;

- Get weekly information from Accounting concerning the charges to your project and revise your information diligently every week
- Make sure your team members know you're watching the project budget – and the hours that they charge to it – like a hawk
- No scope creepage before checked with project budget – sales guys tend to develop a relationship with the customer and then you have the ego trip issue of your developer 'knowing' they can do anything quickly and easily.
- Procurement or design failure to meet project contract

Performance Management

Product Performance



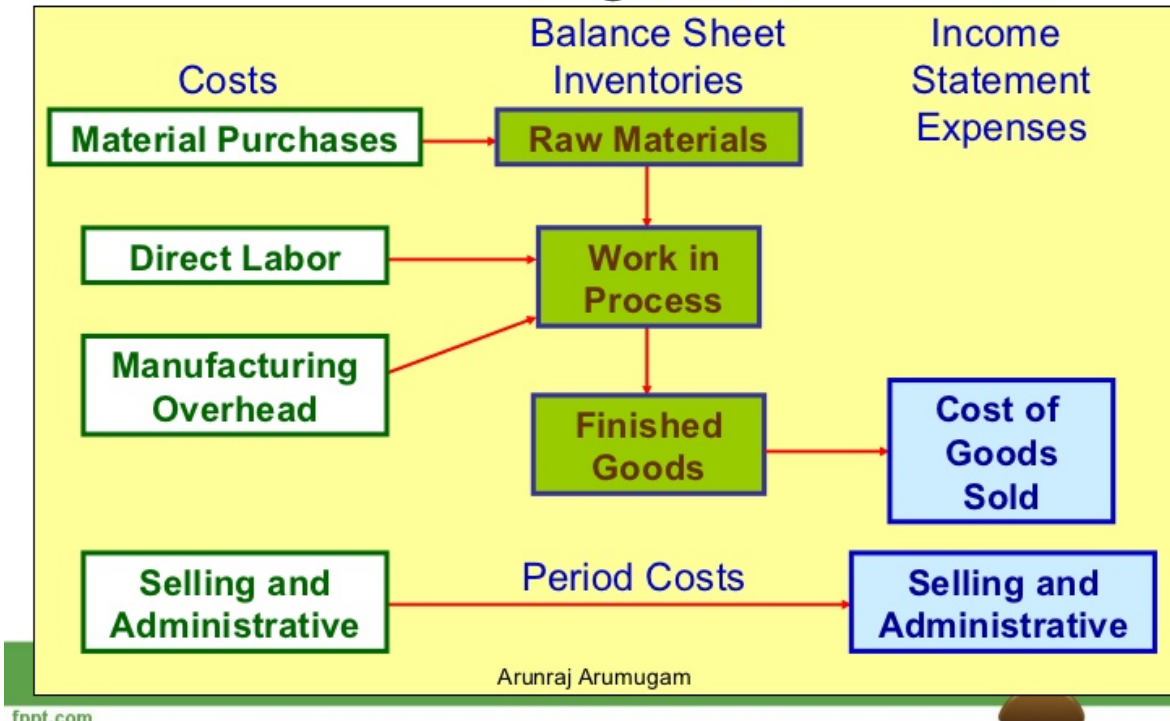
Customer Satisfaction;

- Product Specification
 - Customer Specification
 - Product Design Specification
- Product Price (FFT)
 - Cost of basic product functions
 - Cost of differentiated product functions
 - Cost of product services
- Product Quality
 - Product Quality meets customer expectations
 - Product Quality meets internal standards
 - Product quality is balanced with product costs

Performance Management

Product COGS

Manufacturing Cost Flows



COGS influencers;

- Product Design
- Process Capability
- Procurement Buying Power



Thank You.



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