

Summary of what we've learned



Choosing the right project :

Project solves a real problem
Project in line with overall strategy

Basic description:

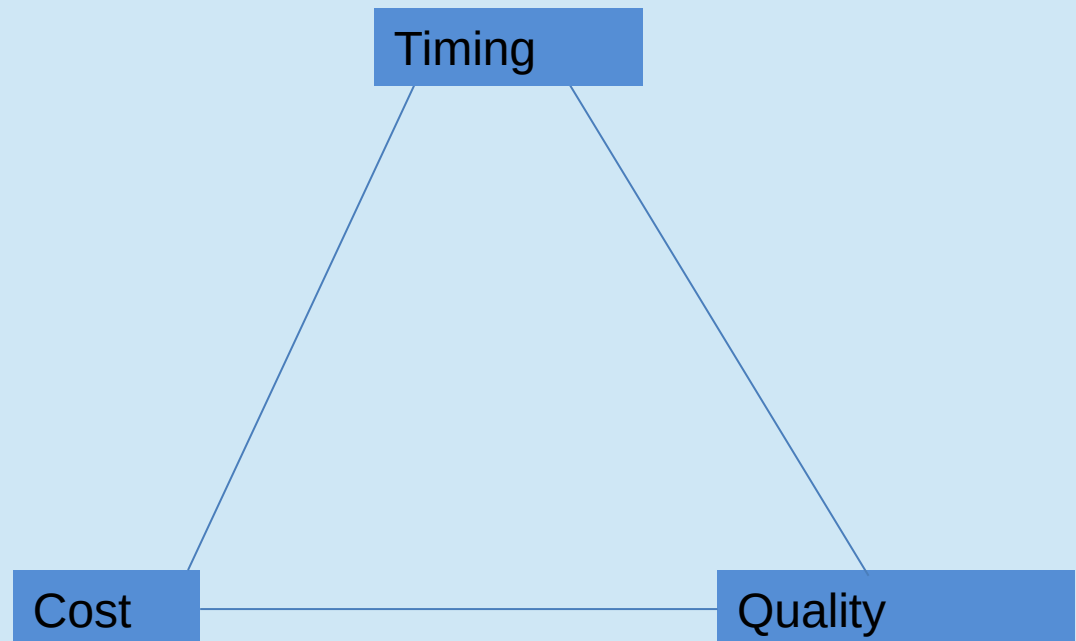
Title, Context

Stakeholder Analysis:

Who, power, interest

Requirements and measures:

Aims, measurable results, the iron triangle



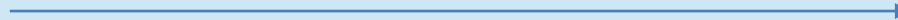
Initial planning: Warmup



Excluding China and the UK which country do you think is the most chaotic in the world?
Which one is the most ordered.

In terms of your personal preference where would you sit on this scale:

Chaos
Unpredictability
Risk
Interesting?
Multiculture
Constraint



Order
Predictability
Certainty
Boring?
Monoculture
Freedom

English lesson:



Chaos: Chongwei Wang , YongTao Liu

Structured/Unstructured: Wenlei Wang,

License: Heming Hao, Han xiao

Development staff: Zhiye Xu, Dong, ren Dai

eponymous: Yin Zhang, Zhihao Zhu

innovation: Mengxio Xue, Guang Jia

Prototyping Di Liu

Cornerstone: Bingfeng ge, Songnan Sun....

fruition: Mingho jiang HuiHuiLiang....

criteria: Ming Hao Jiang Biyu Li

Renowned inventor: QingTaoMi

Strait Jacket: Ji Yan Song

Precision: GuangHong Wang

Engagement with the enemy: ChangChun Ye

English lesson:



Individual: What are the top 5 things you want in your life?

Management Structure: YingYing Liu,

Sequence: Zhinan Chen,

Process: Qiang Qi, Yuqing Zhang

Compliance: Shuaibing Wang

Duration: KeKe Huang

essentials : JiaPeng Zhang

undertake: Huan Xie

Communication: Tao Zhong ,

Project gateway: KeXuan Wu

Resource: ChaoSongLi

Involve: Anhao liu

Risk: Wenhao Zhang

Standard: RongXi Zhang

Creativity: Haoran xin.

