



MOUNIR A. AJAM

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# **WRITING A BOOK**

## **SAMPLE PROJECT AS PER THE SUKAD CAM<sup>2</sup>P™ MODEL**

Writing a Book: Sample Project as per the SUKAD CAM<sup>2</sup>P™ Model

2<sup>st</sup> edition

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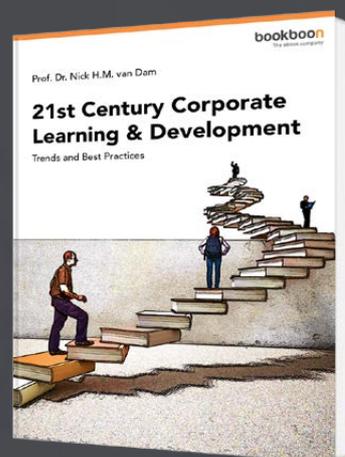
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# PREFACE

This e-book is part of the CAM<sup>2</sup>P™ Strategic Program.<sup>1</sup>

The Strategic Pillars:



The Research and Development Pillar (one of the six); it consists of three main products at this time.



The CAM<sup>2</sup>P™ Strategic Program includes various sub-programs, one of these sub-programs is a publishing (sub)-program.



The publishing program has so far delivered numerous projects and more are on the way. Under this program, SUKAD has already released *The Inheritance, Project Management Foundation*<sup>2</sup> in English and Arabic, and *Redefining the Basics of Project Management*.<sup>3</sup>

Although the above-listed books include a digital version, SUKAD has also published a group of independent e-books.<sup>4</sup> As one reads this e-book, more books and e-books may have been published; for the latest, refer to SUKAD Multimedia site at <http://multimedia.sukad.com>.

# 1 PROJECT OVERVIEW

## 1.2 INTRODUCTION

This e-book provides the reader with a complete sample project, as per the SUKAD CAM<sup>2</sup>P™ Model (The Customizable and Adaptable Methodology for Managing Projects™). The example explains the project from an idea to closure and includes all project phases and stages.

SUKAD classifies this project as a small-simple project<sup>5</sup> or a ‘day-to-day’ project<sup>6</sup>. Starting with a small-simple project is practical for an introduction to practical project management and how to apply CAM<sup>2</sup>P™.

The project is ‘*Writing a Book Project*’, which is a real project where the author followed CAM<sup>2</sup>P™ to write the book, *Redefining the Basics of Project Management*.

## 1.3 KNOWLEDGE BASIS

It is worth noting that the project and the original write-up were complete in accordance with version 1.0 of CAM<sup>2</sup>P™ (2007–2009). Now, SUKAD has improved the methodology and are currently working with CAM<sup>2</sup>P™ 2.0 (since 2013). Therefore, some parts of this e-book might not be 100% in line with **CAM<sup>2</sup>P™ 2.0**. In these situations, the author will include notes to clarify the differences.

Further, since this was the first time SUKAD used CAM<sup>2</sup>P™ for a writing project, a customised version of the standard model did not exist for writing projects. Therefore, in the write-up, the author explains any customisation steps, when utilised.

## 1.4 PROCESS GROUPS

It is important to stress, once again, that this is a small-simple project.

For these simple projects, SUKAD treats the project phases as somewhat equivalent to the PMBOK® Guide process groups<sup>7</sup>. However, for larger projects, the process groups repeat for every stage (Project Management Institute, 2013). It is essential to emphasise this point here in order for the readers not to lose sight of the process groups repeating in every phase or stage.<sup>8</sup>

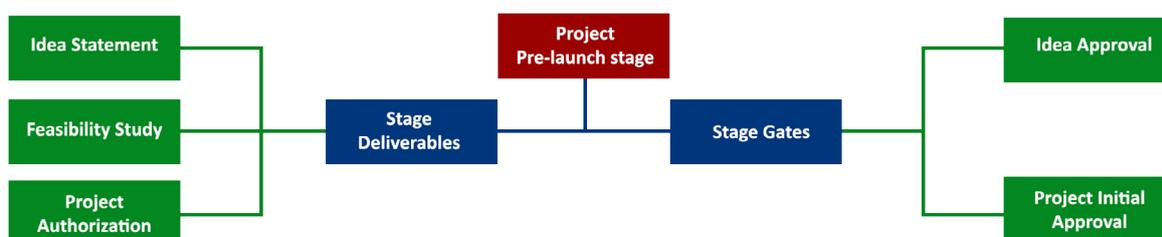
## 1.5 E-BOOK STRUCTURE

Each of the subsequent chapters (Chapters 2 to 7) covers a stage of ‘*Writing a Book Project*’. Chapter 8 is the last chapter, and it includes the attachments.

# 2 PROJECT PRE-LAUNCH STAGE

## 2.1 INTRODUCTION

The project concept phase has only one stage, the project pre-launch stage. Further, there are three stage deliverables and two stage gates, as shown in Figure 1.



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**Figure 1:** Project Pre-Launch Stage Deliverables and Gates

For this project, the author will follow the standard CAM<sup>2</sup>P™ model; there is no need for any deviations or customisation.

## 2.2 IDEA STATEMENT

### 2.2.2 PROJECT DESCRIPTION

Write a book to explain The Customizable and Adaptable Methodology for Managing Projects™, CAM<sup>2</sup>P™.

### 2.2.3 PROJECT JUSTIFICATION

The development of the model was to fill a gap in the practice of project management, and SUKAD believes there is a market for such an approach. The market needs lead SUKAD management to conclude that it would be beneficial to publish a book explaining the model<sup>9</sup> in detail, with all the stages, stage gates, stage deliverables, and other elements. Further, SUKAD is already using the methodology on internal projects, and the SUKAD professional services team is using the model in learning programs and delivering services.

### 2.2.4 STRATEGIC ALIGNMENT

This project aligns to the SUKAD strategic direction, since writing this book is part of the SUKAD research and development strategic pillar<sup>10</sup>, and in particular to the SUKAD Way™ Research and Development Pillar.

The methodology is crucial for offering outstanding services to the community, clients, and the emerging profession of project management. Further, the whole Research and Development Pillar and the CAM<sup>2</sup>P™ Program are essential to help position SUKAD as a project management thought leader, which is one of the SUKAD 2020 strategic objectives.

