


Project Execution/Implementation

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**Without strategy execution is aimless,
Without execution strategy is useless
(Morris Chang)**




Definition

- The execution/implementation phase ensures that the project management plan's deliverables are executed accordingly. This phase involves proper allocation, co-ordination and management of human resources and any other resources such as material and budgets. The output of this phase is the project deliverables.
 - The project execution is the road map used by the project team to deliver the agreed project outputs. It outlines the responsibilities of project team members and key stakeholders.
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Importance

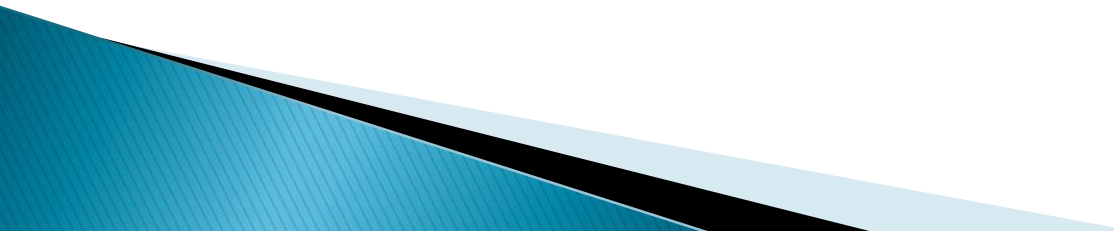
Project execution is the phase in which the plan designed in the prior phases of the project life cycle is put into action. It is the third phase in the project life cycle and follows completion of the planning phase.

The project execution is to develop and produce the project's expected deliverables that must be delivered on time and within budget and must meet the agreed upon scope and fulfill customer quality requirements. The importance of successfully completing the project execution phase cannot be overstated.



Purpose of Project Execution

The purpose of the executing process group is to complete the work defined in Project Management plan and to meet project objectives. What to do when, the order of activities, tools, materials and equipment that will be procured, the budget that will be spent throughout the project etc are all determined during the planning process. And these plans are executed throughout the project execution.



If you have successfully planned a project, project execution phase will go smoothly and you will be able to complete the project successfully in the project closure. However, weaknesses in the planning will affect the project execution. These weaknesses can cause exceeding budget, delays in project activities, decrease in quality etc.



Activities in Project Execution


There are following major activities which are performed in project execution phase.

1. Execute the work according to project management plan

The project plan which has been completed and approved by the stakeholders at the end of the project planning phase is executed throughout the executing phase. Actions and steps planned in the project management plan are followed.

2. Produce product scope

The output or the main deliverable of a project can be a product. Product scope is clarified in the executing phase. This includes the features, characteristics, abilities etc. of the product.

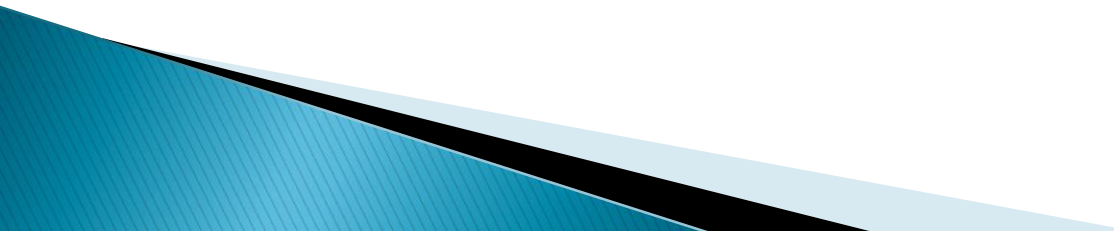


3. Request changes

Changes are inevitable in a project. Although the project requirements are finalized and project scope is determined during planning, customer or business might come with additional requirements or changes in existing requirements. These changes must be evaluated and managed properly.

4. Implement only approved changes

Changes are evaluated by change control board in projects. Only the changes approved by the change control board can be applied in a project.

