



Aalto University
School of Business

37E01500 Project Management and Consulting Practice

Lecture 4: Executing and Controlling projects

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Contents



- **Motivation to execute and control projects properly**
- **Executing and controlling projects consist of managing:**
 - Integration, quality, human resource, communications, stakeholders, procurement and risk
- **Controlling project scope and time**

This lecture refers to the course book

- Schwalbe (2013) Revised An Introduction to Project Management, Fourth edition.
- Ch. 6 and Ch. 7

Learning objectives

- List several processes and outputs of project execution and controlling
- Discuss what is involved in directing and managing project work
- Discuss communications concepts, and describe the executing tasks performed as part of communications management to ensure good communications



Process, Tasks and Outputs



Importance of project execution and control

- Projects usually have similar tasks and outputs
BUT execution differs from project to the other
- Project managers need to:
 - Ensure the project meets its objectives and business needs
 - Constantly monitor
 - Take corrective action when necessary



Project execution – knowledge area and process

| Knowledge area | Executing process |
|-----------------------------------|---------------------------------------------------------------------|
| Project integration management | Direct and manage project execution |
| Project quality management | Perform quality assurance |
| Project human resource management | Acquire project team Develop project team Manage project team |
| Project communications management | Distribute information Manage stakeholder expectations |
| Project procurement management | Conduct procurements |



Based on Materials by Risto Rajala

Outputs from execution -Deliverables

- Deliverables are products or services produced or provided as part of a project
- For example deliverables of a website design project are
 - A website
 - Tutorials for the users of the website
 - Design documents, prototypes, and meetings



Practices for project managers

- Coordinate planning and execution
- Develop and use soft skills
- Provide a supportive organizational culture
- Break the rules when needed
- Capitalize on product, business, and application area knowledge
- Use project execution tools and techniques



Problems during execution

- The project objectives/scope are unclear.
- Estimates for time and cost goals are unreliable or unrealistic.
- Business needs/technology changes have impacted the project.
- People working on the project are incompetent or unmotivated.
- There are poor conflict-management procedures.
- Communications are poor.
- Suppliers are not delivering as promised.



Other problems that could occur?



Developing and Managing teams



Tuckman (1970) model of team development

1. **Forming:** introduction of team members, either at the initiation of the team or as new members are introduced
 2. **Storming:** occurs as team members have different opinions about team operation
 3. **Norming:** when team members have developed a common working method, cooperation and collaboration
 >> replaces conflict and mistrust of previous phase
 4. **Performing:** when the emphasis shifts to reaching the team goals rather than working on team process
 5. **Adjourning:** breakup of the team after they successfully reach their goals and complete the work
-



Managing a team

Project managers must use their soft skills to find the best way to motivate and manage each team member

- Tools and techniques include
 - Observation and conversation
 - Project performance appraisals
 - Conflict management
 - Interpersonal skills



Conflicts



Picture: <http://www.pickthebrain.com>

Managing conflicts

Blake and Mouton (1964) – 5 modes of conflict handling

Each strategy can be considered as being high, medium, or low on two dimensions: importance of the task or goal, and importance of the relationship between the people having the conflict

1. **Confrontation** or problem-solving: Directly face a conflict
2. **Compromise**: Use a give-and-take approach
3. **Smoothing**: De-emphasize areas of differences and emphasize areas of agreement
4. **Forcing**: The win-lose approach
5. **Withdrawal**: Retreat or withdraw from an actual or potential disagreement



Conflict Handling Modes

| | | | |
|------|-------------------|-------------------|-------------------------------------------|
| | Smoothing | | Confrontation/ Problem-solving |
| High | | Compromise | |
| Low | Withdrawal | | Forcing |

Relationship Importance

Task Importance

Any benefits in conflicts?



Communications Management



Reporting

Reporting performance keeps stakeholders informed about how resources are being used to achieve project objectives

Status reports describe where the project stands at a specific point in time

Progress reports describe what the project team has accomplished during a certain period

Forecasts predict future project status and progress based on past information and trends



Work Performance Information

- During project execution, project managers must collect, assess, and communicate work performance information.
- Many project managers use the “management by wandering around” (MBWA) approach
 - They informally observe and talk to project team members, suppliers, and other stakeholders as much as possible.
- Formal communications (reports, survey results, and course evaluations) to address work performance on the project.



Requests for change

- Often, a number of requests for changes emerge during project execution.
- Recall that a process for handling changes should be defined during project planning as part of the project management plan.
- It is important during project execution to formally and informally request appropriate changes.



Motivation and team performance

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"We find it helps our less motivated employees."

Herzberg's Motivational and Hygiene Factors

- **Motivational factors**
 - Factors that *cause job satisfaction*, such as achievement, recognition, the work itself, responsibility, advancement, and growth.
- **Hygiene factors**
 - Factors that *cause dissatisfaction if not present*, but do not motivate workers to do more. Examples include larger salaries, more supervision, and a more attractive work environment.



Developing the Team and Assessing Team Performance

- Many failed projects have been staffed by highly talented individuals; however, it takes teamwork to complete projects successfully.
- The main goal of team development is to help people work together more effectively to improve project performance.
- Project managers should understand and apply good team-building practices
 - >> it takes teamwork to successfully execute most projects.



Scope and time



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Picture: <http://www.affinitylive.com>

Scope verification and documentation

- Scope verification involves formal acceptance of the completed project scope by the project sponsor or designated stakeholders.
- Acceptance is often achieved through customer inspection and then sign-off on key deliverables.
- The project team must develop clear documentation of the project's products and procedures for the stakeholders
 - Used for assessing project completion and stakeholder satisfaction

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Managing project time

The main monitoring and controlling task performed as part of project time management is schedule control

- Schedule problems often cause more conflict than other issues
- During project initiation, priorities and procedures are often most important
 - as the project proceeds, schedule issues become the predominant source of conflict



Summary

- Good **execution** is crucial to project success
- Executing outputs related to **quality management** include recommended **corrective actions** and project plan updates.
- Executing outputs related to human resource management include
 - staffing updates
 - team performance assessments
 - Team motivation



Summary (cont.)

- Executing outputs related to:
 - communications management consist of business process updates.
 - Project managers must apply important concepts related to communications:
 - *formal and informal communications,*
 - *nonverbal communications*
 - *appropriate communications medium,*
 - *individual and group communication needs,*
 - *and the impact of team size on project communications.*



Summary (cont.)

- Monitoring and controlling involves regularly **measuring progress** to ensure that the project is meeting its objectives and addressing current business needs.
- The project manager **monitors progress against plans**
- Every knowledge area except project human resource management includes processes and outputs to help monitor and control projects.