## 2.3 STAGE GATE 1

### 2.3.1 DECISION

Approved       Revise       Hold       Not Approved

### 2.3.2 EXPLANATION OF DECISION

This project is a direct contributor to the SUKAD vision and mission and SUKAD 2020 strategic plan. This project is a key element in enhancing the master certificate in project management program, which is also a SUKAD strategic initiative.

## 2.4 FEASIBILITY STUDY

### 2.4.1 WHAT IS THE PROJECT?

Due to potential confusion on the output of this project, the author must clarify the ‘output’, the ‘product’ of the project before one can conduct a feasibility study!

This project is about **writing** a book only – not publishing. There will be a follow-up project to publish, market, and sell the book. The main reasons behind splitting the writing project from the publishing project is:

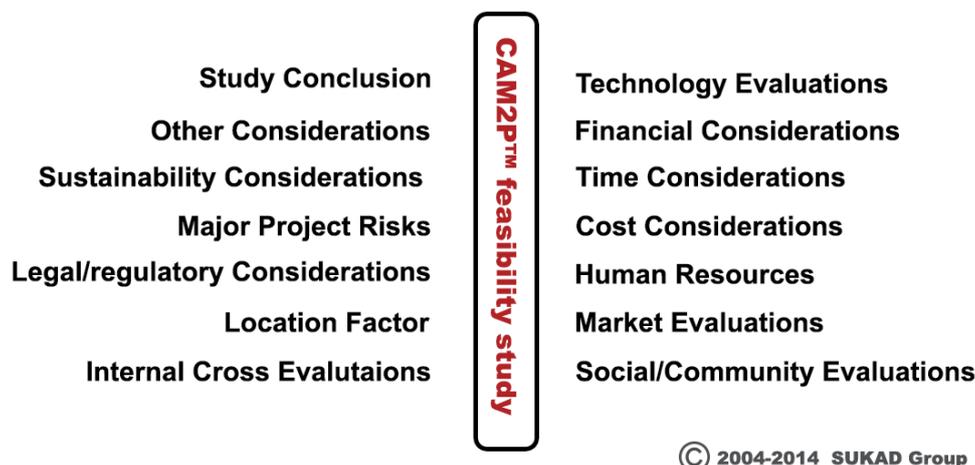
- Writing this book is necessary now<sup>11</sup> due to various factors. These factors include the recent launch of the postgraduate program and the availability of experienced professionals and MBA Interns from an international business school that can help in testing the model on different projects. Those MBA Interns are not project managers, which is suitable.
- Publishing a book is a commercial initiative and has different objectives and business drivers than the writing part, hence, justifying a separate treatment and the split. Further, there will be various commercial factors to consider due to the potential costs involved.

In this context, the feasibility evaluation here is limited to writing a book and would also consider the acceptance of the book by the professional community but will not include the commercial aspects.

### 2.4.2 FEASIBILITY STUDY OUTLINE

Figure 2<sup>12</sup> shows the outline of the feasibility study.

In the following sections, the author will address each point of the feasibility study.



**Figure 2:** The Feasibility Study Outline per CAM<sup>2</sup>P™ 2.0

### 2.4.3 TECHNOLOGY EVALUATIONS<sup>13</sup>

Technology Evaluations is not a relevant factor for this project since there are no technological issues, beyond the use of a personal computer.

### 2.4.4 FINANCIAL CONSIDERATIONS

There are negligible direct costs in writing this book. Therefore, there is no need for funding or other financial considerations.

### 2.4.5 TIME CONSIDERATIONS

The author expects that the writing would require about one hundred hours, which is an acceptable effort. In term of duration, this project will require about three months.

### 2.4.6 COST CONSIDERATIONS

There is no specific budget allocated for this project; SUKAD management expects that most of the efforts for writing a book will be by an internal resource. Although, there is no payment for the author, there is an opportunity cost, which is associated with the time spent on writing a book.

The decision taken, is to not capture any cost but to capture the time required to write a book (level of effort). The cost estimate is less than 1,000 UAE Dirham<sup>14</sup> for printing and courier charges to send the book to a few professionals for review.

#### **2.4.7 HUMAN RESOURCES**

The book is about project management, and the designated author has the required knowledge of the subject at hand and a high level of practical ‘real world’ expertise qualifying him to write this book. He is also the developer of the methodology. Further, the author has a significant regional and global network that can offer valuable input and critique through reviews.

#### **2.4.8 MARKET EVALUATIONS**

SUKAD Management believes there is a market for such a book, because globally, there are limited project management books that are highly practical and follow a methodology. Further, clients for project management courses, postgraduate programs, and other professionals need samples and case studies that help them understand the concept of project management. The idea is that once the author writes this book, SUKAD will follow through with publishing sample projects.<sup>15</sup>

Since the primary purpose for the writing project is to use it for SUKAD internally, the internal demand justifies the project.

#### **2.4.9 SOCIAL/COMMUNITY EVALUATIONS**

This element is part of CAM<sup>2</sup>P™ 2.0; it was not there in the original version.<sup>16</sup> In either case, there are no social or community issues to consider.<sup>17</sup>

#### **2.4.10 INTERNAL CROSS EVALUATIONS**

The author is working on another book, *The Inheritance*, at the same time. Therefore, these two projects will affect each other, primarily since they share the same author and both cover CAM<sup>2</sup>P™.

#### **2.4.11 LOCATION FACTOR**

This factor is not applicable for this type of project, since the author can write from anywhere.

#### **2.4.12 LEGAL/REGULATORY CONSIDERATIONS**

The only legal or regulatory issues would be copyrights, on both sides, protecting our rights and respecting the rights of others. Therefore, the author must proactively cite the source of any information he uses in the book.

### 2.4.13 MAJOR PROJECT RISKS

The primary risk for the writing project is the author's availability and the effort exceeding the expected hours. Both of these points will lead to project delays.

### 2.4.14 SUSTAINABILITY CONSIDERATIONS

The sustainability considerations topic is part of CAM<sup>2</sup>P™ 2.0; was not part of the original version.

### 2.4.15 OTHER CONSIDERATIONS

#### Language

The book will be in English. In the future, SUKAD is likely to have an Arabic version, but that would be outside the scope of this project; it can be a follow up project.

#### Acceptance

How and who will accept this project?

Acceptance is an intriguing challenge since the author is also the CEO of the company. It is necessary to define some subjective criteria, such as:

- Acceptance by SUKAD team members, since they will use the book for their projects (internal and external),
- Acceptance by Clients<sup>18</sup>; the audience is primarily the postgraduate program and other workshop participants,
- The acceptance of the book by the professional community.<sup>19</sup>

### 2.4.16 FEASIBILITY STUDY CONCLUSION AND RECOMMENDATION

Based on the above, the team considers the market (internal) for such a project as viable. In conclusion, one can say that this project is feasible and recommend it.