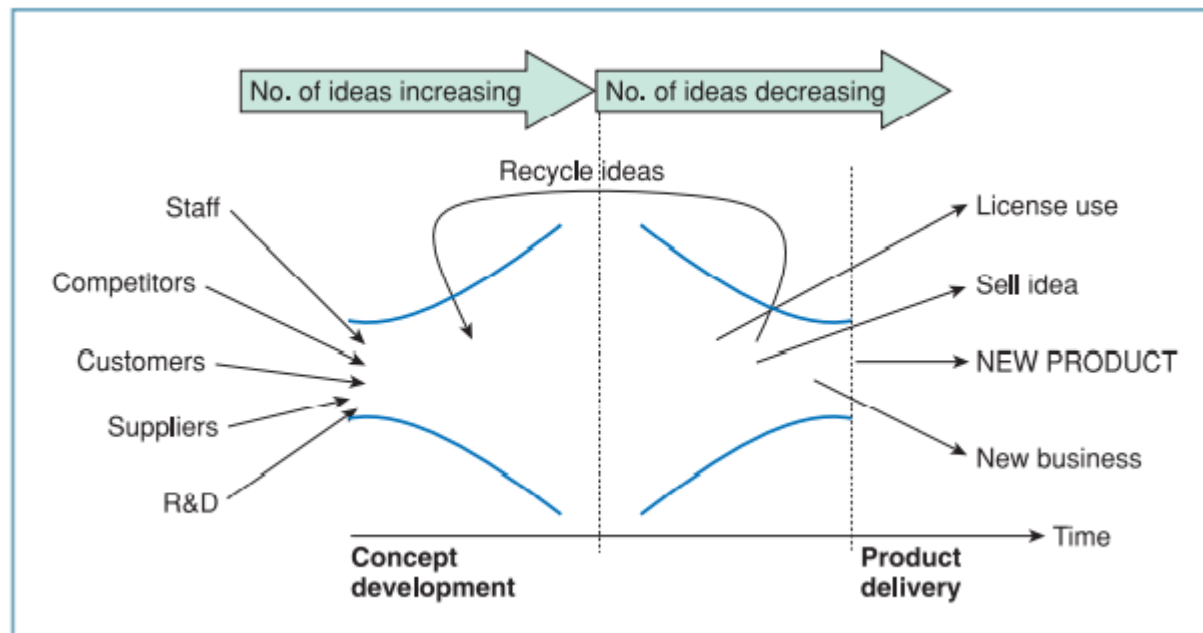


Introduction:

The aim of this lesson is to show can initially plan a project.

Note that at the start a good project should be slightly chaotic/unstructured. During initial planning the project manager's job is to manage the chaos and eventually bring order to it

New product development





New product development:

Ideas generation

techniques:

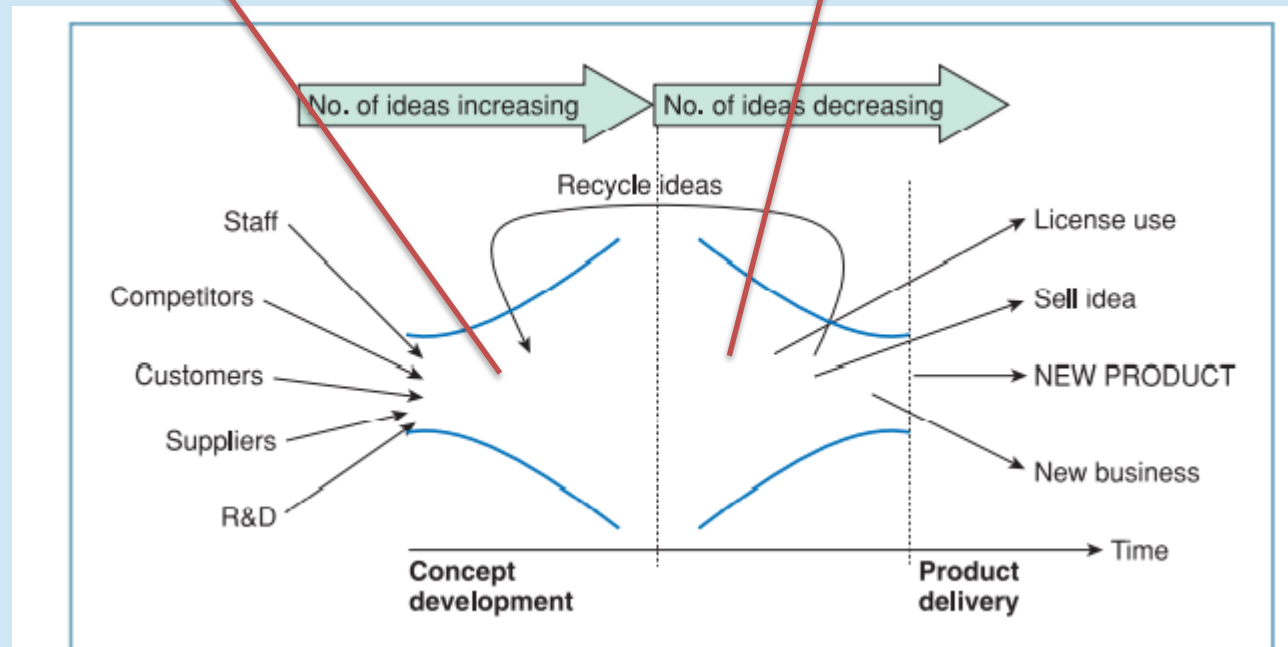
Brainstorming
Mindmapping
5 whys
Fishbone

Filtering:

Marketing
Technical
Strategic
Resource

Ideas original sources:

Staff
Competitors
Customers
Suppliers
Universities
Research



Initial planning:



What you
want



Not



Initial planning:



Allow time and space for individuals to carry out the exploration. 3M famously allows its development staff up to 15 per cent of their working time to pursue 'personal projects' – work that is not necessarily directly related to their normal role. The result is a stream of new products, which include the eponymous Post-it note, sale of these ideas that is predicted to exceed sales of the company's own products.⁵ There is therefore clearly a financial case for such innovation.

Protect ownership of ideas. If people feel that the organisation is simply trying to take their ideas from them, they are unlikely to contribute much.

Encourage rapid prototyping to try ideas right at the start and see how they work. This approach to test ideas rapidly and rehearse them – walk through the process and see how the ideas work in practice – should become a cornerstone of modern project management practices.

Have people at a senior level in the organisation prepared to act as project champions who will promote particular ideas and attempt to obtain the necessary resources from the organisation to progress projects with good potential.

Have a rapid development process ready to take on such ideas and see them through to fruition. This must include clear criteria as to what will be supported by the organisation and what will not

How do you improve creativity:



Scope:



REAL WORLD The Sinclair C5

Initially conceived in the mid-1970s as a four-seater, electrically powered vehicle for under £1000, the concept of the Sinclair C5 grabbed a lot of attention. Because it came from such a renowned inventor – Sir Clive Sinclair, famous for one of the first calculators and personal computers – it was a highly popular idea and had no shortage of backers, including Hoover, which kitted out part of its factory for its manufacture. The result at the end of the process was rather different, as shown in Figure 5.3.

