

Правила поведения

- Не включать видеокамеры
- Не включать без приглашения ведущего микрофоны
- Вопросы задавать письменно (Q&A)
- Скачивать файлы (Handouts) в перерывах или в конце дня конференции
- Короткие (до 3-х минут) выступления в микрофон - в конце работы секции (после выступления последнего докладчика).

Для заявки на голосовое выступление необходимо:

- В Q&A написать «Прошу слова по докладу (фамилия докладчика) или по теме секции конференции»
- Дождаться в Q&A подтверждения ведущего о предоставлении слова

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Project Management 2009 – Development and Perspectives

Using the Theory of Constraints in Project Management During Tough Economical Times



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TOC Solutions

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The Most Fundamental Concepts of the Theory of Constraints

- ✓ The total of the optima of all sub-systems is, most of the times, not equal and less than the optimum of the system
- ✓ The method to improve the system (the organizational throughput), to bring the system closer to its goal, is by improvement of the weakest link, the constraint, of the system

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The Organizational Chain

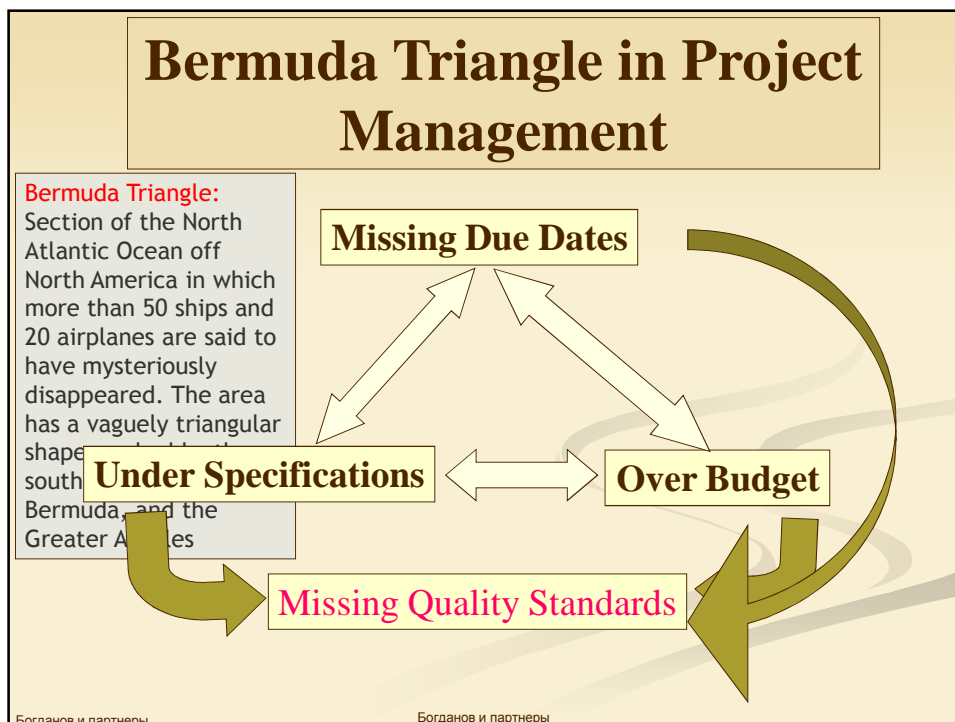
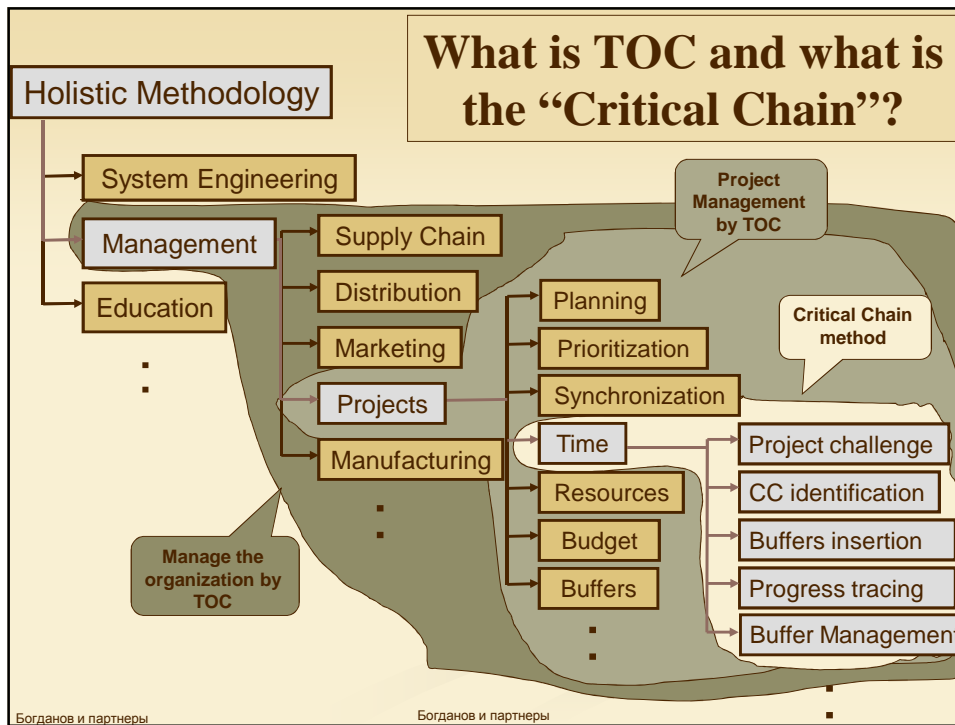
The chain is as strong as its weakest link