## 2.5 STAGE GATE 2

### 2.5.1 DECISION

Approved       Revise       Hold       Not Approved

## 2.5.2 EXPLANATION OF DECISION

For this particular project, ‘approval’ is not a significant exercise since it is the CEO’s initiative. The management team members are all aligned and in agreement that is a strategic imperative; therefore, SUKAD Management decided to authorise this project.

## 2.6 PROJECT AUTHORISATION DOCUMENT

### 2.6.1 AUTHOR NOTE & OUTLINE

*Some information below might be a repeat of earlier sections. The author does this to show the complete deliverables as standalone documents.*

*Also note that we kept the original write up as we originally wrote it; we did not change it later to reflect newer information. This way the author can maintain a transparent and accurate account of the events on this project; no after the fact enhancements!*

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**Figure 3:** Project Authorisation Document Outline

**2.6.2 PRODUCT DESCRIPTION**

The primary purpose of the project is to write a book explaining *The Customizable and Adaptable Methodology for Managing Projects™*, *CAMP™*. This book is part of the SUKAD Research and Development initiatives.

The book must include a detailed explanation of the model, including the project life span, the stages, stage gates, deliverables, and other factors for the proper use of the model.

**2.6.3 PROJECT JUSTIFICATION**

This project is a direct contributor to achieving the SUKAD Vision of being “*Project management for aspects of life!*” Moreover, it is aligned with the SUKAD mission of: “*To be an agent of change and a catalyst for development!*” This project is in line with the SUKAD Strategic Direction.

**2.6.4 LOCATION**

This factor is not applicable for this type of project.

### **2.6.5 TIME AND DURATION**

The project manager expects the project duration to be less than three months, and the target completion of a workable draft is 30 September 2009. A workable draft is the second draft, ready for external reviews. Internal reviews will take place after the first draft, currently expected around the end of August 2009.

### **2.6.6 PROJECT TOTAL COST**

The expected cost is less than 1,000 UAE Dirham for printing and courier charges to have the book sent to a few professionals for review.

There is also the opportunity cost of 100 hours of the author's time.

### **2.6.7 PROJECT MANAGER**

The project manager is also the author, Mr. Mounir Ajam. He has total authority<sup>20</sup>.

### **2.6.8 ASSUMPTIONS**

There will be time available to develop the project within the allocated period. The author will write the book during the evenings and weekends in order to not the project interfere with the day-to-day business.

### **2.6.9 CONSTRAINTS**

No writing during business hours, in order to minimise the conflict with the business needs.

### **2.6.10 MAJOR RISKS**

None identified at this time.

Typically, significant risks could be business risks, which would be the vast acceptance of the model and the book by the professional community. However, as stated in the Feasibility Study, this would be a question for the next project, publishing the book.

### **2.6.11 STAKEHOLDERS**

The various stakeholders are:

1. SUKAD Clients: individuals and organisations,
2. The public, who might purchase the book<sup>21</sup>,
3. SUKAD management team,
4. The author of the book, and
5. The author's family.

### **2.6.12 PROJECT SUCCESS**

In the initial version of CAM<sup>2</sup>P™, project success was included with the Basic Requirements Document.

## **2.7 STAGE LESSONS LEARNED**

The team did not capture any lessons learned during this stage.

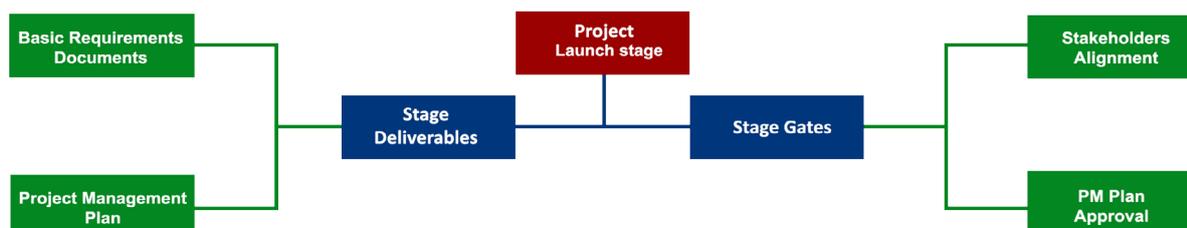
## **2.8 CHAPTER CLOSURE**

This chapter is specific to the project pre-launch stage, which includes the idea statement. The idea statement is the 'what' and 'why' of the project; the business case. In addition, the stage includes a feasibility study to assess whether the organisation can deliver the project successfully and realise the expected benefits. The chapter closes with the formal authorisation of the project.

# 3 PROJECT LAUNCH STAGE

## 3.1 INTRODUCTION

The project development **phase** has two **stages**; the project launch stage is the first of the two. As per the standard model, there are two stage deliverables and two stage gates.



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**Figure 4:** Project Launch Stage Deliverables and Gates

For this small and unique project, there is a need for some changes from the standard model.

## 3.2 ALIGNMENT TO CAM<sup>2</sup>P™

The main reason for the considered deviation is that this project is unusually small and simple. It is mostly a single person project whereas the author is a key project team member and is the project manager and CEO of the company. Although there are other team members, their roles are for reviews toward the end of the project.

What are the proposed changes from the standard model?

The situation justifies merging the stakeholders alignment and approval steps for the basic requirements with the project management plan under one stage gate; essentially merging SG3 and SG4. Figure 5 shows this option.

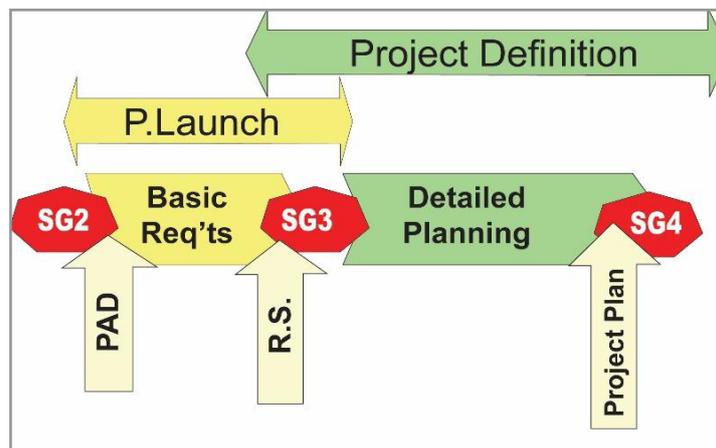
In other words, this step merges the project management plan with the requirements statement (R.S.), which is the basic requirements document.



