

A Model-Based Approach for Project Classification and Customized Management

Ori Orhof, Aaron Shenhar, Dov Dori

THE PROJECT MANAGEMENT PROBLEM

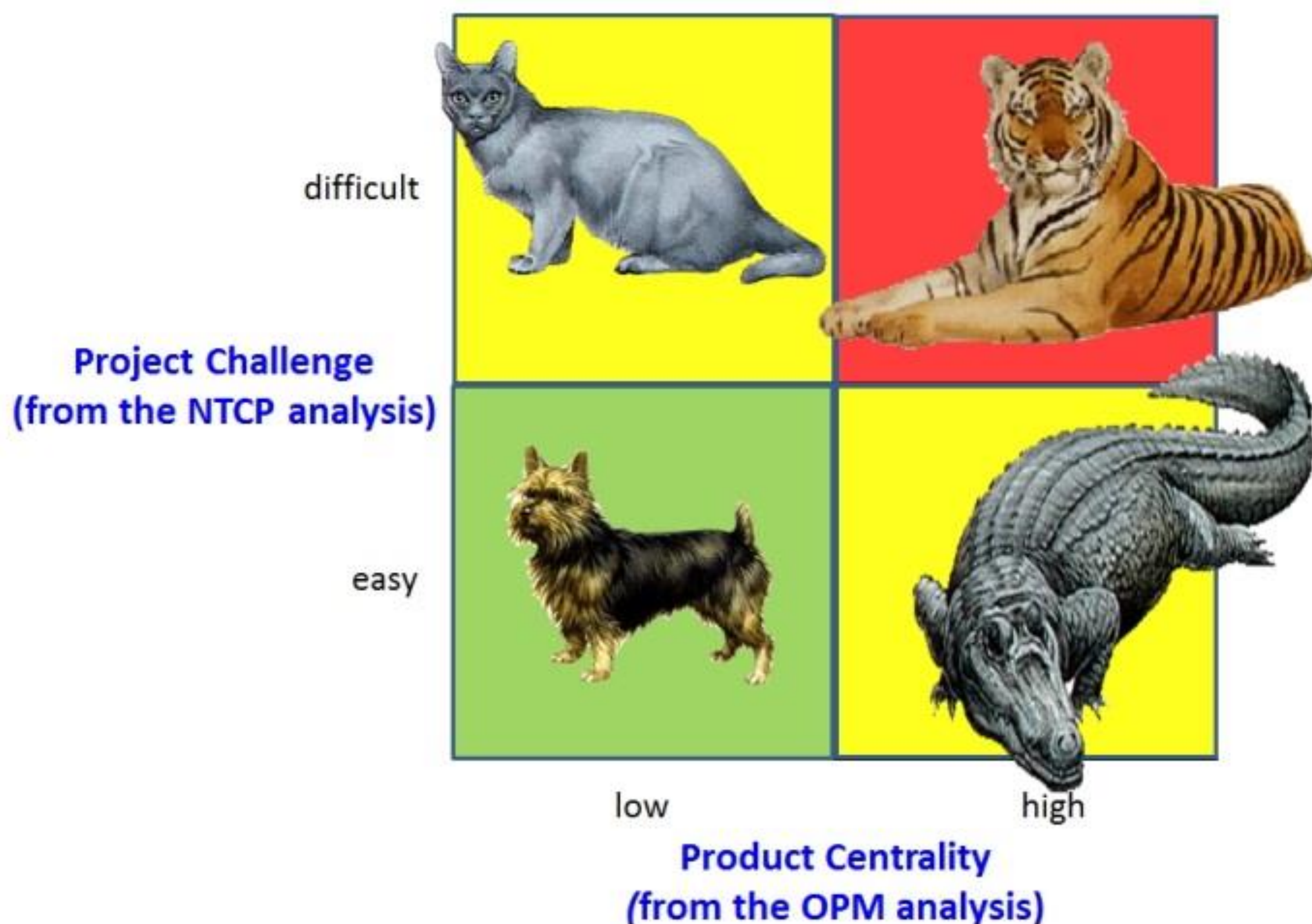
- Projects are **central** to organizational success.
- Projects still **miss their target** scope, schedule, budget, and value to the customer.
- A major contributor to project failures is the attitude of “**one-size-fits-all**” (or: “a project is a project is a project”).
- Different **types of projects** need different **styles of project management**.
- Different **components** (work packages) need **different styles** of management.
- The main question is **how to classify the project and its work-packages** in order to better succeed in reaching the project’s goals?