Marketing
Sales
System Analyst
System Engineering
Programming
Hardware Engineering
Manufacturing
Assembly
Shipping

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Tough Economical Times

- ✓ Needless to emphasize the importance of meeting due dates, meeting budgets or importance of reliability during regular, non-crisis, times
- ✓ Clients are precious always and we can't afford losing them and therefore we can't afford losing our reliability
- ✓ In the today situation the tendency is to decrease expenses even more than always – wrong !!!
- ✓ The focus should be on increasing throughput (defined as revenues minus true variable costs) – higher potential with much less risk
- ✓ In the following slides I'll present how to increase throughput in a project-oriented organization

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Tough Economical Times in the world of Project Management

The Definitive Guide to Project Management, the fast track to getting the job done on time and on budget by Nokes, Major, Greenwood, Allen and Goodman Published by Prentice Hall Financial Times, 2003 "Much of project management is common sense but in some areas it involves special tools or methods that must be learned. There is a variety of such methods ... this book has been written to reflect just one: the critical chain method. Projects managed using the critical chain method have been shown to have a far greater chance of delivering the required outputs on time and on budget than those managed any other way. The critical chain method is significantly different from the project planning and control methods taught on project management courses until recently, and it may therefore be new learning even for experienced project managers"

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Confrontation Mechanism with Inherent Uncertainties of Projects

- ✓ Every task manager in a project adds time for protection against the uncertainty in order to guarantee completion of his tasks on time
- ✓ Every management level (like technology manager) adds its own safety factors
- ✓ If managers know that there is a possibility for arbitrary cut in project's time estimation, they will over estimate to guarantee that after the cut it is still possible to complete project on time

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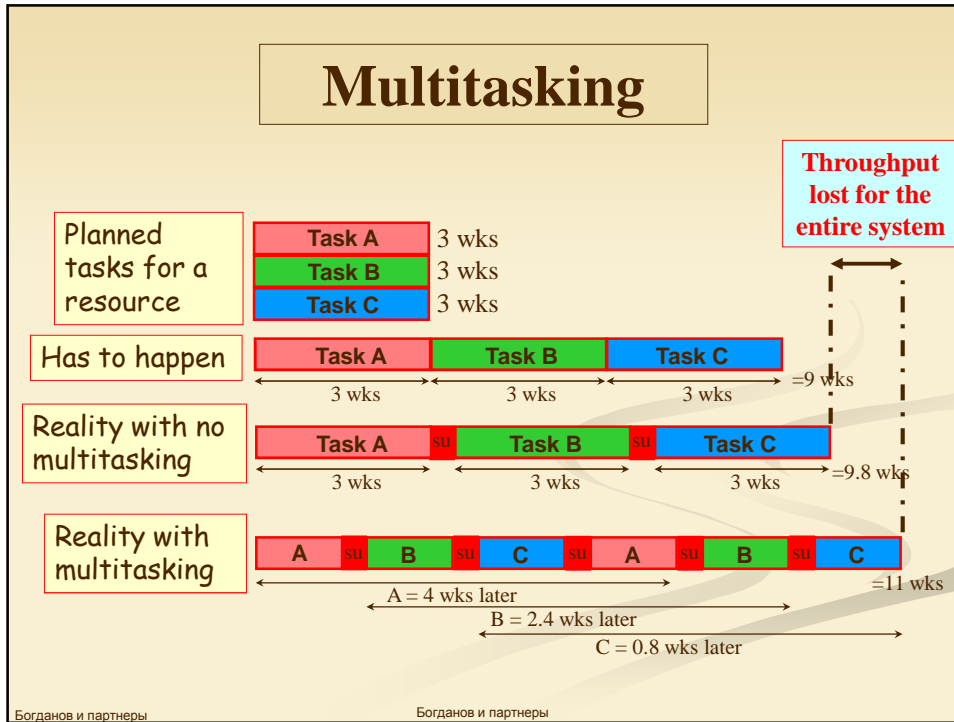
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Spending Mechanism of Protection Times