**Figure 5:** Option 1 for Project Launch Stage

Another alternative is the possibility of incorporating (merging) the project management plan into the project detailed plan, as shown in Figure 6. The justification for this alternative is similar to the previous case. In addition, the project management plan for this project is not as essential as it would have been for a project with a longer duration, multiples deliverables, and multiple team members.

After review of both options, the project manager selected the first option.



**Figure 6:** Option 2 for Project Launch Stage

### 3.2.3 REVISED STAGE COMPONENTS

Based on the above modifications to the standard model, the revised stage components are:

1. Define the basic requirements,
2. Establish the high-level project management plan,
3. Make the necessary decisions at stage gate 3.

The main difference from the standard model is combining stage gates 3 and 4. Therefore, stage gate 3 in the revised model (this project) is after the project management plan and includes the functions of both standard gates, which are stakeholders’ alignment and approval of the project management plan.

## 3.3 BASIC REQUIREMENTS DOCUMENT

### 3.3.1 BRD OUTLINE

Figure 7 presents the outline of the basic requirements document, as per the current version of CAM<sup>2</sup>P™.



**Figure 7:** The Basic Requirements Document Outline

### 3.3.2 DESCRIPTION OF THE PRODUCT

As we have already established, this project is about writing a book and the book is about the Customizable and Adaptable Methodology for Managing Projects™. Therefore, the product of this project (the result) is a book that provides extensive details to explain the model and its various components.

### 3.3.3 CHARACTERISTICS

The project characteristics are:

1. Explain the various concepts, phases, stages, stage gates, and stage deliverables in sufficient details to allow project managers and project teams to use the book as a guide.
2. Simplify the explanations in order for professionals who are new to project management, or with limited experience, to understand it.
3. Avoid falling into the trap of oversimplification; then the book shall be substantial enough to be appreciated by experienced project managers.
4. The book shall include references to global standards and other project management resources to validate the concepts.
5. Need to seek the input of SUKAD team members and other professionals not associated with SUKAD. The information is required to identify potential gaps, concepts that are not clear, concepts that do not belong in the book, or topics that are missing from the book.
6. Ensure that the writing will not lead to any copyrights violations; therefore, all external information must cite the source.
7. The book is to include graphics, charts, examples, and stories to enhance understanding by readers from a different level of experience.
8. Add unique images, preferably designed specifically for the model.

### 3.3.4 EXPECTATIONS AND REQUIREMENTS

Included with the characteristics<sup>22</sup>.

### 3.3.5 ALTERNATIVES EVALUATIONS

The team did not consider any alternatives to the project or the principal requirements.

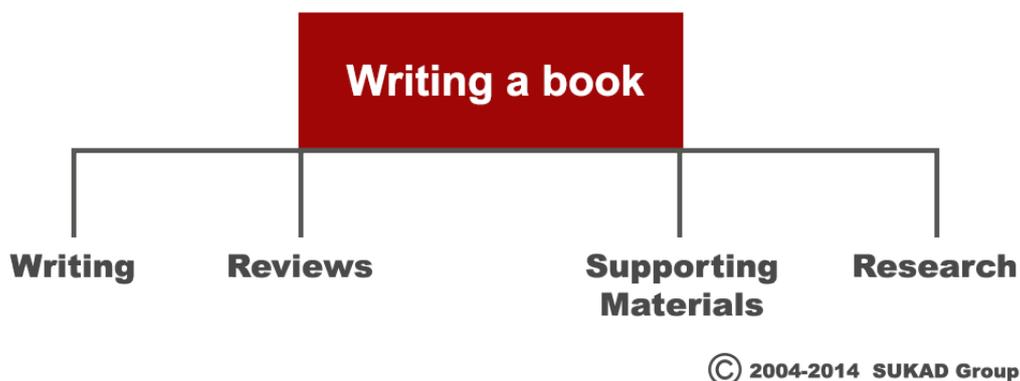
### 3.3.6 STAKEHOLDERS INPUT

At the time of working on this project, this item was not included as a separate topic in the Basic Requirements Document.

### 3.3.7 DELIVERABLES AND INITIAL WORK BREAKDOWN STRUCTURE

The initial work breakdown structure (WBS) in Figure 8 is only a high level WBS and includes the key elements.

There are four elements (deliverables) at the first level, which are Writing, Reviews, Supporting Materials and Research. We will later expand on each of these elements<sup>23</sup>.



**Figure 8:** Initial Work Breakdown Structure

- Writing includes all content such as the initial work, editing and finalising the manuscript.
- Reviews include internal reviews and external reviews.
- Supporting materials include graphics, artwork, stories, and case studies.
- Research would be to obtain additional references and resources to support the writing and final manuscript.

### 3.3.8 PROJECT BOUNDARIES

What is not included in this project are:

1. Publishing: the publication of this book is outside the scope of this project; this project is only about writing a book.
2. Translation: the intent is to publish this book in English and Arabic. The initial version will be in English, and we will later have the Arabic version, which will be undertaken as another project.
3. Intellectual property protection: It is also the intent that such a model and publications will be protected via copyrights and trademarks where possible. This is also outside the scope of the project, to be considered during the publishing project.

### 3.3.9 CONSTRAINTS

We documented the constraints in the project authorisation document and our review at this time lead us to conclude that what we have documented still stands, and there are no other items to consider at this stage.

### 3.3.10 ASSUMPTIONS

We documented the assumptions in the project authorisation document and our reviews at this time lead us to conclude that what we have documented still stands, and there are no other items to consider at this stage.

### 3.3.11 VALUE IMPROVING PRACTICES<sup>24</sup>

Not applicable for this project.

### 3.3.12 SUSTAINABILITY REQUIREMENTS

This was not part of CAM<sup>2</sup>P™ 1.0; therefore, we did not consider it.

### 3.3.13 ACCEPTANCE CRITERIA

To define the acceptance criteria we will follow a subjective and qualitative approach and will consider three factors:

- Acceptance by the SUKAD team, in comparison to established requirements,
- Acceptance of the reviewers who are not associated with SUKAD,
- Management to review the feedback from the previous two activities and incorporate the relevant review comments in the final edition.

