

Project Management: the CAM2P™ Model

Mounir A. Ajam



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1st edition

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Acknowledgements

As this is a lengthy chapter, it has been placed in Part I.

Specifically for this Part, I would like to emphasize the contributions of the numerous workshop attendees who participated in working with the model and determine how they can customize the standard model to different domains. We list their names next to the models that they have produced. A particular mention to Luc Bauwmans, Nada Chaban, and the rest of the SUKAD team, who helped in organizing and facilitating these workshops.

Icons and Their Use

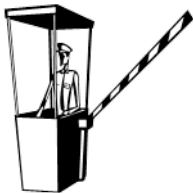
The following are icons that we use in various sections of this work.



This icon represents a ‘deliverable’. A deliverable in project management is a defined work item (scope) that when finished, is **delivered** to management or a client. The deliverable could be a report, a design package, a software tool, or even a physical facility, like a factory. The deliverable can be small and require hours or days to deliver or could be substantial requiring weeks or months to finish. The deliverables discussed in this Series are typically the main stage deliverables, which a project team completes with each stage or sub-stage.



The second icon represents ‘further reading’. We use this whenever we encourage the reader to refer to other sources. This way, the author can maintain focus on the new content in this Series and avoid too much detail on topics that other references may cover better. The reader can find a partial list of resources in Appendix D and may want to explore these topics using search or other reference tools.



This icon represents a ‘stage gate’ or a control point, which is a fundamental concept in the stage gate approach, which we describe in this Series. Stage gates are key elements of governance and control to ensure alignment and flow of the project in alignment with established objectives. They are applied along the project life span from idea to closure.



This icon represents case studies. In this Series, we share many stories and case studies to illustrate points in each Part. In order not to disturb comprehension of the main points, we typically place the case studies in text boxes so the reader can skip them for review later. The author has direct experience with most of the case studies that we present in this Series.



We use this last icon when we aim to persuade the reader to ponder the open questions that we address. Some of these questions could be provocative, controversial, or challenge conventional wisdom. Notwithstanding the author’s particular views, he understands that managers legitimately have differing views of the same circumstances; we expect the readers to develop their own opinions, and respect that such opinions might contradict what the author presents.

The Project Management Series

The Series is in four Parts, four eBooks¹. It is important to note that we are publishing these eBooks together and they are integrated. One can learn from one Part or even a few chapters. However, for better understanding on how to apply this project management approach, a reader needs to cover all four parts.

The four Parts are:

- Part I (eBook 1): This is the first Part and it is in two sections. Section 1 discusses the initial concepts along with project management challenges and opportunities. Section 2 offers a brief introduction of the project management model and reasons behind its development. This Part also includes alignment to international standards, most specifically the PMBOK® Guide².
- Part II (eBook 2): In this second Part, the reader will find an in-depth description of each stage of the model. The author elaborates the core concepts of each stage and explains the sequence of events, stage deliverables, and stage gates. Further, within each chapter, the author maps the PMBOK® Guide (PMBOK Guide 2013) process groups to the appropriate stage and the overall project life span.³
- Part III (eBook 3): This contains essential topics that are not limited to a project stage but relate to the full project life span, in an ‘**across the project life span**’ manner. These topics include project approvals, estimating, control, risk, project success, and project stakeholders. Another section in Part III discusses the model’s customization and adaptation features, along with potential pitfalls.
- Part IV (eBook 4): This final Part shifts from the Series’ ‘what and why’ of the model into its ‘how to apply’ explanation. Most of this Part presents a complete sample project⁴, supplemented by examples from workshops on tailoring the model to different application areas and project domains⁵.

Preface to Part IV

In Part III we introduced the concepts of how to customize and adapt the methodology. In this part, we continue to discuss how to apply the model but we shift from concepts to actual examples. Therefore, Part IV focuses on the application of The Customizable and Adaptable Methodology for Managing Projects™.

Section 1 includes Chapter 1, which is mostly graphical, with a few examples from workshops that SUKAD had conducted to introduce the model. These are examples from professionals not associated with SUKAD and who had never seen the model before the day of the workshop. They produced these figures after a 2-hour presentation on the model. Chapter 2 is a presentation of how one can possibly use the model on an industrial project. This chapter does not present a full sample but explain the key concepts.

Section 2 covers most of this eBook; it is a full case study – a real simple project, “***Writing a Book Project.***”

The Full Model

Figure 1 presents an image of the standard model. We provide here for ready reference.

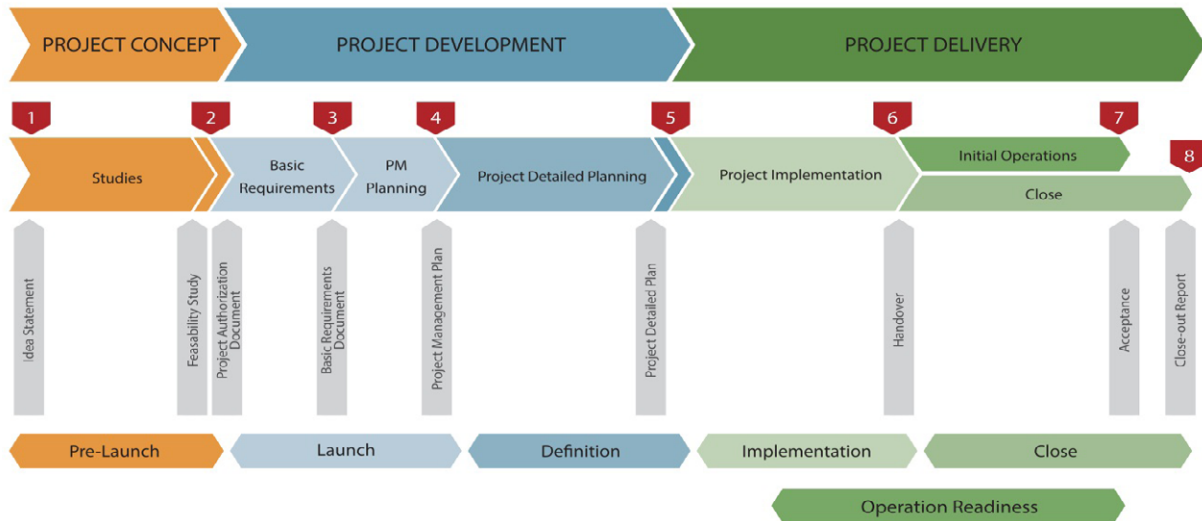


Figure 1: The Customizable and Adaptable Methodology for Managing Projects™ (CAM²P™)

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Section 1:

Practical Application of the Model

1 Samples from CAM²P™ Workshops

1.1 Introduction

In 2010, the author and a team of colleagues conducted five workshops in the United Arab Emirates on the model that we present in this book.

The workshops consisted primarily of two, group activities, and presentations.

The first activity exposed the participants to the standard version of the model. Next, we explained the concept of customizing and adapting the model. The time allocated for this activity was limited to about two hours.

During the second activity, the SUKAD team grouped the participants by function, or project domain, and we asked them to customize the model to their own environments. We gave them just one hour to do this. With this time constraints, customizing was limited to drawing the project life span for their particular environment. In Part III of the Series we stress that customization is much more involved than drawing the project life span.

The results of these workshops are what we present in this chapter. Please note the following:

- We are only presenting the graphical model, the project life span figures
- We present these figures without editing
- We do not elaborate on these figures
- Each of the figures could be the foundation for a future full sample
- We have not – nor do we intend to assess the validity of these sample figures.

1.2 Your Challenge

A reader might ask, *“If we do not validate the models, why include them here?”*

We want to give the readers the opportunity to evaluate the graphics and determine if it is possible to customize and adapt the model to your own environment. If a group of strangers coming together in a workshop can produce these possible project life spans in less than one hour, can you imagine how much you can do with your team in a day or two? Also, remember, these groups of strangers did not have exposure to the model before the workshop whereas you will have this Series as a reference and you can take your time to do this properly.

Others might say, *“It is easy to draw pictures – applying them is different story!”*

Agree, but starting with a picture – if nothing else – you will start to think differently about managing the project. Once you do, how difficult is it to start to draft some preliminary procedures and guidelines to match what you designed? Further, it is likely that you already have some of the basic practices in your organization. In that case, it is time to document them as a crucial step on the journey of project management maturity.

“Yes, great but does not this require management approval? It is not easy to change things here.”

Well many of the items we present here you can do on your own and do not need anyone’s approval. The topics of this Series are about how you do your job better, **if your job is to manage projects**. The next time you are managing a project, if your organization does not have a standard process, try what we offer here, and assess whether that makes a difference. Keep in mind there is a learning curve, consequently, do not expect to be perfect from the first trial.

What requires management approval is to accept CAM2P™, or a variation of it, and use it as a company standard. Standardizing project management is important for any organizations carrying out project work and we encourage you to work toward such a goal, recognizing that to accomplish this goal it would require persuasion and patience.

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text reads: **UNLEASHING CHANGE MANAGEMENT** in large blue letters, followed by **OCTOBER 18 & 19, 2018** and **DE RODE HOED AMSTERDAM** in smaller blue letters. At the bottom, there is a silhouette of a city skyline with a windmill and a bridge. In the bottom left corner, the text 'Global Executive Events' is visible. A hand cursor icon is positioned over the advertisement, pointing towards a green oval button at the bottom right.

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1.3 Workshop Sample Models

Here are the various samples, with the names of the team members.

1.3.1 Sample 1

Group members: Enas Abulibdeh and Luc Bauwmans.

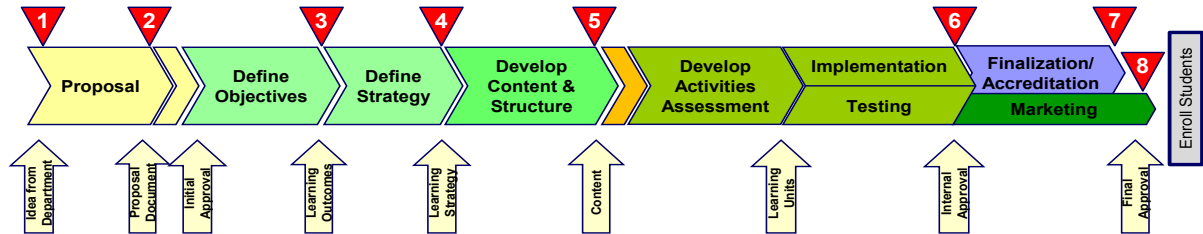


Figure 2: E-Learning Development Program

1.3.2 Sample 2

Group members: Ali Tajaafar, Nagi Shaker, Abdul Ghaffar, Siddiq Jilani, Haytham Nemer, Amjad Ghazal and Jamal Al Qubbaj.

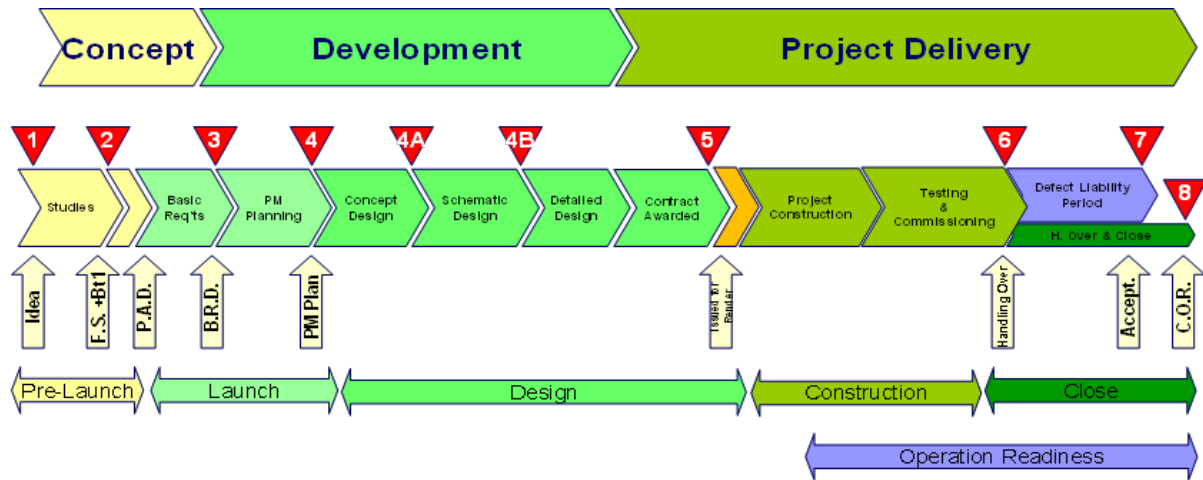


Figure 3: Construction Project

1.3.3 Sample 3

Group members: Haissam, Hessam, Warrick, Vermon and Ahmed Hassan

Notice for this model the team used the PMBOK® Guide process groups' names for stages. There is nothing wrong with this if the team understands that in the figure these are stages, which are different from the process groups.

