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## "MID TERM"

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ROLL No :: 17021

SUBJECT Name :: Project Monitoring & Evaluation

Q1: How do you think project management improves the overall evaluation process in any field? Explain in detail.

Answer:

### → PROJECT EVALUATION::

Evaluating a project means performing a rigorous analysis of completed goals, objectives and activities to determine whether the project has produced planned results, delivered expected benefits, and made desired change. As a process, project evaluation takes a series of steps to identify and measure the outcome and impacts resulted from project completion.



### INDICATORS:

The project evaluation process involves an analysis of different

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components or indicators that characterize the project's progress towards the achievement of its goals & objectives. These components | indicators are outcomes & impacts.

## OUTCOMES:

These are any measurable and auditable changes that can be obtained as a result of the project's successful accomplishment. They determine the extent to which the identified ~~people~~ problems have been mitigated, resolved or eliminated.

In terms of Project evaluation and management, outcomes, define the measurable results and benefits that are observable within the targeted environment once the project is done. They serve as the general indicator of project progress towards successful implementation of project goals & objectives. Outcomes describe short-term and medium-term effects generated by the Project.

Several examples of project outcomes are:

- ⇒ New skills and competencies obtained by personnel
- ⇒ Improved knowledge
- ⇒ Increased understanding of business environment
- ⇒ Proactive participation in decision making



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## IMPACTS :

These are the indicators of changes that can be specifically linked to the project's implementation activity. Impacts determine and measure the extent to which goals and objectives of the project are achieved.

In terms of project evaluation and management, impacts define the tangible and intangible effects (consequences) of the project upon the environment in which the project is implemented. They measure the change made by the project and show how close the goals and objectives are achieved.

Some examples of project impacts are as follows:

- ⇒ Increased quality of a product/service.
- ⇒ Decreased incidence of diseases in the targeted region.
- ⇒ High number of students wishing to obtain master degree.
- ⇒ Enhanced productivity of personnel.

The key differences between impacts and outcomes is that impacts produce a long-term, lasting effect that is observable for months and years after project completion.



The project implementation process is carried out in a step-by-step and consistent manner, which means there is a series of actions or stages that can

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describe the project from a strategic point of view.  
Project implementation that can be ~~para~~ presented as a series of the following ~~consis~~ consistent stages:

- ⇒ Goals
- ⇒ Objectives
- ⇒ Activities
- ⇒ Outcomes
- ⇒ Impacts.

The series is dependent on time, which is the key constraint that defines the sequence of the implementation process. In the context, the purpose of project evaluation is to disclose the relationships between outcomes and impacts of a project and to find out whether the project is completed on time.

### EVALUATION PLAN:

Exploration and analyzing of the relationships between project outcomes, impacts, goals, objectives and activities can be merged/manged under a project evaluation ~~process~~ plan. Such a plan provides a set of tools to measure progress in implementing the project and its key components, such as goals, objectives, and activities. A project evaluation plan also focuses on assessing project effectiveness and efficiency through exploring and analyzing the outcomes



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and impacts.

<sup>4</sup> A project evaluation plan is a detailed document that defines and sets forth practices and sequence of activities for analyzing and examining the project by certain evaluation criteria. This document aims to determine project effectiveness and efficiency through tracking progress on each objective, completion of activities & dates of completion.<sup>4</sup>

In designing a project evaluation plan, we recommend the following general guidelines for project evaluation:

### 1. Identify outcome and impact:

Achievement of a goal or objective is achieved creates certain short or middle-term results & benefits which are outcomes. Through measuring outcomes you can understand the extent of goal achievement.

Outcomes generate certain long-term effects which are impacts. Through evaluating project impacts you can identify the project overall effect on the environment it's targeted to.

### 2. Choose Evaluation Method:

An evaluation method will focus on results and benefits (outcomes)



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as well as effects (impacts).

Here's several examples of method you can include in your project evaluation plan:

- ⇒ Implementation reviews
- ⇒ Surveys
- ⇒ Questionnaires
- ⇒ Focus groups
- ⇒ Record analysis
- ⇒ Interviews

### 3. Report On the Evaluation:

The final item in our guidelines for project evaluation is about reviewing the work done & creating a project evaluation report. Such a report includes the conclusions about the project's ability to produce desired change and accomplishing preset goals & objectives.

Using evaluation criteria, you must explore whether your project was undertaken in a manner consistent with the original plan and whether project activities contributed to project success.



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Q2: What can be different approaches and also different methods to project management explain them in detail by keeping KP scenario in mind.

ANSWER:

## PROJECT MANAGEMENT APPROACH:

The project management approach offers a collection of ~~pro~~ processes, methods and tools to manage project activities and accomplish project activities. They ensure consistency, simplify complexities, lower cost and reduce risks. While there are a number of well-established project management approaches available.

Following are some of the most popular project management approaches:

- 1) Phased approach
- 2) Lean project management.
- 3) Iterative and incremental project management.
- 4) Critical chain project management.
- 5) Product-based planning
- 6) Process-based planning.
- 7) Project Production management.



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## 1. Phased Approach:

A phased approach is the best choice for big and complex projects that need to be executed in stages due to external constraints. In this approach, each phase goes through all five process areas from initiation to closure. At the end of every ~~phase~~ phase, all the work is assessed and handed off to the next phase in a sequential way.

The phased approach is often referred to as a waterfall or traditional model. It is an ideal choice for small, well-defined projects. Ambiguities & risks involved rise up with the complexity & size of the project.

## 2. Lean Project Management:

It is a data-driven approach that focuses on improving the process and eliminating waste through efficient use of resources (cost, time & people). This project management approach covers detailed planning, visual-rich documentation, continuous analysis & frequent process improvements.

A project is considered to be lean if it follows the basic lean principles.

