

Presented a dynamic model with project management for successful implementation of continuous improvement

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Abstract

Every year new words are born in the field of project management and continuous improvement. Some words refer to the Science Foundations of Strategic Management Accounting perspective and some simply grandiose and mouth filling, the promotional aspects are management consulting firms. Often in the Project Management, unaware of what is transposition of these systems, one can achieve improved competitiveness or perhaps chose to tinker purpose is achieved. Everything we offer in this article will aim to provide using a dynamic model for the continuous improvement of project management in line with the above objectives. Project management offices of various organizations are documented and analyzed. Organizational development and project management offices to the events, tensions and changes were separated. This article based on empirical evidence suggests that project management can improve Mstmrmy leaving behind the traditional theory of firm boundaries based on project management as part of the historical process within an organization is understood.

Keywords: Project management, continuous improvement; Kaizen; dynamic model

Introduction

Continuous improvement of project management

Since apparently different results are temporary and project management contradicts the principles of continuous improvement. Since the project is fleeting, evaluation and reward managers based on the measurement of time, cost and construction work is short-term oriented. The focus on the continuous improvement of quality management in long-term emphasis

will be affected. Furthermore, because of the same project created with the same concept of continuous improvement is inconsistent effects. In designing a system, including system planning process, the people involved in it, the value is output. Education is another valuable product planning process, whether individual or collective, which encourages people to work together Drtym project. However, small firms are systematic program to ensure and improve the customer experience and experiment with the Company, are. Feedback indicates that improvement is needed in the room and there is a basis for continuous improvement. Minimum, organizations should analyze the results of the project planning process to guide the project information. The honest answer to a series of questions about how and why it happened, right or wrong, is a good starting point for the survey.

Project-related information

The following questions were raised in the questionnaire:

- Is the primary purpose of the project objectives provided? If not, why?
- Where have secondary benefits been realized? If not, why?
- Have the objectives changed during the project? Why? How?
- Is the project schedule and budget demands of a project funded? If not, why?
- Is a project is completed on time? If not, why?
- Does the project funding has ended? If not, why? Three.
- Which aspects of the implementation process of the project is doing well? Why?
- Which aspects of the project could be better? How?
- What could be changed to improve it?
- What can be learned for use in future projects?

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- What skills or experience can be gained by the project team?

Finally, it should be the same as other project documents the institutional memory is preserved in the archives of the project. In this work, performance-based assessment and develop long lasting and provide for continuous improvement. For example, scheduling networks may be used in future as an example. Embed this information available to project managers in the future and increase their efficiency and reduce the cost of learning to new project teams. For a project-based organization, a project management office (Project Management Office (PMO) is a corporate entity that serves as a central point for the development and application of project management competencies, the service offers. PMO project information, facilitates, for example, the project will expand and enrich the project archive. It can also act as a contact point inspections and customer feedback (Feedback) as a basis for continuous improvement of the customer (as well as improving the focus on the client) to use. As in this case, the system can be established service-quality information. Obviously, PMO infrastructure project-based organizations that support and leadership it needs to formalize a systematic view to continuous improvement. Imaginary line between project and operational results using different techniques that can be used to induce slow action by the quality of the work, will be highlighted. Benchmarking projects tend to use tools such as qualitative and quantitative tools Flowcharting, while most beneficiaries, such as statistical quality control, and data use. In fact, it is believed both by the same principles of customer focus, teamwork and continuous improvement is supported. Thus, for a project-based company, as a professional services firm, project management, quality management and quality management, the main stem of an organization if the project is based on a very good business and jobs. These standards are now widely used for the assessment of professional competence and are also used to improve and validate it. Assume that they are based on supposition is, those who are able to demonstrate their understanding of project management principles are contained in the standard, as a professional project managers have the necessary qualifications. This is called a rational perspective which follows a particular set of environmental management competence, knowledge and content-independent entities are defined. Still, a little knowledge about how and how these features can be used by project managers in their work there. For this position we are in preliminary studies, we found no clear relationship between the material supporting the effective work environment were not working and project management standards. A great deal of time, efforts, and costs has been directed toward the implementation of