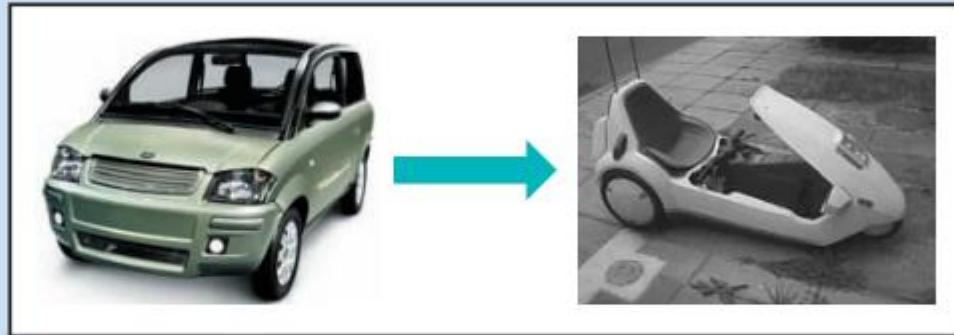
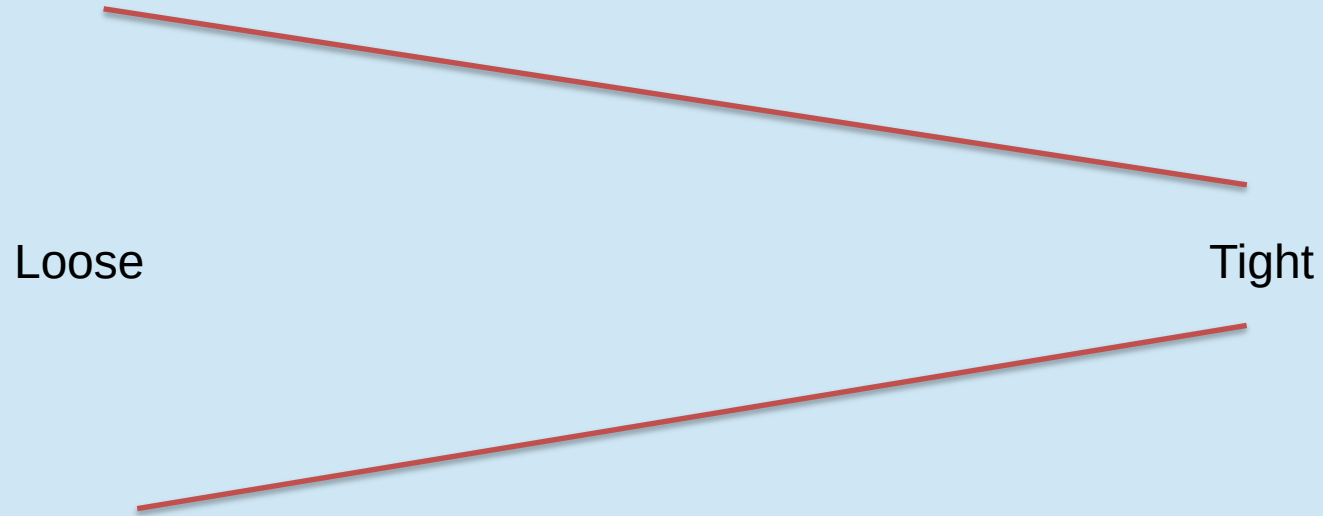


