

1. What can we control in a project?

- Cost
- Resources
- Synchronize with technological development
- Sequence
- Quality
- Schedule
- Scope

All these quantities are interdependent in reinforcing or negative loops.

2. What is the typical managerial concern in a project management context?

The focus is on the work accomplished. What managers often view as accomplished work is actually the sum of two stocks - work really done and undiscovered rework.

"The lost year" concept: All the undiscovered work that has build up over time surfaces at a certain point in time and creates rework that takes resources away from the "normal evolution" of the project causing delay.

3. What drives productivity and quality?

- Morale
- Skill level
- Fatigue / excess of overtime
- Time of day / time of year
- Incentives
- How clearly the requirements are defined
- Technology
- Time remaining (=schedule pressure)
- Information flow
- Coordination

Related Remarks:

- Very difficult to measure quality across several heterogeneous

tasks.

- Easier to look back and critique than forward and adjust.

#### 4. Where are management decisions

- Management plays an important part on the vicious cycles - There are many control points where management can control the severity of the vicious cycles. For example, management can push people to work harder and faster. Managers can apply pressure and have impact on the morale of the staff. They also control hiring, firing etc.
- "Perceived progress" is very important since this is the input of management.