enterprise resource planning (ERP) systems. Such systems are beginning to be adopted by many medium to large businesses. Over 60% of the U.S Fortune 500 had adopted ERP systems by 2000 and projected spending on ERP adoption was an estimated \$72.63 billion. ERP projects are a large investment and commitment by an organization. Their inherent size and scope has often lead to complexities. Research of ERP implementation has mainly focused on their initial startup. There has been little research effort in the area of post-implementation support. Many organizations see the start-up of an ERP system as the final goal instead of a milestone, but many ERP systems have been discontinued 3 months to a year after they were “successfully” completed, which shows that a static view of ERP implementation is inaccurate, not strategic, and potentially costly. ERP implementation projects rarely have a static ending point. Consequently, continuous improvement activities are generally required to lengthen the life of these expensive systems. A critical process inherent to the lifecycle is knowledge management (KM). The knowledge created during ERP implementation and management is a significant resource for an organization and it should be properly managed and the knowledge needs to be created and shared in each phase of ERP implementation, as well as post-ERP projects. Due to the size and scope of an ERP system, it therefore becomes a strategic asset of the organization. To understand the process of integrating KM into ERP lifecycle, a model is needed for assessing and validating an organizations’ efforts. As stressed by Nonaka and Konno, a knowledge forum, “Ba”, is an important platform where knowledge can be shared and new knowledge created. Our research model focused on an organization’s KM execution structure— the “Ba” of ERP KM — and how this knowledge structure helps manage knowledge throughout the ERP implementation phases. It addresses both the processes used during the initial creation of knowledge and those processes used to maintain. Although organizations are becoming more knowledge-focused, fundamental project management methodologies are still needed to embrace KM properly. Systematic incorporation of KM into ERP project management is strategic and critical.

ERP implementation methodologies

Traditional system implementation methodologies provided practitioners with guidance of managing the tasks in a software implementation project. Progressively, these methodologies evolved into a set of “recommended collection of phases, procedures, rules, techniques, tools, documentation, management and training used to develop a system”. The traditional linear (waterfall) approach assumed that systems would

typically be superseded by newer systems. However, as IT systems become more integrated and software package costs increased, the wholesale replacement of IS has become prohibitively expensive. Complex IT systems are leveraged, upgraded, expanded, and refined, but are definitely not replaced. An ERP system is unlikely to be replaced. Instead, it will be reworked and retooled to satisfy new or updated business processes and is infrastructures. Thus, the ERP lifecycle, like all legacy systems, normally relies upon the system's perpetual maintenance. Each new project builds on the previous work.

