**PM#1:**

Organizations who routinely use the project management methodology can give themselves a slight advantage of delivering a well thought out and successful project solution. It’s easy to point out the advantages for an effectively planned project. But focusing on some of the limitations of the project management life cycle can be a daunting task for some. I will give an attempt to identify some of these limitations as a result of a systematic change for Advance Corporation and their upcoming project.

         **Identify the limitations of the project management life cycle theory** in relation to your and 2 other project managers' plans.

The processes involved to initiate, plan, execute, control and close may over lap and sometimes repeat during a project. These project managers should adapt a guideline that includes deliberate decision making processes that can identify the necessity and value.

By developing a plan to define the need is imperative as well as the proposed solution. We may all use different ways to achieve the same goal, but one way may be more efficient than the others.  One project manager may see filling the vacated positions as top priority, so we have to understand what positions and roles should be addressed first and why. While the other may want to develop plans that will help the company combat this type of attrition later on down the line, so they may start with some sort of contract to protect the company’s interest first and foremost.

In the second phase (planning and design) there could possibly be an issue with one PM wanting to break this phase into two or more phases and the other may want to deal with it as one phase. This can cause manpower, risk, and quality and resource issues. How can we implement a new system that will be able to identify the employee satisfaction level and provide them with a working atmosphere where they can be comfortable and perform to their highest levels? I see scheduling a huge problem as well because if you break this phase up one missed date will have the domino effect and they can’t move forward to being approved.

As far as execution is concerned starting the actual project can be delayed because prior guidelines could be missed and each of us could start working the way we are accustomed to. I may give my team room to work independently, whereas the other may be more involved with direction and monitoring.  So coming up with way to keep the project t goals in mind can to pivotal.

Closing out the project also has possible limitations with multiple PM’s involved. If you are not being attentive, a task could be missed because you assumed that the other PM had that responsibility. If two of us think we are re-assigning team members this could also pose a problem. Now I do see and advantage with lessons learned, because you have three people with different views on how the project was worked. So this could be beneficial later on down the line.

         **Tell why the project management life cycle theory may be limited or oversimplified**.

The project management life cycle can be a combination of both being overly simplified because it remains the same, regardless of the life cycle being used for the project and limited because of the specific project lifestyle being used. I believe that this projects task as well as the project’s management task will be ongoing and should overlap. I believe that seeing the end result clearly in the beginning so that all of the planned task can be executed. As with any other project the phases will always be the same: Project origination, initiation, execution and close out.

         **How would you improve the other project managers' plans if you were the project manager of their respective proposed projects? Be supportive yet constructive?**

As with most projects, the project leader is critical to the overall success. PM’s need to take command and take ownership, but more importantly to be consistent you must follow the five stages on each and every project. Ensuring that good communication is established and followed, rules are followed to enhance the success rate. Making sure to concentrate on the project goals; know what work needs to be done, how long it’s going to take and who is doing the work and how you will accomplish it.

I would also suggest that deviations should not be considered because they are costly. Be the leader to the team members; when you can positively convey your formula to your team members they will successfully work for you. Place a great deal of effort in involving everyone from executive management, stakeholders, vendors and all support staff to work towards that one project goal…successful completion.

         **Provide constructive feedback to other project managers who you have either critiqued or praised**?

We have all taken offense to some critical feedback about our work performance in the past, so addressing this has to be taken seriously. One rule I have followed for years is to always be considerate and respectful.  I never want to be perceived as knowing more than the next person or placing them in a difficult position when the response would be aggressive in nature.

I would establish a culture early on for providing rules for giving feedback just as I created the rules for the meeting between the two department heads.  I would also introduce a simple flow chart: Input – Process – Output. We should now be able to professionally interact with this process. By providing feed during the different phases will allow team members to make the necessary adjustments and make better decisions during the entire life cycle.

**PM#2**

The chosen project life cycle theory (Starting, Planning, Execution and Closure) provide a valid process in order to attain success in solving our problem. Although valid, this theory does pose a few limitations just like any other theories used for other projects. As recorded not every theory is meant for every project and no theory is perfect so it is important to establish the limitations our chosen theory produces.

            Beginning with our first section of our project life cycle we dissect the Starting portion. Our starting portion provides information regarding the SWOT Analysis, which is a necessary gather in terms of beginning a project, and the identification of the projects stakeholders. While our Starting section provides good information to start we find that it may not be sufficient. Some key points to consider during this phase would be any previous details in which are related to the current project for example maybe a previous project that caused the current one to come to effect. Also a detail to consider during the starting stage would be the identification of the problem or the main issue in which the success of the project will solve. These points would definitely help in the success of our project.

            Our planning stage defines our long/short term goals and how they will be measured along with incentives to provide motivation for the stakeholders while the Execution stage includes the process of carrying out the actions in order to attain the goals specified in the planning stage. The limitations to these stages in the cycle are that they don’t describe in detail if planning is equal or more important than the execution. More in detail the stages do not explain if the phases should be grouped into one or separated.

            The last phase Closure, which is an ongoing evaluation of the project even after the deadline has been met, suffers from a bit more technical limitation in which brings up the question of “How does one construct guidelines by which to measure the projects successes?”

            The project life cycle theory is oversimplified in the sense of the phases not being detailed enough. The organization of an abundance of details is crucial in a projects life cycle. A prime example of the lack of details that was previously discussed was during the starting phase. This phase should include a plethora of information and should not be limited to the sole task of determining stakeholders and the assessment of a SWOT Analysis. More details in part for this project are requires. For instance, the consideration of why the defecting employees vacated their positions at our company.

            Other project managers might improve their project plan by the full excavation of details pertaining to a project. Researching and identifying the main issue or catalyst that gave birth to the project are key points to starting a successful project. Also to include some qualities a project manager should share in order to make their plans proceed as smooth as possible would be communication along with patience. Communication is not restricted solely to speaking and getting an idea across but it also involves listening to the stakeholders, employees or any other position. Good communication reduces the chance of internal “hiccups” disrupting the project workflow.