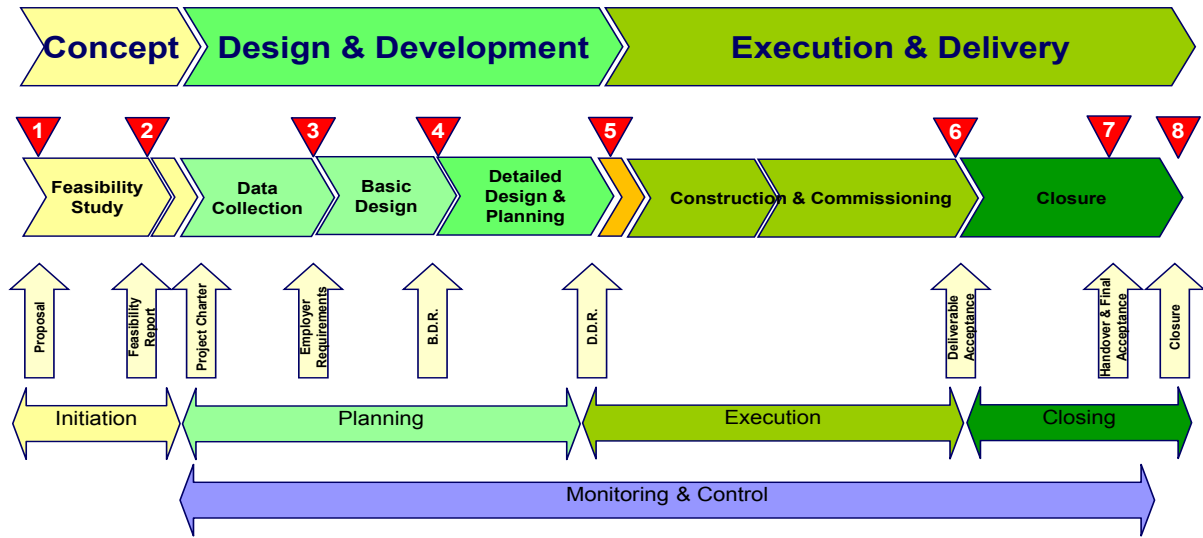


Figure 4: Another Construction Project

1.3.4 Sample 4

Group members: Moustapha Kaddoura, Hammad Hammad, Wael Nyrabie and Refaat Abou Kowik.

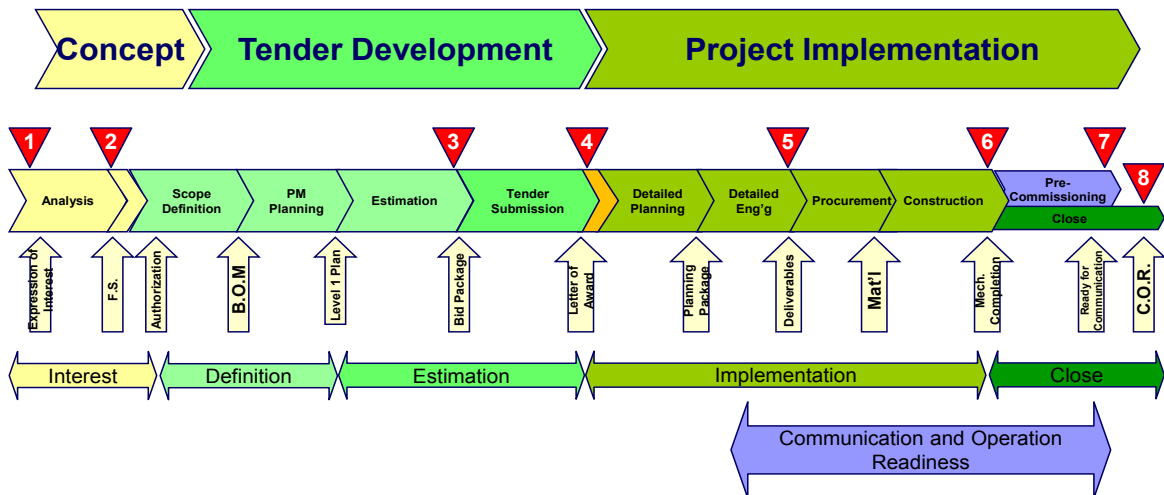


Figure 5: Oil & Gas Project using Engineering-Procurement-Construction (Contractor Perspective)

1.3.5 Sample 5

Group members: Mawland Haundake, Muhammad Almas and Khaled Amin

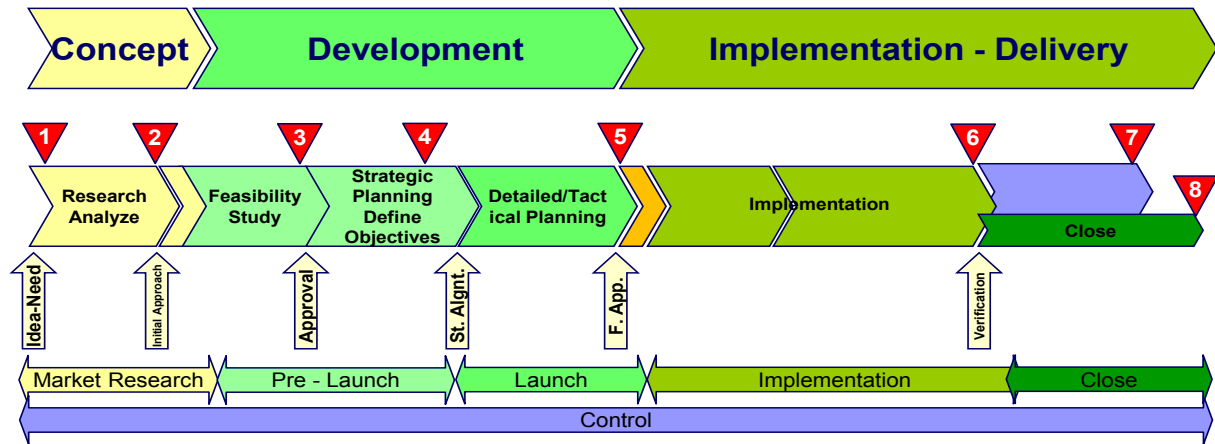


Figure 6: Sales & Marketing

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1.3.6 Sample 6

Group members: Shibi, Qamar Abbas, Ibrahim Mohamed & Jamal Daqrug.

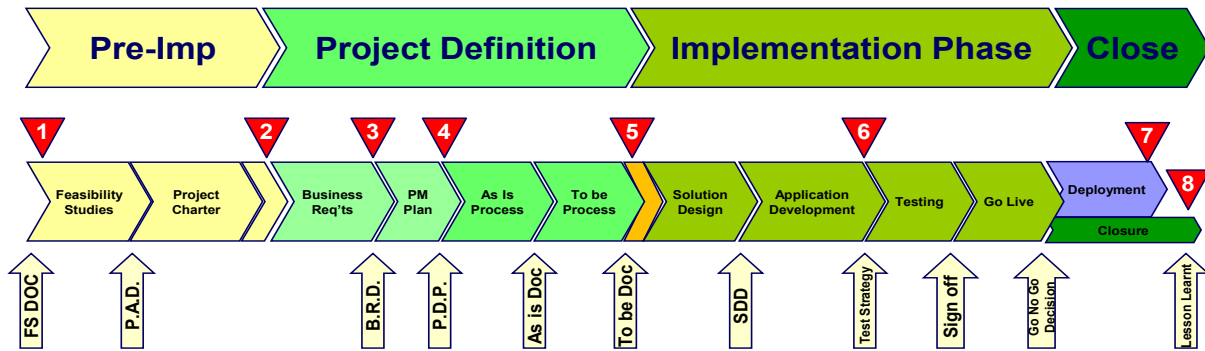


Figure 7: Information Technology Project

1.4 Class Sample Models

The following samples are from participants in a Master Certification class that SUKAD offers. Therefore; in this case, the participants have had more than two hours of exposure to the Customizable and Adaptable Methodology for Managing Projects™. In both cases, the individuals involved worked for airlines, one in a marketing role and the other in information technology.

1.4.1 Sample 1

This sample is from Ms. Suhair AlQadasy.

This project life span sample is for a marketing campaign project and in this case, the project included the launch of the campaign and up to closure of the campaign.

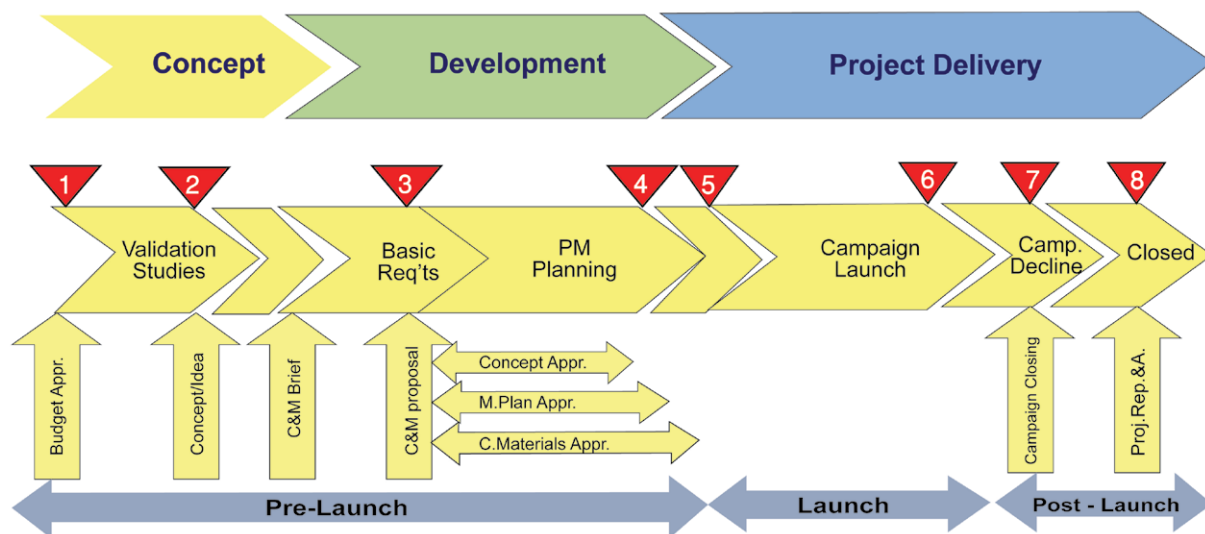


Figure 8: Marketing Campaign (inclusive of the campaign)

1.4.2 Sample 2

This sample is from Ms. Sasikala Ramaswamy for a software development project.

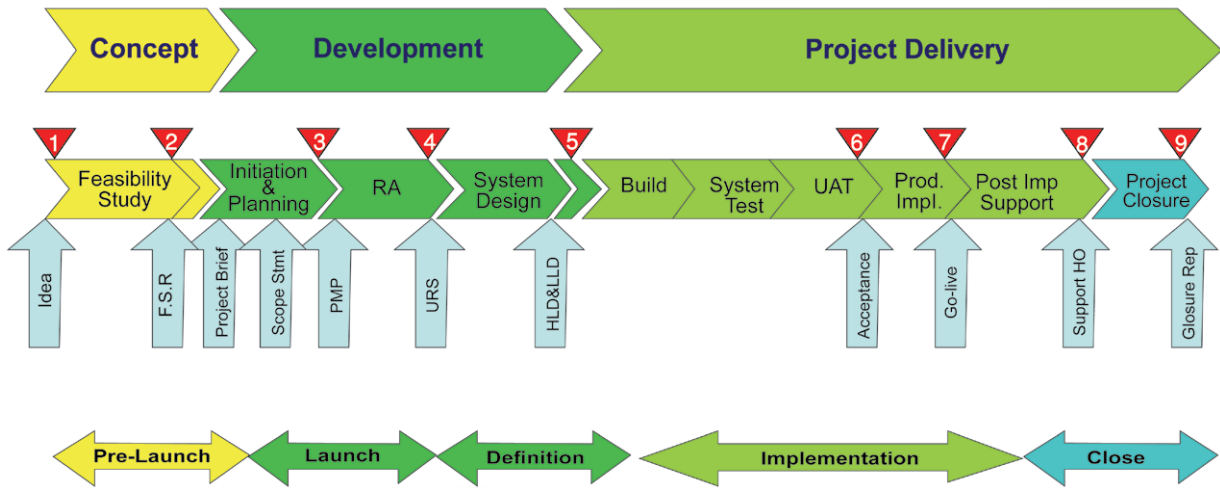


Figure 9: CAM2P™ Model Adapted for IT development Projects

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2 Capital Investment Project

2.1 Introduction

We limited the discussions in the previous chapter to graphical models customized and adapted from the standard model for different applications. However, we stress again that the earlier chapter covered what workshop participants did in a very short time; the author did not edit, correct, or validate the work.