We will accept the project if all requirements are met.

### 3.3.14 SUCCESS FACTORS<sup>25</sup>

Success, on the other hand, is not easy to measure during the life of this project, and most elements of success would be in the future after this project is closed.

The success element that we can measure before project closure is:

- Most reviewers view this to be an acceptable work worth publishing<sup>26</sup>.

Other success elements that we can measure only later:

1. A recognised publisher willing to publish, although, we will not know this until the follow-up, publishing project<sup>27</sup>.
2. Satisfaction surveys:
  - a) Will claim success if clients who receive the book for classes, give it an average satisfaction-rating equal to or greater than 70%.
  - b) Will claim outstanding success if the satisfaction level is higher than 85%.

3. Other factors to consider with publishing the book project, such as the number of copies sold, and the number of endorsements<sup>28</sup>.
  - a. Will consider the project a success if it sells more than 1,000 copies within the first year.
  - b. Will consider the project a significant success if it sells more than 3,500 copies within the first year.
  - c. Finally, will claim outstanding success when achieving 7,000 sold copies within a year.

### 3.3.15 PROJECT MANAGER COMMENTS

We will include these before the next stage gate.

## 3.4 STAGE GATE 3

As explained earlier in this chapter, the decision was to combine stage gates 3 and 4. Therefore, stage gate 3 as per the standard model is not required, and its functions are combined with the next stage gate.



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### 3.5 PROJECT MANAGEMENT PLAN

#### 3.5.1 PROJECT MANAGEMENT PLAN OUTLINE

The project management plan is usually quite comprehensive and includes many sections; refer to Figure 9.

We will follow the same structure here, but most topics will be unusually brief, if applicable.

What we want to emphasise and demonstrate here, is that despite the simplicity of the project, it is still worth while to develop a project management plan.



Figure 9: Outline of the Project Management Plan

#### 3.5.2 GENERAL SECTIONS

##### *Project Management Strategy*

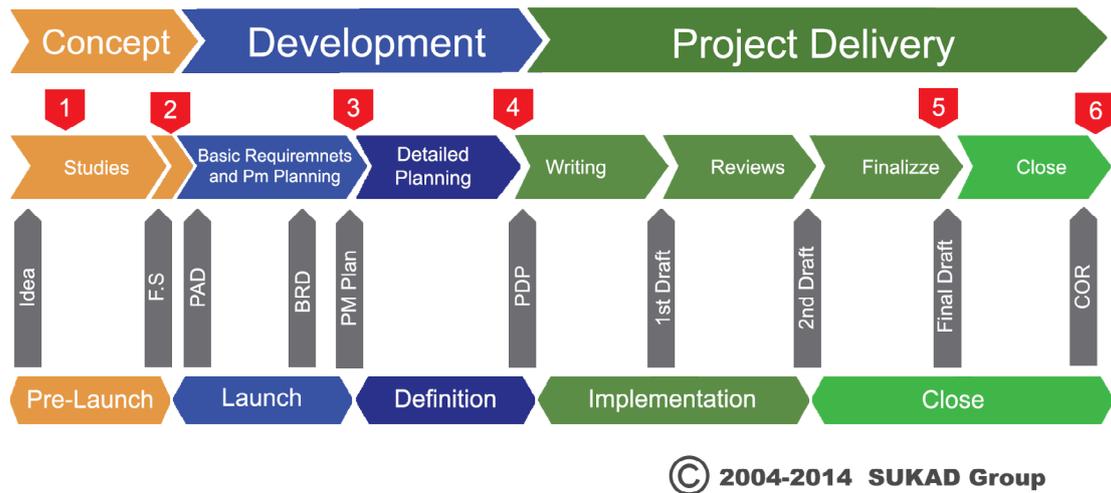
This is a simple project, and the project management strategy shall be appropriately simple. The project manager will develop a basic project management plan and establish a budget and schedule for the project, after defining the detailed scope. We will maintain records of actual versus plan activities/milestones.

##### *Project Procurement Strategy*

No procurement is required for this project; work is internal to the performing organisation.

##### *Project Life Span Selection*

We will follow the CAM<sup>2</sup>P™ model with deviations.



**Figure 10:** The Revised Project Life Span

Figure 10 shows the model as revised during the development of the project management plan<sup>29</sup>. The key changes are:

- Combining stage gates 3 and 4, as discussed previously,
- Operation readiness stage is not required and has been removed from the project life span, and
- Implementation has been split into three sub-stages<sup>30</sup>.

### 3.5.3 HOW TO SECTIONS

#### *How to Define the Project*

The CAM<sup>2</sup>P™ project management plan is about ‘how to define’ each of the following topics. Therefore, here we answer the ‘how to’, whereas we will perform the actual definition during the next stage, namely the project definition stage.

- **Scope:** the author will develop the detailed scope of the project in accordance with the basic requirements.
- **Quality, Safety, Health, and Environment:** there are no safety or environment related issues here. Concerning quality, the author/project manager will define the applicable quality requirements.
- **Time:** the project manager will be responsible for developing the project’s detailed schedule.
- **Cost:** same as time – project manager’s responsibility.

- **Human Resources:** for the writing the requirements it is Mounir Ajam as the sole author. Reviewers will be SUKAD team members, and , other reviewers and global experts will be defined during the detailed planning.
- **Communications:** most of communication is limited to the communication between the author and reviewers. This requirement can be accomplished easily through regular emails; no need for a formal communication plan.
- **Risk Management:** the project manager is responsible for risk management; will perform a risk assessment during the definition stage.
- **Procurement:** none is required, as mentioned earlier.
- **Other Considerations:** no other considerations for this project.

### *How to Manage the Project*

The project manager will follow the simple project management plan<sup>31</sup>.

### *How to Control the Project*

The project manager is responsible for maintaining control of this project and monitoring the actual performance against the plan. The project manager will also take the necessary control actions (corrective and preventive), where required.

### *How to Handle Change on the Project*

The project manager must capture any change in the plan and in project objectives. Since this project is unique and new to SUKAD<sup>32</sup>, we are willing to consider changes; however, we will not perform any change without prior assessment and approvals.

### *How to Get Ready for Operations*

There is no operation readiness stage in this project since there is nothing to operate upon completion of the project (the writing project). If this was a publishing project, there would be a requirement for operation readiness.

### *How to Close the Project*

It is vital that a project close-out report is compiled, that would include the learnings from the project and reconciliation between the plan and actual performance. It is required that we summarise the key metrics from this project for future use. We must also capture the lessons learned.