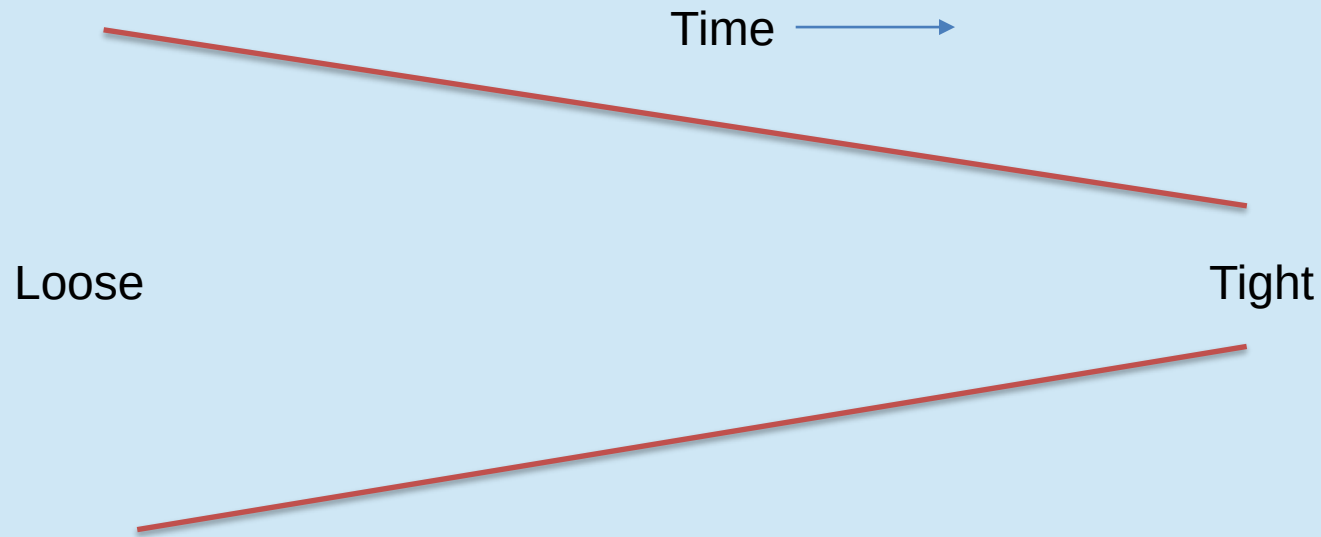
Figure 5.3 Scope creep

Source: Reproduced courtesy of Austin Area Electric Automobile Association and Mark Polglaze. Reproduced with permission from Mike Chancey.

How to manage scope:



Time for an example:

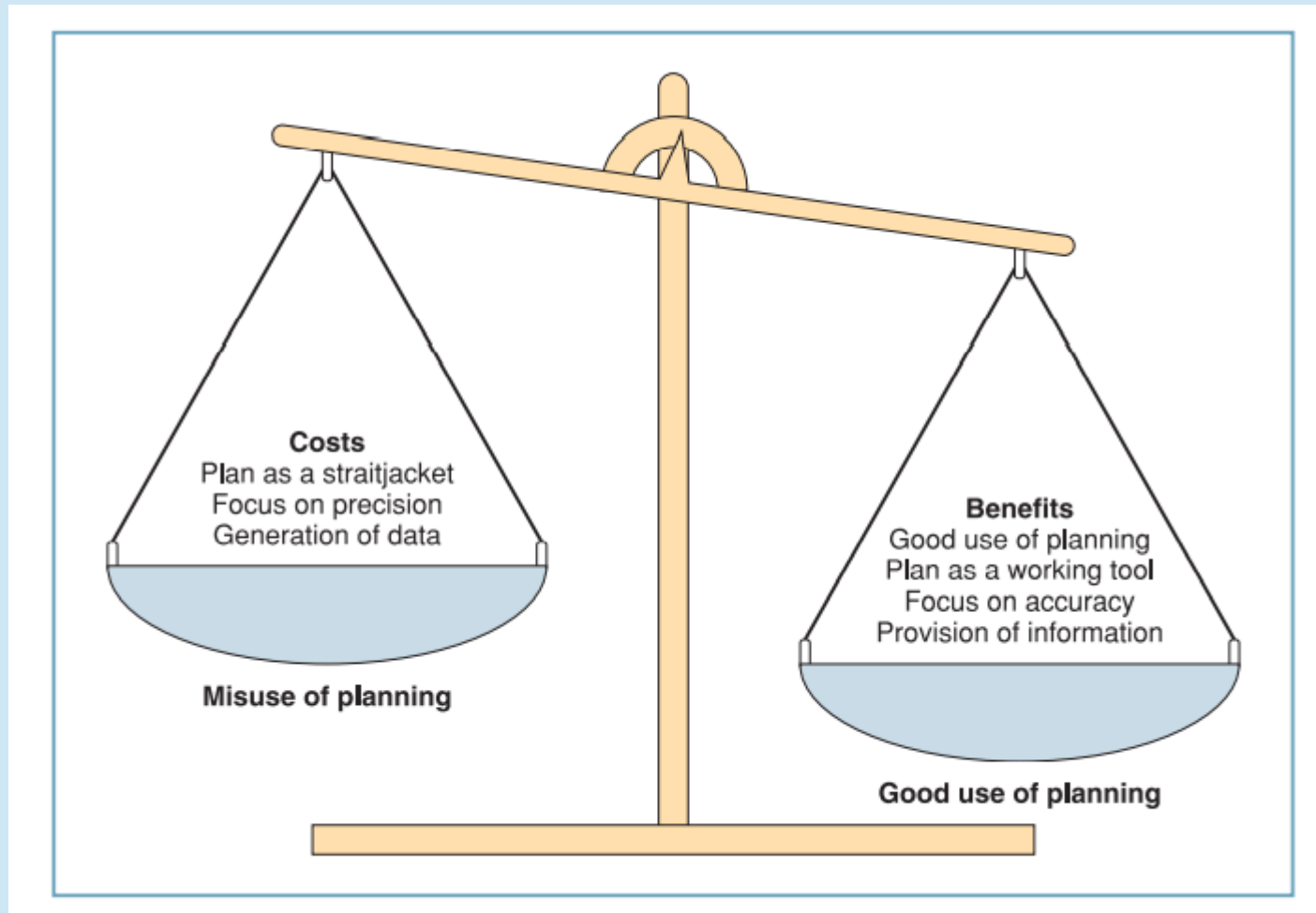


Project scope:
The project will be
to deliver a new
years meal

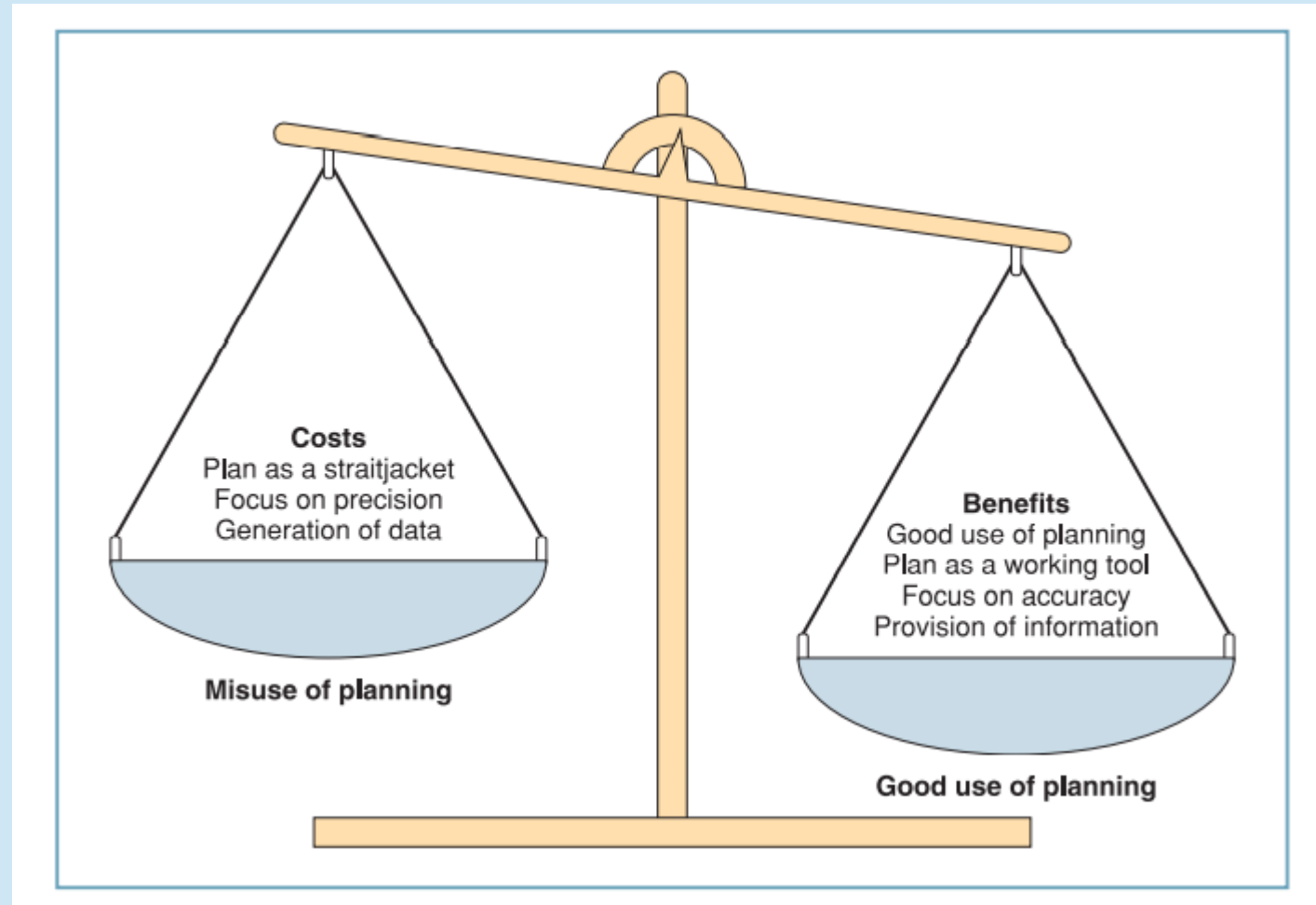


Project scope:
Deliver new years
meal to family of 8
. Must have duck
2 fish dishes and
at least 10 other
dishes.