In this chapter, we will take one likely project scenario and briefly expand on it.

Please note the explanation below is not a full sample project; it only includes some of the concepts of CAM²P™.

2.2 Capital Investment Project

A capital investment project is a facility project, where the project includes the construction of a facility, such as an industry, oil refinery, power plant, hospital, or similar projects.

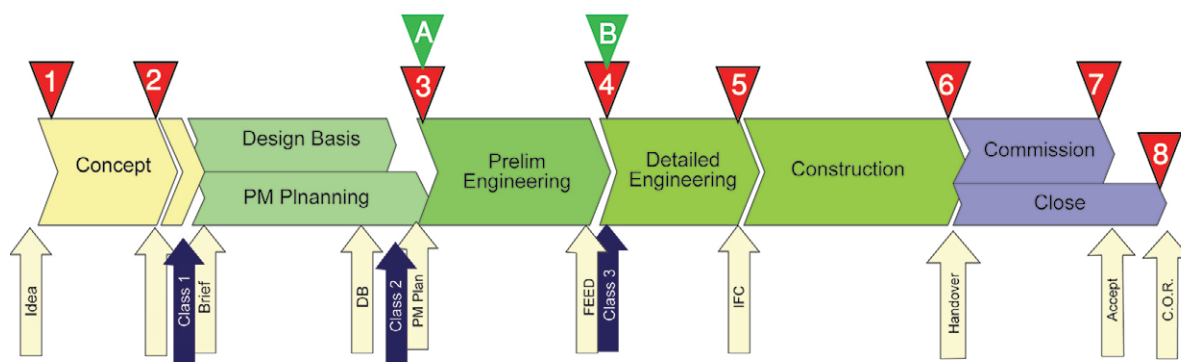


Figure 10: Project Life Span for a Capital Investment Project

Figure 10 is quite similar to the standard model with some minor differences.

2.3 General Differences

2.3.1 Project Pre-Launch Stage

- We have the Class 1 Estimate as the first estimate on the project life span, which we use during the feasibility study for economic analysis and would be a key deliverables before stage gate 2, for the initial decision.
- We use the term ‘Brief’ (next to Class 1) instead of PAD. Some other terms one can use for this type of projects would be project or venture brief, project initiation document...

2.3.2 Project Launch Stage

- We use the term ‘design basis’ (DB) in lieu of basic requirements document. Other terms include design basis memorandum, design basis scoping paper...
- The design basis typically spans the whole stage with no **formal** gate dedicated to it, although there will be reviews and approvals of the details. The **formal** gate for the project management plan is to validate both the requirements and the project management approach.
- The design basis typically focuses on the major equipment for the project, the heat or energy balance, tentative plot plan (showing locations of major hardware), equipment layout, among other technical aspects.
- Next we have the project management plan, which some might refer to as project execution strategy, project execution plan, abbreviated project execution plan...
- Notice that we show that developing the basic requirements and project management planning are in parallel; almost total overlap. This is common due to the significance of project management planning especially for large projects.
- The Class 2 Estimate, before stage gate three (SG3), is likely to be +/- 15%, +/-25%, or similar ranges. Organizations use the Class 2 to determine the amount of advance funding required, which they would approve at stage gate 3 (triangle with letter ‘A’), if the project is a go.

2.3.2.1 Additional Explanation on Advance Funding

- The advance funding would be required for the preliminary engineering phase including contracting for a technology licensor⁶.
- Depend on the type of equipment in the plant some would be ‘long lead items’⁷. This pre-order require funds before the final approval of the project. In this case, the project management team will request larger amount for approval at advanced funding.
- Approval of a higher amount at this gate – before preliminary engineering – and ordering of long lead items leads to higher risks. To minimize the threats, the purchase orders for long lead items would include cancellation clauses, in case the organization had to stop the project and cancel the orders.
- Why do organizations take additional risks? Organization typically justifies the higher early funding since this practice leads to accelerating the project delivery. In other words, they are fast tracking and trading cost for time, which is an understandable practice if time is more important constraint than money; this is usually the case for these industrial projects since earlier delivery means realizing revenues early.

2.3.3 Project Definition Stage

- Moving on to the next stage, which one might call the preliminary engineering stage, includes many activities but the primary one is the ‘industrial design’; design of all of the main equipment, major piping, process control, instrumentation, power requirements, and other main components; but no detail engineering design yet. This is mostly ‘industrial’ engineering work.⁸
- The final estimate would be progressing in parallel but cannot be complete until the end of preliminary design. This estimate is usually +/- 5% or +/- 10%. It would also serve as the basis for final funding.

2.3.4 Project Implementation Stage

- Implementation includes detailed engineering, procurement, and construction. The owner organization could award these services as one contract, which is engineering-procurement-construction (EPC) contract or another common type of contract is D/B (design/build) contract.
- Alternatively, the client could split engineering (design) from the construction (build) contracts. It is also possible to have multiple construction contracts or sub-contracts. What action the client takes depends on the complexity and size of the project in addition to organizational policies.



The advertisement features a central image of a smiling teacher leaning over a laptop to assist two young students, a boy and a girl. To the right, there are two smaller circular images: one showing three children looking at a book together, and another showing children working at computers in a classroom. The background is a vibrant yellow and orange swirl design.

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- With one contract for EPC or D/B then stage gate five (in Figure 10) would become less important in comparison if we had separate contracts between engineering and construction. If there were separate contracts for engineering and construction then SG5 would be crucial since it allows the transition of the project from one provider to another there might be contractual implications to consider at this interface point.
- During construction, pre-commissioning activities are taking place. The contractor would typically perform these activities but witnessed/accepted by the client project management team and operations representatives. Pre-commissioning activities include testing the control loops, the electrical circuits, the piping, and other systems.

2.3.5 Operation Readiness Stage

- During construction, and even earlier, the planning for startup, the term used for starting the plant operation, would commence and would include writing operating procedures, training the operators, control simulations, among numerous other activities.
- Once operation personnel are ready to take over the custody of the facility, operations (the client) would issue mechanical completion certificates to the contractor and operation's personnel start final commissioning leading to official start-up of the facility.
- Final acceptance could be a year later. Usually after conducting a final acceptance test to demonstrate that, the plant is producing at the design capacity with no issues.
- It is common that for major facilities, the pre-commissioning and handover will take a few months and will be done in segments, system by system (plant system), or area by area (area refer to a geographic area on a large facility).

2.3.6 Project Close Stage

- In parallel to initial operations, the project management team would commence project close to complete it after final acceptance.

This would be a typical project life span for an industrial facility or capital investment project. Other projects from different business sectors would have something similar but not the same.

Section 2:

Writing a Book Project

Author Notes

Please note that this project was an internal project to SUKAD, the company managed by the author. Therefore, the mention of the company in this chapter is due to the case study nature of this project since this is a real project and not a hypothetical case.



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3 Project Pre-Launch Stage

3.1 Alignment to CAM2P™

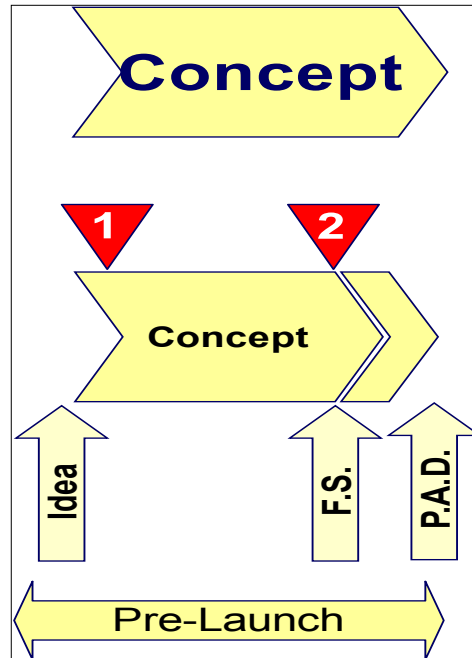


Figure 12: Writing a Book; Project Pre-Launch Stage

The first stage is the project pre-launch stage and for this project, we are following the Customizable and Adaptable Methodology for Managing Projects™, as is.

3.2 The stage components

The components of the stage are:

1. Idea Statement
2. Stage gate 1: approval of the idea
3. Stage focus: feasibility study
4. Stage gate 2: go / no-go decision
5. If a go; project authorization document

3.3 The idea

3.3.1 Writing a book project

The idea for this project is to write a book describing *The Customizable and Adaptable Methodology for Managing Projects™, CAM2P™*.

SUKAD and the author are already using this methodology on internal projects, such as this one. In addition, the SUKAD team is also using the model in workshops and learning programs. Since we are already using this model, and there is a potential market for such a methodology, it would be important to publish a book explaining the model in details with all the stages, gates, deliverables, among other factors.

Finally, writing this book is also part of our research and development initiatives that are crucial to offer outstanding services to the community, clients, and the emerging profession of project management.

3.3.2 Idea approval

The model advocates that the first gate must be about the project alignment to the organization strategic objectives. In this regard,

- This project is a direct contributor to SUKAD Vision of “*Project management for all aspects of life!*” and SUKAD mission of: “*To be an agent of change and a catalyst for development!*”
- This project is also a key element to enhance the Master Certificate in Project Management program, which is also a SUKAD Strategic Initiative.

Accordingly, SUKAD management views this project as a strategically aligned project and considers it meeting the requirements of the first stage gate, SG1. Therefore, we approve the project to go to the next step.

3.4 Feasibility Study

3.4.1 Clarify the product

Due to a potential confusion on the output of this project, we must clarify the output, the ‘product’ of the project!

This project is about **writing** the book only – not publishing. There will be a follow up project to publish, market, and sell the book. The main reasons behind splitting the writing project from the publishing project are:

- Writing this book is necessary now for various factors, such as the recent launch of the postgraduate program and the availability of experienced professionals and MBA Interns from an international business school that can help in testing the model on different projects and by professionals who are not project managers.⁹
- Publishing the book is a commercial initiative and has different objectives and drivers than the writing part, hence, justifying a separate treatment and the split. Further, there will be various commercial factors to consider due to the potential cost involved.

In this context, the feasibility evaluation here is limited to writing the book and would also consider the acceptance of the book by the professional community but will not include the commercial aspects.

3.4.2 Feasibility for the writing project

What are the key “feasibility” factors to consider for writing a book?

1. Technical/Technology: this is not a relevant factor for this project since there are no technological issues, beyond the use of a computer.
2. Expertise: this is a book about project management and the designated author has the required knowledge of the subject at hand and a high level of practical ‘real world’ expertise qualifying him to write this book.
3. Financial: there is negligible direct cost that would be required for writing this book. On the other hand, there is opportunity cost, due to the time necessary to carry out the writing. At this time, we expect that the writing would require about one hundred hours, which is an acceptable effort.



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4. Language¹⁰: the book will be in English for more than one reason.
 - a) Wider acceptance, larger audience, and the author's ability to write in English is at a higher competence level than Arabic.
 - b) The intent to seek the opinion of senior project managers and global thought leaders in reviewing and validating the book and this cannot be possible if the book is not in English.
5. Acceptance: for the writing project acceptance is linked to the audience for the book and we view acceptance at two levels,
 - a) SUKAD team members since they will use the book for their project (internal and external);
 - b) Clients; audience is primarily the postgraduate program participants and other project management workshops; and
 - c) The acceptance of the book by the professional community¹¹.

It is our view that for the first two factors the book is definitely viable. Although we do believe that the third criterion is also viable, we will deal with this question more diligently for the publishing project, outside the scope of this project.

6. Commercial (Market & Competition): This is a crucial factor for the publishing project feasibility. On the other hand, for the writing project it is still an important factor to consider here. In this case, if one asks the question: is there a market for this book? The answer is yes! Why, what are the justifications?
 - a) Globally, there are limited project management books that are highly practical and follow a methodology. There are standards and books that deal with topics in project management – project management functions – but not enough dealing with the approach that we take in the methodology. More research on this would be required as part of the feasibility for publishing the book.
 - b) Clients for project management courses, postgraduate program, and these clients need samples and case studies that help them understand the concept of project management and in turn demonstrate the use of the concepts on real life cases and situations.

Based on the above, we consider the market for such a project is viable. In conclusion, we can definitely say that this project is feasible and recommend it.

3.4.3 Project Initial Approval

For this specific project, 'approval' is not a significant exercise since it is the CEO initiative and the management team members are all aligned and in agreement that is a strategic imperative and therefore, we decide to proceed with this project.

