



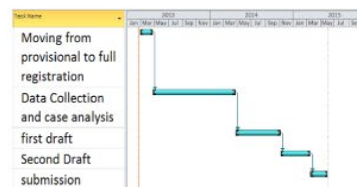
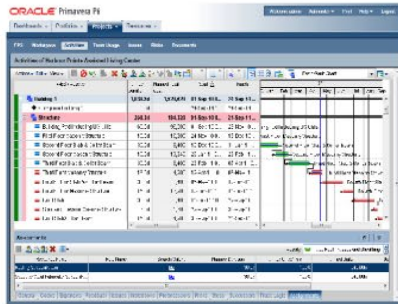
# Project dilemma's

Dr. Maryam Mirzaei  
Prof. Vicky Mabin

# What is Project management ?

Successful management of a project depends on a series of appropriate decision throughout the project life cycle.

Which method shall I apply to my project?



Scrum  
Last Planner PM  
AGILE

PRINCE2

Event chain methodology

Extreme project management



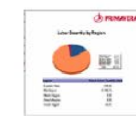
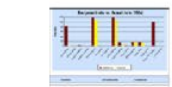
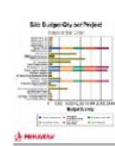
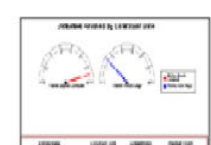
PM  
PMBOK  
PRISM

PM PM

CRITICAL CHAIN

PM PM

LEAN PM





# Literature review

Include contingency in task estimate	Do not include contingency in task estimate	(De Reyck, 2010; Cohen, 2007; Leach, 2005b, p. 80)
Accept new tasks	Complete committed work	(Leach, 2005b, p. 86)
Do not turn in work early	Turn work in early	(Cohen, 2007; Leach, 2005b, p. 84)
Formally change the Critical Path	Do not formally change the Critical Path	(Goldratt, 1997, p. 211)
Manage according to the cost world	Manage according to throughput world	(Goldratt, 1997, p. 99; Leach, 2005a, p. 58)
Consider resources the core constraint	Consider time as the core constraint	(Chua & Shen, 2005)
Start work early (Push approach)	Start work late (Pull approach)	(Millhiser & Szmerekovsky, 2012; Viljoen & Steyn, 2007; Zwikael, Cohen, & Sadeh, 2006)



# Agile Verses traditional project management

Another source of dilemma is the increasing interest in agile practices.

Project success literature attempts to classify projects and recommend best practices based on project characteristics

Adopting agile; is it one decision?

*“most Agile teams use some upfront design, and most formal methods are iterative”*. (Vinekar and Huntley, 2010)

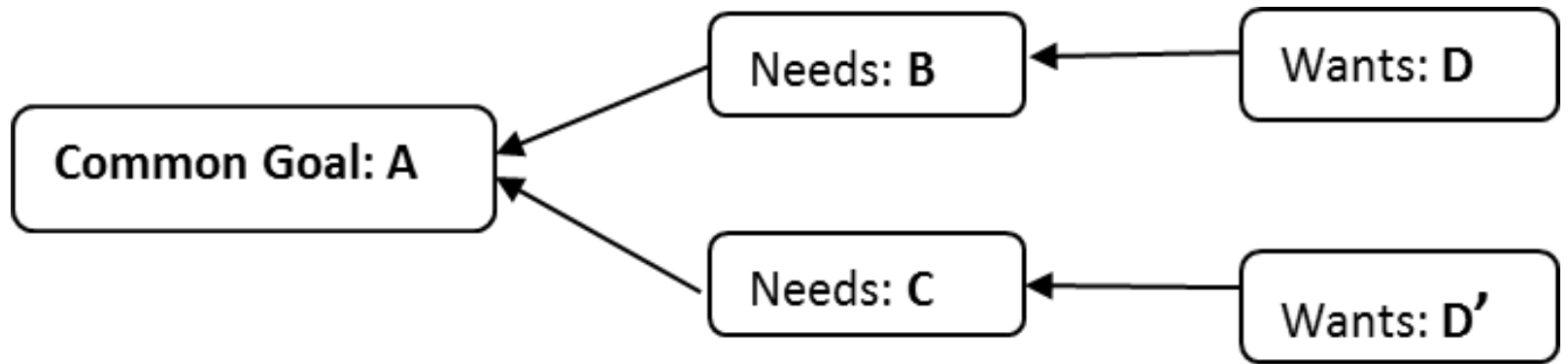


## Question

How do project manager choose and apply project management tools and techniques in the context of actual projects?



