

Practices in project management flashcard

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Abstraction

The St. Dismas Medical Center (SDMC) Assisted Populating Facility (ALF) Undertaking was authorized to make a new service line to antagonize a diminution of inpatient activity. The undertaking aims are to construct 100 light- and heavy-assist units in a standalone residential installation with a sheltered connexion to SDMC by late-July 2001 and within an \$ 11 million budget. The peculiar deliverables, restraints, premises, exclusions, and work breakdown construction are outlined in the Project Scope Statement. Brainstorming and scenario analysis will be used in the hazard scheme, while cost-benefit analysis will be the primary tool in undertaking quality direction.

A undertaking work list and milepost agenda illustrates the critical way for the 102-week building stage. And, the \$ 10 million budget is detailed by activity and one-fourth to accommodate the multiple cost positions of squad members. Undertaking monitoring will chiefly utilize earned value prosodies along with the Gantt chart and budget. Data will be analyzed and reported hebdomadal to the squad, and important divergences from the program are capable to the control scheme ; milepost position coverage and meeting with the Board of Trustees and entry of alteration petitions to acquire the program back on path. The program will carry on a formal closeout procedure to include an audit, closeout meetings, a concluding study, closeout meetings, and record archival.

Undertaking Purpose and Justification

Over the past few months, there has been a steady diminution of the inpatient population at St. Dismas Medical Center (SDMC) due to the <https://assignbuster.com/practices-in-project-management-flashcard/>

increased use of seat belts and bicycle/motorcycle helmets. A planning retreat was held to place concern chances and a solution was proposed to construct an aided life installation on the St. Dismas campus. The intent of the undertaking is to be after and implement Assisted Living Facility (ALF) as authorized by the Board of Trustees in May 1999. The undertaking is being completed in order to make a new service line to take advantage of the chance presented by the deficit of medically-focused and extremely specialised installations available throughout the state and a turning geriatric population.

We project that the ALF. the for-profit subordinate of SDMC. will convey in a net income between \$ 9. 000 and \$ 12. 000 per unit and a net hard currency flow of about \$ 1. 500. 000 yearly. Both outpatient referrals and inpatient population are expected to increase. Furthermore. we hope that the undertaking will hold an added benefit of beef uping the organisational focal point on reimbursable preventative and wellness plans for healthier aging community.

Undertaking Requirements

The ALF Project Steering Committee has identified several actions and processes that need to be met. including: installation design and building ; operational demands for nutrient services. housekeeping. and staffing ; development of operational policy and processs ; creative activity of an operating budget ; creative activity of paysheet and accounting systems ; word picture and set up of telecommunications and information system needs ; preliminary selling programs. with community and staff

communications programs ; development of medical appraisal tools for incoming occupants ; appellation of clinical services offerings ;

development of an organisational construction ; designation of authorities ordinances and industry criterions.

Primary Project Objectives

The primary undertaking aims of the ALF Project are as follows: The cost aim is to fall in between \$ 8. 5 to \$ 11 million for the building of the installation. The clip aim was to complete building and unfastened by July 2000. but was subsequently revised to a continuance of two old ages. with completion by late July 2001. The range aims are to construct a standalone residential installation with a sheltered connexion to SDMC that can entree the cafeteria and infirmary services. incorporating 100 units that accommodate up to 150 individual and couple occupants with 15 to 30 “ heavy-assisted” units and the staying units “ light-assisted” .

Premises and Constraints

The followers is assumed: Undertaking finacess will be released in a timely mode. Project squad members and resources will be available as needed. Contractors will hold the accomplishments and experience needed to finish the undertaking. The restraints are as follows: The building can non get down until after the November 1999 metropolis elections. The installation needs to open by late July 2001. Operational and administrative policies. processs. and systems need to be created and ordinances and criterions need designation.

High-level Hazards

As with all undertakings, there is a hazard of running over budget, over agenda, and/or falling short on range. There are several high-ranking hazards for the ALF undertaking. One peculiar country of concern was the short seven-month clip period for the complex building undertaking, but that has been extended about another twelvemonth. Further, the organisational complexness is high with the figure of people involved across many maps and the decision-making organic structure being the Board of Trustees. This complexness may take to holds in decision-making.

