



# **Generalized Project Management Plan**

All systems projects, apart from the smallest, have a number of problems in common. A/S Regnecentralen has therefore evolved a generalized project management plan to overcome these problems. This plan ensures that all activities in the project are defined at the outset, are controlled and executed according to a timescale agreed with the customer, and that the hardware and software are thoroughly tested prior to installation.

## **PROJECT STAFF**

A Project Manager will be assigned to a project right from the initial discussions with the customer. Depending on the size and type of project he will select his team from among the 150 highly-qualified engineers and systems analysts in RC's Development Department. He will appoint a Project Hardware Officer to be responsible for equipment, installation, maintenance, etc., and a Project Software officer to be responsible for the work of the systems analysts and programmers.

The Project Manager will also involve representatives from the financial and legal departments to advise on the relevant parts of the contract and he will seek the advice of the administrative and educational departments as appropriate.

## **PROJECT DEFINITION**

Under the Project Manager's leadership, the initial phase of the project will be to enter into detailed and thorough discussions with the customer in order to analyse and define all the activities required for the successful implementation of the project.

The definition of these activities is considered to be part of the contract and the discussions will result in a clear division of the requirements between those which are essential and those which are optional. This helps the customer specify exactly how the system is to perform. Without a clear definition of the system requirements it will be impossible to keep to an agreed time-table. It is difficult to predict the effects of requirements changes introduced as the project proceeds, - there can be many repercussions in terms of delays, additional manpower required and increased costs. This is why so much emphasis is placed on defining the system requirements and the project activities accurately and completely at this stage.

## **PROJECT TIMETABLE**

With the requirements "frozen" and the project activities clearly defined, a realistic and operational time schedule will be prepared which will meet the implementation target date agreed with the customer.

The Project Manager will discuss the various activities involved in the execution of the project with the members of his team. Using estimates for worst, expected and best times for each activity it will be possible to construct a PERT chart showing the relationship of each activity to the others, - those which are being performed in parallel, - those which must be completed before others may commence, and so on. The critical path can be picked out and the problems can be foreseen. If necessary the Project Manager can assign more staff to certain critical activities in order to reduce the time taken and thus ensure the project is completed on time.



## PROJECT CO-ORDINATION

It is the responsibility of the Project Manager to co-ordinate the activities and make sure that they adhere to the agreed time schedule. The Project Manager will arrange regular progress meetings within his team and will report progress to the customer at all stages of the project.

# Management Plan

All system project start from the analysis phase. The analysis phase is divided into two sub-phases: Requirements Analysis and System Analysis. The analysis phase is the most important phase of the project as it defines the scope, objectives and constraints of the project. The Project Manager will ensure that the analysis phase is completed within the agreed time schedule and will report progress to the customer at all stages of the project.

**PROJECT STAFF**  
A Project Manager will be assigned to a project right from the initial discussion with the customer. Depending on the size and type of project he will select his team from among the 100 highly qualified engineers and system analysts in ITC's Development Department. He will appoint a Project Hardware Officer to be responsible for equipment, maintenance, etc., and a Project Software Officer to be responsible for the work of the systems analysts and programmers.

The Project Manager will also involve representatives from the hardware and software teams to advise on the relevant parts of the contract and he will seek the advice of the administrative and educational departments as appropriate.

**PROJECT DEFINITION**  
Under the Project Manager's leadership, the initial phase of the project will be to enter into detailed and thorough discussions with the customer in order to analyze and define all the activities required for the successful implementation of the project.

The definition of these activities is considered to be part of the contract and the discussion will result in a clear definition of the requirements between those which are essential and those which are optional. This helps the customer to clearly identify how the system is to be built. Without a clear definition of the system requirements it will be impossible to plan the project. It is difficult to predict the effects of requirements changes which occur as the project proceeds. There can be many requirements changes in terms of delays, level manpower required and increased cost. This is why a detailed schedule is placed on defining the system requirements and the project activities accurately and completely at this stage.

**PROJECT TIMETABLE**  
With the requirements "frozen" and the project activities clearly defined a realistic and consistent time schedule will be prepared which will meet the implementation target date agreed with the customer.

The Project Manager will discuss the various activities involved in the execution of the project with the customer. Using estimates for work, resources and their times, he will be able to produce a PERT chart showing the relationships of each activity to the other, those which are being performed in parallel, those which must be completed before others may commence, and so on. The critical path can be identified and the project can be forecast. It is necessary for the Project Manager to keep the customer informed in order to report, the time taken and how the project is progressing at any time.