# Evaporating cloud and project dilemma's



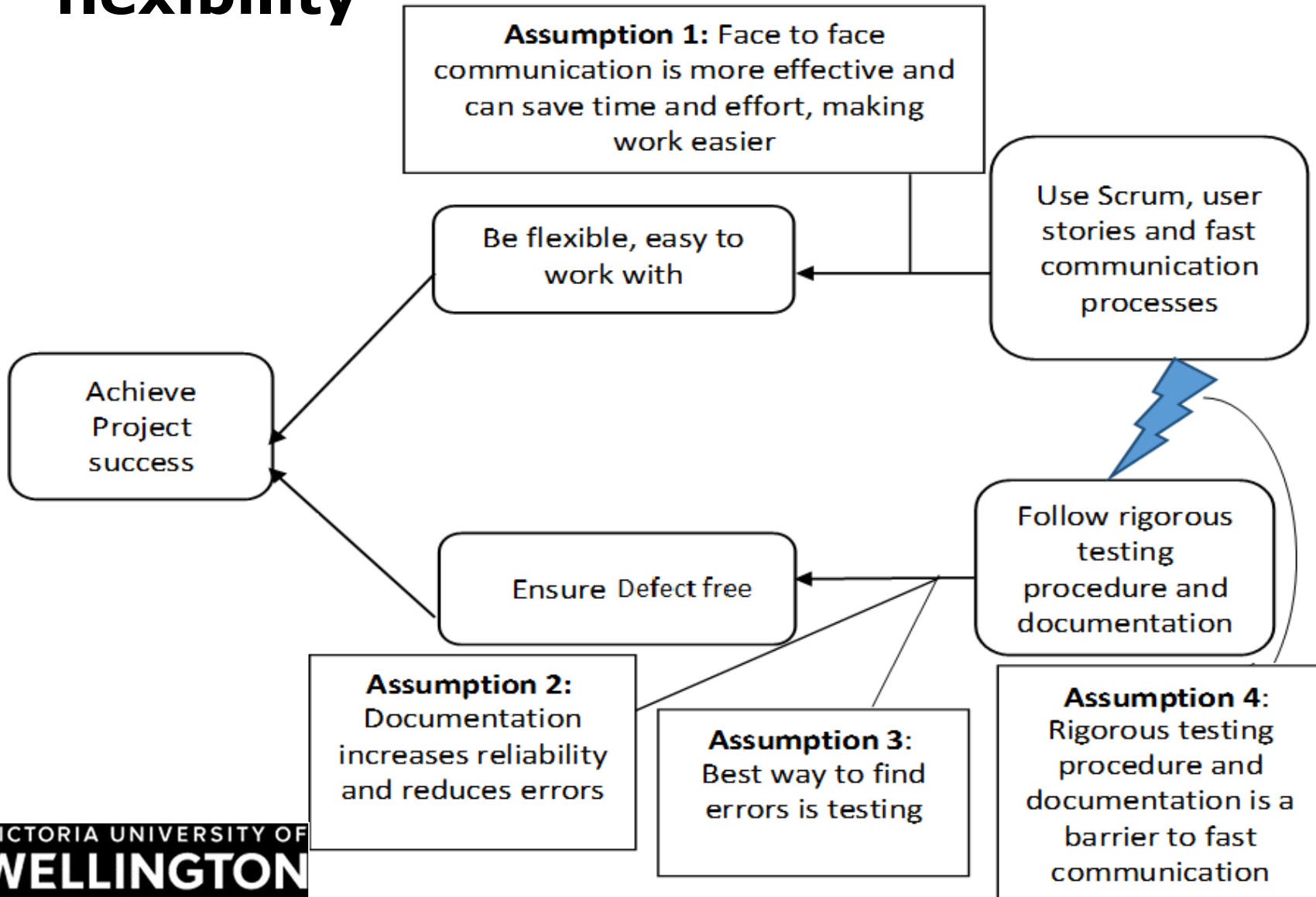


# Cases and sources of information

Code Name	Type-Sector	Number of interviews	Role of interviewees and codes	Other sources of information
'Case 1'	Software-Commercial	5	Project manager (PM), Lead consultant (LC)	Observation (of the software used) The firm's website
'Case 2'	Software-Commercial	5	Project manager (PM (PM 2) Scrum master (SM)	The firm's website
'Case 3'	Software-service-Education	6	Scrum master (SM) Associate director (AD) Product Owners (PO1 and PO2)	Project documents, the firm's website, observation of a full day planning session and one daily stand-up
'Case 4'	Policy advisory-Government	3	Project manager (PM)	2 meetings with project consultant and project manager, 2 workshops conducted as part of the project, online material