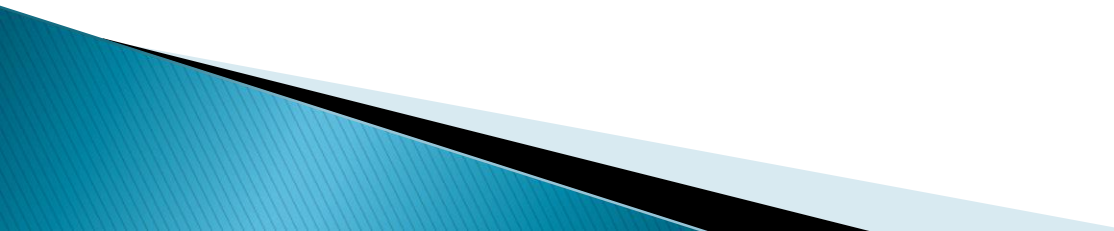


5. Ensure common understanding

During executing phase, the project manager must ensure that project objectives are understood by each stakeholder and everyone is on the same page for the success of the project.

6. Use the work authorization system

Work authorization systems are generally used to assign tasks or activities for project resources. Since this is the phase where the actual deliverables of the project are produced, activities or tasks of the resource are assigned with the help of work authorization system.

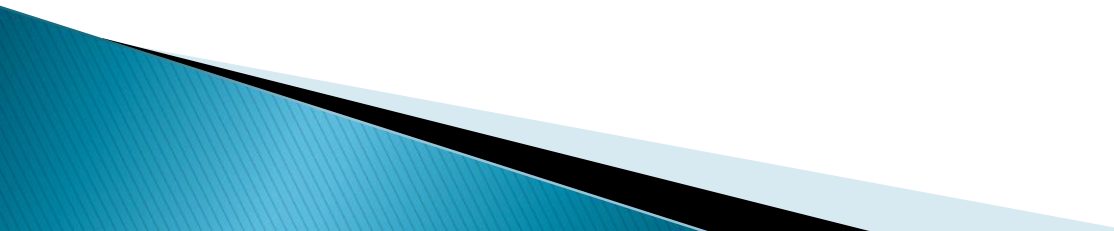


7. Continuously improve

Better performance, better coordination, better management and better results should be aimed in the projects. Therefore, continuous improvement of the processes must also be aimed during the executing phase.

8. Quality assurance is performed

Quality assurance is for checking whether the produced outputs are as planned in the beginning and meets the project requirements.

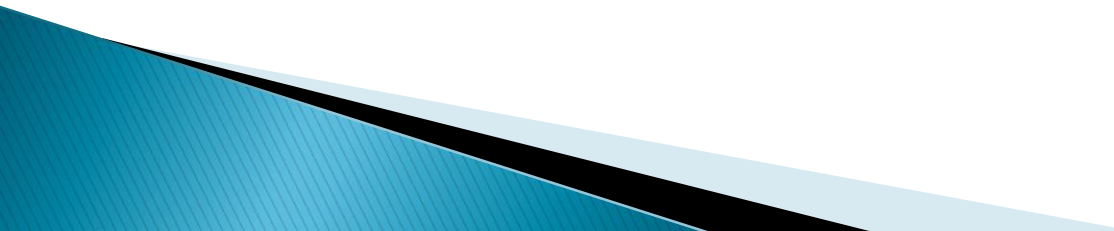


9. Acquire final team

Since this is the phase where the actual project work is produced and end results are delivered to the customer, final project team that will perform the project activities is acquired.

10. Manage people

These resources, meaning the final team, should be managed. Since there will be people performing project tasks and activities, these people must be managed through executing phase.




11. Evaluate team and project performance

While the team is producing outputs, the performance of each team member and overall project team performance must be evaluated. Also, the project performance such as cost performance, schedule performance, quality performance must be assessed as well. If there are variations from the planned targets, correction actions must be planned respectively.

12. Hold team building activities

Motivated people can bring success to a project. Therefore, team-building activities play a vital role in project management to keep up the motivation of the project members.

