### Chapter 14

Executing

# Learning Objectives

When you have completed this chapter you should be able to:

1. Understand the importance of good project execution to get work results
2. Discuss the executing processes and outputs and how they were used on ResNet
3. Describe Peeter's leadership style and how he developed the core team
4. Discuss methods used to verify project scope and assure quality on ResNet
5. Describe how the ResNet team disseminated information to project stakeholders and managed project procurement
6. Explain NWA's rationale for having sales agents write some of the code for the ResNet system
7. Relate some of the executing events in ResNet to concepts described in previous chapters.

# Chapter Outline

**What Is Involved in Executing Projects?**

**Providing Project Leadership**

**Developing the Core Team**

**Verifying Project Scope**

**Assuring Quality**

**Disseminating Information**

**Procuring Necessary Resources**

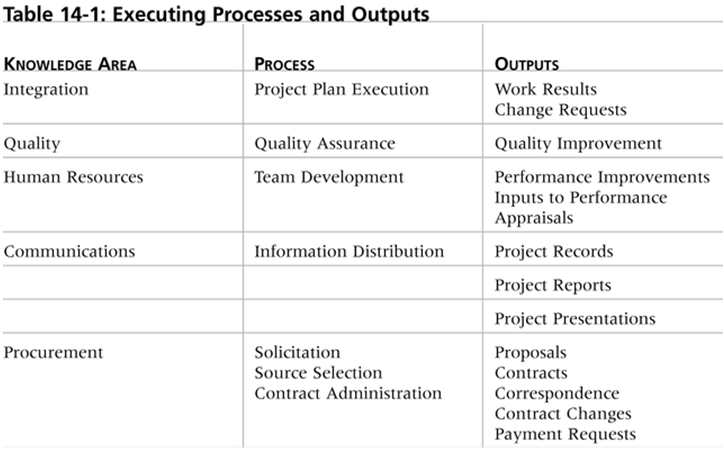
**Training Users to Develop Code**

**Lecture Notes**

## What Is Involved in Executing Projects?

Table 14-1 show the executing processes and outputs. The most time and money should be spent in execution.

* Project execution involves taking the actions necessary to ensure that activities in the project plan are completed
* The products of the project are produced during execution
* The 1996 ResNet project involved installing over 2,000 PCs in seven different offices, creating more software, training agents, and measuring the benefits of the system



## Importance of Good Project Execution

## Project execution means getting the work done, and stakeholders want to see results

## June 21, 1999 Fortune cover story highlighted why most CEO’s fail - poor execution! The same is true for project managers

## Providing Project Leadership

Peeter was definitely a strong leader. Review the three factors he mentioned as contributing to success⎯having clear goals, making the work fun, and sticking to schedules. Some of the unique ways Peeter led his project team.

## Peeter was an experienced project manager and effective leader

## He thought the three main success factors on ResNet were

## having clear goals

## making the work fun, and

## sticking to schedules

## Developing the Core Team

Mention the importance of project team members like Arvid Lee and Kathy Christenson. Peeter was very good at delegating responsibility to them. Peeter also was a hands-on manager and took the time to know every person involved in ResNet and provide the resources they needed. The ResNet team was also very open to each other's ideas. IT people are very different from marketing people, but Arvid and Kathy had a definite respect and openness for each other.

## Peeter developed a strong core team with Arvid and Kathy leading major parts of the projects

## Peeter was a hands-on manager and felt every single person involved in ResNet was important

## Peeter also kept Fay well informed of the project’s progress

## Peeter provided necessary resources to help his people succeed

## Verifying Project Scope

Recall that Peeter and Fay decided to allocate a certain number of people to write enhancements to the ResNet software. This is a fairly unique approach to managing scope of software development, and is described further in Chapter 15, Controlling.

## Peeter focused on the broad goals of the project, then the details

## Peeter was notorious for having long meetings to clarify project scope

## Peeter and Fay planned for incrementally developing the ResNet interface by budgeting for people to continue developing enhancements. The scope was limited by what they could do, so users focused on the most important enhancements

## Assuring Quality

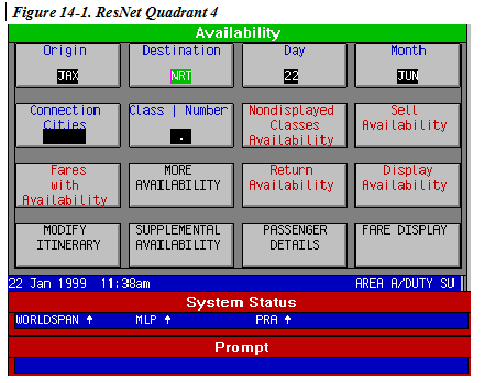
The work done by industrial engineers was very important for ResNet. These engineers analyzed the work-flow of the reservations process and helped in determining the best design for the system. The industrial engineers were also instrumental in developing measurement techniques to gauge the impact of ResNet on direct sales and reducing call handle time, key objectives of the project.

## Industrial engineers developed techniques to measure the impact of ResNet and analyzed the reservations process

## This work helped justify spending money on ResNet and in developing the user interface

## Quadrant 4 had cells positioned based on the workflow of making reservations

## The team also followed internal procedures for software development and hardware installation



## Disseminating Information

The ResNet team used a variety of methods for disseminating information

## Communication was a key factor in ResNet’s success

## The ResNet team disseminated project information often and in different ways to meet stakeholder needs

## Procuring Necessary Resources

Figure 14-3 provides a ResNet data network overview schematic. Briefly explain the various types of hardware and software involved in ResNet and the various vendors involved. You could visit some of the web sites for some of the products mentioned, such as [www.worldspan.com](http://www.worldspan.com) or [www.qikaccess.com](http://www.qikaccess.com) to show students more information about some of the outside resources used for ResNet.

## ResNet involved procuring many off-the-shelf hardware, software, and networking products

## The ResNet architecture was fairly complex, as shown in Figure 14-3

## Arvid Lee was instrumental in working with various vendors, and he used his expertise and experience to the company’s advantage

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## Training Users to Develop Code

Training users to develop code was an important part of ResNet's success, and it is a fairly unique approach. Show an example of the scripting language used to develop the ResNet user interface. Also discuss how having the users develop the code helped solve the potential problem of not having enough user involvement. The quotes from sales agents should be of interest who wants to see feedback on the system.

* Recall that a lack of user involvement is the main reason why many IT projects fail
* A critical decision concerning the ResNet interface software was to have users—sales agents —help to write code
* Peeter interviewed interested agents and worked with their union to be fair
* 6 sales agents and 3 IS staff wrote the bulk of the ResNet interface after attending a training course by Qantas