- ✓ “Student Syndrome” – postpone beginning of task to last minute possible – protection time is wasted
- ✓ Biased distribution – more lateness than forestallment
- ✓ Sometimes, when uncertainty is materialized, the problem is big and heavy, much more than the inherent protection time
- ✓ Sometimes (many times?), early completion is not reported
- ✓ Multitasking – needed resource is wandering between tasks

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Parkinson Law



“WORK EXPANDS SO AS TO FILL THE TIME AVAILABLE FOR ITS COMPLETION”

Prof. Cyril Northcote Parkinson, 1955

Cyril Northcote Parkinson (1909 – 1993) was a British naval historian and author of some sixty books, the most famous of which was his bestseller “Parkinson’s Law”, which led him to be also considered as an important scholar within the field of public administration

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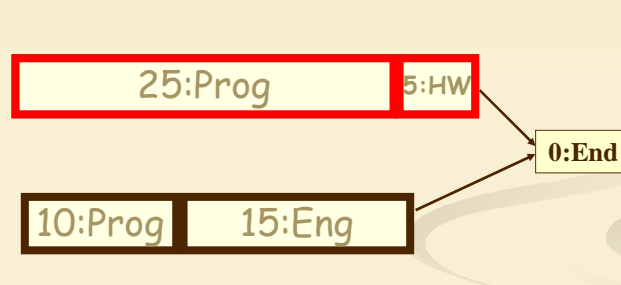
Construction of the Solution – Identification of the Constraint

- ✓ The constraint is all those tasks that determined the completion of a project on time
- ✓ Deviation in each one of these tasks is directly contribute to deviation in the project planned completion
- ✓ The constraint is the improvement leverage and help to determine the priorities

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What is the Critical Path?



Availability of resources:

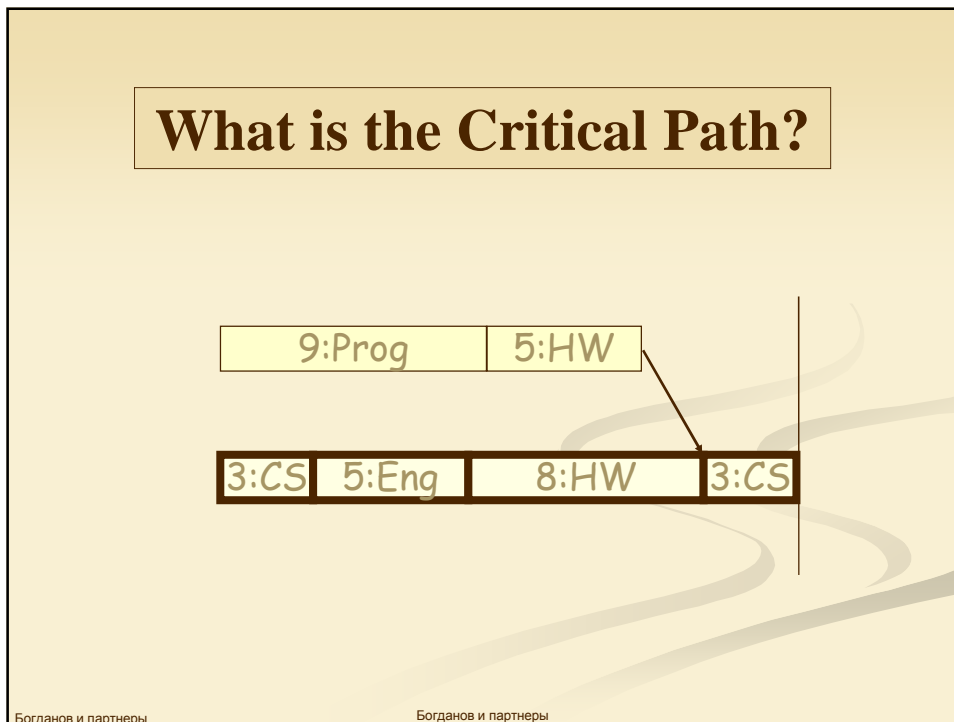
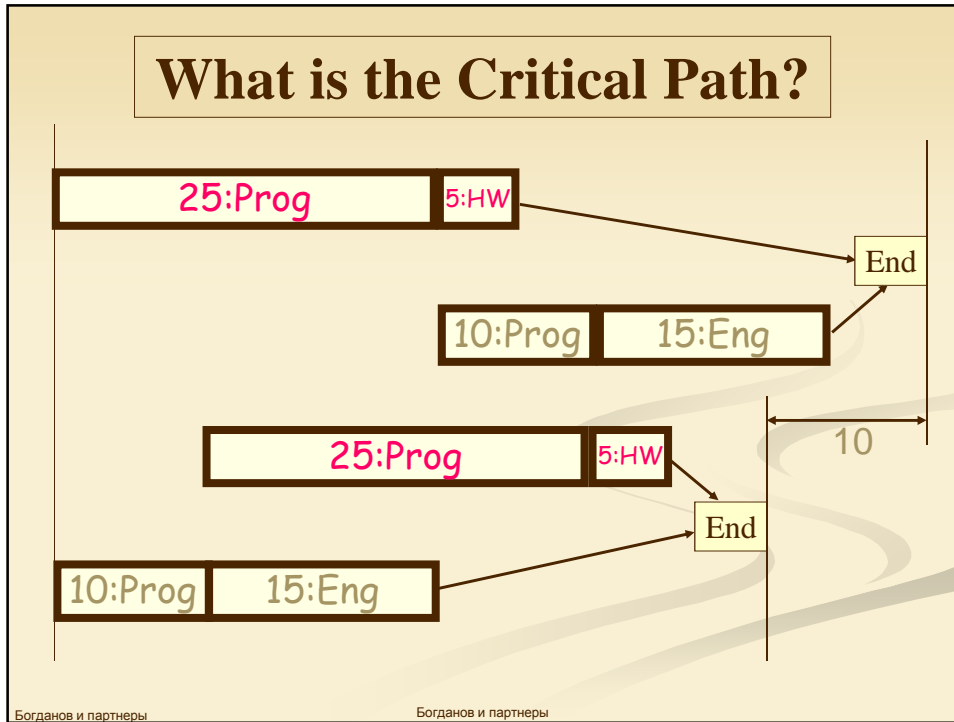
Prog – 1

