Monitoring and Controlling Process Group Artifacts

4.4 Monitor and Control Project Work

4.4.2 Analytical Techniques (Tools and Techniques)

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4.4.2 Analytical Techniques (Tools and Techniques): This artifact was taken from PMGT 614. This homework assignment was on stage-gate process. This process entails collecting data and determining if the process can move on to the next phase of work. The PMI (2013) states, that these techniques relating to Monitor and Control Project Work process are to forecast potential outcomes bases on possible variations and the relationships between different variables (pg. 91).

5.4 Deliverable: Stage-Gate Process

The stage-gate methodology originally was well-known method for new product development. It was used to effectively show how organizations develop products and processes. Today variations of the model are being used to help manage project portfolios (Larson and Gray, 2014). Stages precede gates and represent information developed to enable oversite teams to make the right decisions at the next gate. When the project reaches a stage, it must pass through a gate in order to reach the next stage of development. Teams need to assess and decide whether to push, kill, hold or recycle.

The stage-gate methodology consists of various stages. They consist of proposal, screen/select, implementation, evaluation, closure, lessons learned. The bike project consists of specific deliverables to develop and assemble a bicycle. WBS 1.8 consists of developing, installing and testing a smart phone speaker dock. Gate 1, Proposal: it was suggested that most people want to listen to music while they ride their bikes. This organization wants to build a dock station for the speakers; go. Gate 2, Screening: knowing whom to market this product to; this project will be catered for kids. The risk is that no other bike has this capability. Quality issues may be a factor. The project team feel that no other kid bike is built like this, and opportunity outweigh the risk; go. Gate 3, Implementation plan consists of the specific objectives for this deliverable and does it fit within the project scope as a whole; hold. There were modifications that needed to occur. In doing so, the project team needed to make sure the stakeholder communication plan and procurement plans reflected accordingly. Our team wanted to fast track the testing of the speaker dock to shave some time off the project duration; go. Gate 4, progress evaluation, consists of any modifications (fast track), and is the project still aligned with the overall scope of the project; go. Gate 5, closure, reiterated if this deliverable addressed the project's requirements; go. Gate 6, lessons learned, what can other's learn from our project. When our team compressed our schedule, could we have done it differently or more efficiently?

Stage-gate reviews allow executives to engage with projects at an appropriate level of detail. This methodology enables project managers to make an objective GO/Kill decision based on progress and critical metrics (Hutchins and Muller, 2012). It enables project teams to see and give perspective on progress and any changes or modification that need to be implemented.

Reference List

Hutchins, N., & Muller, A. (2012). Beyond stage-gate: Restoring learning and adaptability to commercialization. *Strategy & Leadership, 40*(3), 30-35. doi:http://dx.doi.org.ezproxy.libproxy.db.erau.edu/10.1108/10878571211221194

Larson, E.W. and Gray C.F. (2014*). Project Management: The Managerial Process (6th ed.).* New York, NY: McGraw-Hill