RESEARCH GOAL

Combining two analysis methods in order to achieve better project planning and success

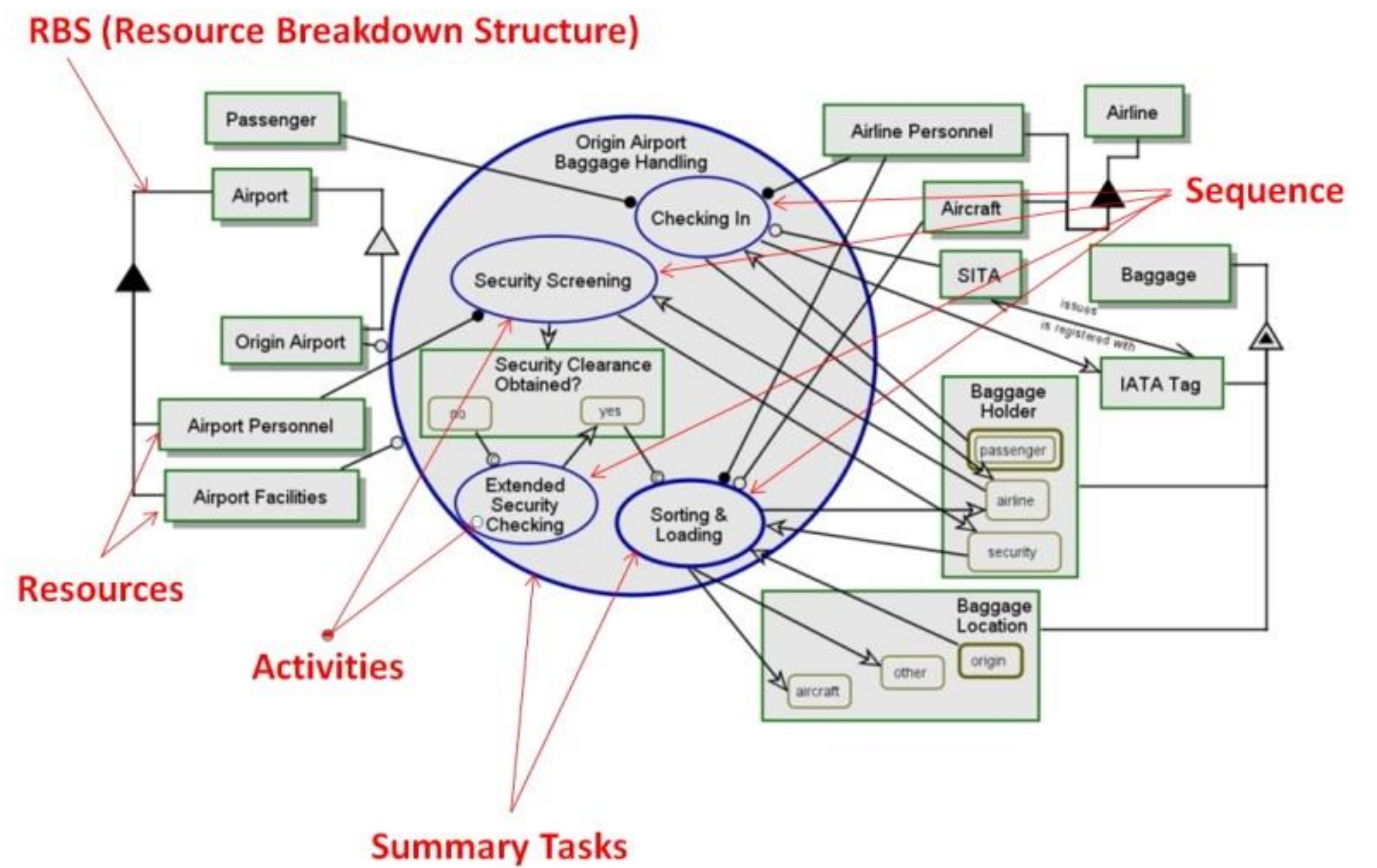
- OPM - Object Process Methodology (Dori, 2002)
- NTCP – Novelty-Technology-Complexity-Pace “Diamond” project type analysis (Shenhar & Dvir 2007)