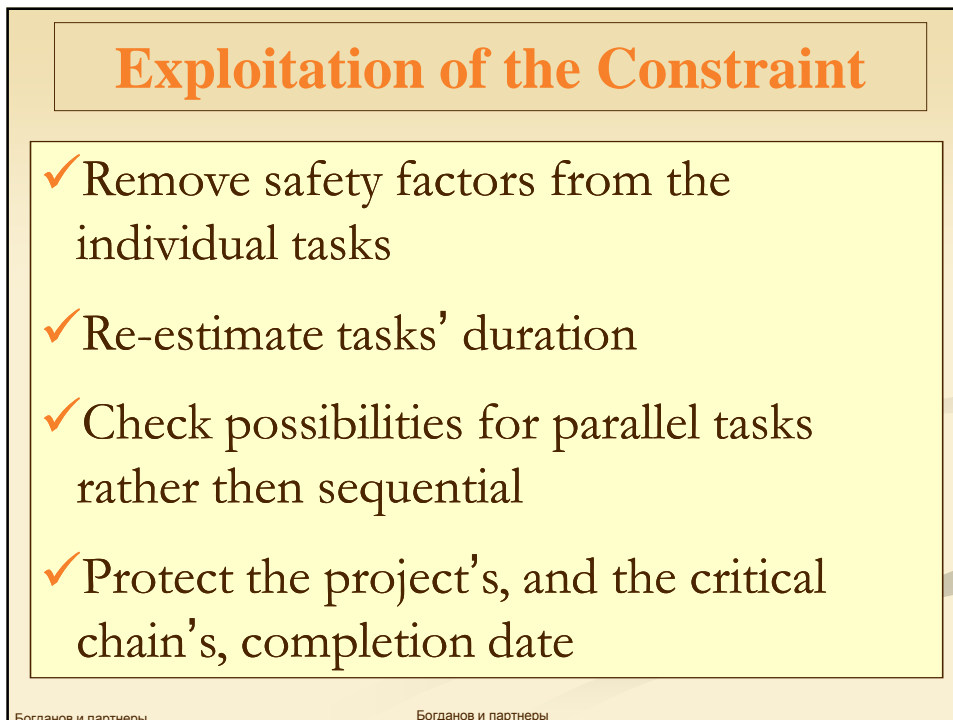
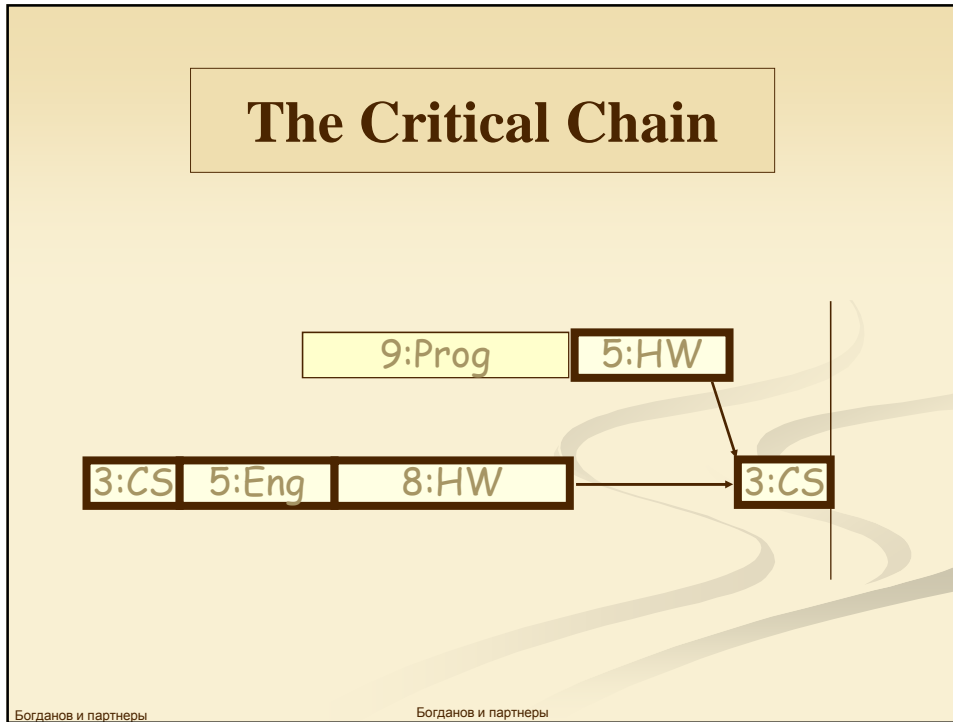
HW – 1

