

Project Definitions : Warmup



In the last lesson we worked on some potential projects that the city government could do to improve Zheng Zhou.

In Chinese (its OK!) would you pick one of these projects and write down :

1. The title of the project
2. The context of the project
3. The aims of the project

项目名称 xiangmu micheng
项目的背景 xiangmu de Beijing
项目目标 ziangmu mubiao

This is an example of formalised writing

How would you judge whether the project has met its aims?

English lesson:



Requirement: Chongwei Wang , YongTao Liu

Metric (Measurement): Wenlei Wang, ChangChun Ye

Stakeholder: Heming Hao, Han xiao

Strategy: Zhiye Xu, Dong, ren Dai

Subjective: Yin Zhang, Zhihao Zhu

Non Misting: Mengxio Xue, Guang Jia

Breatheable material Di Liu

Conversation killer : Bingfeng ge, Songnan Sun....

Manufacture: Mingho jiang HuiHuiLiang....

Stylish: Ming Hao Jiang Biyu Li

Collapsible: QingTaoMi

Reliability: Ji Yan Song

Quality: GuangHong Wang

English lesson:



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

Carcinogen: YingYing Liu, Wenhao Zhang

Filtration: Zhinan Chen, RongXi Zhang

Process: Qiang Qi, Yuqing Zhang

Compliance: Shuaibing Wang

Specification: KeKe Huang

ethical : JiaPeng Zhang

Positively or negatively affected: Huan Xie

Definition: Tao Zhong , Haoran xin.

Law enforcement: KeXuan Wu

Media: ChaoSongLi

Influence: Anhao liu

Introduction:

The aim of this lesson is to show you how a project can be setup for success at the start.

We will look at:

Requirements and measures

Stake holder analysis

Strategic choices



The definition of success:



Start with aims:

How measurable are they?

Can they be made more measurable or are they subjective?

If they are subjective who are the subjects?

Non misting Covid facemask:



Title: Design and prototype a non misting Covid facemask

Context: British people are not used to masks we find them uncomfortable and ugly. They mist up glasses and prevent conversation. They are not breathable enough and cause skin reddening where attached.

Aims :

1. Non misting when wearing glasses
2. Sufficient filtration of exhaled and inhaled particles
3. Pass comfort test
4. Fit on 95% of adults
5. Multi-use
6. Must be safe
7. Cost target < £2.50 to manufacture
8. Stylish.
9. Not a conversation killer
10. Legal
11. Collapsible
12. Safe

Aims->Requirements



Requirements	Comments	
After possible adjustment The mask must prevent ingress of viral load from the atmosphere to the wearers respiratory tract by 95%		
After possible adjustment, The mask must prevent the egress of viral load from the wearer to the atmosphere by 70%.		
Must pass overall comfort test - TBE (Not too warm, not too heavy, no skin damage, no bruising, no ear pain, no interruption in breathing)		
Must pass safety test - TBE (No allergic reactions, no carcinogens or toxic materials)		
Must pass durability test : TBE XXX hours in variety of conditions, scuffing, colour loss, breakage, disintegration,		
filtration characteristics must not degrade by more than XXX percent in YYY hours of use		
Must be possible to clean after use.		
Must be possible to manufacture in various colours (and designs)		
Must be available in transparent ???		
Must be possible to fit snugly to 95%ile head sizes		
Must be possible to adjust around nose bridge for 95% of people		
Manufactured cost target £XXX for production volume of XXXX plus		
Must pass sound attenuation test (TBE)		
Must meet XXXX and YYY legal requirements, kite marks etc		
Must be collapsible and fit in XXcm * XXcm * 2 cm package??		
Must meet all safety requirements. TBE. Risk assessment?		
Must Pass Misting test (TBE)		



Table 4.1 Stakeholders, requirements and measures

<i>Item</i>	<i>Definition</i>	<i>Examples</i>
Stakeholders	Any individual or group with an interest in the project process or outcome	The project customers, the delivery team, the end beneficiaries of the project, anyone affected by the outcome, proponents and opponents of any change
Requirements	What each individual or group wants from the process or outcome	Defined requirements in the form of a specification or contract, Implicit requirements (I want this project to be a good place to work), or legal/ethical/moral/commercial/competitive requirements
Measures	The means by which it will be determined during and post project whether those requirements have been met	Level of compliance to specification, customer satisfaction, level of return on investment, staff retention levels



Stakeholder analysis

Stakeholder analysis



Stakeholder : Any party with an interest
in the project process or outcome

利益相关者

Easier English : Anyone who cares about
the project for any reason

Stakeholder analysis



You cannot keep everyone happy (it is impossible) so make sure you don't make anyone really unhappy...