3.5 Project Authorization Document

3.5.1 Author Note

Some information below might be a repeat of earlier sections. We do this to show the complete deliverables as standalone documents.

Also note that we kept the original write up as we originally wrote it; we did not change it later to reflect newer information. For example, in the PAD below we list time and cost information as we considered them at the time of writing the PAD and we did not change them when we completed this project to reflect the actual data. This way we can maintain a transparent and accurate account of the events on this project; no after the fact enhancements!

3.5.2 Project Description

The primary purpose of the project is to write a book describing the Customizable and Adaptable Methodology for Managing Projects™, CAM2P™. This book is part of the SUKAD Research and Development initiatives.

The book must include a detailed explanation of the model, including the project life span, the stages, stage gates, and deliverables, in addition to other factors about the proper use of the model.

3.5.3 Project Justification:

This project is a direct contributor to achieving the SUKAD Vision of being “*Project management for aspects of life!*” and SUKAD mission of: “*To be an agent of change and a catalyst for development!*” This project is in line with the SUKAD Strategic Direction.

3.5.4 Location

This factor is not applicable for this type of project.

3.5.5 Time

We expect the project duration to be less than three months and the target completion of a workable draft is 30 September 2009. We define a workable draft as the second draft; ready for external reviews. Internal reviews will take place after the first draft currently expected around the end of August 2009.

3.5.6 Cost

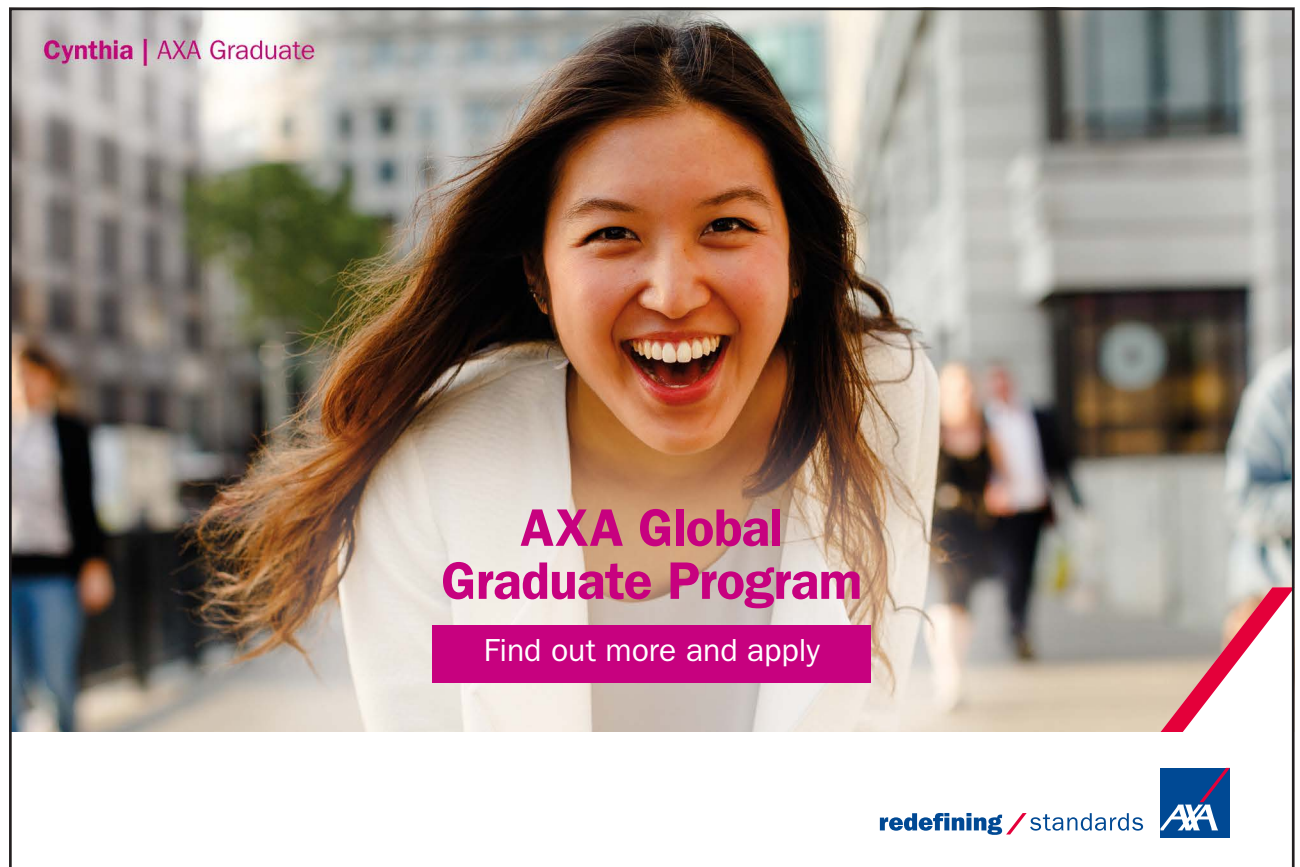
There is no specific budget allocated for this project since we expect that most of the effort for this project is for writing the book by an internal resource. Although, there is no payment for the author, there is an opportunity cost, which is associated with the time spent on writing the book. The decision is not capture any cost but capture the time required to write the book. In the feasibility study, we estimated that we need about 100 hours for this project.

We expect less than 1,000 UAE Dirham for printing and courier charge to have the book sent for a few professionals for reviews.

3.5.7 Project manager

The project manager is also the writer, Mr. Mounir Ajam. He has total authority.

Note that the above is a special case. Where the writer might be different from the decision maker then there could be a different situation.



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3.5.8 Assumptions and constraints

The various assumptions are:

- There will be time available to develop the project within the allocated period.
- The author will write the book during the evenings and weekends in order not to interfere with the day-to-day business.

3.5.9 Constraints

No writing during business hours.

3.5.10 Major risk identified

None identified at this time.

The major risks would be business risks, which would be the wide acceptance of the model and the book by the professional community. However, as we stated in the Feasibility Study, this would be a question for the next project; publishing the book.

3.5.11 Stakeholders

The various stakeholders are:

1. SUKAD Clients: individuals and organizations,
2. The public, who might purchase the book,
3. SUKAD management team,
4. The author of the book, and
5. The author's family.

4 Project Launch Stage

4.1 Alignment to CAM2P™

The second stage is the project launch stage and for this project, we do see a need to deviate from the standard model. It is worth noting that since this was the first time we used the methodology for such a project, we did not have a customized model and we are working of the generic model.

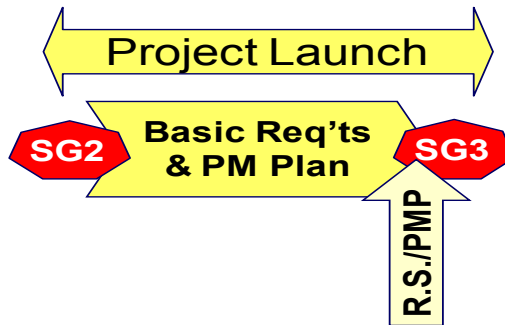


Figure 13: Writing a Book; Project Launch Stage – Option 1

The main reason for the deviation is that this project is very small and simple; it is mostly a single person project whereas the author is the key project team member and is the project manager and the CEO of the company. Although there are other team members but their roles is for reviews toward the end of the project.

What are the changes from the basic model?

The situation justify merging the stakeholders alignment and approval steps for the basic requirements with the project management plan under one stage gate; essentially merging SG3 and SG4.

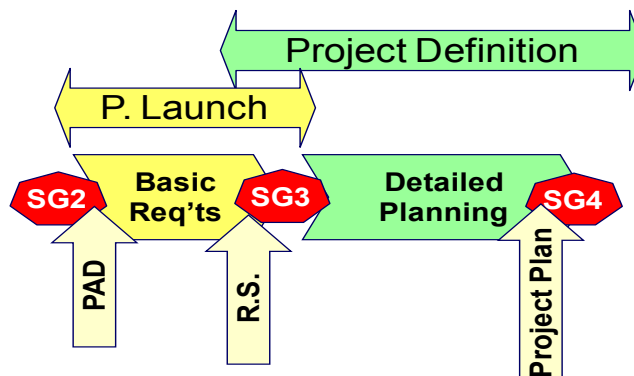


Figure 14: Writing a Book; Project Launch Stage – Option 2

Another alternate, is the possibility of incorporating (merging) the project management plan into the project detailed plan, as shown in the next graphic. The justification for this alternate is similar to the previous case. In addition, the project management plan for this project is not as essential as it would have been for a project with longer duration, multiples deliverables, and multiple team members.

The selected option for this project is Option 1.

4.2 The stage components

Based on the above, the components for this phase are:

1. Define the basic requirements
2. Establish the high level project management plan
3. Stage gate 3: alignments and decision on whether to proceed or not

4.3 Basic Requirements

4.3.1 Main sections

The main sections of the basic requirements document are:

1. Description of desired output and project
2. Requirements, characteristics, deliverables

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3. Initial work breakdown structure (WBS)
4. Project boundaries (what is in scope, what is out of scope)
5. Constraints and assumptions
6. Acceptance criteria
7. Success factors

4.3.2 Description of desired outcome and project

As we have already established this project is about writing a book and the book is about the Customizable and Adaptable Methodology for Managing Projects™. Therefore, the product of this project is a book that provides extensive details to explain the model and its various components.

4.3.3 Requirements, characteristics, deliverables

1. Explain the various concepts, phases, stages, gates, and major deliverables in sufficient details, where project teams can use the book as a guide.
2. Simplify the explanations in order for professionals who are new to project management, or with limited experience, to understand it.
3. Cannot fall in the trap of over simplification; then the book shall be substantial enough to be appreciated by experienced project managers.
4. The book shall include references to global standards and other project management resources to validate the concepts.
5. Need to seek the input of SUKAD team members and other professionals not associated with SUKAD. The input is required to identify potential gaps in the writing or concepts that are not clear, that do not belong in the book or that are missing from the book.
6. Ensure that the writing will not lead to any copyrights violations; therefore, all external information must include the source.
7. The book to include graphics, charts, examples, and stories to enhance the chance of understanding by the readers.
8. Include unique images, prefer designed specifically to the model.

4.3.4 High-level work breakdown structure

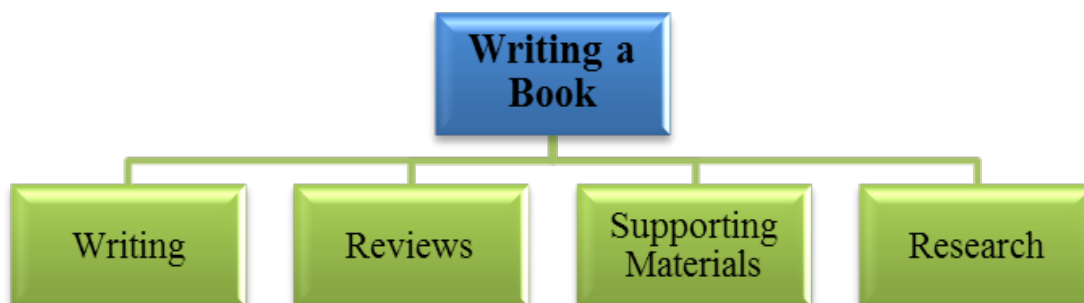


Figure 15: Initial Work Breakdown Structure

The initial work breakdown structure (WBS) that we include here is high level only.

In this case, we are limiting our WBS to the four major components of the project as shown in the figure¹².

4.3.5 Project boundaries

What is not included in this project are:

1. Publishing: the publication of this book is outside the scope of this project; this project is only about writing the book.
2. Translation: the intent is to publish this book in English and Arabic. The initial version will be in English and we will later have the Arabic version, another project.
3. Intellectual property protection: It is also the intent that such model and publications will be protected via copyrights and trademarks where possible. This is also outside the scope of the project; consider during the publishing project.

4.3.6 Constraints and assumptions

We documented the constraints and assumptions in the project authorization document and our review at this time lead us to conclude that what we have documented still stands and there are no other items to consider at this stage.

4.3.7 Acceptance criteria

To define the acceptance criteria we will follow a subjective and qualitative approach and will consider three factors:

1. Acceptance by the SUKAD team; in comparison to the established requirements.
2. Acceptance of the reviewers who are not associated with SUKAD.
3. Management to review the feedback from the previous two activities and incorporate the relevant review comments in the final edition.

We will accept the project if all requirements are met.

4.3.8 Success factors¹³

Success, on the other hand, is not easy to measure during the life of this project and most elements of success would be in the future after this project is closed.