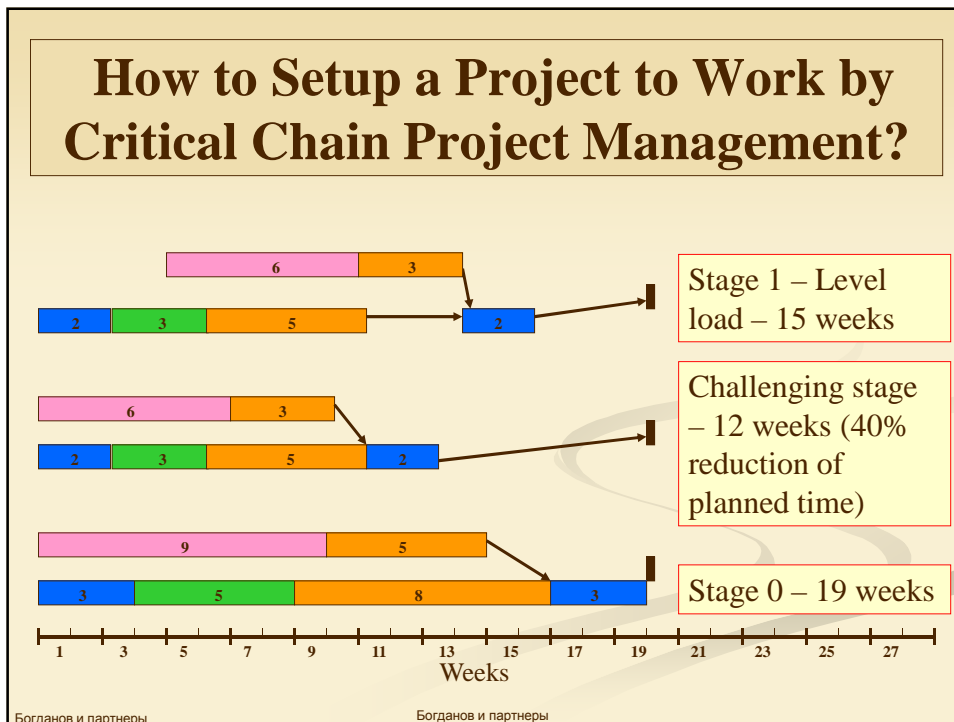
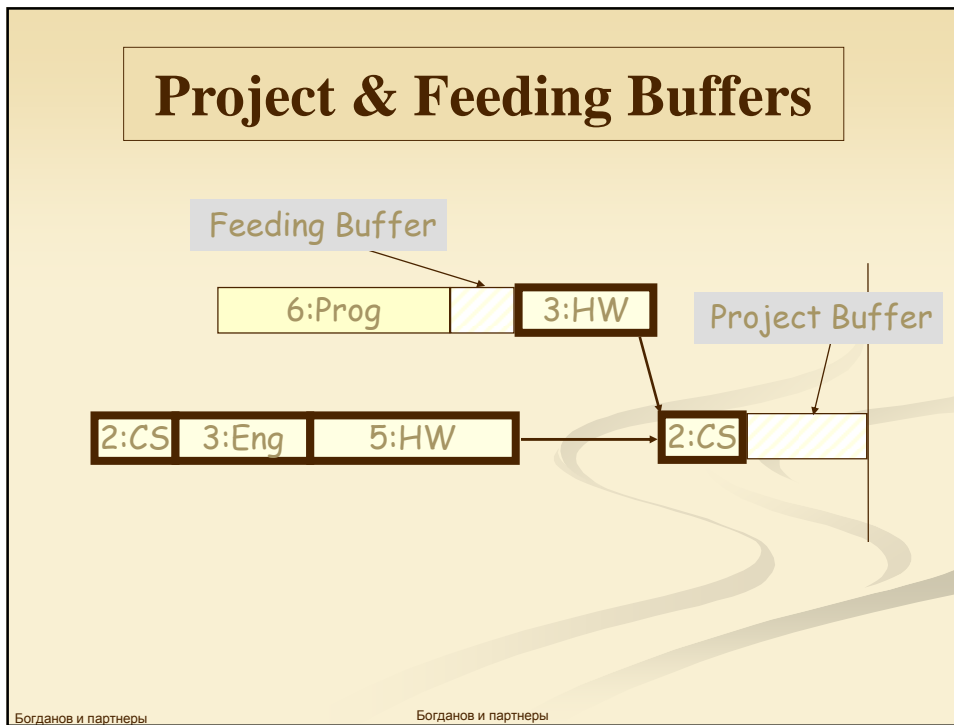
Eng - 1