Aim to maximise the *value* that the project delivers (to all stakeholders)

Football tournament



China is going to host the Asia football tournament for fifa. You are in charge of setting up the tournament. Who are the stakeholders?

Brain storm in groups



Football tournament



1. The players, referees, coaches, managers, physios and other team support staff.
- 2 The players' wives and girlfriends, agents, friends and entourage.
- 3 FIFA – the governing body.
- 4 The national football associations.
- 5 Owners of the stadia being used for the event.
- 6 Fans attending.
- 7 Police and other law enforcement agencies.
- 8 Media and press attending (huge numbers).
- 9 The sponsors.
- 10 People watching or listening to the games but who do not want to travel.
- 11 People working in the venues.
- 12 The organising committee.
- 13 City governments in China
14. Central government in China



How can you add value to each of these.
Imagine you are them – What do you want
from the competition? What are you prepared
to put into it?

The project
managers job is
to maximise the
value across all
of this



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Anhao Liu

Longtao liu

ChangChu ye

Han Xiao

Dongren Dai

Zhihao zhu

Guang Jia

Quanghong Wang

Songnan Sun

Hui Hui Liang

Biyu Li

QingTao Mi

WenHao Zhang

Rongxi Zhang

YuQing Zhang

Chaosong Li

Kexuan Wu

Tao Zong

Huan Xie

JiaPeng Zhang

KeKe Huang

Shuai Bing Wang

QiangQi

Zhinan Chen

YingYing Liu

Jiyan Song

MingHao Jiang

Bingfeng Ge

Di Liu

Mengxiao xue

Yin Zhang

Zhiye Xu

Heming Yao

WenLei Wang

JiaPeng Zhang

Chongwei Wang

Questions to identify stakeholders



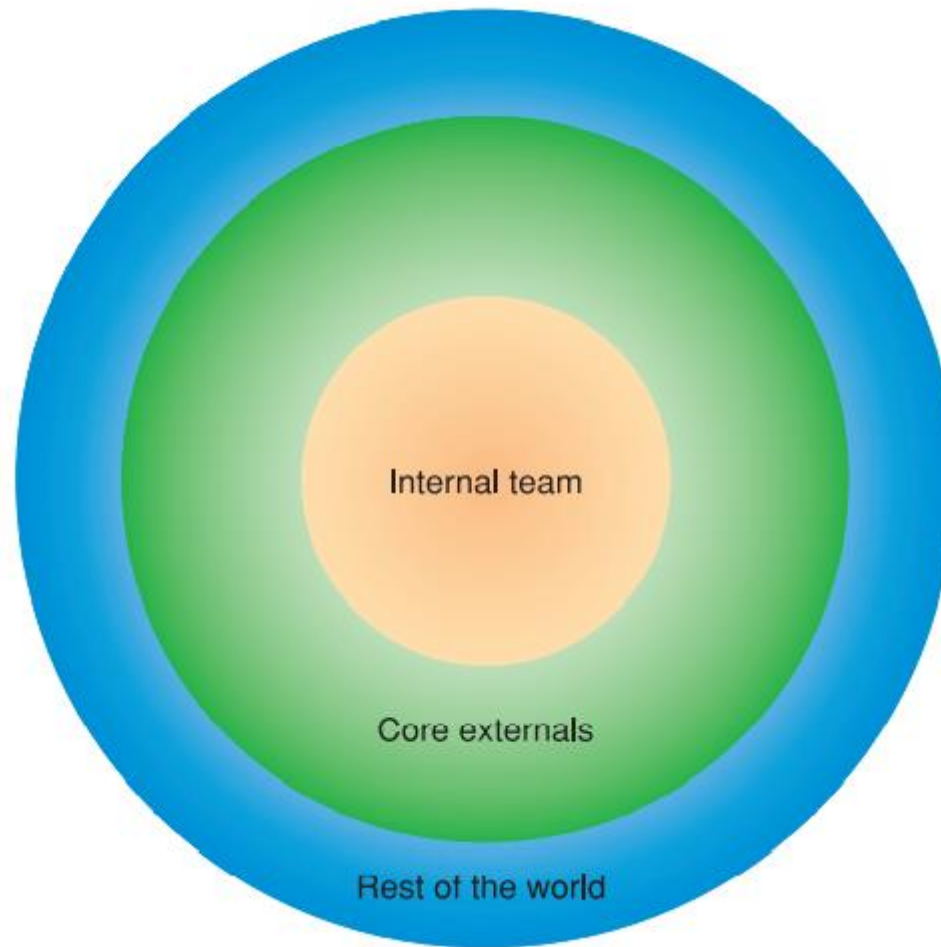
1. Who might be affected (positively or negatively) by the development concern to be addressed?
2. Who are the 'voiceless' for whom special efforts may have to be made?
3. Who are the representatives of those likely to be affected?
4. Who is responsible for what is intended?
5. Who is likely to mobilise for or against what is intended?
6. Who can make what is intended more effective through their participation or less effective through non-participation or outright opposition?
7. Who can contribute financial and technical resources?
8. Whose behaviour has to change for the effort to succeed?