The success element that we can measure before project closure is:

1. Most reviewers view this to be an acceptable work worth publishing¹⁴.

Other success elements that we can only measure later:

1. A recognized publisher willing to publish, although, we will not know this until the follow up, publishing project¹⁵.
2. Satisfaction surveys:
 - a) Success is achieved if clients who receive the book for classes give it an average satisfaction-rating equal or greater than 70%.
 - b) Outstanding success is achieved if the satisfaction level is higher than 85%.
3. Other factors we would consider with publishing the book project; such as number of copies sold, and number of endorsements¹⁶.
 - a) We will consider the project a success if we sell more than 1,000 copies within the first year.
 - b) We will consider the project a major success if we sell more than 3,500 copies within the first year.
 - c) Finally, an outstanding success is achieved if we reach 7,000 sold copies within a year.



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4.4 The Project Management Plan

4.4.1 General sections

1. Project Management Strategy: this is a simple project and the PM strategy is appropriately simple.
 - a) The project manager will establish a budget and schedule for the project after defining the detailed scope.
 - b) We will maintain records of actual versus plan.
2. Project Procurement Strategy: no procurement is required for this project; the work is internal to the performing organization.
3. Value Improving Practices: not applicable.
4. Project Life Span selection: we will follow the CAM2P™ model with deviations as shown in the next figure¹⁷.

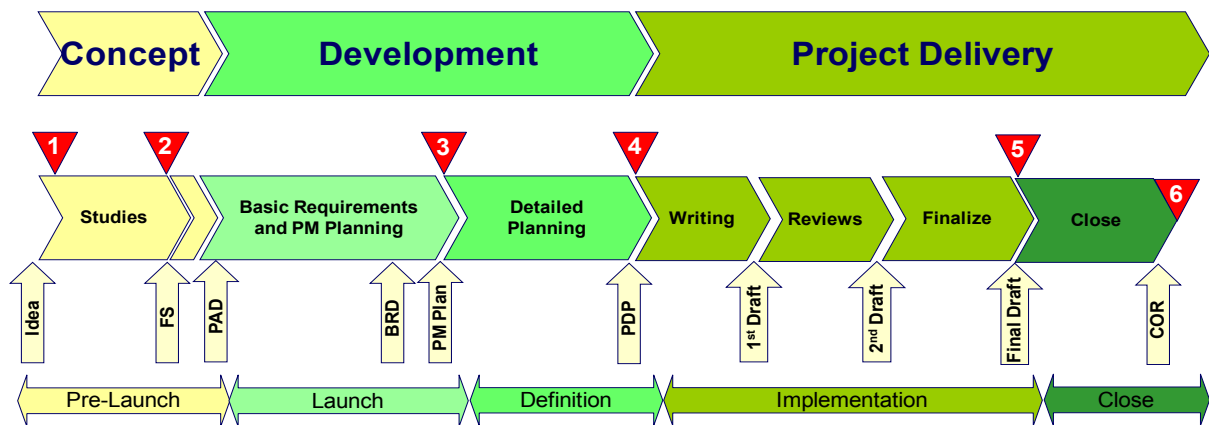


Figure 16: Writing a Book; Project Life Span

4.4.2 Main project management functions

Just a reminder; the CAM2P™ project management plan is about ‘how to define’ each of the following topics; so here we answer the ‘how to’ whereas we will perform the actual definition during the next stage, the project definition stage.

1. Scope: the author will develop the detailed scope of the project in accordance with the basic requirements.
2. Quality, Safety, Health, and Environment: there is no safety nor environmental related issues here. Concerning quality, the author/project manager will define the applicable quality requirements.
3. Time: the project manager will be responsible to develop the project detailed schedule.
4. Cost: same as time – project manager responsibility.
5. Human Resources: for the writing the requirements it is Mounir Ajam as the sole author. Reviewers will be SUKAD team members and during the detailed planning we will define other reviewers and global experts.

6. Communications: most of the communication is limited to the communication between the author and reviewers and for this we can easily accomplish through regular emails; no need for a formal communication plan.
7. Risk Management: the project manager is responsible for risk management and will perform it during the definition stage.
8. Procurement: none is required as mentioned earlier.
9. Other Considerations: no other considerations are foreseen at this stage.

4.4.3 Project control

The project manager is responsible to maintain control of this project and to monitor the actual performance against the plan. In addition, the project manager must capture any change to the plan and project objectives.

4.4.4 Project operations readiness

There is no operation readiness stage in this project since there is nothing to operate upon completion of the project; the writing project. Publishing would be a follow up project and not considered at this time.

4.4.5 Project close

It is important that a project close out report is carried out that would include the learning from the project and the reconciliation between plan and actual performance. It is required that we summarize the key metrics from this project for future use. We must also capture the lessons learned.

4.4.6 Updated cost and time estimates

Since this is a small project, the project manager decided not to develop an update to the cost and time estimate that we included in the feasibility study. However, the project manager will develop detailed estimates during the next stage, as already stated earlier.

4.5 Requirements/Plan Alignment & Decision

Simple project – simple decision making.

For this project, the SUKAD management team members met and agreed:

1. that the requirements are well defined, and
2. the project management approach is practical and achievable, and
3. the cost and time estimates are still considered in line with the initial order of magnitude estimate; therefore,

The project is a go. The project manager can move to the next stage.

5 Project Definition Stage

5.1 The Stage Components

This stage of the model is the project definition stage. For this project, we see no reason to deviate from the standard model and we will proceed accordingly.

It would be sufficient to stress at this point that due to the size and simplicity of the project, the level of effort would be commensurate with the project size.

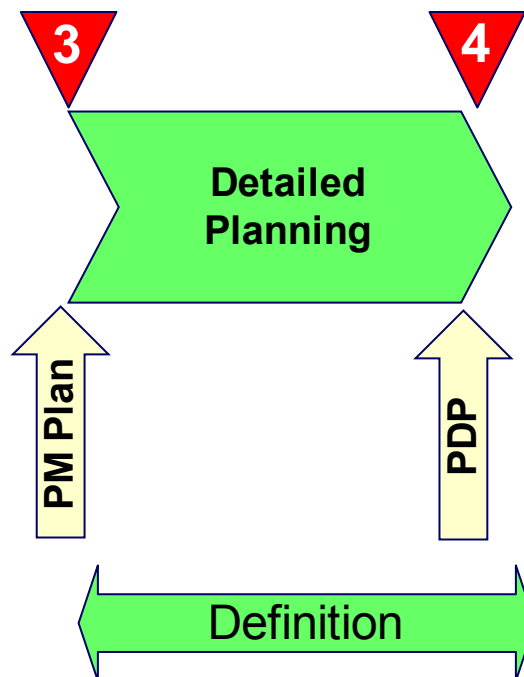


Figure 17: Writing a Book; Project Definition Stage

The stage components are:

1. Stage focus: perform detailed planning for the project considering all factors and functions.
2. Deliver to management the project detailed plan.
3. Stage gate four (SG4): decision to proceed or not.

5.2 The Project Detailed Plan

The project detailed plan covers the various project management functions that we identified earlier. It is time to answer the 'how to define' questions and define the various functions of project management.

5.2.1 Scope definition

The scope definition starts with understanding the product, which is the book on the CAM2P™ Model. Further, the scope must be in accordance with the basic requirements that we have outlined earlier.

5.2.1.1 The expanded requirements

1. Write a book that will be used for SUKAD various project management classes, especially the postgraduate program.
2. The book is specific to the Customizable and Adaptable Methodology for Managing Projects™ (CAM2P™), which is a project life span model.
3. The book will provide sufficient details to cover all of the components of the model; in other words, the stages, stage gates, major deliverables...
4. Explain the concepts of the book in a direct and simplified way to enhance its understanding by professionals with limited experience in project management.
5. The book and model shall be 'substantial enough' in order for experienced project managers and team members to appreciate it. In other words, do not over simplify.
6. The book must offer a practical approach to project management to help the reader understand the subject and use the book as a systematic guide while working on project.



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7. Although we will write the book (a) for practical use as a critical requirement, and (b) from the perspective of the author, who has more than two decades of professional global experience, the book must still include references and links to global standards. This is necessary since it is crucial for the acceptance of the book for the users to realize that the materials presented are not a single person opinion, rather the concepts are validated by global standards and are in general alignment; even though some of the details might be different.
8. The author shall deliver an original product and must take extra care to ensure that there will not be any copyrights violations or plagiarism. Any external resources that we use we will properly identify, credit, and reference the source.
9. The book shall include graphics, charts, and examples to explain the concepts. It is also preferred that the book will include unique images, sketches, even cartoon (some designed specifically for the series of books) to help in making the book an enjoyable experience to read.¹⁸

The above sections are the key requirements that we will use as a guide to the author as he writes the book.

5.2.1.2 Detailed scope

In addition to the above, the book will include the following parts – listed below. Each part will include more than one section or chapter.¹⁹

1. Introductory sections: these are the dedication, acknowledgements, outline, list of figures...
2. Section 1: general introduction about project management.
3. Section 2: the model in details; with one chapter to introduce the model; and one chapter per stage.
4. Section 3: special considerations are mostly about alignment to global standards.
5. Section 4: model main features cover the concept of customizing and adapting the model.
6. Section 5: applied learning through a project is the sample project; the chapter you are reading now.
7. End sections these would be appendices, author information, bibliography, and other relevant data.

5.2.1.3 Project and Work Breakdown Structure

The following image is a repeat of the high-level work breakdown structure from the basic requirements document with one difference; this figure includes a branch for ‘the project’. We are using the additional branch, ‘the project’ to show the breakdown of the stages. Since the stages components is not part of the ‘work’ (scope) then we prefer to call this figure the **Project** Breakdown Structure and not the **Work** Breakdown Structure.

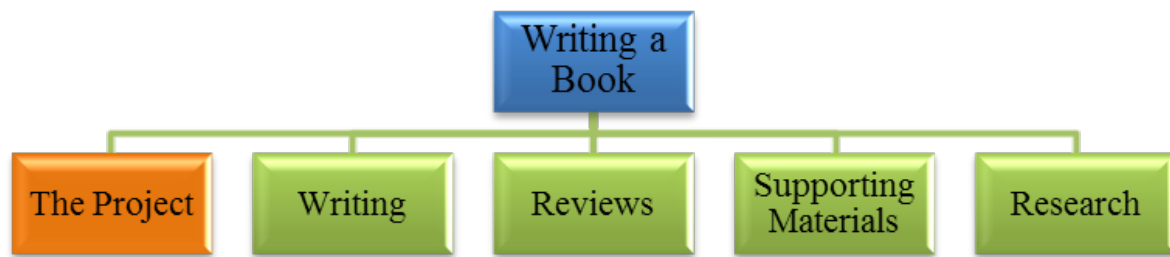


Figure 18: Writing a Book; Initial 'Project Breakdown Structure'

Attachments 2, 3, and 4 include the detailed graphical project breakdown structure that we have expanded from this figure.

5.2.2 Quality requirements

*Author Note: please note that safety, health, and environmental matters are not applicable for this project.*²⁰

In this stage of the project, the focus is on establishing the quality standards that apply to this type of the project and how to achieve it.

The quality aspects that we must consider here are:

1. English language usage.
2. Project management content.
3. Quality of the management of the project.
4. In addition to how to achieve the quality standards.

First, English: there are rules for proper English writing and it is a requirement that we must adhere to; such as proper content, context, good writing with no errors (or tolerable level of errors), proper references, etc. However, we do also recognize that the writer is not an expert writer and English is a second language for him. Therefore, for this type of book we do not aim to achieve the standard of English 'literature'; we state this because the objective of the book is to have proper English and not a literally production.

Second aspect, project management: concerning the quality of the project management content, the writer will endeavor to produce a product that would be at par with other publications in the field. Further, we will seek reviewers that are practitioners in additions to those that we consider global thoughts leaders in project management to validate the project management content.

Third quality aspect, managing the project: we are working on this project in accordance with a methodology that is in line with global standards. Further, this document is a direct indicator of the use of such a methodology.

Finally, how to achieve the quality standards?

As we already stated for project management we will refer to thoughts leaders and for English we will utilize the expertise of professional editors. Concerning managing the projects, we will use this detailed plan as a reference throughout the project implementation.

5.2.3 Time management/schedule

Author note: we wrote the next paragraph before we developed the schedule.

In the project authorization document, we stated that we expect the project to take three months to complete, which would be the end of September 2009. We would check if this is valid once, we develop the detailed schedule. However, at this time we want to consider the 30 September date as a constraint, since we want to have a working copy for internal use to be ready by the time we have the first master certificate class.



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We developed a detailed schedule in accordance with the scope of work and project breakdown structure. Based on the detailed schedule, we did calculate the project completion date as 25 September 2009, a few days before the expected duration that was determined earlier.²¹

5.2.3.1 Special notice – real life

This special notice is to highlight a concern that came up during schedule development. The concern is a possible contradiction between the deliverables and the product, specifically related to reviews of the draft manuscript. The notice is included in the write up here to highlight the real life issues and concerns that come up during the development, which might require us to revisit our work.