### 3.5.4 THE PEOPLE ASPECTS

#### *Project Management Team*

We have only the project manager, managing this project on a part-time basis.

#### *Project Team*

The project team will include the author, reviewers, and support staff, on an as-needed basis. We will present the list of reviewers with the project detailed plan.

#### *Project Stakeholders*

The various stakeholders are:

- SUKAD Clients: individuals and organisations, most specifically those candidates in the master certificate program and CAM<sup>2</sup>P™ specific workshops. In addition, potential consultancy clients.
- The public, who might purchase the book<sup>33</sup>.
- SUKAD management team, which includes the SUKAD CEO, Vice President, and two directors.
- The author of the book, Mounir Ajam.
- The author's family.

#### *Project Communication Requirements*

No specific communication requirements.

### 3.5.5 CLASS 2 ESTIMATE

Since this is a small project, the project manager decided not to develop an update to the cost and time estimate that we included in the feasibility study. However, the project manager will develop a detailed estimate during the next stage.

### 3.5.6 PROJECT MANAGER COMMENTS

We do not have any specific comments – recommend proceeding.

## 3.6 STAGE GATE 3 (3 AND 4)<sup>34</sup>

### 3.6.1 DECISION

Approved       Revise       Hold       Not Approved

### 3.6.2 EXPLANATION OF DECISION

For this project, the SUKAD management team members met and agreed that:

- The requirements are well defined,
- The project management approach is practical and achievable,
- The project is a go, and the project manager can move to the next stage.

Do we need funding at this stage?

Yes       No      If yes, how to fund?

### 3.6.3 STAGE LESSONS LEARNED

1. We should have elaborated on the expectations and requirements, to avoid potential changes and minimise risks.
2. We should have used a different approach for the work breakdown structure; this was after the fact learning.
3. We also should have a different split of the implementation stage.

### 3.6.4 CHAPTER CLOSURE

In this chapter, we start with the project authorisation and move to the project Basic Requirements, which must consider all of the stakeholders' inputs, where practical. In addition to establishing the requirements, the project manager develops the project management plan.

Next, is to develop the project detailed plan.

# 4 PROJECT DEFINITION STAGE

## 4.1 INTRODUCTION

The project definition stage includes only one crucial deliverable, the project detailed plan. For larger projects, we may have another deliverable, a formal funding package/request.



Figure 11: Outline of the Project Detailed Plan

There is also one gate, which we generally refer to as ‘the point of no return’, since this is a turning point of the project where we transition from planning into implementation. Typically, implementation is the stage where we extend most of the efforts and require most of the project budget.

## 4.2 PROJECT DETAILED PLAN

### 4.2.1 PDP OUTLINE

Figure 11 presents the outline of the project detailed plan. Note that the items may appear the same as in the project management plan, but they are not. Earlier, in the project management plan, we were focusing on the ‘how to’, while now, in the project detailed plan, we provide the details for each of these topics.

### 4.2.2 SCOPE OF WORK AND WBS

#### *Extended Expectations and Requirements*

The first part of developing the scope of work is to review and extend the expectations and requirements, which we list next.

- Write a book that will be used for various SUKAD project management classes, especially the postgraduate program.
- The book is specific to the Customizable and Adaptable Methodology for Managing Projects™ (CAM<sup>2</sup>P™), which is a project life span model.
- The book will provide sufficient details to cover all of the components of the model; in other words, the stages, stage gates, major deliverables, etc.
- Explain the concepts of the book in a direct and simplified way to enhance its understanding by professionals with limited experience in project management.
- The book and model shall be ‘substantial enough’ in order to be appreciated by experienced project managers and team members. In other words, do not oversimplify.
- The book must offer a practical approach to project management to help the reader understand the subject and use the book as a systematic guide while working on the project.
- Although we will write the book (a) for practical use as a critical requirement, and (b) from the perspective of the author who has more than two decades of professional global experience, the book must still include references and links to global standards. This is necessary since it is crucial for the acceptance of the book, for users to realise that materials presented are not a single person’s opinion; rather the concepts are validated by global standards and are in general alignment, even though some of the details might be different.
- The author shall deliver the original product and must take extra care to ensure that there will not be any copyrights violations or plagiarism. Any external resources that we use, we will accurately identify, credit, and reference the source.

- The book shall include graphics, charts, and examples to explain the concepts. It is also preferred that the book will include unique images, sketches, even cartoons (some designed specifically for the series of books) to help in making the book an enjoyable reading experience<sup>35</sup>.
- The above sections are the critical requirements that we will use as a guide to the author, as he writes the book.

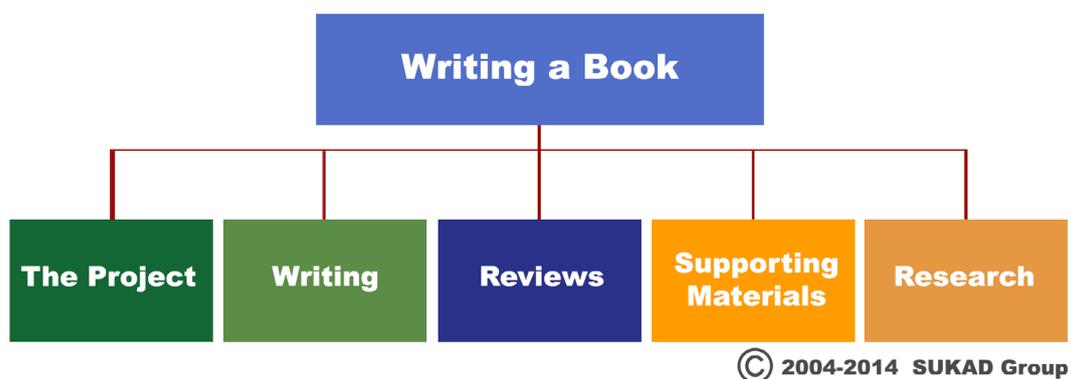
***Detailed Scope***

In line with the above, the book (scope of work) will include the following parts, with each part including more than one section or chapter.

- Introductory sections: these are the dedication, acknowledgments, table of contents, and list of figures.
- Section 1: general introduction about project management.
- Section 2: the model in details, with one chapter to introduce the model and one chapter per stage.
- Section 3: special considerations, mostly about alignment to global standards.
- Section 4: model main features that cover the concept of customising and adapting the model.
- Section 5: applied learning through a project which is a sample project.
- End sections these would be appendices, author information, bibliography, and other relevant data.