Source: World Bank, 1996 (<http://web.worldbank.org>)

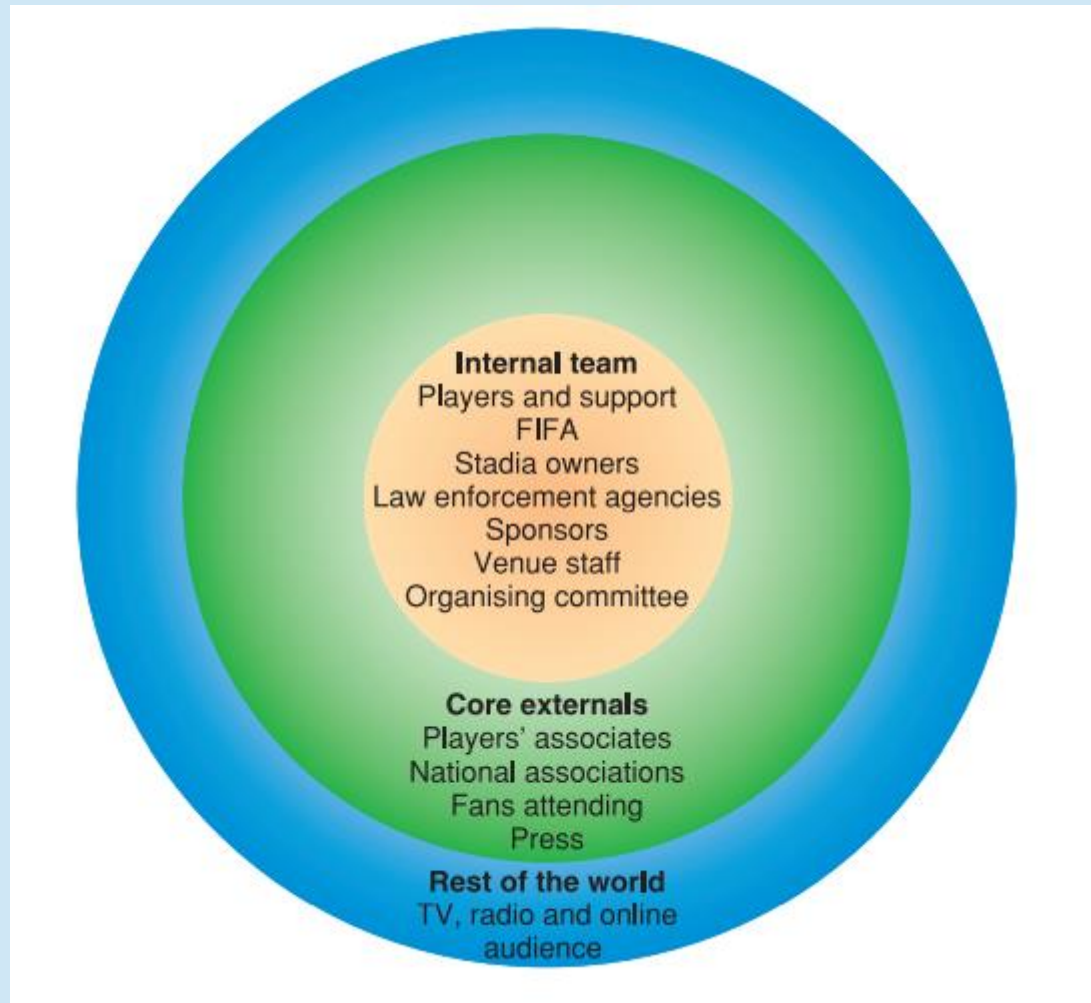


You have bought a small pond in a rural part of China. You want to start a prawn farm. The pond is currently unofficially used by some of the local villagers to breed carp. You need a bank loan and the relevant technical work done. You plan to sell your prawns frozen to wholesalers. Who are the stakeholders.

Levels of influence



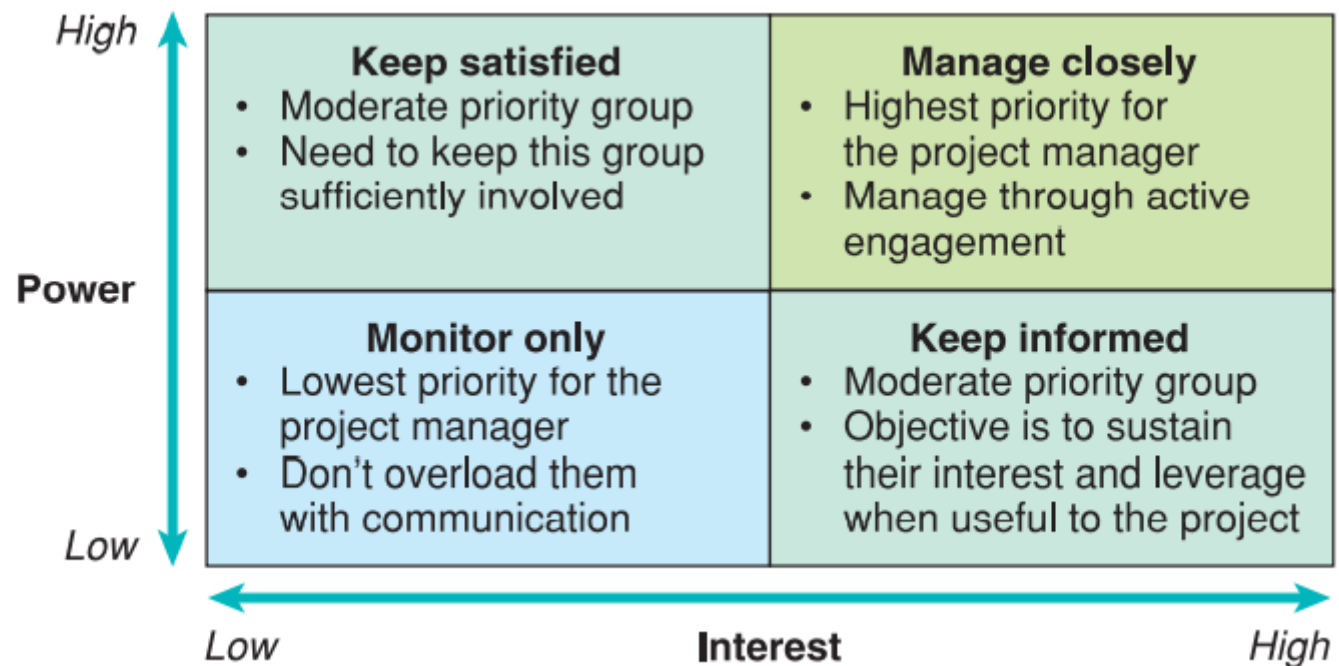
Levels of influence



Levels of influence



Another approach



Stake holder management styles



	<i>Conventional M&E</i>	<i>Participatory M&E</i>
Who plans and manages the process:	Project managers	Local people, project staff, managers and other stakeholders, often helped by a facilitator
Role of 'primary stakeholders' (the intended beneficiaries):	Provide information only	Design and adapt the methodology, collect and analyse data, share findings and link them to action
How success is measured:	Externally defined, mainly quantitative indicators	Internally defined indicators, including more qualitative judgements
Approach:	Predetermined	Adaptive