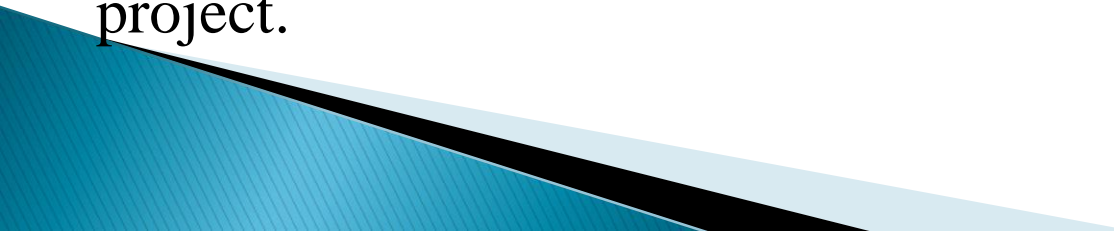


13. Give recognition and rewards

Over-performing or successful team members must be recognized and awarded. This can be a bonus salary, an additional vacation or a gift card etc. By this way, team members will be encouraged to perform better in the project. This will bring better performance in the project respectively.

14. Send and receive information

Project information is sent and received throughout the project executing phase. For instance, weekly, or monthly reports are generated to inform project stakeholders about the progress of the project.

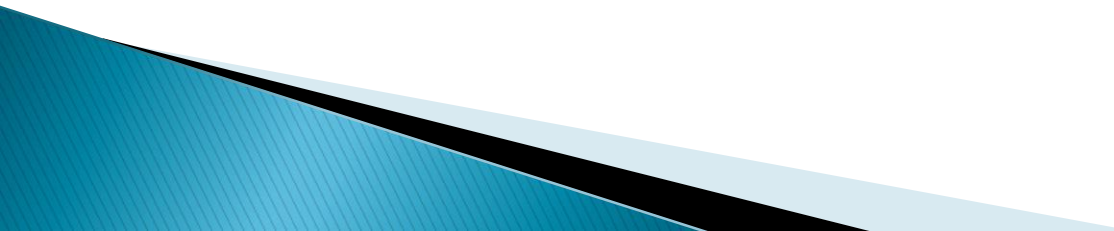


15. Hold meetings

Meetings with managers, executives, and project team members are organized. This is mainly for giving information about the project and for resolving the issues if there are any.

16. Select Sellers

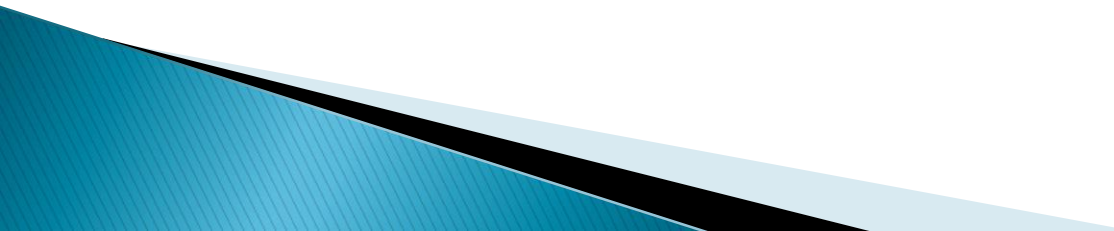
The sellers are selected during executing phase as well. During the planning phase, procurement procedures and procurement plan are prepared. When the executing phase comes, what to purchase from which supplier or seller are determined.




17. Perform a phase review

At the end of the execution phase, a phase review is performed. This is a checkpoint to ensure that the project has achieved its objectives as planned.

When the executing process group activities are completed, the next step is to trigger Monitoring and Controlling Process Group activities.



Conclusion

- This phase is where you do the “work” or execute the plan.
 - This phase typically requires the most amount of time since the majority of the work is done in this timeframe.
 - You will solidify the team; conduct teambuilding exercises.
 - Hold progress and status meetings.
 - Follow the processes in your project plans.
 - Recommend changes and corrective actions.
 - Check continuous improvement.
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