The project main delivery sequence is:

- Complete initial draft
- First draft issued for internal reviews by the SUKAD team, family, and close friends who are in the field of project management
- Incorporate the applicable and proper review comments in the writing leading to the second draft.
- Issue the second draft for external reviews by professional associates, project management authors, and possible agencies.
- Incorporate the applicable and proper review comments and issue a final version for the following publication project.
- Accept this final draft to use for SUKAD classes, including the postgraduate program.

So where is the concern or possible contradiction?

Since we have decided to split publishing from writing into separate projects, and that we will use the second draft for SUKAD internal programs, then the question become: would the external reviews be the last part of the “writing project” scope or is part of the “publishing project” scope?

One possible answer would be either way is acceptable. However, we decided to keep the external reviews (and the resulting final draft) in this project since we consider that is part of the **writing** project. Referring back to the project authorization document and the basic requirements document clearly state that this project is about **writing** the book – and writing cannot be complete without the final version.²²

5.2.4 Cost estimate

We established earlier that most of the cost for this project would be the opportunity cost for the time of the author. Further, since we do most of the work off-business hours, then there is no company opportunity cost at this time. However, we do want to capture the time involved and monitor the actual performance in comparison. In addition, there will be some actual expenditure for minor items.

Based on the above, the cost estimate is in two parts:

1. Actual cash expenditure
2. Time (opportunity cost)

5.2.4.1 Cash expenditure

The cash expenditure for the writing would be in two parts:

- Printing for internal and external reviews, where necessary
- Courier charges

At this time, we expect to have about 10 copies printed and distributed, each with about 200 pages. Therefore,

Printing cost = 200 pages * 10 copies * 0.60 AED²³/page = 1,200 AED

Courier = 5 copies (other 5 copies are local) * 200 AED (assume international) = 1,000 AED

Contingency = 20%

Total Cost = 2200 * 1.2 = 2,640 AED

We will note here that there might be cost for professional agencies to review this work or for publishing houses; however, we exclude those costs from this project; part of the “publishing project.”

On a similar note, there might be a cost if we hire an artist to come up with sketches, cartoons, and images to use in this book. At this time, we are also considering this part of the cost for the publishing project since this is not required for the internal use and is not part of writing the book.

5.2.4.2 Time/opportunity cost

Based on the schedule and the detailed plan, we divide the opportunity cost, which is author hours²⁴, into:

Project Development (Idea to Detailed Plan + Close Out)

Time for project development = 27.5 hours

Implementation

Writing Time

Time for 1st draft = 54 hours

Time for 2nd draft = 19 hours

Time for Final Draft = 8.5 hours

Subtotal for writing = 81.5 hours

Other Items

- Table & Charts= 10 hours
- Research = 10 hours
- Illustrations = 10 hours
- Subtotal for Other Items = 30 hours

Internal Reviews

Time for review and discussions = 20 hours

External Reviews

We are not including time for external reviews since it is not known to us and will not be paid for; however, we will attempt to capture if the reviewers are willing to share the information.

The project implementation time = 131.5 hours

Total Project Effort (Development + Implementation) = 159 hours

Total effort (inclusive of 10% contingency) = 175 hours



It is worth noting that our initial order of magnitude estimate for time was 100 hours and this has grown to 175 hours during the detailed planning. This growth is expected since one can expect that the order of magnitude estimate could range from -50% to + 100%. In addition, the author and SUKAD do not have experience in this type of projects before.

5.2.5 Human resources requirements

The human resources requirements for the project are:

1. The author; who is also the project manager and key decision maker.
2. The internal reviewers; two SUKAD senior managers.
3. Close friends with project management background.
4. Professional associates.
5. Global project management thoughts leaders.²⁵

We expect that most of the reviews will be on a professional courtesy basis; therefore, we will coordinate the reviews but will not control it.

The author is the main resource here and would be allocating an average of 2 hours per weekday and 6 hours per weekend day for this project. This time is for this project and other writing projects.

5.2.6 Communication plan

During the implementation of the project, communication is limited and there is no need for a formalize communication management plan. However, it is essential to consider internal and external communication requirements and those are most limited to bouncing ideas of team members and communicating with the reviewers.

Once the implementation of the project start, it is important to communicate with the SUKAD team members, and other reviewers, the expected date of completing the first draft in order for them to reserve the time for the internal reviews. During this period, it is also important to revisit the list of potential external reviewers.

Once the first draft is complete, it is also important to confirm the external reviewers and communicate with them the date of the planned completion of the second draft, which would be the basis for their reviews.

It is also important to notify all of the above stakeholders with any changes to the dates.

5.2.6.1 Special note – real life

Once again, another real life situation!

Even though the project manager is considered to have good experience in project management, and even though he has identified that we will need internal and external reviewers, then it is worth noting that all along the work on this document (*i.e. going from idea to detailed planning – where we are now in the writing*), we have missed the essential requirement for the necessity to communicate with those stakeholders that their reviews will be requested and when to expect the document for reviews.

This note is very important since missing this critical communication would delay the project. Having to follow the model and to deal with every single component of detailed planning have allowed us to note the importance of this so we can take proactive steps now to ensure it will happen. As a result, we will now go back to the schedule to ensure that we add these requirements to the schedule.

5.2.7 Risk management

5.2.7.1 Risk identification

The project risks are:

1. Author time: not having enough time to write the books²⁶.
2. Reviewers' time: the reviewer not having enough time to conduct proper reviews.
3. Getting the right external reviewers: not being able to find the right reviewers or to confirm their willingness to conduct a review and actually conduct the reviews.
4. Lack of acceptability of the book by the users, SUKAD training clients and external users.
5. Book highly acceptable internally and externally.
6. Lack of consistency between the various sections, charts, images, etc.

5.2.7.2 Risk assessment

For this project, we are only conducting a qualitative risk assessment using a scale of high, moderate, and low. The matrix is our view on the distribution of risks along a priority setting of the different shades of grey with the dark grey being the highest priority.

1. Author time:

P / I	L	M	H
L		6	4
M		3, 5	1, 2
H			

- a) Probability = medium; summer time, writing off business hours, family is away.

b) Impact = high; delaying the project.

2. Reviewers time:

a) Probability = M

b) Impact = H

We plot the rest of the risks on the matrix.

5.2.7.3 Risk response planning

Based on the above assessment the only risks that are high priority are 1 and 2.

For the first risk, the author time, we cannot avoid or transfer this risk since there is only one author for this work 'a critical resource'. The challenge is how to mitigate this risk?

To mitigate this risk, the author need to consider this is a strategic project and must dedicate the necessary time to finish, at least draft 1 and 2 within the time frame.

Risks 2 and 3 are related (although Risk 3 is medium priority) and one way to mitigate these risks is by having a few alternative reviewers in case one or more could not perform the reviews, there are others who could still do it and would be acceptable.

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Risks 4 and 5 are also medium priority and risk 5 is a positive risk.

As a response strategy for Risk 5, we need to enhance the chance of this risk (opportunity) materializing. To accomplish this, we can work toward raising the probability of occurrence, which we can achieve via the following steps:

1. Ensure that the book is written clearly and with simple/direct words to reduce the ambiguity.
2. Have the reviewers represent different level of project management experience from basic to more advance to test if the least experience users (target audience) find the materials easy to read.
3. Get as many reviewers as practically possible to ensure more reviews and to enhance the value of comments received.

For the other risks, we consider them acceptable and we trust that some of the responses mentioned here for the opportunity will also help minimize the probability and/or impact of the other risks. Therefore, no more response planning would be required or initiated.

5.2.8 Project procurement

For the Writing Project there is no real procurement here. The only activities that are required for this project are (1) printing, which we could do in house, and (2) courier cost, which we can handle via our existing service provider.

5.3 Final Decision

The SUKAD management team has reviewed the project detailed plan and based on the details provided, time allocated, expenditures required, level of risk and other factors, we provide the final approval for the project.

Based on the information provided, we also believe that the level of details of the project detailed plan is adequate for the implementation.

6 Project Implementation Stage

6.1 The Stage Components

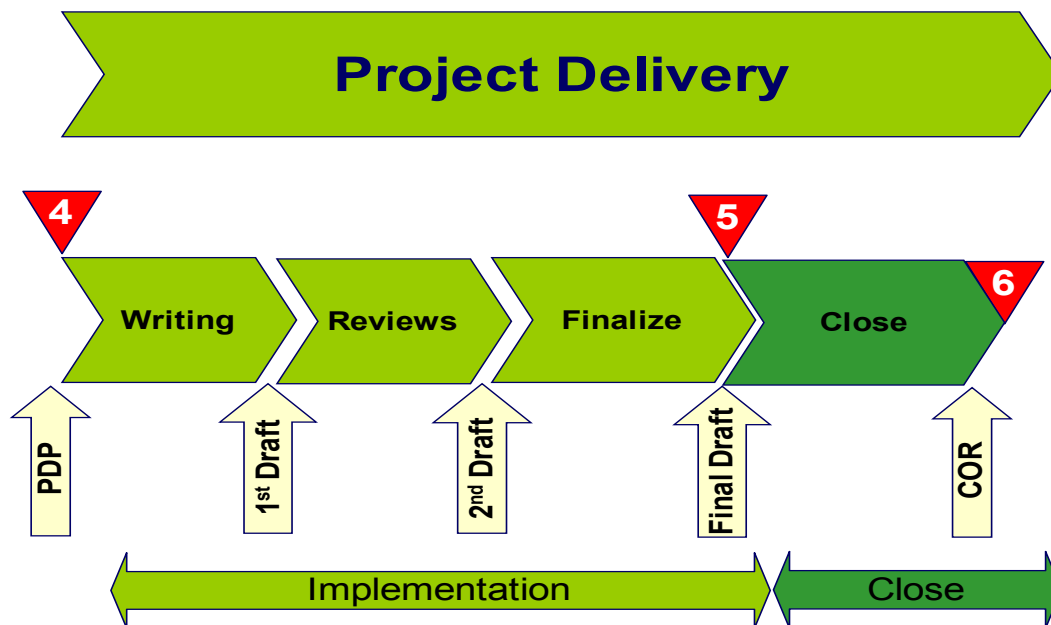


Figure 19: Writing a Book; Project Delivery Phase

As it is clear from this figure, we have deviated from the standard model for this writing project. Here we subdivide the implementation stage into three sub-stages, which we show as sequential but they do overlap. The sub-stages are:

1. Writing the book, which consist of three components:
 - a) The first draft
 - b) The second draft, which incorporate the internal review comments.
 - c) The final draft, incorporating the external review comments.
2. The reviews and these are performed by two general groups:
 - a) Internal (SUKAD team and people that are close to us)
 - b) External (project management authors/thought leaders)
3. Finalizing the book, this is mostly about the remaining issues: consistency check, tables, and images, which is to get ready to turn over the book to the follow up Publishing Project.

The actual project implementation changed this sequence based on new information; we would discuss in a later part of this chapter.

6.2 Implementation Overview

Once we finalized the project detailed plan and approved it, the next step was to start the full implementation, start writing the book. As we wrote the book, we did monitor the project performance in comparison to the baseline established and maintained a record of the project performance.

During the implementation, we documented the variances from the plan and the changes from the plan. We summarize the main variances and changes below.

6.3 Variances to the Plan

The following are some of the variances that we encountered on the project.

1. The estimate (cost and time) did not include the time to establish the layout and formatting; the impact was about 5 hours.
2. During the writing of the book, we did enhance some of the model components.
3. Some of the chapters took less time to write whereas others took longer.
4. We did plan on a three hours average per chapter, for the writing sub-stage that was relatively on target.
5. We expected significantly less time for the third draft, versus the first and second drafts, but that was not the case; the third draft took almost as much time as the first draft.



The advertisement features a black header with the CMO Inspired Conference logo on the left, which consists of a green speech bubble containing the letters 'CMO'. To the right of the logo, the text reads 'INSPIRED CONFERENCE' in large white letters, followed by '25 OCTOBER | DE VERE BEAUMONT ESTATE | OLD WINDSOR UK' in smaller white letters. Below the header is a photograph of a large, white, classical-style building with a fountain in the foreground. At the bottom of the advertisement is a collage of four images: a panel discussion on a stage, a woman speaking into a microphone, a large audience seated in a hall, and a man presenting a slide. A green banner at the bottom of the collage contains the text 'Join Over 100 Chief Marketing Officers & Digital Innovators' in white.