Requirements and Measures

Basic Measures – for a car



Reliability



Cost



Performance



Other Measures



Durability

You could decide on lots of measures for a car

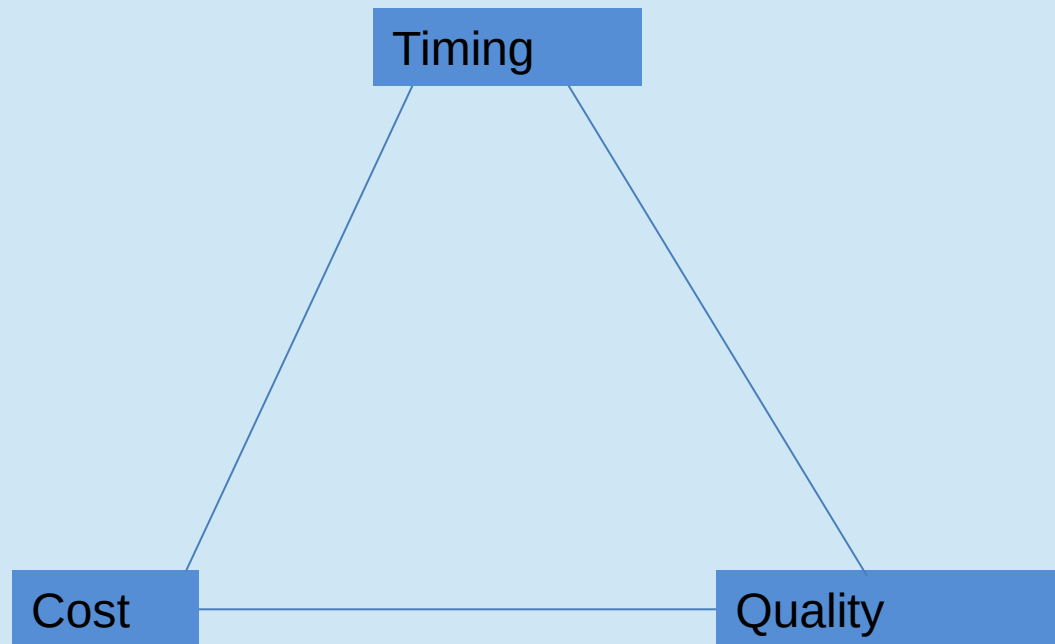
Environment

Style



2500 x 1405 · jpeg

Basic Measures – for a Project



Other Measures – for a Project



<i>Type of measure</i>	<i>Characteristic measured</i>
Process measures	Product development cost, time and conformance to quality procedures
Short-term outcome measures	Product performance level, desirability to market, flexibility of design to be changed to meet emergent customer needs
Longer-term outcome measures	Payback period, customer satisfaction, percentage of business being generated by the new product, market share, customisability for high-margin markets

Strategic choices-"The iron triangle"