***Attachment A: Draft Outline, includes the extended original outline of the book<sup>36</sup>.***

***Work Breakdown Structure***



**Figure 12:** Revised High Level Project Breakdown Structure

Figure 12 shows a repeat of the high-level work breakdown structure from the basic requirements document with one difference; this figure includes a WBS branch for ‘the project’. We are using the additional WBS branch, ‘the project’ to show the breakdown of the stages. Since the stages components are not part of the ‘work’ (scope), we prefer to call this figure the **Project** Breakdown Structure and not the **Work** Breakdown Structure.

Attachments B, C, and D include the detailed graphical project breakdown structure that we have expanded from this figure. These are:

Figure 15: Detailed Project Breakdown Structure, Part 1, Overall Project,

Figure 16: Detailed Project Breakdown Structure, Part 2, Project Branch,

Figure 17: Detailed Project Breakdown Structure, Part 3, Writing-1st Draft Branch.

### 4.2.3 QUALITY, SAFETY, HEALTH, AND ENVIRONMENT

*Author Note: please note that safety, health, and environmental matters are not applicable for this project<sup>37</sup>.*

In this stage of the project, the focus is on establishing the quality standards that apply to this type of the project and how to achieve them. The quality aspects that we must consider here are:

- English language usage,
- Project management content,
- Quality of the management of the project,
- In addition, how to achieve the quality standards.

#### *English Language*

There are rules for proper English writing, and it is a requirement that we must adhere to, such as proper content, context, good writing with no errors (or tolerable level of errors), appropriate references, etc. However, we do also recognise that the writer is not an expert writer and English is a second language for him. Therefore, for this type of book, we do not aim to achieve the standard of English ‘literature’. We state this because the objective of the book is to have good content in the professional community.

***Project Management Content***

Concerning the quality of the project management content, the writer will endeavour to produce a product that would be at par with other publications in the field. Further, we will seek reviewers that are practitioners and senior project management professionals, in additions to those whom we consider global thoughts leaders in project management.

***Managing the Project***

We are working on this project in accordance with the methodology, which is in line with global standards. The project manager will plan, manage, and control the project in accordance with the SUKAD standards.

***How to Achieve the Quality Standards?***

As we have already stated for project management, we will refer to thought leaders, and for English we will utilise the expertise of professional editors. Concerning managing the projects, we will use this detailed plan as a reference throughout the project implementation.

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#### 4.2.4 TIME ESTIMATE (SCHEDULE)

*Author note: we wrote the next paragraph before we developed a schedule.*

In the project authorisation document, we stated that we expect the project to take three months to complete, which would be the end of September 2009. We would check if this is valid, once we develop a detailed schedule. However, at this point in time we want to consider the 30 September date as a constraint since we want to have a working copy for internal use to be ready by the time we have the first master certificate class.

We developed a detailed schedule, using MS Project, in accordance with the scope of work and project breakdown structure. Based on the detailed schedule, we did calculate the project completion date as 25 September 2009, a few days before the expected duration that was determined earlier<sup>38</sup>.

#### *Special notice – real-life*

This notice is to highlight a concern that came up during schedule development. The concern is a possible contradiction between the deliverables and the product, specifically related to reviews of the draft manuscript. The notice is included in the write-up here, to highlight the real-life issues and concerns that come up during the development, which might require us to revisit our work.

The project main delivery sequence is:

- Complete initial draft.
- First draft to be issued for internal reviews by the SUKAD team, family, and close friends who are in the field of project management.
- Incorporate the applicable and proper review comments in the writing, leading to the second draft.
- Issue the second draft for external review by professional associates, project management authors, and possible agencies.
- Incorporate the applicable and proper review comments and publish a final version for the subsequent publication project.
- Accept this final draft, to be used for SUKAD classes, including the postgraduate program.

*So where is the concern or possible contradiction?*

Since we have decided to split publishing and writing into separate projects and decided that we will use the second draft for SUKAD internal programs, then the question becomes: would the external review be the last part of the “writing project” scope or is it part of the “publishing project” scope?

One possible answer would be that either way is acceptable. However, we decided to keep the external review (and the resulting final draft) in this project since we consider that to be part of the **writing** project. Referring to the project authorisation document and the basic requirements document we see that they clearly state that this project is about writing a book – and writing cannot be complete without the final version<sup>39</sup>.

#### **4.2.5 COST ESTIMATE**

We established earlier that most of the costs for this project would be opportunity costs for the author’s time. Further, since we will do most of the work during off-business hours, there is no company opportunity cost at this time. However, we do want to capture the time involved, and to monitor the actual performance. In addition, there will be some actual expenditure for minor items.

Based on the above, the cost estimate is in two parts:

1. Actual cash expenditure
2. Time (opportunity cost)

The total estimated cost is 2,640 UAE Dirham, and the total required hours are 175 hours; up from 1,000 AED and 100 hours, respectively, which we estimated with the feasibility study.

*For a detailed estimate, please refer to Attachment E: Project Cost Estimate.*

#### **4.2.6 TIME PHASED BUDGET**

Not used on this project due to low cost and short duration. However, we could have generated this with the schedule.

### 4.2.7 HUMAN RESOURCES

The human resource requirements for the project are:

- The author, who is also a project manager and key decision maker, Mounir Ajam,
- The internal reviewers: two SUKAD senior managers, Mr. Luc Bauwmans and Ms. Nada Chaban,
- Close friends with a project management background and professional associates,
- Global project management thought leaders<sup>40</sup>.

We expect that most of the reviews will be on a professional courtesy basis, therefore, we will coordinate the reviews but not control them.

The author, as the principal resource, would be allocating an average of 2 hours per weekday and 6 hours per weekend day for this project. This time is for this project and another writing project.

### 4.2.8 STAKEHOLDERS

As listed earlier, the various stakeholders are:

- SUKAD Clients, individuals and organisations: with the exception of the few reviewers, this group of stakeholders does not have a defined role in the project. However, it is worth noting that the whole book idea is based on feedback from participants in our learning programs. What the participants wanted is a methodological approach with samples, and this is what we are working to deliver.
- SUKAD management team: the SUKAD management team's involvement is in reviewing the work and deciding on the project at the various gates. Although the CEO is the driver for this project, we do consider the opinion of the whole team. It is worth noting that everyone is enthusiastic about the project, and most of the discussions will be around the actual content.
- The author of the book is the person with the most impact on this project and is the one most impacted.
- The author's family would have been a significant stakeholder since the writing will be on personal time. However, due to the family extended vacation abroad the impact will be minimal.