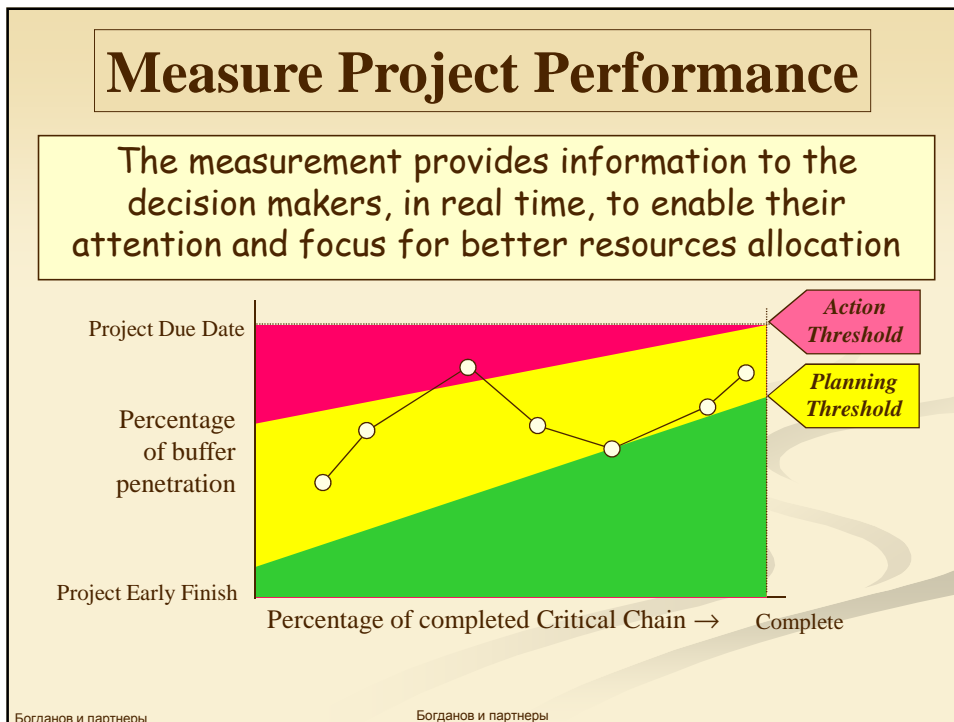
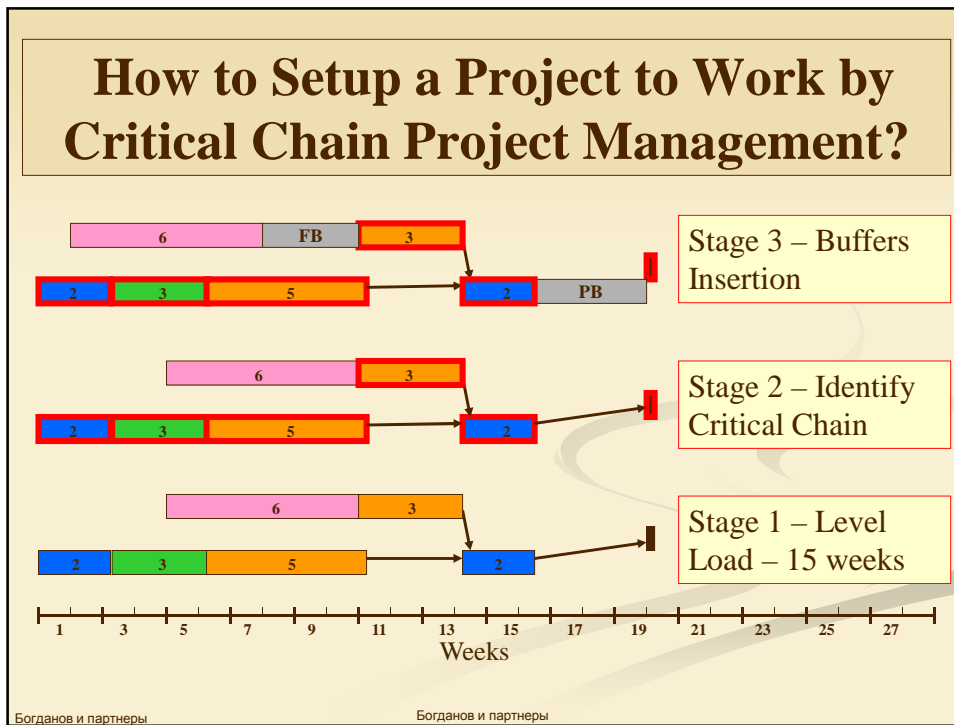
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Buffer Management – A Process of On-Going Improvement

- ✓ Collecting statistics about the buffers' penetration enables us to focus the improvement process in the organization
- ✓ Every time that the percentage of the penetration is higher than the percentage of the progress in the Critical Chan, there is a need to record the reason for the penetration
- ✓ The Pareto of the reasons point to the place for the next improvement project

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Как задать вопрос

- Войти в Q&A, ■
- Набрать фамилию докладчика в родительном падеже, набрать вопрос (например, **Иванову. Сколько времени уйдет на создание такого отчета?**) ■
- Нажать Ask (вопрос отправлен) ■

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