



sgs 4613

REMOTE SENSING

PROJECT MANAGEMENT

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Topic 8

Evaluating and Terminating the Project



EVALUATION



Background

- **A project evaluation appraises the progress and performance relative to the project's initial or revised plan.**
- **Also appraises project against goals and objectives set for it during selection process.**
- **Projects should be evaluated at a number of crucial points.**
- **Purpose is to improve process of carrying out project.**

Evaluation Criteria

- 1. Original criteria for selecting and funding project**
 - 2. Success to date**
 - 3. Business/Direct Success**
 - 4. Future Potential**
 - 5. Contribution to Organization's Goals**
 - 6. Contribution to Team Member Objectives**
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Measurement

Measuring performance against planned budgets and schedules straightforward

Earned value analysis more complicated



PROJECT AUDITING



The Audit Process

- **Timing depends on purpose**
- **Three Levels**
 - general audit
 - detailed audit
 - technical audit

Steps in Project Audit

- 1. Familiarize audit team with requirements of project**
- 2. Audit project on-site**
- 3. Write up audit report**
- 4. Distribute report**

Behavior Aspects

- **Audit team must have free access to anyone with knowledge of the project**
 - **Project team members rarely trust auditors**
 - **Audit team must understand politics of project team**
 - **Information must be confirmed**
 - **Project team should be made aware of in-process audit**
 - **No judgmental comments**
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The Audit Report

- **Introduction**
 - description of project and its goals
- **Current Status**
 - comparison of work completed and planned
- **Future Project Status**
 - conclusions regarding project progress
 - recommendations for changes

The Audit Report *continued*

- **Critical Management Issues**
 - issues senior management should monitor
- **Risk Analysis and Risk Management**
 - potential for project failure and monetary loss
- **Final Comments**
 - caveats, assumptions, limitations

PROJECT TERMINATION



When to Terminate a Project

- **Sunk Cost Approach**

- whether organization is willing to invest the time and cost required to complete the project

- **Two Other Criteria**

- the degree to which the project has met its goals
- the degree to which the project qualifies against a set of factors associated with success or failure

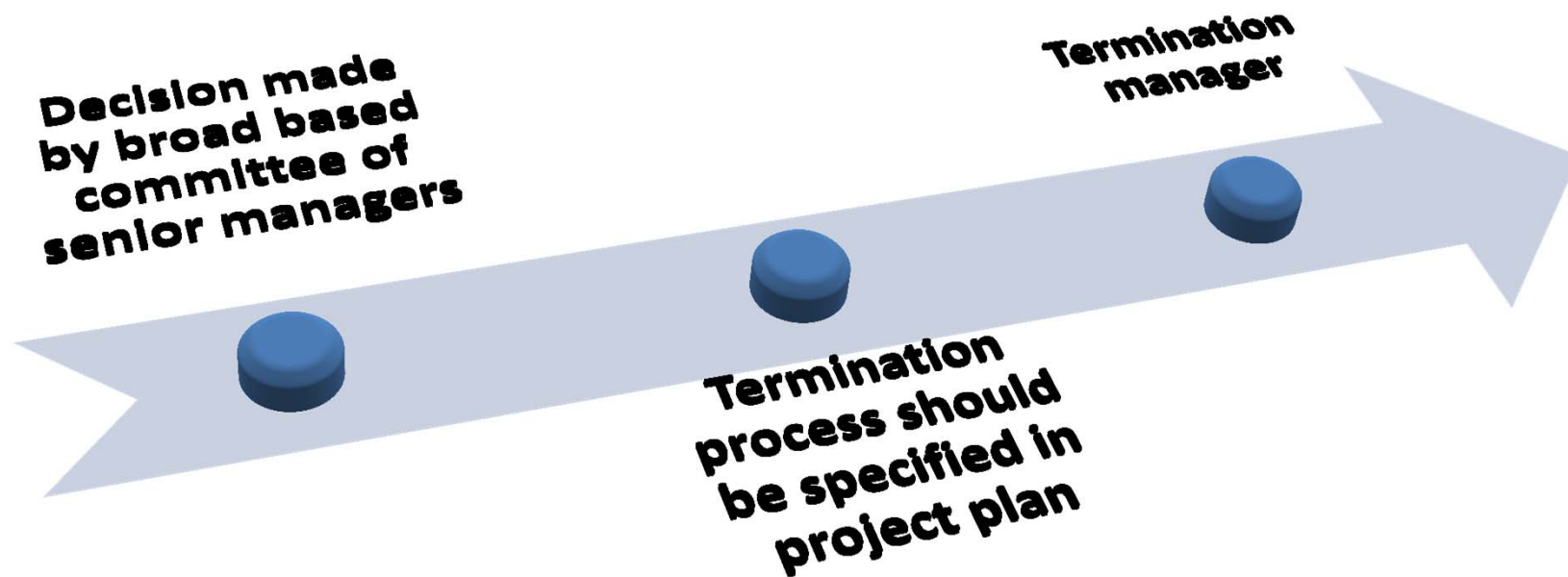
Types of Project Termination

- **Project Extinction**
 - project activity suddenly stops
 - either successfully completed or high expectation for failure
- **Termination-By-Addition**
 - becomes a new formal part of organization
- **Termination-By-Integration**
 - becomes standard part of operating systems