# Dilemma related to defect free and flexibility



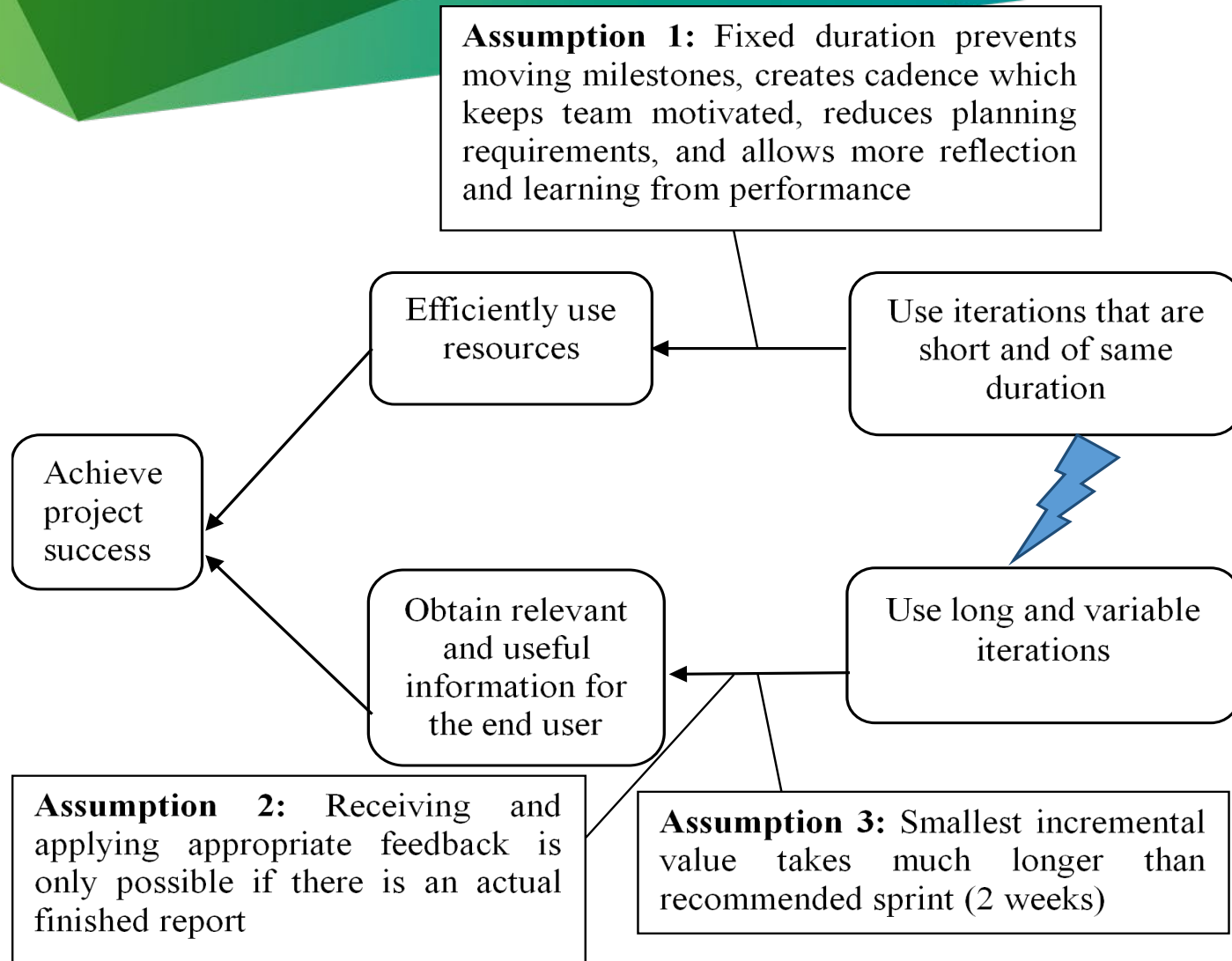




Assumption	Possible Injection
1	Inj.1 Conventional practices can be dramatically improved by identifying and removing unnecessary bureaucracy, without needing to change the practices to unconventional communications which if not used appropriately may in fact increase required effort, lead to contradictory messages and create conflict.
2	Inj.2 The minimum security requirement for various features may differ depending on their use. Acknowledging these differences directs effort to more important functionalities over others and significantly improves value added
3	Inj.3 Lean philosophy has shown that good process delivers better products, and higher focus on process improvement reduces the testing requirements.
4	Inj.4 Separate the release process from production, so that the customers follow their own documentation process but organise the team to work Agile and use face-to-face communication.



