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**M.S Project Management**  
**Direct and Manage Project Execution**

### **What is the purpose of this process?**

The next process in the project progression is to direct and manage project execution. During this process, the project team performs the work that has been defined in the project plan. Activities in this process include creating project deliverables, training, usage of resources, managing materials, and other tasks that help to complete work tasks included in the work breakdown structure. Also included in this process is the management of changes. The three basis change responses include corrective action, preventive action, and defect repair. To complete this process, the project manager will need the complete project management plan, approved change requests, and a full understanding of the enterprise environmental factors and organizational process assets. The project manager will use these inputs to effectively and efficiently complete the tasks of the work breakdown structure, thereby completing the direct and manage project execution process. The results of this process will be the project deliverables, work performance information, change requests, project management plan updates, and project document updates. The deliverables will include a completed product, service, or other result that meets the expectation of the customer. The work performance information includes status updates about schedule and costs. Change requests will result in some action to respond to the request, whether corrective or preventive. Updates will include dissemination of any changes made within the project plan to the project team and stakeholders.

### **How is this process different in a global setting?**

A project manager, even a seasoned one, may find this process more difficult in a global setting than in a domestic setting. Part of the pre-project planning should be the research necessary to complete this process. The project manager must have a full understanding of the standards and regulations of the host country. What works in his home country may be ineffective, inefficient,

or even unacceptable in the host country. The project manager should be able to find much of this information during pre-project research, but will glean further information while working on the project. The project manager should pay special attention to the enterprise environmental factors when

working in a global setting. The culture of the company, customer, and country will affect the direct and manage project execution process, and missteps, even in the social setting, can be perilous to the project. The infrastructure of the area might be far different from what the project manager has previously encountered and the information systems might be more or less advanced than in the home country. The personnel in the global setting should be handled with special care. The customs of the country will play heavily in this area, and the project manager should have a solid understanding of the employment customs of the host country.

### **How is this process different when taking over a failing project?**

In a failing project, many of the project's tasks will have been completed. After reviewing other aspects of the project plan, the project manager will need to determine whether changes need to be made to the work breakdown structure and other portions of the plan. When this determination has been made and changes are put in place, the project team can then continue with the execution of tasks and work objectives. In the Tameer Towers project, many tasks have been started and some have been completed. The incoming project manager will need to assess the situation and determine where changes will be made to the schedule, budget, and work breakdown structure. In this case, it will take longer to achieve the direct and manage project execution phase, as many changes are needed before tasks can be completed. For example, the new contractor, should the project manager decide he is a fit, will need to be on board with the evolving project plan. If the project manager decides that yet another contractor is needed, the steps, and therefore the time line, will be backed up even further. The project manager also needs to clean up the legal mess that has arisen from customers before he can proceed with this process.

**What strategies, tools, and techniques will you use in your proposal? If applicable, provide templates for evaluation.**

The two tools that will be most helpful to the project manager in this process are expert judgment and a project management information system. Lessons learned are invaluable, and the project manager should learn as much as possible from applicable experts in an effort to avoid making mistakes that could have been prevented. The subject experts can be from within other departments in the project manager's organization or can be outside consultants or associations. The experts might even be found within the list of project stakeholders. The project manager likely has access to a project management information system. This system provides the project manager to a database of information, including software tools, scheduling tools, and other interfaces. The system offers a cache of information about previous projects that may be similar in nature and will offer valuable information and risk prevention. The system might be internal to the company, but could also be a system that interfaces with others in order to expand the knowledge base available to the project managers.

**Change Request Template - Microsoft Word**

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<b>System Name:</b>				<b>Report Date:</b>	
<b>Request Type:</b>	change / add / cancel please mark	<b>Event Number:</b>	(system wide)	<b>User Event num:</b>	
<b>Reported by/Requested by:</b>				<b>Position:</b>	
<b>Department:</b>				<b>Telephone:</b>	
<b>Received by:</b>				<b>Received date:</b>	
<b>Request Description:</b> (Optionally create a reference to the document, system, or attached documentation)					
<b>Priority:</b>	low / medium / high		<b>Due Date:</b>		
<b>Request num:</b> (budget system)			<b>User authorization date:</b>		

**Activity Work Plan**

<b>Task Owner:</b>			<b>Delivery Date:</b>		<b>Version/Edition</b>	
<b>Activity no.</b> (Budget sys)	<b>Activity description</b>	<b>Planned Cost</b>	<b>Task Executor</b>	<b>Due Date</b>	<b>Production Date</b>	<b>Additional Attachments</b> (appendixes, sys docs)