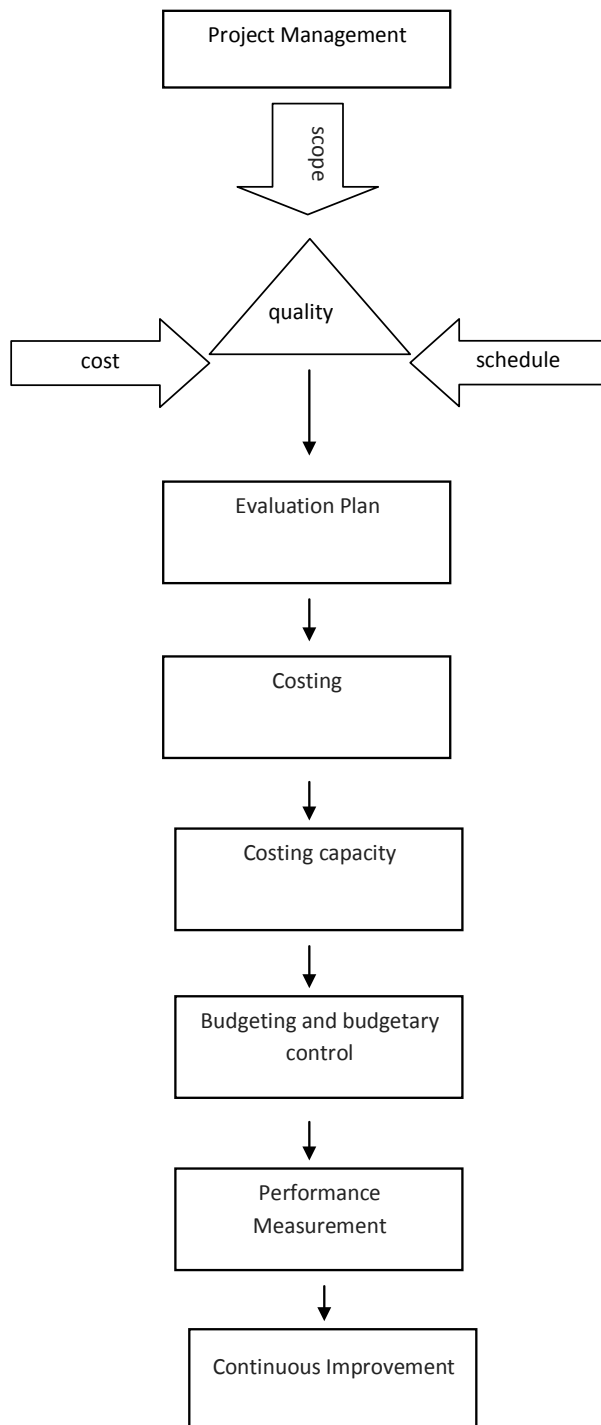


Fig. 1. Process to achieve continuous improvement

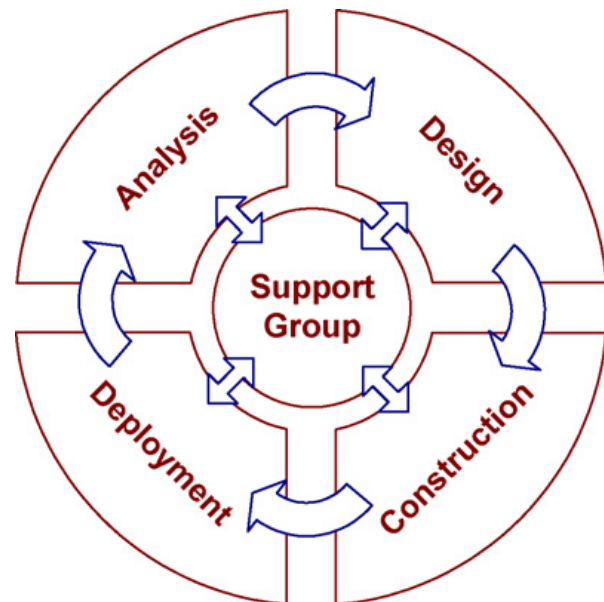


Fig. 2. ERP continuous improvement phase model

Methodology

This research presents a dynamic model with project management. A successful implementation of continuous improvement, we want to stay. Research which is descriptive can use the resources, as well as library research and articles to identify and characterize the presence or absence of significant, which provides project management and continuous improvement. Toward this purpose, we developed framework of CI infrastructure and conducted a preliminary empirical investigation to observe the practices used by companies as they relate to this framework. These practices are described along with the development of the framework in Section. Because our research is exploratory, we relied on qualitative methods to collect and compile this empirical evidence. Case studies, based on in-depth interviews with CI executives and scrutiny of internal company documents, enabled us to identify practices instituted by companies in the areas of our framework and provided preliminary evidence supporting the importance of these areas. We chose the company as our level of analysis because the infrastructure practices for CI initiatives are both determined and executed at that level.

Power synchronization

This means the ability to coordinate common business sub-contractors. So, as a manager, you need to have a plan in place and have the opportunity to be well-coordinated. Forced to set completion date, and the date is wrong. You cannot just hold

it, because you are working with subcontractors in many different places and no performance pressure. Project manages the ability to interact with people of different levels and types of stress associated with the project. The biggest problem for a project manager is well-being, ability to interact with many different people from different classes. To accomplish this task, the information is very important. We need

to store the information of a part and the other part is to have this information. If we fail to get the correct information or give the necessary information in time may come when problems and delays. So, what do we interact with people and communicating with each other. So our „middle men” are, if you like it. Therefore, all the requirements of what they know and what is the end desired.