# Dilemma related to iteration duration

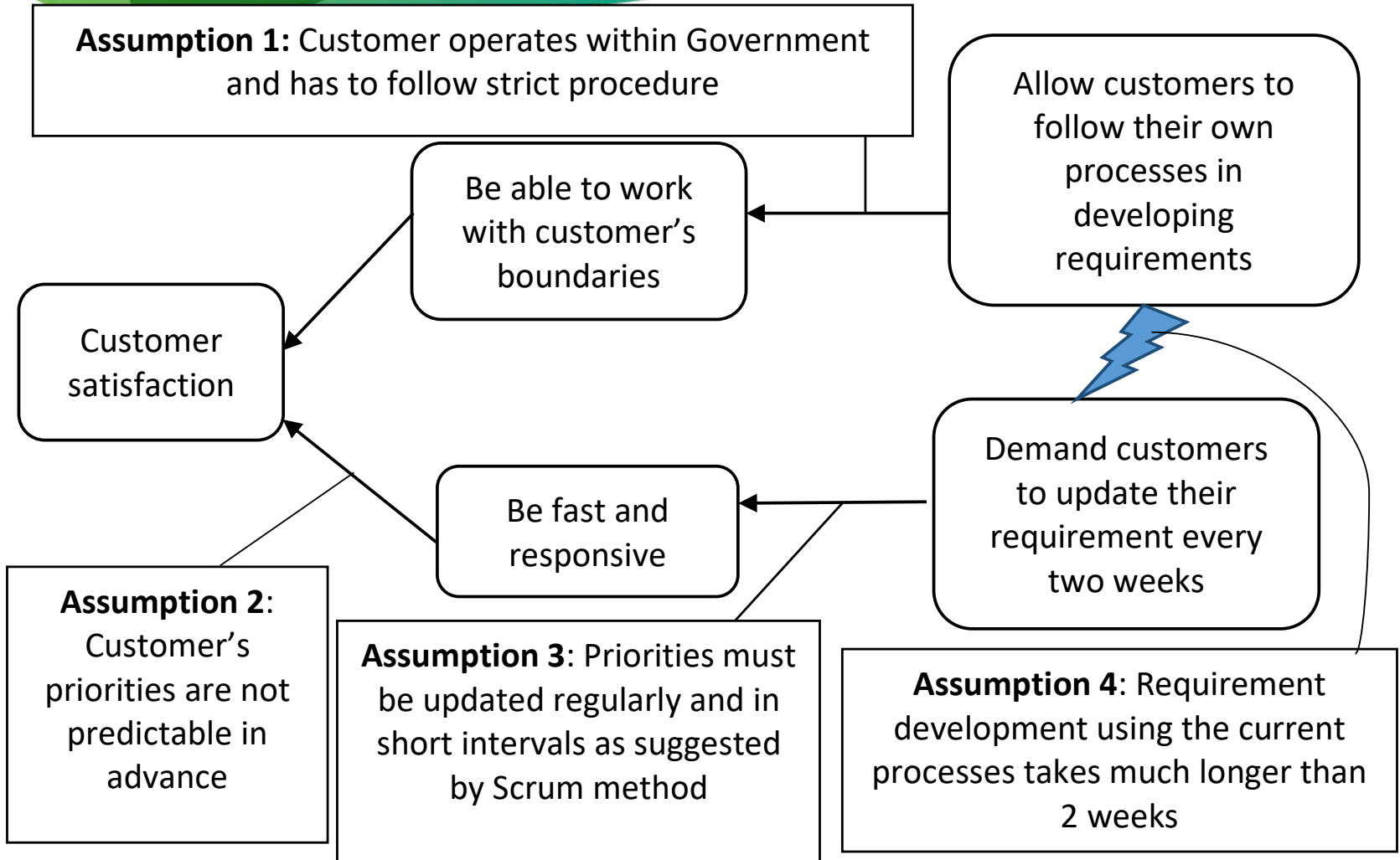




Assumption	Possible injections
1	Inj.1 Use buffer management to increase motivation and prevent moving milestones Inj.2 Strategically use planning to reduce overall effort and increase productivity
2	Inj.3 Produce incremental value as work-in-progress reports or other forms of output
3	Inj.4 Senior governance group provides feedback before completion
4	Inj.3 Produce incremental value as work-in-progress reports or other forms of output
5	Inj.5 Use iterations only for coordination purpose and not as a way of delivering the projects