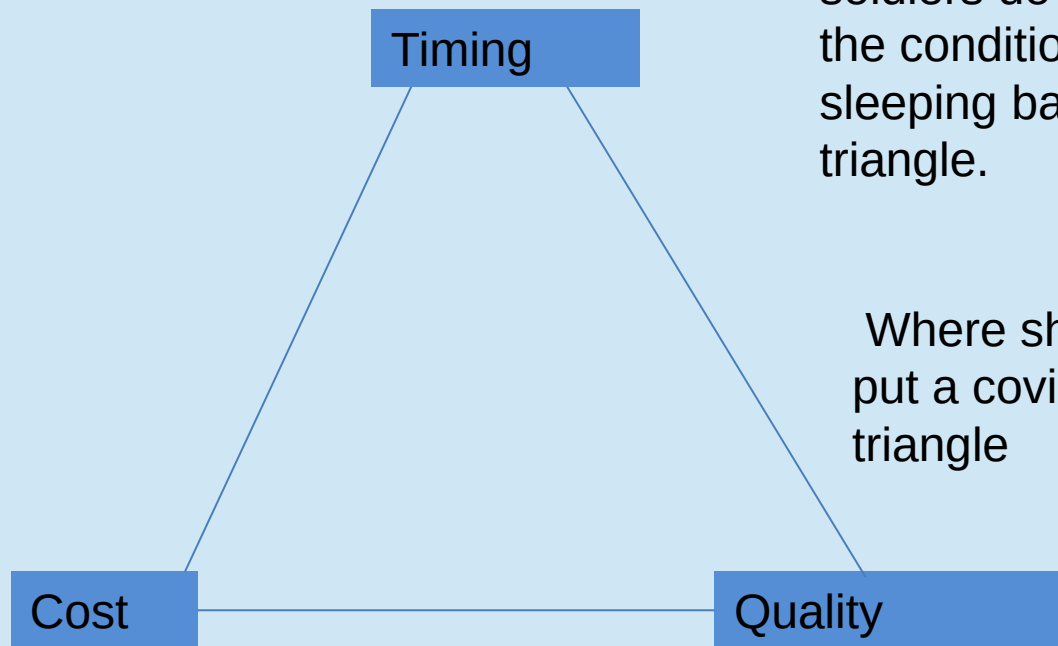
Timing

Cost

Quality



Strategic choices-"The iron triangle"



Your country is engaged in a war which requires fighting in winter conditions. You discover that your soldiers do not have warm enough sleeping bags for the conditions and you have to procure 100,000 sleeping bags for them. Place this project on the iron triangle.

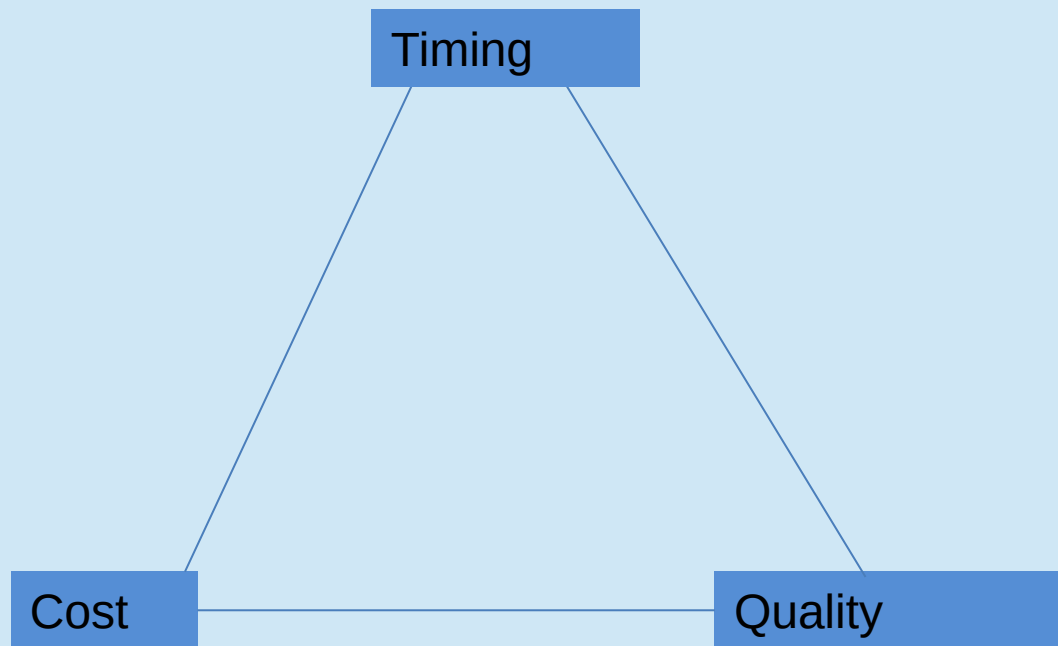
Where should the government of the UK put a covid vaccination project on the iron triangle

Where should the government of the China put a covid vaccination project on the iron triangle

The iron triangle and company strategies



Where is your place in the market – should it change?.



