



CRITICAL SUCCESS FACTORS IN COMPETENT & PRODUCTIVE PROJECT MANAGEMENT

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Abstract

The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality. Often the typical project manager has responsibility for successful project outcomes without sufficient power, budget, or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment. Consequently, the project manager would be well served by more information about those ' specific factors critical to project success. The project manager requires the necessary tools to help him or her focus attention on important areas and set differential priorities across different project elements. If it can be demonstrated that a set of factors under the project manager's control can have a significant impact on project implementation success, the project manager will be better able to effectively deal with the many demands created by his job, channeling his energy more efficiently in attempting to successfully implement the project under development.

Keywords: Project Manager, Factors, Critical, Successful Project.

1. Introduction

1.1 Motivation

The role of different project management techniques to implement projects successfully has been widely established in areas such as the planning and control of time, cost and quality. It has been recognised over the last 30 years that project management is an efficient tool to handle novel or complex activities. Avots has suggested that it is more efficient than traditional methods of management, such as the practice of functional divisions in a formal hierarchical organisation, for handling such situations. The process of bringing new projects on stream and into the market imposes demands on established organisations and necessitates different management techniques from those required to maintain day-to-day operations. In such circumstances, where companies have a finite, unique and unfamiliar undertaking, the techniques of project management can be successfully implemented. These undertakings would call for more and faster decision making techniques than possible in a normal operation and making the right choices will be critical to company success.

1.2 Aims

Following are the some aims in context of productive project management:

- 1.2.1 To implement effective project management
- 1.2.2 To identify the critical success factors in organization
- 1.2.3 To effectively handle the challenges imposed

1.3 Overview

The project moves forward through its life cycle, the project manager must be able to effectively transition from strategic to tactical issues in order to better influence project success. Implications are suggested for practicing managers along with specific approaches to managing the strategy-tactics interface.

2. Project Definition & Implementation

2.1 Project Definition

A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks. The second definition is offered by Cleland and Kerzner, in their work A Project Management Dictionary of Terms, and includes the following characteristics:

- 2.1.1 [A project is] A combination of human and nonhuman resources pulled together in a temporary organization to achieve a specified purpose.
- 2.1.2 A project, then, can be defined as possessing the following characteristics:
- 2.1.3 A defined beginning and end (specified time to completion).

- 2.1.4 A specific, preordained goal or set of goals.
- 2.1.5 A series of complex or interrelated activities.
- 2.1.6 A limited budget.

2.2 Successful Project Implementation

In addition to defining the concept of organizational projects, it is important before attempting any discussion of the steps leading to a successful project, to describe just exactly what a "successful project" is. Project implementation success has been defined many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it:

- 2.2.1 Comes in on-schedule (time criterion).
- 2.2.2 Comes in on-budget (monetary criterion).
- 2.2.3 Achieves basically all the goals originally set for it (effectiveness criterion).
- 2.2.4 Is accepted and used by the clients for whom the project is intended (client satisfaction criterion).

3. Critical Factors in Implementation of Success Factors

There are 10 such critical factors as follows:

- 3.1 Project Mission
- 3.2 Top Management Support
- 3.3 Project Schedule / Plan
- 3.4 Client Consultation
- 3.5 Personnel
- 3.6 Technical tasks
- 3.7 Client Acceptance
- 3.8 Monitoring & Feedback
- 3.9 Communication
- 3.10 Troubleshooting

Table 01: Critical Factors & Their Definitions

| Sr.No | Critical Factors | Definition |
|-------|------------------------|--|
| 01. | Project Mission | Initial clearly defined goals and general directions. |
| 02. | Top Management Support | Willingness of top management to provide the necessary resources and authority power for project success. |
| 03. | Project Schedule/ Plan | A detailed specification of the individual actions steps for project implementation. |
| 04. | Client Consultation | Communication, consultation, and active listening to all impacted parties. |
| 05. | Personnel | Recruitment, selection, and training of the necessary personnel for the project team |
| 06. | Technical Tasks | Availability of the required technology and expertise to accomplish the specific technical action steps. |
| 07. | Client Acceptance | The act of "selling" the final project to its ultimate intended users. |
| 08. | Monitoring & Feedback | Timely provision of comprehensive control information at each stage in the implementation process. |
| 09. | Communication | The provision of an appropriate network and necessary data to all key actors in the project implementation |
| 10. | Troubleshooting | Ability to handle unexpected crises and deviations from plan |

4. Project & Project Details With Effect Of Critical Factors

“ Project 999 ” was received from overseas customer for a stitcher die set. The time frame was 24 weeks. It was scheduled to be dispatched on 1st of July. But now on 17th July it is declared that it is ready for shipment. The Project was delayed by 17 days. Optimize the dispatch schedules to achieve above mentioned aims and objectives.