DELIVERABLES CRITICALITY MAP: CENTRALITY VS. CHALLENGE

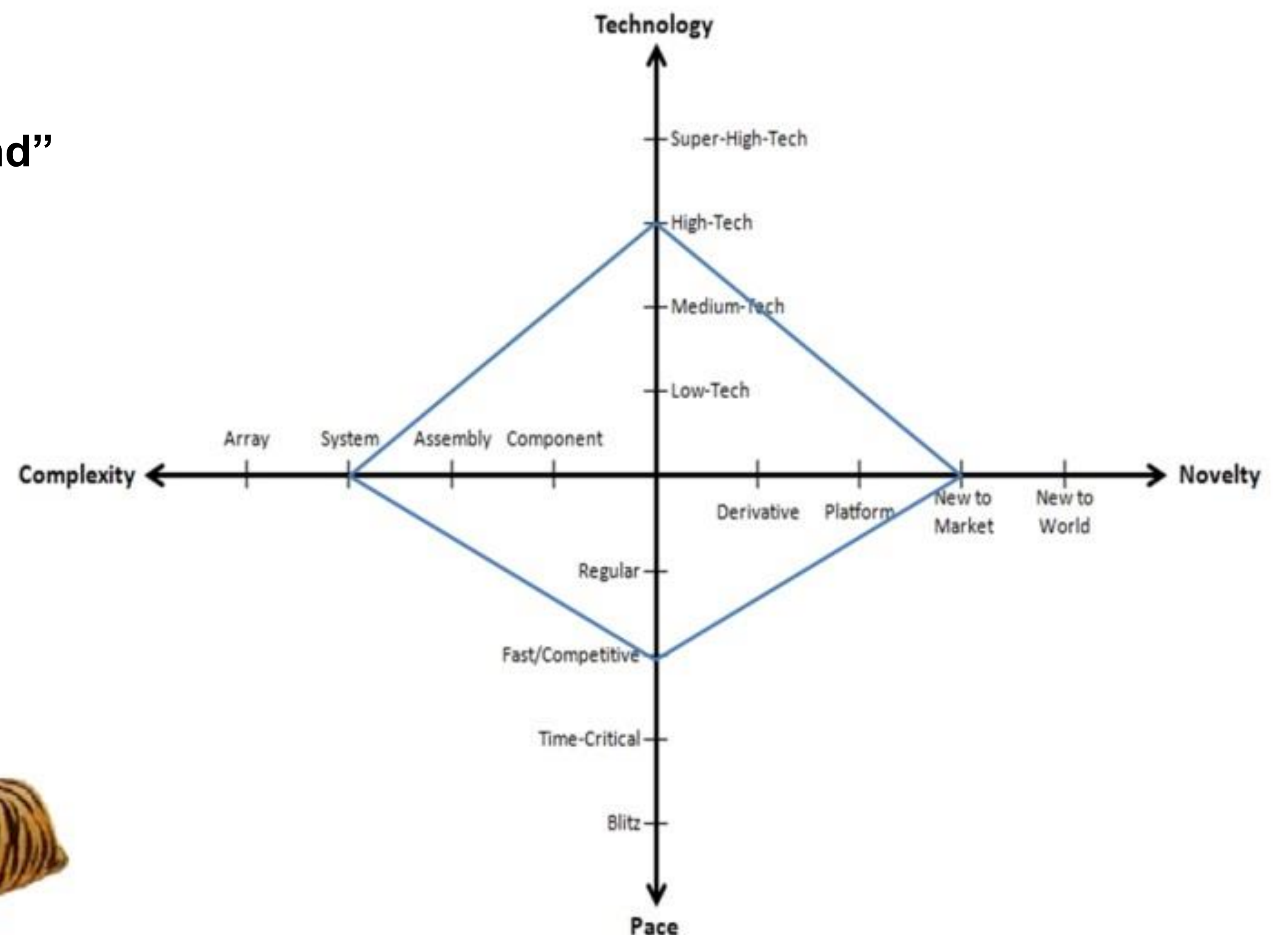


FIRST OBJECTIVE: DEFINE PROCESS CENTRALITY USING OPM ANALYSIS

Develop an algorithm to evaluate the centrality of activities and summary tasks



SECOND OBJECTIVE: DEFINE PROJECT DIMENSIONS USING NTCP AND OPM



CONTACTS

Ori Orhof: ori@orhof.com

Aaron Shenhar: ashenhar@splwin.com

Dov Dori: dori@ie.technion.ac.il dori@mit.edu

Acknowledgement

This research was funded by the Gordon Center for Systems Engineering at the Technion.