Initial planning:



Initial planning:



“A plan never survives first engagement with the enemy.”

Aim of initial planning:



Description/ Scope agreed by key stakeholders
Basic Timing plan, Budget, resource plan etc

Prince approach

- 1 The project brief – a statement of the requirements of the project as understood at this stage in the process.
- 2 Project team management structure – who is to be involved and the governance arrangements proposed.
- 3 Job descriptions – the roles that each of the team members (or groups of members in larger projects) will take.
- 4 The project approach – an outline description of how the requirements in the brief will be delivered, including any notable features of the delivery.
- 5 The project quality plan – an outline of the basic steps to make sure that the requirements are delivered, including any checks on the process.
- 6 The project plan – a basic time plan showing the major activities to be undertaken, their sequence and duration.
- 7 The business case – a first attempt at evaluating the costs and benefits of the project.
- 8 A risk log – a list of the major risks identified for the project and any actions taken to minimise them.
- 9 Project controls – at the most basic level, how will you know if the project is going to deliver what it has promised, at the time required and for the cost stated, while maintaining all the essentials (e.g. health and safety, environmental impact, etc.)?
- 10 A communication plan – a statement of what will need to be communicated to which stakeholders, in what format and when.

Aim of initial planning:

[What Is A Project Initiation Document? Why & How to Make It - The Digital Project Manager](#)



Chichester tourist video

<https://youtu.be/CYRY458WXIk>

Chichester southern gateway

<https://youtu.be/ZaluqNV5INg>

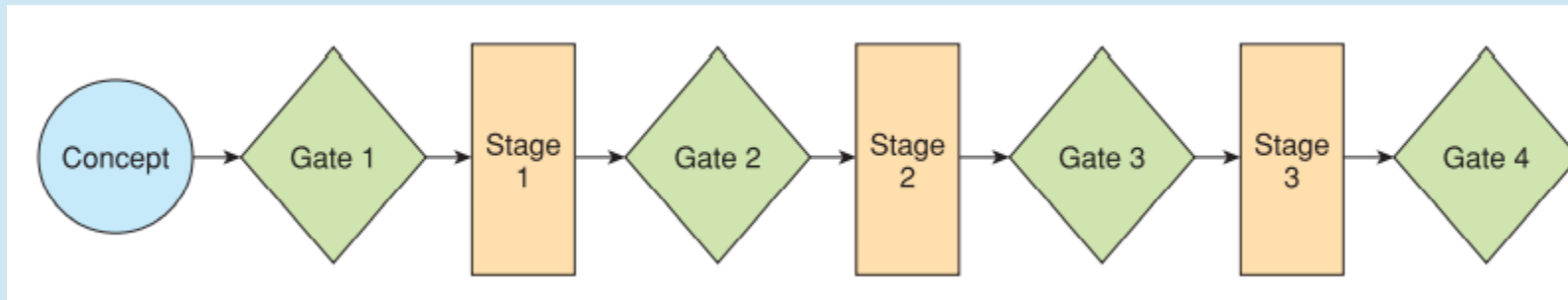
Go through PID

Gateways and stages:

Description/ Scope agreed by key stakeholders
Basic Timing plan, Budget, resource plan etc



Gateway



Spring festival meal 2022:



Project brief: You did this last lesson

Project Team: Describe who will be involved in the project and what are their roles. This is not the same as the stakeholders.

Quality: a) What are the quality standards for the meal (see requirements from the last exercise). How do you intend to make sure they are met. b) How do you make sure the project runs on time and to a budget. What controls will you have

At the most basic level, what are the **tasks** that need to be done

What is your budget?

