

Project Management - Leadership and Participation

Prof. Dr. P.v. Mitschke-Collande, University of Hannover
Prof. Dr. A. Soeiro, Universidade de Porto

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Reader

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Project Management - Leadership and Participation

P.v. Mitschke-Collande/A. Soeiro.

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- crisis of European industries
- The Japanese Challenge
- course objectives
- course outline
- introduction of participants

1. The 2nd Industrial Revolution

1.1. Craft Production

1.2. Mass Production (1st Industrial Revolution)

1.2.1. Taylorism/Fordism

- Mass Production/Craft Production
- Economic and human disadvantages of Fordism

1.2.2. Volvoism

- New forms of work organisation
- Economic and human benefits of Volvoism

1.3. Lean Production (2nd Industrial Revolution)

- Toyotism
- History
- Objectives
- Operative Principles
- Social Control
- Assessment

1.4. Comparison of Craft, Mass and Lean Production

2. Elements and Strategies of Lean Management

2.1. Main Elements of Lean Management

- Product life cycle
- The logistic chain
- The Supplier Network
- Customer orientation
- Employees participation
- Management by Objectives
- Feedback of information

2.2. Main Strategies of Lean Management

- Just in Time (JIT)
- Total Productive Maintenance (TPM)
- Total Quality Management (TQM)
- Simultaneous Engineering
- Continuous Improvement Process (CIP)
- Proactive Marketing (PM)
- Strategic Capital Investment (SCI)

2.3. Core Objectives of Lean Management

- High Productivity by group work in production
- High Flexibility by project teams in planning
- Continuous improvement by Management of Change

3. Group Work in Lean Production

3.1. Structural constraints in Tayloristic enterprises

3.2. Building Process Units

(competence, cost, profit centers)

3.3. Decentralisation of Functions

3.4. Autonomy and Leadership

- Japan, US and Germany

3.5. Group Work in Lean Production

3.6. Aspects of Introducing Group Work

3.7. Qualifications for Group Work



4. Project Teams for Planning

4.1. Need for cross functional operation

4.2. Forms of Project Management

4.2.1. PM in a functional organisation ←

4.2.2. The Pure Project Organisation

4.2.3. The Matrix Organisation

4.3 Organising Project Management

- The Total Project System
- The project/programme life cycle
- Life cycle phases
- Communication links of PM

4.4. The Project Team

- Characteristics of a effective team
- Team performance
- Determinants of team conflicts

4.5. Lean Design: Case Study, Womack

- Reading the text
- Presenting the results

4.6. Project Elements of SE

- Sign posts of change
- The Japanese Challenge
- Size of the project team
- Cooperation of the team
- Scheduling SE
- Target costing
- Supplier selection
- Benefits of SE

4.7. Case Study Kezsbom: Traditional Project Management

- Reading the text
- Prescribing the results

replace
←

4.8. Qualification for Project Management

- Team organisation
- Project management function
- Routine duties
- Authority and responsibility
- Leadership
- Staff capabilities

5. Management of Change

5.1. Need for Improvement and Innovation

- Group work
- Project teams
- Continuing improvement

5.2. Planned Change requires a "Learning Organisation"

- Typology of change
- The learning organisation
- The role of organisational development (OD) and personell development (PD)

5.3. Management of Change by TQM

- The quality concept
- The TQ pyramid
- The TQM umbrella
- TQ projects
- TQM methodology

5.4. Qualifications for Management of Change

- Traditional and TQM
- The TQ team
- Roles of the project facilitator
- Core competences

5.5. Role Play on Management of Change

Structure definition

■ *Multidisciplinary*

■ *Multicultural*

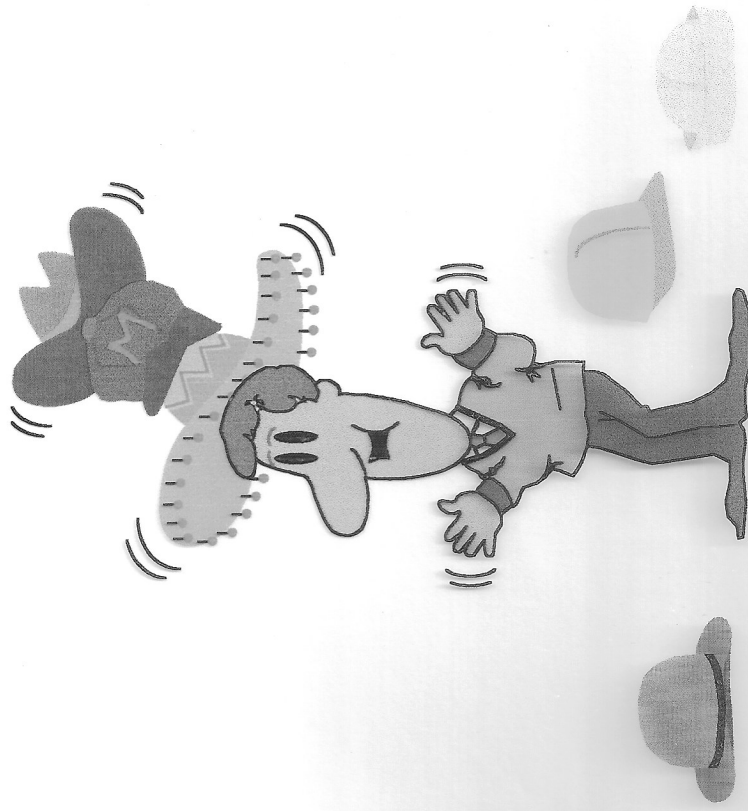
■ *Open mind*

■ *Flexibility*

■ *Discussion*

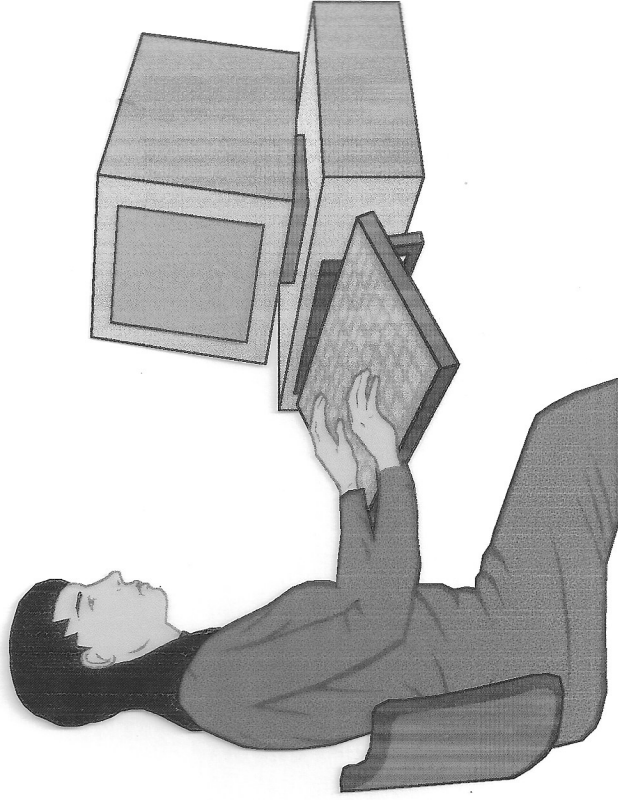
■ *Information*

■ *Leadership*



Computer myth

- Information
- Automation
- Simulation
- Cost control
- Progress control
- Work breakdown structure
- Resource Optimization



PM computer myth (cont)

- *Detail*
- *Updating*
- *GIGO*
- *Adequate*
- *Hardware*
- *Friendliness*
- *Training*
- *Changes*