# Dilemma related to Customer satisfaction

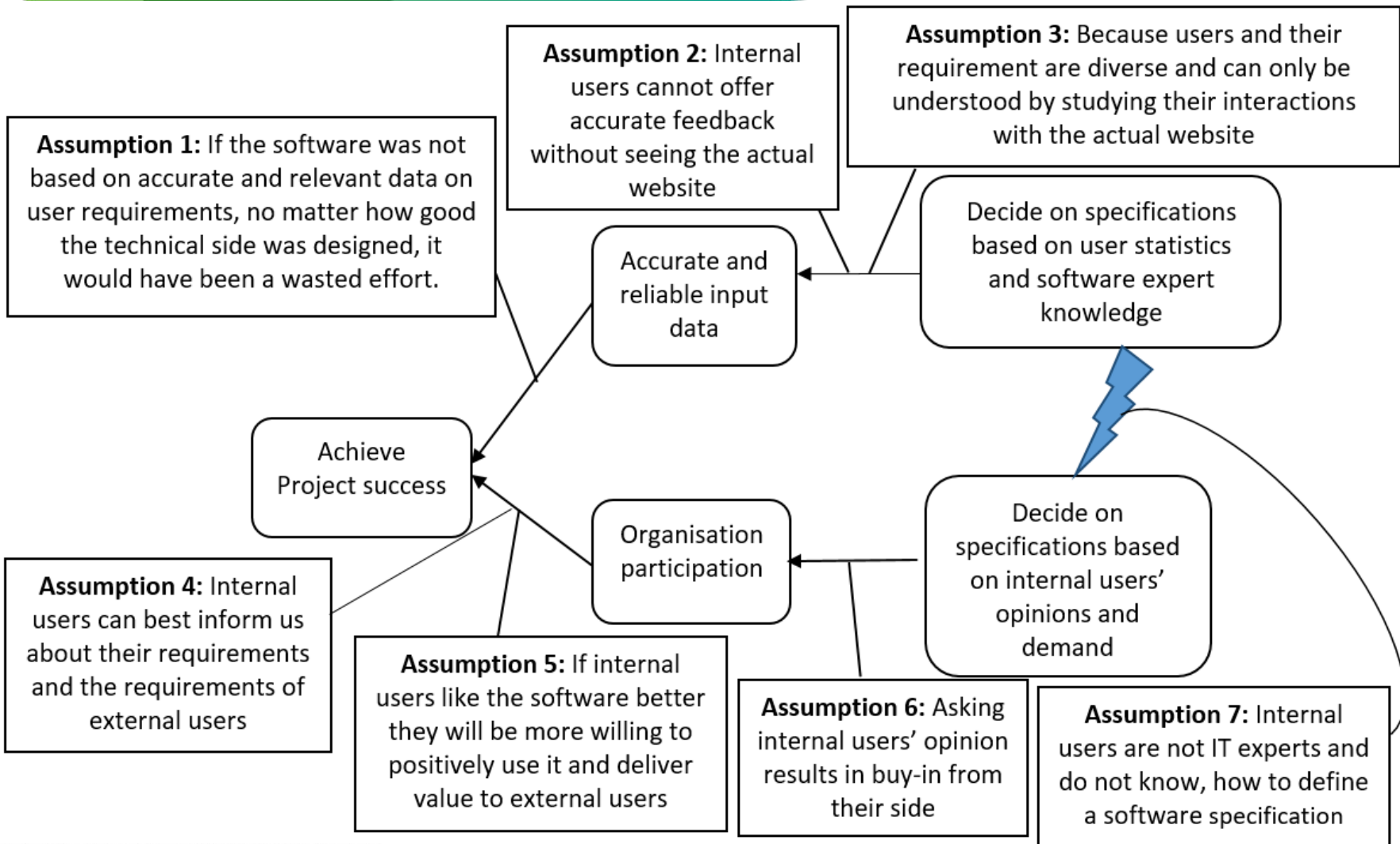




Assumption	Possible Injection
1	Inj.1 Some of those mandates may still accommodate Agile processes.
2	Inj.2 Prioritising known feature over unknown. This is because while some details of requirements change over time, many are predictable using past experience and better analysis of existing information.
3	Inj.3 Customers can establish their priorities for several sprints, and if they do not change those priorities, it means they are still valid.
4	Inj.4 Separate the release process from production. Allow the customer to follow their own schedule but organise the team to work Agile.



# Dilemma related to establishing the requirements

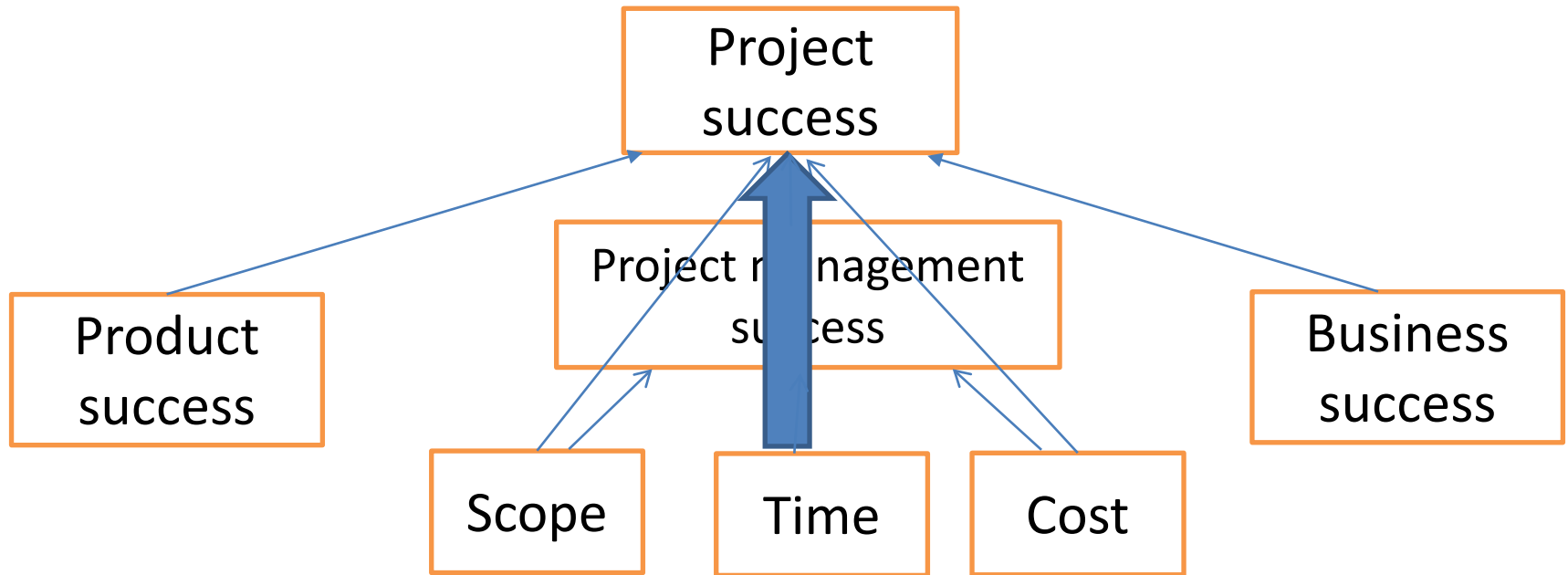




Assumption	Possible Injection
1	Inj.1 Use already existing similar websites and their features for features to be developed and possible structures, along with visual presentations Inj.2 Use a working website
2	Inj.3 Use indirect methods such as surveys to collect statistically valid information on external user's requirements Inj.4 Learn from other similar websites
3	Inj.5 Use past experience and knowledge obtained from other similar organisations to address requirements of users
4	Inj.6 Prepare the website based on existing information about internal users requirements and trained and motivate them after the website starts.
5	Inj.7 Internal users may still like the website if its functionalities satisfy their requirements Inj.10 Engage internal users in studying external user's behaviour
6	Inj.8 Train internal users to express their requirement to software developers Inj.9 Train developers to understand and respond to users requirements that are no technical Inj.2 Use a working website