What could go wrong? (What are the **risks**)



What is your basic **timing plan** and **gateways**

Spring festival meal:



Do you think your spring festival meal project has enough detail in the initial plan to go to the detailed planning phase?



Rolling wave planning:

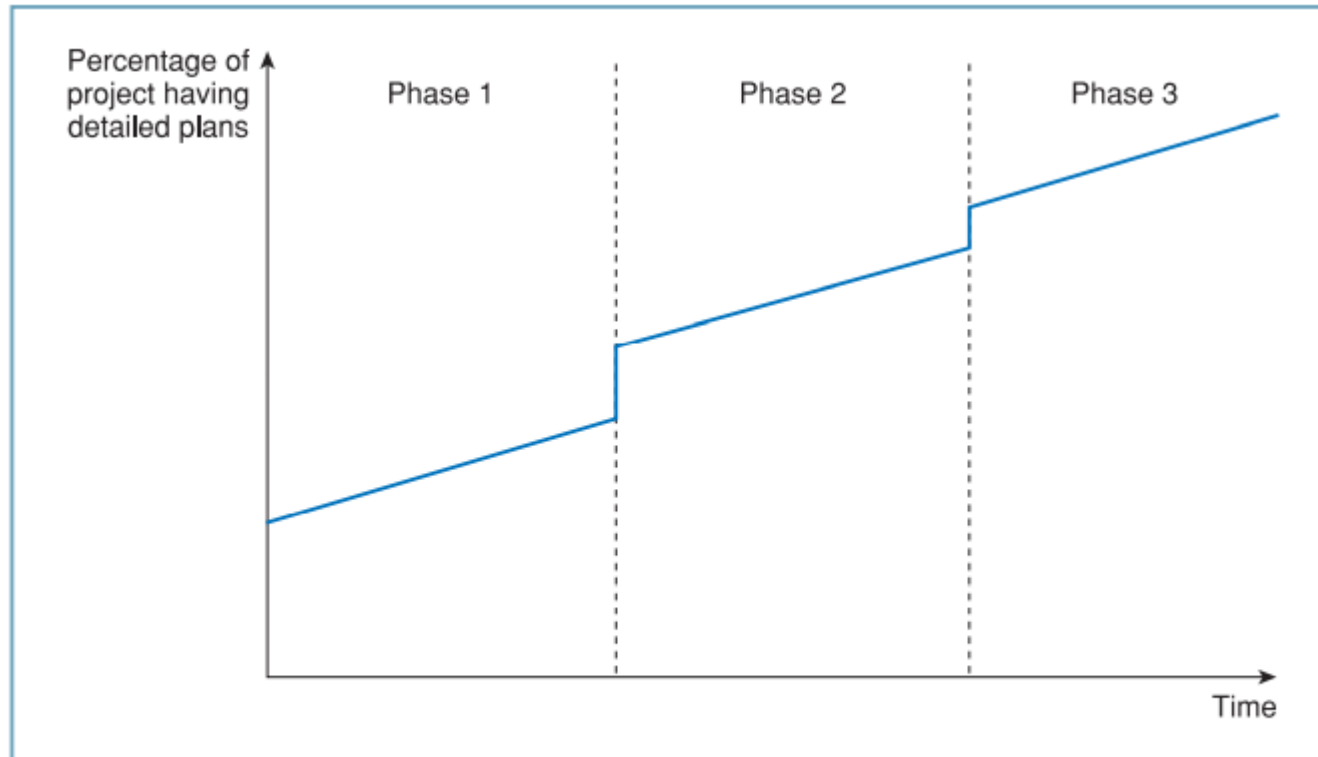


Figure 5.6 Balancing costs and benefits (2)

Summary



- 1) Most projects have an initial planning phase followed by a review gateway
- 2) Depending on the project and your organisation there will be different standards for how the initial planning is done
- 3) The initial planning involves creativity, uncertainty and a bit of chaos. This is not bad as long as it gets resolved.
- 4) The deliverable of the initial planning phase is a clear scope, an elementary timing plan, a team and role structure, a statement of risks and maybe more. – Again depending on the organization and the project

Reading and videos

<https://youtu.be/G6YnE42fqmE>