The undertaking is besides much larger than SDMC has handled in the yesteryear with merely one squad member holding building experience. The operational and administrative ordinances and criterions for building and health care industries will be complex and have non yet been identified. Construction undertakings have a strong potency to impact the local ecology which will add a hazard factor to the undertaking. Further, conditions poses a high-ranking hazard to the undertaking and may negatively impact the agenda by detaining supply bringings and building work.

Major Project Milestones

Major undertaking mileposts include: 1. Facility design and building 2. Designation of operational demands 3. Undertaking and runing budget development 4. Creation of paysheet and accounting systems 5. Define telecommunications demands and system apparatus 6. Define information

systems and system apparatus7. Creation of a preliminary selling program and communications bundle

8. Form major land interrupting event9. Clinical Services10. Design of assessment tool for incoming occupants11. Designation of demands for clinical services12. Development of facility's direction construction13. Designation of governmental ordinances and industry criterions

Preliminary Budget Estimate

The preliminary budget estimation for the completed undertaking is between \$ 8.5 and \$ 11 million. which includes the land purchase. installation building. installation trappings. and building of the sheltered connexion from the assisted life installation to the Medical Center.

Key Stakeholders

Illustrated below is the cardinal stakeholder analysis matrix. which demonstrates the cardinal stakeholders. their degrees of power and involvement. and an battle program. The matrix is followed by a communications chart that outlines stakeholders. their duties. and their communicating demands.

The undertaking range is to construct a standalone residential installation for the intent of supplying assisted life services to up to 150 individual and couple occupants. The merchandise will besides include a sheltered connective construction that provides entree to St. Dismas Medical Center's cafeteria and infirmary services. The installation will incorporate 100

residential units with 15 – 30 of those units that accommodate occupants that need heavy aid and the staying units categorized as “ light-assisted” . The cost to build the installation should fall within \$ 8. 5 to \$ 11 million scope. Acceptance of the undertaking requires that building may non get down until after metropolis elections in November 1999 and the installation must open to the public by late July 2001.

Undertaking Constraints

The building can non get down until after the November 1999 metropolis elections. The installation needs to open by late July 2001. Operational and administrative policies, processs, and systems need to be created and ordinances and criterions need designation. The budget cap is \$ 11 million.

Undertaking Premises

There are several premises that may besides impact the execution of the undertaking if they prove to be false (Project Management Institute, 2013) :
Undertaking financess will be released in a timely mode.

Project squad members and resources will be available as needed.

Contractors will hold the accomplishments and experience needed to finish the undertaking.

Undertaking Deliverables installation design and building ; operational demands for nutrient services, housekeeping, and staffing ; development of operational policy and processs ; creative activity of an operating budget ; creative activity of paysheet and accounting systems ; word picture and set

up of telecommunications and information system needs ; preliminary selling programs. with community and staff communications programs ; development of medical appraisal tools for incoming occupants ; appellation of clinical services offerings ; development of an organisational construction ; designation of authorities ordinances and industry criterions.

Undertaking Exclusions

Items that are non included in the range include: design and building of a parking batch or garagedesign. building. and trappings of patient amusement and activity countries design. building. and trappings of exercising and fittingness countries design and development of landscaping. walking waies. and gardening countries design. building. and trappings of private sing countries design. building. and trappings of salon and barber services country design. building. and trappings of dining country

Undertaking Risk and Quality Management Strategy Undertaking Risk Strategy

The undertaking squad has held a brainstorming session with a group of advisers in several relevant countries of expertness to place an thorough list of hazards by oppugning what could travel incorrect with undertakings. The scenario analysis method has besides been utilized to place. analyze. and prioritize hazards from high-to-low impact. This method entails using critical thought accomplishments to recognize events that may probably impact the undertaking (Mantel. Meredith. Shafer. & A ; Sutton. 2011) . Additionally.

the work dislocation construction (WBS) and undertaking profile were scrutinized to further place extremely likely hazards as suggested by Mantel et Al. (2011) . The undermentioned extremely likely hazards have been identified:

Bad conditions

Inadequate staffing
Inadequate budget
Project direction squad
rawness
Regulatory and industry demands
Cost appraisal mistakes
Complex organisational construction and decision-making procedure

Broad set of stakeholders that have yet to weigh in on the undertaking
Environmental impact from building
Undertaking communicating and coordination issues
Inadequate deliverables (e. g. parking garage)
Inadequate clip agenda

The scheme for managing hazards is to develop a hazard response program as advised by Mantel et Al. (2011) . The hazard response program will include eventuality programs to manage events that do go on. with more than one eventuality program and back uping logic charts developed for high-impact hazard. Furthermore. hazard designation and response planning will be ongoing through the undertaking continuance.