6. We expected that the chapter on project definition stage will require more time than the other chapters and budgeted six hours in the plan for the first draft; it took 11.5 hours. However, some of that time was required for other chapters' modifications, which were due to impact from this chapter.
7. We did split a few chapters for better clarity. That also led to the addition of a whole part, the 'Across the Project Life Span' part; which consists of six chapters. Most of the content of the chapters in this part were included in the stages discussion but we felt splitting them out would lead to better clarity.
8. The actual number of chapters jumped from ten at the first draft to twenty-one at the second draft and twenty-five at the final draft. This was mostly due to splitting of chapters, as mentioned in the previous item. Part 4 included two additional chapters, which we to clarify questions from reviewers. In our views, most of these variances were the result of 'development' (progressive elaboration); not changes in scope of the book.
9. We added two chapters since we had the opportunity to conduct the workshops prior to publishing this book so it made sense to add these two chapters. However, **these chapters were actual changes from the original plan.**
10. Many of the variances above were the result of the feedback of the reviewers.

One main reason for some of the above variances is that we did the second and third drafts a few months after the initial work whereas the plan called for this final draft within two to four months of the initial writing. Draft 1 was complete in August 2009 but draft 3 was not complete until April 2010. This was mostly due to our time constraints where we could not work on the book; since we were focusing on finishing book 1, *The Inheritance*, which we published in February 2010.

6.4 Changes from the Plan

The following are the considered changes and the disposition of these changes.

1. The addition of two chapters, as mentioned in the previous section, was a change and not a variance.
2. One chapter was the result of questions from a reviewer. This chapter is important for the book but is it a change or a variance? It is a change since we did not intend to cover that topic in the book. However, the reviewer made a strong case to include this additional content.
3. Deleted a chapter on 'Model Justifications', since we included most of the content for that chapter in the book Preface.
4. Considered a change to include in the book of an "Idea Management Process"; this was rejected since we did not believe it is part of the project objectives as outlined in the idea and project authorization document.

5. The initial draft incorporated extensive coverage of some topics related to the functions of project management but we decided to delete those sections since they are more than adequately covered in other books and were not essential to the explaining the methodology.
6. We considered discussions of other global project management standards, beside the PMBOK® Guide, however, our assessment of this change was that it was not necessary and rejected the change.
7. During the implementation of the project, we learned that external reviewers, who are thought leaders in project management would not be required as part of the writing part. These professionals would typically review a completed work and would add their comments on the jacket of the book or in the print. Therefore, there is no need for the thought leaders reviews prior to the completion of the project. However, we did have the book reviewed by various professionals prior to the final draft.
8. SUKAD offers a postgraduate certificate program based on this model. We determined that during the review, a consistency check would be required between the book and the certificate courses. We had not considered this consistency check during planning. Since we determined that this was important we did approve this change and performed a consistency check.
9. Considered a change to include templates and forms in this book but the decision was to postpone this work to the future second edition, or to consider as a supplement in a CD format. One of the thought leaders' reviewing the proposal for the book concurred with this decision.
10. Approved a change to remove the art images from the requirements of the writing project and include them into the publishing project.
11. Decided that an Arabic edition would be a separate project and not part of this project. Technically, this was not a change just a confirmation or a decision on a planning option.
12. Added many appendices; were not part of the original plan.
13. Added a model frequently asked questions as one of the appendices.

6.5 Other Implementation Matters

There is nothing to add here. Most of the important factors, we did already address above or will address in the project close stage.

7 Project Close Stage

7.1 Reconciliation

7.1.1 Scope Reconciliation

There were no objective changes here.

We did outline all of the project scope changes in the previous section.

7.1.2 Cost & effort reconciliation

7.1.2.1 Cost

Cost included in the feasibility study / PAD = 1,000 AED.

Cost included in the project management plan = did not change prior estimate.

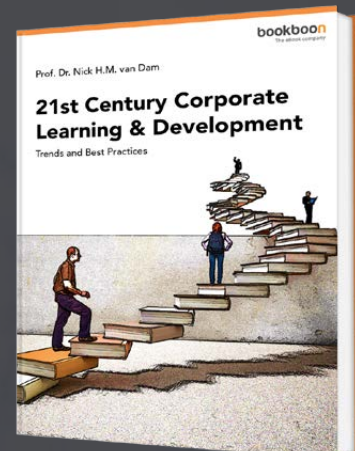
Cost included in the project detailed plan = 2,640 AED.

Actual Cost = about 500 AED for printing only – in-house.

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7.1.2.2 Hours

Hours included in the feasibility study / PAD = 100 hours.

Hours included in the project management plan = same as above.

Hours included in the project detailed plan = 175 hours.

Actual hours = 380 hours.

This was a huge difference for many reasons.

1. We did modify the model during the writing.
2. The time constraints of the author led to a large spread of time between draft 2 and 3, much longer than planned. Consequently, this led to more time to do the revisions from one draft to another.
3. Since we wrote the first draft of this book and *The Inheritance* at the same time that led to lost time due to shifting back and forth.

7.1.3 Time Reconciliation

Expected duration in the feasibility study / PAD = 3 months.

Expected completion date in the project management plan = same as above.

Expected completion date in the project detailed plan = 25 September 2009.

Actual completion date = first draft 10 August 2009 and a working draft by the end of September. However, we did not have a chance to resume working on the book in an effective manner until December 2009 when we completed the second draft, which we issued to the participants of the advanced master class.

During the above period, we had to shift focus to publish book 1, *The Inheritance*, and that led further delay. With *The Inheritance* published at the end of February 2010, we finally had a chance to come back to this project. Further, the workshops that we did conduct at the end of February and early March 2010 were highly valuable and led to finalizing the book.

At the end, we completed the final draft in April 2010, delayed about six months.

7.1.4 Other Reconciliation Items

There is nothing significant to mention here.

7.2 Lessons Learned

The following is a list of the key lessons learned on this project.

1. Allocate time for the template and layout of the book.
2. We wrote this book during evening hours and on weekends in an interrupted manner. At times a few days – weeks – passed without a chance to write, which often resulted in reviews of what was written and incorporate some modifications. This is not an efficient way for this type of projects. The total time required to write a similar book in a continuous fashion is about four weeks and we would strongly recommend that in the future such an option is seriously considered.
3. While working on the writing a book project we were also working on writing and publishing another book. We were also submitting proposals for publishing this book – which should have been delayed to the publishing project and not done during this project.
4. We sent the initial draft to a few reviewers pre-maturely, before the author had a chance to review it. We should have finished the initial draft, wait a week or two, review it with fresh eyes, then finalize and official issue of the first draft.
5. Include as many reviewers as possible, more than required; in case we lose some of them we still have others. This is actually included in the risk response plan.
6. Reviewers input was crucial for this project, since they did offer a different perspective and also required clarifications for items the author thought they were clear.
7. Allow at least two to three months for reviewers. We expected that reviewers can do the work in a week or two but we did not consider that these reviewers were doing the review out of professional courtesy and not paid work. Further, some of them are extremely busy.

7.3 Organizational Records Update

Since we did not have any organizational records to update, we did start to establish a corporate record system with this project. The records would include (not all done yet since we are just starting this activity):

1. The time tracking file that we used to track the time for every section on this project. There is a spreadsheet already in hands for this, which we need to update.
2. The final project schedule showing plan vs. Actual; this is in progress now.
3. Summarized metrics for future rough estimate; like:
 - a) Effort (hours) to develop the project from idea to detailed plan.
 - b) Effort (hours) for the implementation (writing the book).
 - c) Average hours per chapter.
 - d) Initial versus final number of chapters.
4. Lessons Learned; captured and documented above.

8 Attachments for the Sample Project

Attachment 1: Draft Outline

Author Note: this outline is the original outline that we developed with the project detailed plan.

1. Introductory Sections
 - a) Dedication
 - b) Acknowledgment
 - c) Table of Contents
 - d) List of Figures (tables, charts, graphics where applicable)
2. Section 1 – General Introduction
 - a) Introduction
 - b) The SUKAD Way for Managing Projects²⁷
 - c) Reasons for the SUKAD Model and the SUKAD Way
3. Section 2 – The Model in details
 - a) Project Life Span (Disciplined Approach)
 - b) Chapter for each stage



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4. Section 3 – Special Considerations
 - a) Alignment to PMI®
5. Section 4 – Model Main Features
 - a) Customizing the model to and industry or company
 - b) Adaptability of the model within a company
 - c) Potential pitfalls in the model
6. Section 5 – Applied Learning through a Project
7. End Sections
 - a) List of abbreviations
 - b) Glossary of terms
 - c) Bibliography
 - d) Index
8. SUKAD and Author Information
 - a) SUKAD Profile
 - b) About the Author

Attachment 2: The Project Detailed PBS

For the purpose of this project, we show the higher-level project breakdown structure (PBS) with five elements at the first l and all of them are broken down into lower levels. For the Reviews, Supporting Materials, and Research, the breakdown shown here is sufficient for the project requirements. On the other hand, we expand the Project and Writing branches further on the next two attachments. Also, notice that the Project branch includes the names of the stages except implementation, since the other four branches, Writing, Reviews, Supporting Materials, and Research constitute the implementation stage.



Figure 20: Project Breakdown Structure – Part 1

Attachment 3: The Project Branch (PBS)



Figure 21: Project Breakdown Structure – Part 2 – Project Branch

Attachment 4: The Writing Part (PBS)

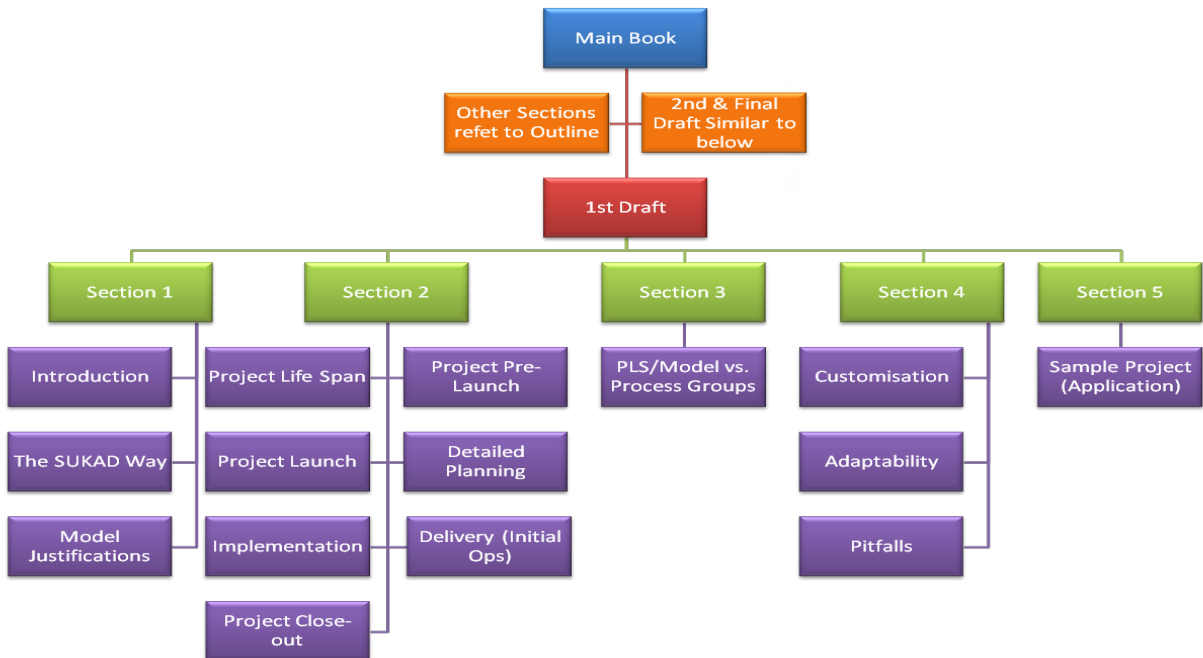


Figure 22: Project Breakdown Structure – Part 2 – Writing Branch (1st Draft)

Appendices

9 Appendix A: Summary Outlines for All Four eBooks

Part I (eBook 1)

Section 1: Current Reality

- Chapter 1: Growth of Project Management
- Chapter 2: Challenges: The Growing Pains
- Chapter 3: Opportunities for Sustainable Growth

Section 2: A Project Management Model

- Chapter 4: Rationale and Model Perspectives
- Chapter 5: Fundamental Concepts
- Chapter 6: Introducing the Model
- Chapter 7: Alignment to Global Standards
- Chapter 8: Alignment to PMBOK® Guide

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Part II (eBook 2)

Section 1: Project Concept Phase

Chapter 1: Project Pre-Launch Stage

Section 2: Project Development Phase

Chapter 2: Project Launch Stage

Chapter 3: Project Definition Stage

Section 3: Project Delivery Phase

Chapter 4: Project Implementation Stage

Chapter 5: Project Operations Readiness Stage

Chapter 6: Project Close Stage

Part III (eBook 3)

Section 1: Life Cycle Perspectives

Chapter 1: Life Cycles 360°

Section 2: Across the Project Life Span

Chapter 2: Project Approvals

Chapter 3: Project Estimates

Chapter 4: Project Control: Moving Baselines

Chapter 5: Project Risk Management

Chapter 6: Project Stakeholders

Chapter 7: Project Success

Section 3: Application Concepts

Chapter 8: Applying the Model

Chapter 9: Customizing the Model

Chapter 10: Adapting the Model

Chapter 11: Potential Pitfalls

Part IV (eBook 4)

Section 1: Practical Application of the Methodology

Chapter 1: Samples from CAM2P™ Workshops

Chapter 2: Capital Investment Project

Section 2: Writing a Book Project

Chapter 3: Project Pre-Launch Stage

Chapter 4: Project Launch Stage

Chapter 5: Project Definition Stage

Chapter 6: Project Implementation Stage

Chapter 7: Project Close Stage

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10 Author Biography

Mounir A. Ajam

Mr. Ajam is an entrepreneur, author, speaker, coach, advisor, consultant, volunteer leader, and project management thought leader.