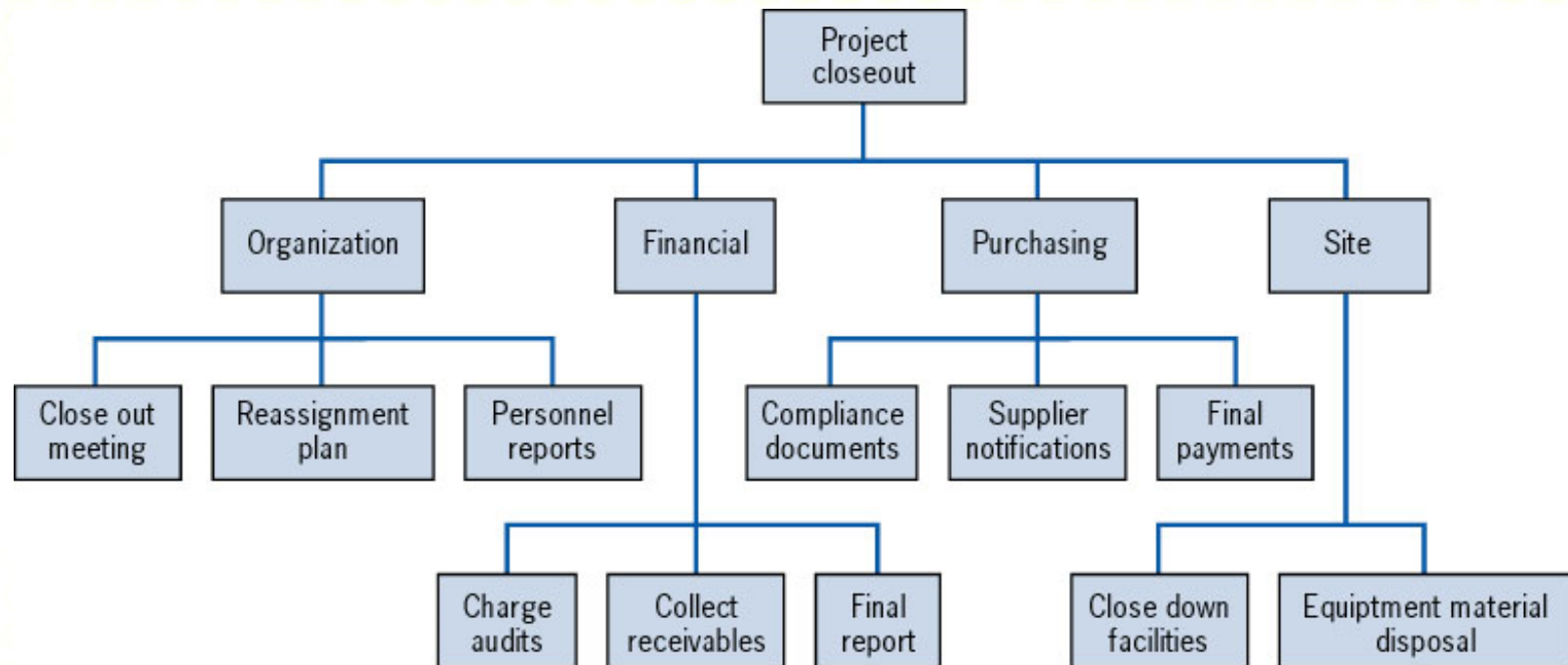
Types of Project Termination *continued*

- **Termination-By-Starvation**
 - a project in name only

The Termination Process



A Termination Project



The Project Final Report

- **Project Performance**
 - what was achieved and reasons for resulting performance
- **Administrative Performance**
 - review of how well administrative practices worked
- **Organizational Structure**
 - identify modifications to help future projects

The Project Final Report *continued*

- **Project Management Techniques**
 - recommendations for improvements in future projects

Reference

- **Meredith, R. J. & Mantel, J. S. (1995). *Project Management – A Managerial Approach*. John Wiley & Sons, 5th Edition.**