Project Quality Management Strategy

The ALF undertaking quality direction scheme is to follow the Project Management Institute (PMI) (2013) guidelines: identify quality demands. papers conformity degrees of quality demands. execute quality confidence

scrutinizing, and control quality by taking action to turn to hapless quality measurings. Inevitably alterations will hold to be made to pull off events or unsatisfactory quality consequences. The ALF Project alteration direction scheme is to include commissariats in the original contract to suit alteration as suggested by Mantel et Al. (2011) . An incorporate alteration control procedure will be created and implemented, as advised by PMI (2013) to cut down undertaking hazards through holistic analysis of proposed alterations. This procedure will sketch how alteration petitions will be reviewed, approved or denied, and how those alterations will impact other facets of the undertaking (policies, paperss, programs, etc.) (Project Management Institute, 2013) . Two tools that will be used to pull off quality are:

cost-benefit analysis, which compares the cost of the proposed alteration to the expected benefit, cause-and-effect diagrams which utilizes the inquiry “ why” to detect the root cause of a job in order to rectify it. Cost-benefit analysis will be utile in showing jobs and their possible alterations to the decision-making organic structure in order for them to to the full measure their options and place the solution that best suits their demands. The cause-and-effect diagram will be good in acknowledging the true job that needs to be addressed. Finding a solution for the root cause will assist the squad avoid unneeded costs, clip, attempts, and rework in turn toing the incorrect issues.

Construction Phase Milestone Schedule

Below is the work list and milepost agenda for the building stage of the St. Dismas Assisted Living Facility undertaking. The critical way (B-C-D-E-F-G-H-I-K-L-O-P-S-T) is illustrated in green on the milepost agenda. The undertaking is scheduled to be completed in 102 hebdomads. merely shy of two old ages. The premises for this agenda are the undermentioned: The milepost agenda will be approved by the Board of Trustees. The undertaking will get down in August 1999 after action programs are submitted. Undertaking finacess will be released in a timely mode.

Project squad members and resources will be available as needed. Contractors will hold the accomplishments and experience needed to finish the undertaking.

Undertaking BudgetBelow are the summary-level budget and elaborate budget for the St. Dismas ALF Project. The premise from analyzing the provided cost information chart is that the Chief Operating Officer and the Construction Project Manager provided the estimations for the installation design and building activities of the ALF undertaking. and upper direction dictated the administrative and eventuality budgets. and both did so candidly. Bottom-up budgeting utilizes the work dislocation construction in a manner that cost estimations of each activity are completed by the squad members responsible for transporting out those undertakings. while top-down budgeting produces estimations based on the judgements and experiences of top directors (Mantel et al. . 2011) . The combination usage in this undertaking of top-down and bottom-up budgeting is ideal. harmonizing to Mantel et Al. (2011) . The advantage of top-down budgeting

is that it by and large has a high grade of truth. although it can include considerable misreckonings for low-level activities ; bottom-up budgeting is opposite in that it provides truth for low-level activities and the possibility of considerable misreckonings for high-cost activities (Mantel et al. . 2011) .

The elaborate budget is besides divided by undertaking and expected one-fourth of outgo to turn to the multiple positions of cost between the undertaking director (PM) . the comptroller. and the accountant. Mantel et Al. (2011) point out that the PM is concerned with committednesss made against the budget. comptrollers path costs as they are incurred. and accountants are responsible for the organization's hard currency flow.

Dividing costs by activity and one-fourth allow all three parties to understand their relationship to the undertaking. In this budget. the majority of the item outlines merely one deliverable from the project's range statement and work breakdown structure—facility design and building. The other deliverables are clumped into the cardinal and direct administrative costs class.