He is the author of *'The Inheritance, a Story about Friendship, Community, and Project Management'* and *'Project Management for the Accidental Project Manager'*, and is working on *'Redefining the Basics of Project Management'*, which is not yet published.

He is a senior executive with close to three decades of outstanding global and practical experience in capital project industries such as engineering, construction, petroleum, utilities and project management. He has worked on projects worth billions of US dollars in North America, Europe, South East Asia, and West Asia.

Mr. Ajam is a co-founder and the Chief Executive Officer of SUKAD Group, a leading project management provider with offices in Lebanon and Dubai, United Arab Emirates.

Mr. Ajam and SUKAD play quite an active role in the project management community through various professional activities that are open to community members at no cost. He is a true volunteer servant leader. He is heavily involved with the project management community at the regional and global levels. Globally, he has served in various roles and capacities, such as serving on the Global Advisory Group to the Project Management Institute (PMI®) Registered Education Provider program and as a judge for various PMI® educational awards. He served on the 2008 PMI® EMEA (Europe-Middle East-Africa) Congress Project Action Team. He is also a graduate of the PMI Leadership Institute Master Class.

In West Asia, Mr. Ajam served on the board of directors for the PMI chapter in the Arabian Gulf. He led an effort to establish a PMI chapter in the United Arab Emirates. He also led the effort to establish the Global Project and Process Management Association (GPPMA) and served as its board chairperson for three years.

Mr. Ajam is an advocate of project management and recognizes its strategic value. He contributes to project management growth by publishing professional papers and articles on numerous platforms, such as PMI Congresses, Construction Week Magazine, Dubai Quality Group, DKV Experts Channel, PMForum.com, Wamda.com, and other publications. He is the main author on the SUKAD blog (<http://blog.sukad.com>), in addition to a personal blog.

For more information about Mr. Ajam, please refer to his personal page at www.mounirajam.com.

The Foundation

Twenty percent (20%) of the author's revenues from this work will be redirected to a foundation, a not-for-profit organization. This is in addition to 100% of the revenues from his previous eBook, *Project Management for the Accidental Project Manager*.

Al-Insan is the short name for the foundation, but the full name is **Insan Al-Mujtama Foundation**. The origin of the name is Arabic, to reflect and honor the home of the foundation.

- *Insan* means *Human*, and *Al-Insan* means *The Human*
- *Mujtama* means *Society* and *Al-Mujtama* means *The Society (also community)*
- The literal translation for *Insan Al-Mujtama* means *Human of The Society*

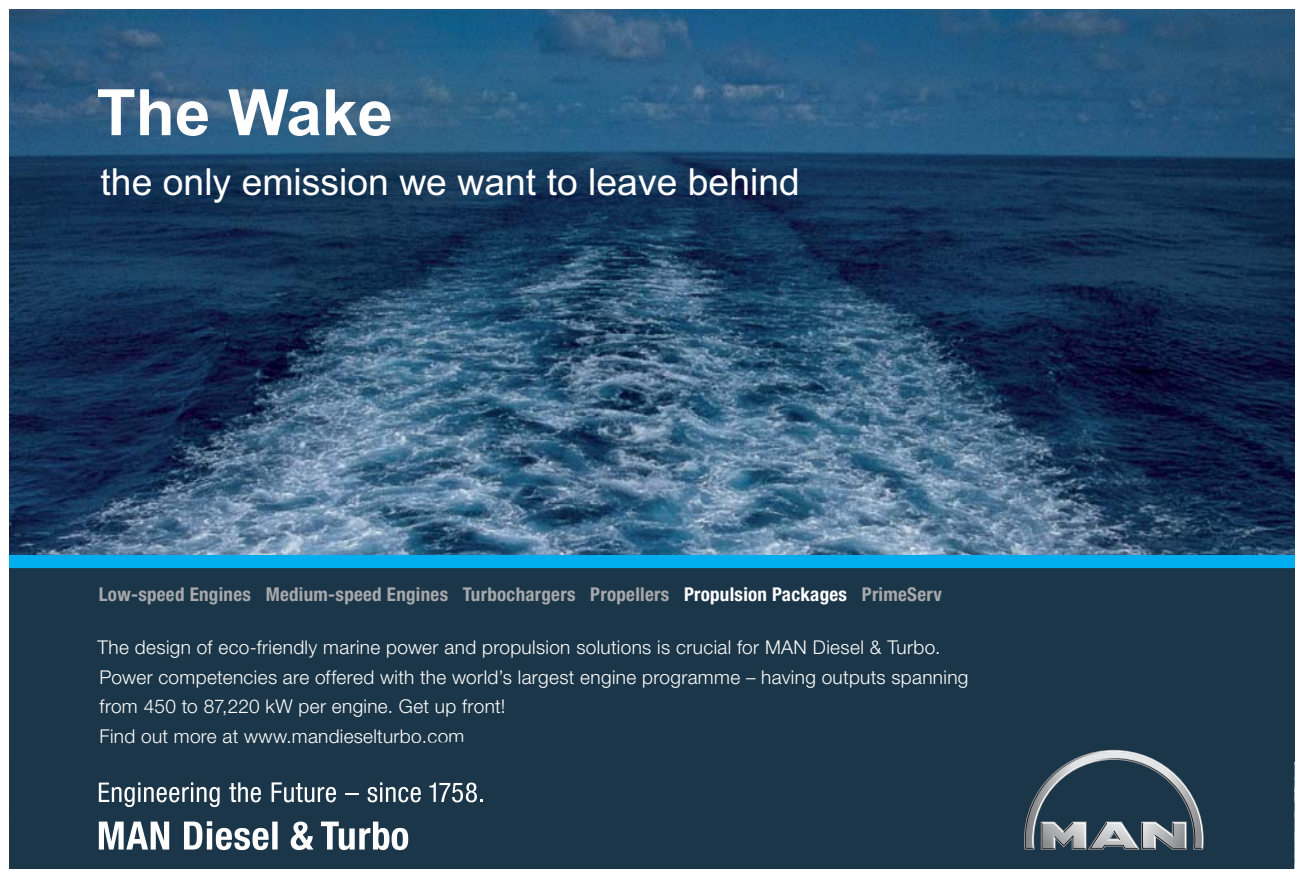
The above is the literal translation for the name. However, when we combine the two words, the phrase '*Insan Al-Mujtama*' has a more philosophical meaning. In simplistic terms, the concept is about the difference between an individualistic mindset and a collective, social, service-oriented mindset. This is what one might call social or national consciousness. With this in mind, the purpose of the foundation is to serve humanity through serving humans, directly or indirectly. It is our intention to encourage all to do their part to be or become *The Human of The Society*, to be *Insan Al-Mujtama*.

The main purpose of this foundation is to use project management as a social enabler to serve communities around the world. The concept is to use project management for 'life projects' and the following are examples of the programs that Al-Insan will run.

1. Provide complimentary professional services (learning and consultancy solutions) to non-government organizations (NGO). This is specific to NGOs operating and providing social services in the least developed countries and communities on an international basis. The ultimate purpose is to help these organizations build their capacity for delivering service.
2. Provide services directly to communities or in partnership with NGO/humanitarian organizations. The services can include youth camps, training, advisory, and coaching services, among other needs.
3. Reaching out to schoolchildren by training their teachers and working directly with students on school projects, with a focus on using project management as a key enabler.
4. Organize youth camps (high school and university students) to help them learn project management and apply the learning on community projects in their villages, towns, and communities.

11 Endnotes

1. Appendix A includes a summary outlines for all Parts.
2. The PMBOK® Guide is a leading reference for project management and includes a project management standard, approved by the American National Standards Institute (ANSI). The Project Management Institute (PMI) publishes the PMBOK® Guide, which is the work of a large number of volunteers. The latest version is the Fifth Edition.
3. Project life cycle is another term for project life span, and often used interchangeably. However, the author prefers the use of Project Life Span.
4. **Writing a Book Project**; the author followed this methodology to write a book.
5. In the Series, 'project domain' is used generically to refer to the project application area, industry, environment, or discipline.
6. Licensor refers to the company that would provide the proprietary technology for the plant.
7. Meaning they will take a long time to design, manufacture, and deliver. If the organization does not order them early, before the implementation stage (before engineering design), it is likely they will not be delivered when required to ensure completion of the project within the time requirements.




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8. For a petrochemical facility, this would be the process engineering work (chemical engineering) and part of the output would be the 'process flow diagrams', which are diagrams showing the various major equipment and the main piping and control components.
9. Refer back to Acknowledgements in Part I.
10. This was a consideration since the author speaks English and Arabic and SUKAD base is in the 'Arab World' where English is widely accepted.
11. **Post project note:** For the writing project this was a consideration but later we realize that we cannot measure since the book will not go to professional community except after the publishing project.
12. **Post project completion note:** We could have used a different breakdown that matches a phased approach – like Initial Draft, Second Draft, and Final Draft at the first level. Next, with each of these elements include a sub-level such as Write, Reviews, and Finalize. We now realize that this alternate approach would have been the better, more realistic, approach.
13. While we were working on the project basic requirements, we had not had developed the concept of the four dimensions of project success, which we explained in Part III. We developed the concept as we were writing this book and this is why the success criteria here do not match the four dimensions.
14. **Post completion note:** Since the book first two drafts were out and we had a chance to obtain reviews, we can consider this is a success. All reviewers concurs that this is a good book and that we should publish it. The reviewers included two global experts/thought leaders in project management, five senior managers from various organizations, one general manager for branch of global company, in addition to the SUKAD senior managers.
15. **Post completion note;** this was later removed since SUKAD intend to establish a Media & Publishing division that will publish this work. In addition to our intention to distribute PDF copies of the book on a complimentary basis to the project management community. Therefore, we will self-publish this book, as we did with our first book, *The Inheritance*.
16. These were not relevant to this project but we had included them – and we kept them even when we realized we did not need them to be authentic and reflect reality. In this case, we had done extra work that was not required or relevant to this project.
17. **Post project comment:** after our experience with the first book and this book, we are able now to have a more updated project life span to reflect a better way for the writing project and a better way for the publishing project. Further, we can have a combined model for writing, publishing, marketing, and selling the project – a complete product development and launch project.
18. **Post project note:** Some of these items, we later moved to the publishing project since they were mostly for public audience and not writing (example: cartoons)
19. The book's draft outline is included at the end of this section as Attachment 1.
20. The only exception to this is to save papers by avoiding printing any unnecessary drafts, and depending on soft copies for reviews instead of print copies.
21. The detailed schedule is not included in this sample.

22. Post project note: before publishing we will have another review and updates, where necessary.
23. United Arab Emirates Dirham; 1 US\$ ~ 3.67 AED.
24. Please note the actual estimate has more details; we are only presenting a summary here.
25. A list of actual reviewers was developed but not listed here. For those who contributed to this work their names appear in the acknowledgements.
26. Books – not book – since we were actually working two projects at the same time, Book 1 already published – *The Inheritance* – and this book. The reason for this is that both books shared the same model.
27. This was the original name of the model.

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text 'UNLEASHING CHANGE MANAGEMENT' is written in large, bold, blue capital letters. Below this, the dates 'OCTOBER 18 & 19, 2018' and the location 'DE RODE HOED AMSTERDAM' are listed in blue. At the bottom, there is a silhouette of an Amsterdam skyline including a windmill, a bridge, and several buildings. In the bottom left corner, the text 'Global Executive Events' is displayed. A hand cursor icon is positioned over a green oval at the bottom right of the ad, which contains the text 'Click on the ad to read more'.