Class Exercise:

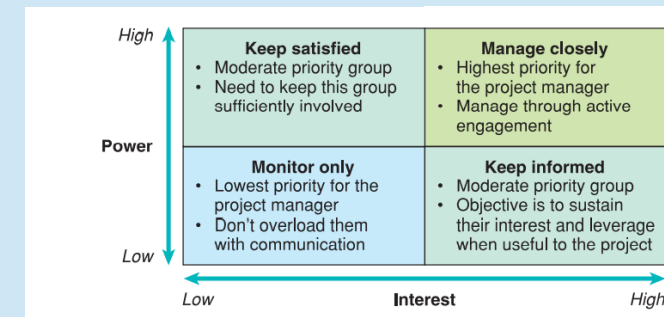
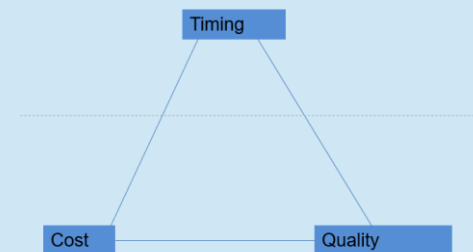
<https://youtu.be/RBL7HA-7T7s>



Same exercise for the great green wall

- 1) Write out a project title, context, aims
- 2) What are the requirements and measures
- 3) Create a scorecard for the project
- 4) Where will you put the project in the Iron triangle
- 5) Who are the stake holders
- 6) Put the stake holders in Interest and power grid

Balanced score card for project selection			
	Importance/5	Project proposal A/ 5	Score
Financial			
Increase wealth of all inhabitants	3	3	9
Increase wealth of lower 25%	5		
Customer			
Increase wellbeing- family life	5	2	10
Increase wellbeing - access to sport and leisure	3	2	6
Improve city environment Pollution	5	0	0
Improve city environment - link to nature	4	3	12
Learning and growth			
Bring Talent into city	3	0	0
Implement cross training	4	2	8
Align personal goals	3	3	9
Business Processes			
Develop new Methods	3	5	15
Reduce development times	3	1	3
Reduce complexity	4	0	0
Reduce costs	4	1	4
Total Score			72



Optional homework:

What can the great green wall project learn from China's experience. What can China learn from this project



Exercise:



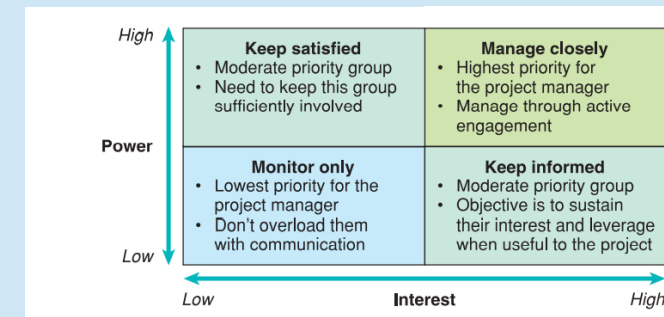
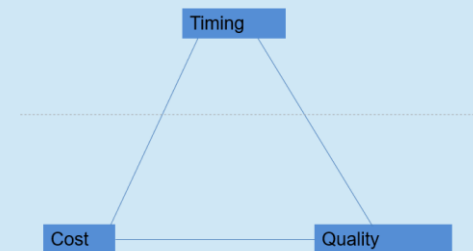
Exercise:



You are going to make next Chinese new years meal for your family.

- 1) Write out a project title, context, aims
- 2) What are the requirements and measures
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Reduce costs	4	1	4
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Summary



- 1) For any project you need a clear description including title, context and aims
- 2) At the beginning you should identify all stakeholders, what they want, what they can give, how powerful and interested they are
- 3) Also at the beginning you should attempt to define the requirements and measures for the project. Set out a balanced scorecard by which the project performance will be judged
- 4) When you have done all this you will be ready to start planning the project in more detail

Reading and videos