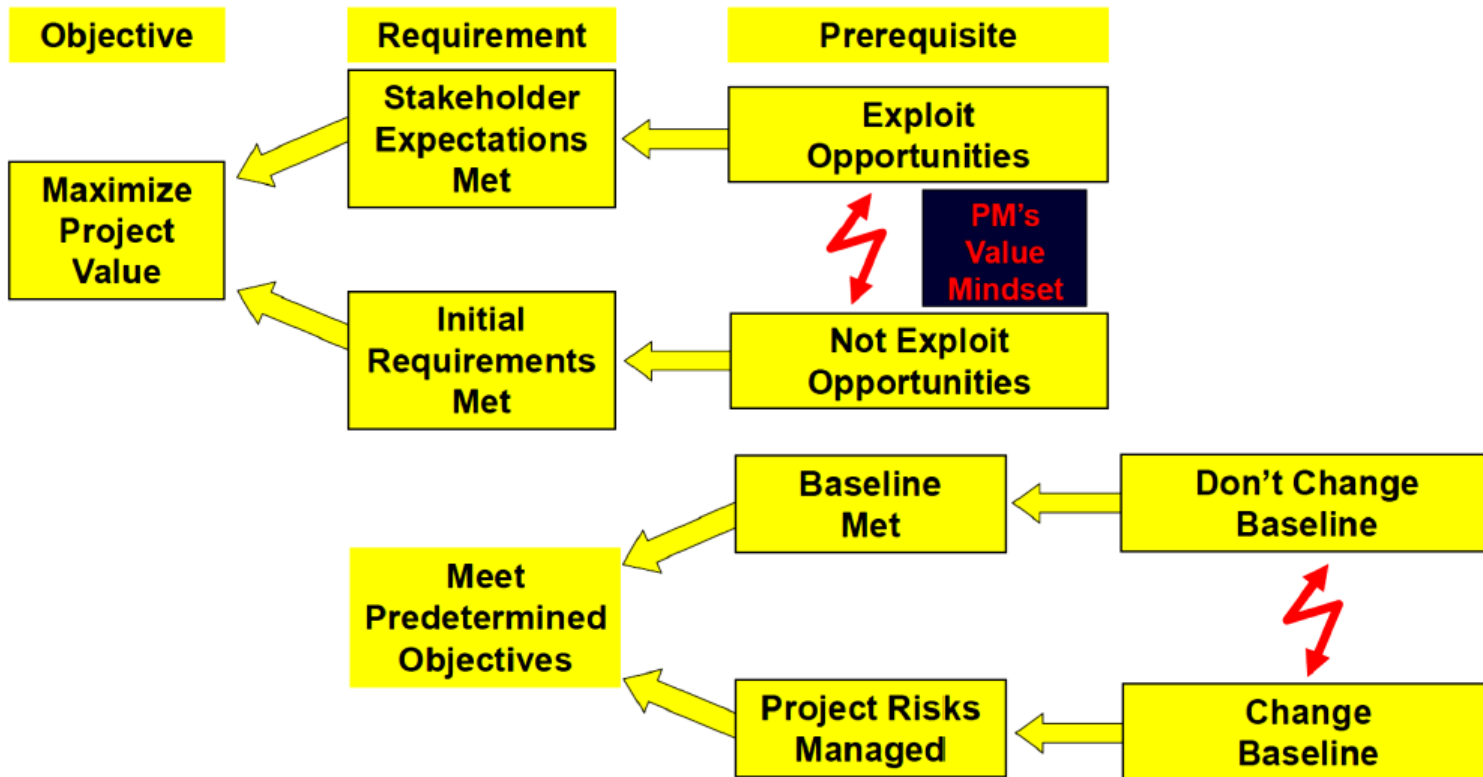
# Project Goal and its measures



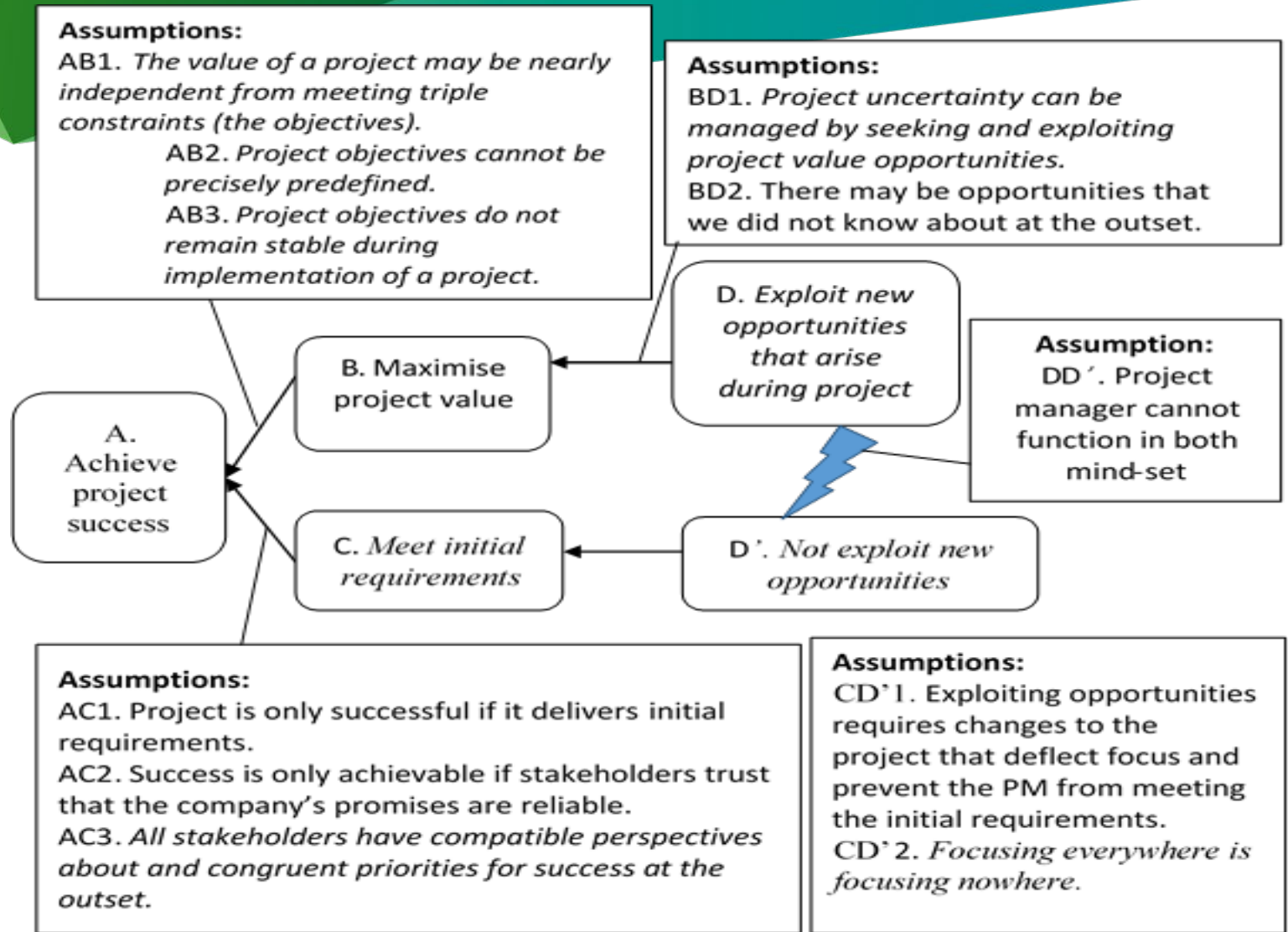




# Goldratt core conflict cloud and the new paradigm



Lechler et al. (2012)





## Findings

How do project manager choose, choose and apply project management tools and techniques in the context of actual projects?

Interpretation and tailoring of a method into a context

- Assumptions underpinning a methods
- Assumptions made by project manager
- Understating the paradigm shift Optimising vs maximisation



Thank you!

Questions