Although the budget may sufficiently cover the costs of the labour that needs to travel into the other deliverables (placing demands and ordinances. and developing programs. systems. and budgets) . it may insufficiently cover the costs for other facets of some of the deliverables. such as puting up telecommunications and information systems. and forming a major ground-breaking event. Furthermore. consideration should be given to the fact that undertaking exclusions from the Project Scope Statement. such as design and building of a parking country and activity and amusement countries. are non factored into this budget. The current budget

sums \$ 10. 000. 000. which is still \$ 1. 000. 000 under the original estimated budget and leaves some room to add deliverables if necessary.

Project Summary Budget

Project Monitor and Control Strategy

The ALF Project proctor and control scheme is as follows. The undertaking squad will continuously supervise agenda advancement via the Gantt chart and proctor budget advancement via the elaborate budget. Monitoring these will give the squad a comparing of the clip period against the existent program. However, the squad will use earned value (EV) prosodies to non merely compare the current state of affairs with the program, but besides consider the existent advancement at the point of rating (Mantel at Al. . 2011) . The information from these control tools will be collected and analyzed hebdomadal and reported to the squad on a hebdomadal footing as stated in the communicating chart. The undertaking direction squad will measure if any divergences from the program are important adequate to use control steps. If the undertaking direction squad feels that intercession is necessary, informations (including the undertaking milepost position study) . appraisals, and suggestions will be communicated with the Board of Trustees, and alteration petitions will be submitted with the purpose to cut down the differences between the program and the existent fortunes.

Earned value prosodies is the ALF Project preferred supervising tool for the intents of monitoring and commanding. Earned value prosodies allow the squad to compare the program with the existent advancement at any given

point in the undertaking. to see how expeditiously our agenda and costs are being maintained. and supplying an estimation of cost if the undertaking is continued at the current rate (Mantel et al. . 2011) . Using a go/no-go control. such as the milepost position study. allows us to compare the undertaking end product (utilizing mileposts as checkpoints) to the bing criterion. measure what are demands are in footings of physical assets. human resources. and/or fundss for peculiar undertakings. and employ the necessary stairss to run into those demands in order to acquire the undertaking agenda. budget. and/or range aligned with the program (Mantel et al. . 2011) .

Undertaking Closeout

The ALF Project will carry on a formal undertaking closeout chiefly to “ help the organisation better its undertaking direction accomplishments on future project” (Mantel et al. . 2011. p. 273) . The formal undertaking closeout will let SDMC to understand undertaking errors. achievements. public presentation. and undertaking squad and direction efficiencies and lacks. and document these in the organisational cognition base. Furthermore. a formal stopping point out trades with all those involved in the undertaking in a manner that has positive impact on morale and trust. The organisation and the undertaking directors show they are dependable when they finish what they start. communicate to each section that it is clip to finalise their undertaking activities. and trade with undertaking staff and their reassignments in a tactful mode. The undertaking closeout will follow the suggestion of Mantel et Al. (2011) .

After the undertaking director ensures that all undertaking work is complete. the undertaking must travel through the undertaking credence stage.

Acceptance needs to be gained from the Board of Trustees. and project direction squad. and officially recorded. A elaborate audit will be performed to measure the advancement and public presentation of the project's program through scrutiny of " its methodological analysis and processs. its records. belongings. stock lists. budgets. outgos. advancement. and so on" (Mantel et al. . 2011. p. 275) . Audit findings every bit good as the complete undertaking history will be written in a concluding study. The concluding study will include the undertaking failures. successes. and lessons learned.

The concluding study will besides document the undertaking activities and direction techniques. the location of the organization's assets. and recommendations for betterment. The concluding study will be distributed to stakeholders upon completion. Closeout meetings with contractors and section caputs (fiscal. legal. buying. organisational. installation. etc.) will be head to advise them of undertaking expiration. supply way to unclutter the undertaking activities in which they are responsible. and address concluding issues. A closeout meeting with undertaking forces will be conducted to turn to reassignments and emphasis. and provide closing. Finally. the undertaking books will be closed. organisational assets will be updated. and records will be archived.

MentionsMantel. S. . Meredith. J. . Shafer. S. . & A ; Sutton. M. (2011) .

Undertaking Management in Practice (4th erectile dysfunction) . Hoboken: John Wiley & A ; Sons. Project Management Institute. (2013) . A Guide to the

Project Management Body of Knowledge (PMBOK® guide) (5th erectile dysfunction) . Newtown Square: PMI Publications.