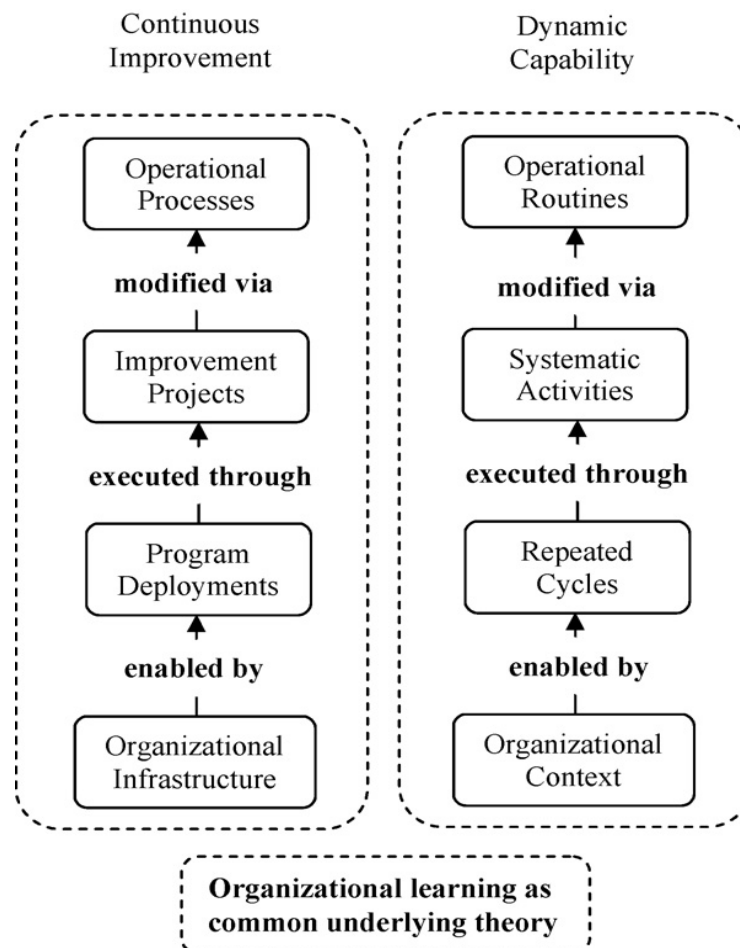


Fig. 3. Continuous improvement as dynamic capability

Methodology illustration

For illustration purposes, a high-level review was made of our methodology against a practical methodology. Several commercial ERP implementation methodologies exist; some of these have been provided by ERP vendors. We decided to compare our ideas with those of ValueSAP1 from SAP1 AG. This methodology is provided for use in projects implementing the SAP software suite. Although it shares many of the same methodological constructs as other methodologies, SAP uses

a slightly different organization and naming convention. Table 1 maps phase names used in our paper with those used by SAP1 AG. Table 2 is a matrix representation of Fig. 4 with horizontal dimension standing for ERP Continuous Improvement Phase and the vertical dimension representing the Revised Knowledge Spiral Model. The detailed examples show the type of deliverables and knowledge that could be provided at the particular phase in a project. This example uses a mix of generic terms and those special terms used in ValueSAP1 approach. They convey the meaning of the activ-

ity that would be occurring at that point in time. It is important to note that the deliverables and activities listed are only one aspect of the content. Implied in Table 2 are the KM activities as described in the four steps that make up the revised knowledge spiral. As an example, Data Harmonization is a deliverable of the Combination step during the Deployment phase. This activity is the reconciliation of data provided by the user community, usually from several units with different perspectives, the functionality as configured in the system, and the alignment of the data with other project influences, e.g., data management organization. The output is not only the database files to be transferred into the new system, but also cross references between legacy key values and those of the new system, configuration refinement to adjust to newly found idiosyncrasies with the data, and identification of bad data undetected in the legacy system. These peripheral deliverables help capture the implicit knowledge created during the project. The cumulative effect of these will improve the central support group's ability to manage the evolution of the system after it has been implemented.

Conclusion and implications

Competitive environment of global trade is associated with advanced manufacturing innovations. The necessity of using a dynamic model for the successful implementation of project management Continuous improvement to achieve a decisive competitive advantage. In addition, senior management must ensure that enterprise project management structure. Continuous improvement is consistent with the work done in the field. In this paper, we have argued that project management for the implementation of continuous improvement. In managing projects, the problem occurs in part due to the confusion surrounding since the term refers only to the CI results but also the process through which this can be achieved. We have argued that this process is effectively managed. Views on project management is regarded as development and demonstration activities rather than as a binary or a trim. The behavior of the structure as major share of the resource is based on the person who can participate in the acquisition of variety of strategic objectives, reducing costs, improving quality, faster response, etc. However, such a collection of sources is a long and difficult speech and learning behaviors and practices and strengthen them until they become routine. Experience shows that in all samples, development is essentially an evolutionary process, a dynamic model for project management and it is possible to identify several discrete journey towards continuous

improvement. All businesses need to keep their position in the competitive market The business environment is constantly changing to their self-assess and to adapt to new needs of customers and status of competing economic factors. The items mentioned above can be said that project management techniques can be regarded as the best way of successful implementation in production systems in order to remain competitive in the business world.

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