- ⇒ Deming cycle (PDCA)
- ⇒ Lean Six Sigma (DMEDI)
- ⇒ Value Stream Mapping (VSM)
- ⇒ Kanban methodology.



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### 3. Iterative & Incremental Project Management::

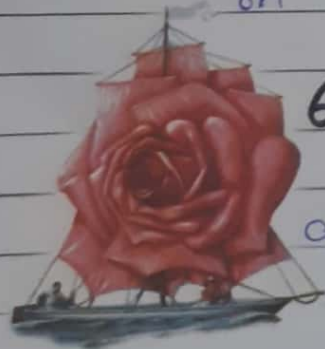
This approach is a change-driven project management methodology that was developed to handle change and reduce inherent risks. This project management methodology is a perfect choice for large-scale, multi-company projects with ambiguous requirements & high degree of risks. It is often used for software development.

### 4. Critical Chain Project Management::

CCPM is used to plan and manage projects while allowing room for resources constraints (personnel, equipment and more). It is based on the Theory Of Constraints (TOC) which states that a ~~chain~~ chain is only as strong as its weakest link.

### 5. Product - Based Planning::

Product-based planning is a structured project-management approach that focuses on outputs and project deliverables (including intermediate products), unlike traditional approaches that focus on activities and tasks.



### 6. Process-Based Management::

Process-Based management allows project-managers to create, manage & improve projects that align with the vision,

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mission & core values of a business. All project activities & objectives are designed in such a way that they contribute towards achieving the most important organized/organizational objectives.

It includes six stages:

- ⇒ Defining the processes
- ⇒ Identifying process indicators
- ⇒ Measuring performance
- ⇒ Adjusting objectives
- ⇒ Planning improvements
- ⇒ Implementing improvements.

## 7. Project Production-Management:

PPM is a strategic approach that applies theories and principles of operations science to better understand & optimize project delivery.

## METHODS OF PROJECT-MANAGEMENT:

Project-management methodology offers a ~~clear~~ clear project road-map that lists all the steps required to deliver a project successfully. These methodologies provide a defined governance structure, process guidelines, test activities & ~~deliverables~~ deliverables.



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## Types Of Project Management Methodologies :

- 1) Waterfall Methodology.
- 2) Critical Chain Project Management (CCPM)
- 3) Agile Project Management.
- 4) Kanban Methodology.
- 5) Scrum Methodology.
- 6) Lean Project Methodology.
- 7) PRINCE2 Methodology.

### 1.) Waterfall Methodology:

The waterfall or traditional methodology is sequential & linear in nature. It is made up of static phases that are executed one after the other in a particular order.

#### Phases:

This method comprises of five important phases.

- 1- **Requirements** — business needs and project requirements are analyzed and documented.
- 2- **Design** — make a detailed plan on how to accomplish business & project goals.
- 3- **Implement** — Implement the project plan & set baselines to measure progress.
- 4- **Control** — Compare project performance with plans and fix problems that arise.



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**S-Closure** - Share project accomplishments with clients, get final approval & close project.

## 2) Critical Chain Project Management (CCPM):

It helps project managers deliver timely and cost-effective projects by taking resources & task dependencies into account. It spots strategic points in project scheduling and inserts buffers to ensure that each project milestone is hit on time despite limited resources & project uncertainties.

## 3) Agile Methodology:

A methodology is defined as agile if it follows the values and principles defined in the agile Manifesto. Rather than prescribing how a project needs to run, the agile manifesto defines the mindset on how best to manage projects.

## 4) Kanban Methodology:

A method that helps businesses plan & organize project activities visually by prioritizing tasks on boards. Kanban helps project managers manage their tasks, documents, lists & files in a single interface.



## 5) Scrum Methodology:

Scrum methodology is the most widely used Agile methodology that enables

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Small, closely-knit teams to create complex products in an incremental way. The scrum framework decomposes work from the visionary & strategic level to easily consumable, actionable tasks that all team members can work on during a sprint.

## 6) Lean Methodology:

The lean project-management methodology has its origin in the manufacturing units of Toyota which revolutionized the production of physical goods in the 1950's. A few decades later it found applications in knowledge work as well, helping businesses eliminate lean waste, improve processes and work with tighter budgets and shorter deadlines.

## 7) PRINCE2 Methodology:

Projects In Controlled Environments (PRINCE2) is a full-fledged, process-based methodology that describes every aspect of project management in a detailed manner. It clearly states how every step should look like, clarifies deliverables in great detail, defines roles & responsibilities perfectly & more. This is a go-to methodology for large enterprises-level projects.



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Q3) Please write in detail ~~what~~ what you have learned during the course & how did you find the course in relation to your job in experience.

Answer:

Whether we work in the project management field or not, most things we do in our personal lives can be categorized as a project.

Following are some of the important points that we have learned during the course.

### 1. Accomplish Goals Faster.

Project management is essentially the practice of turning ideas into reality. From this course we learn how the Pros plan, budget, prioritize and execute projects will help us do the same in our personal and professional life.

### 2. Giving an Edge:

Project management is an in-demand skill. Industries such as engineering, ~~but~~ healthcare, financial services, technology and law require people who have a high level of organizational & leadership skills. Skills that project managers are trained to develop.



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### 3. Improve the Quality of Work:

Knowing how to take a project through to completion will not make for a less stressful experience, but it will also improve the quality of your work & thus leave you more satisfied.

### 4. Learn To Budget:

We have learned in this course that from project management we will be able to manage our resources better.

### 5. Meet more Deadlines:

Managing one project can be tricky enough, but managing multiple (which is likely the case) can sometimes throw a spanner in the works.

### 6. Lead Better:

This project management course not only benefits us, but it also has the ability to benefit the people we lead. We will be better organized, giving our teammates a clearer path to success.