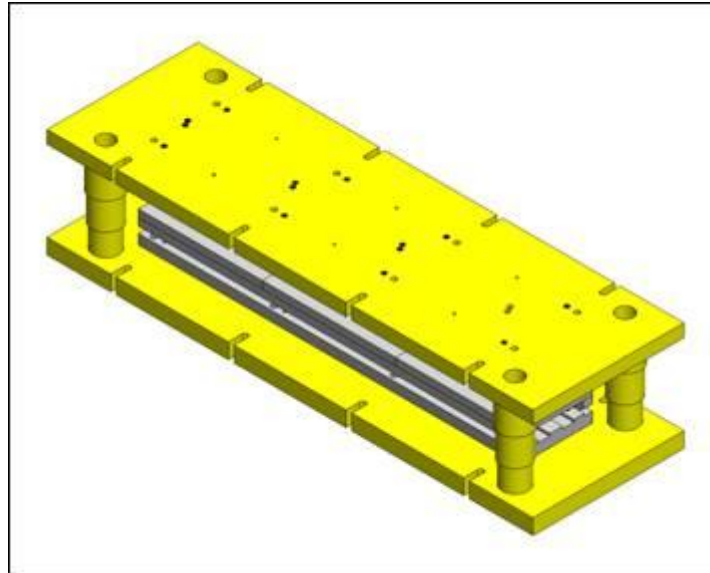


Fig. No.01: A Stitcher Die Set

The project was executed in Esmech Equip. Pvt. Ltd. As per the project critical factors the project activities influences as follows:

Table 02: Critical Factors & its Effect on Project

| Sr.No. | Critical Factors | Effect | Results |
|--------|------------------------|---|---|
| 01. | Project Mission | To deliver project on scheduled date that is 1 st July | Project delayed by 17 days |
| 02. | Top Management Support | Provided all resources & designs on time. | Delay in Manufacturing |
| 03. | Project Schedule/ Plan | Scheduling & Tracking | Scheduled on 1 st July but not delivered |
| 04. | Client Consultation | Vendor Meetings | Delivery to customer delayed |
| 05. | Personnel | Employees in Office & Labours on shop floor | Overtime by workers to deliver project on time |
| 06. | Technical Tasks | Machines & Labours | Delayed some tasks by workers while working on machines |
| 07. | Client Acceptance | Customer View | Approval by customer of the product design |
| 08. | Monitoring & Feedback | From Inspection Team & Customer | Shows errors & acceptance level |
| 09. | Communication | Among Client & Project Manager | To Overcome anomalies |
| 10. | Troubleshooting | Inspection Team, Design Engineers | To set defects to its correctness |

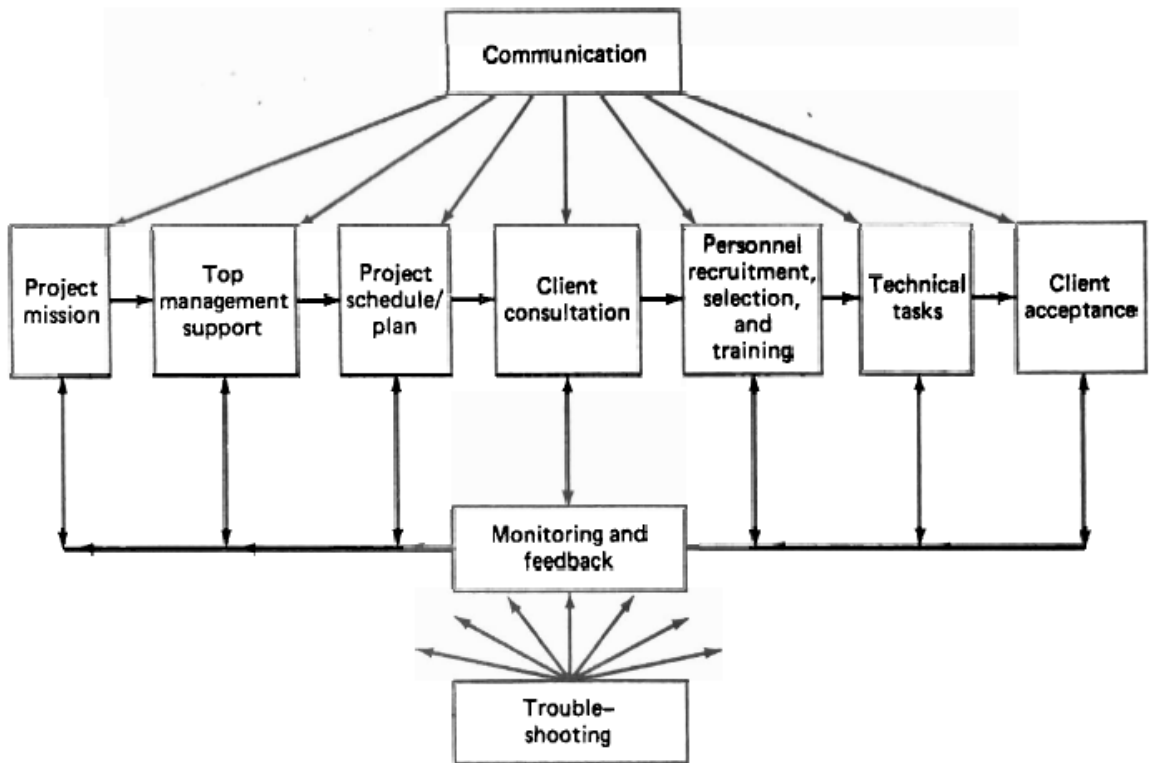


Fig.No.02: Relation between Critical Factor

5. Conclusion

The project management process represents a complex task. The project manager is continually assaulted with a wide variety of demands on his time and resources. Because of the dynamic nature of most projects. It is becoming increasingly difficult for the project manager to keep adequate control over every aspect in the project which requires attention.

6. References

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