### 4.2.9 COMMUNICATIONS

During the implementation of the project, communication is limited, and there is no need for a formalised communication management plan. However, it is essential to consider internal and external communication requirements and those are mostly limited to bouncing ideas off team members and communicating with the reviewers.

Once the implementation of the project starts, it is necessary to communicate with the SUKAD team members and other reviewers, the expected date of completing the first draft, in order for them to reserve the time for the internal reviews. During this period, it is also beneficial to revisit the list of potential external reviewers.

Once the first draft is complete, it is also vital to confirm the external reviewers and communicate with them the date of the planned completion of the second draft, which would be the basis for their reviews.

It is also necessary to notify all of the above stakeholders of any changes to the dates.

### 4.2.10 RISK MANAGEMENT

#### *Risk identification*

The project risks are:

1. Author time: not having enough time to write books<sup>41</sup>, which will delay the project.
2. Reviewers' time: the reviewers might not have enough time to conduct proper reviews, resulting in delays or having to use a version without validation.
3. Not being able to find the right reviewers or to confirm their willingness to conduct a review and actually conduct the reviews. We expect the same consequence as risk number 2.
4. Lack of acceptability of the book by the users, SUKAD training clients, and external users, which would lead to wasted effort and project failure.
5. An opportunity that the book is highly acceptable internally and externally, which will support increased visibility and participants to classes.
6. Lack of consistency between the various sections, charts, images, etc. This would reflect negatively on the quality of the book.

***Risk assessment***

For this project, we are only performing a qualitative risk assessment using a 3-point scale of high, moderate, and low. The matrix is our view on the distribution of risks along a priority setting of the different shades of gray, with a dark gray being the highest priority.

P / I	L	M	H
L		6	4
M		3, 5	1, 2

1. Author time:
  - a. Probability: medium; summer time, writing off business hours, family is away.
  - b. Impact = high delaying the project.
  
2. Reviewers' time:
  - a. Probability = M
  - b. Impact = H

We plot the rest of the risks on the matrix.

***Risk response planning***

Based on the above assessment the only risks that are a high priority are 1 and 2.

For the first risk, the author's time, we cannot avoid or transfer this risk since there is only one author for this work, 'a critical resource'. The challenge is: how to mitigate this risk?

To mitigate this risk, the author needs to consider this as a strategic project and must dedicate the necessary time to finish, at least draft 1 and 2 within the defined time frame.

Risks 2 and 3 are related (although Risk 3 is medium priority), and one way to mitigate these risks is by having a few alternative reviewers in case one or more are not able to perform the reviews, there are others who could still do it and would be acceptable.

Risks 4 and 5 are also medium priority and risk 5 is a positive risk.

As a response strategy for Risk 5, we need to enhance the chance of this risk (opportunity) materialising. To accomplish this, we can work toward raising the probability of occurrence, which we can achieve via the following steps:

- Ensure that the author writes clearly and with simple/direct words to reduce ambiguity.
- Have the reviewers represent different levels of project management experience from basic to more advanced, to test if the least experienced users (target audience) find the materials easy to read.
- Get as many reviewers as practically possible to ensure more reviews and to enhance the value of comments received.

For the other risks, we consider them acceptable, and we trust that some of the responses mentioned here for the opportunity will also help minimise the probability and/or impact of the other risks. Therefore, no more response planning would be required or initiated.

#### **4.2.11 PROCUREMENT**

For the Writing Project, there is no real procurement here. The only activities that are required for this project are (1) printing, which we could do in-house, and (2) courier costs, which we can handle via our existing service provider.

#### **4.2.12 SUSTAINABILITY REQUIREMENTS**

We did not consider these, as this was not part of CAM<sup>2</sup>P™ 1.0.

#### **4.2.13 OTHER CONSIDERATIONS**

No other considerations.

#### **4.2.14 PROJECT MANAGER COMMENTS**

Although the expected cost and hours are higher than before, and there are a few risks, we recommend proceeding.

## 4.3 STAGE GATE 5

### 4.3.1 DECISION

Approved       Revise       Hold       Not Approved

### 4.3.2 EXPLANATION OF DECISION

The SUKAD management team has reviewed the project detailed plan, and based on the details provided, time allocated, expenditures required, level of risk and other factors, we provide the final approval for the project.

Based on the information provided, we also believe that the level of details of the project detailed plan is adequate for the implementation.

Do we need funding at this stage?

Yes       No      If yes, how to fund?

## 4.4 STAGE LESSONS LEARNED

No lessons learned for this stage.

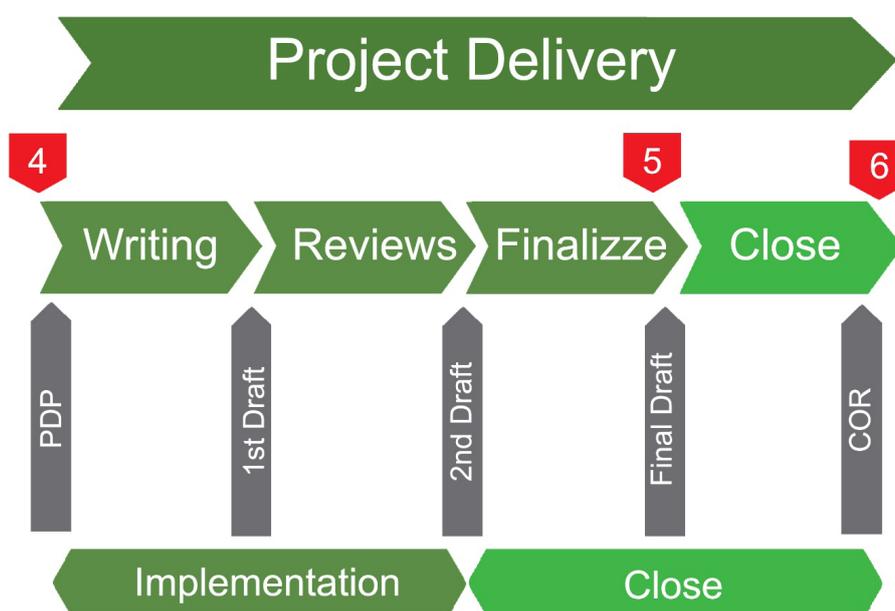
## 4.5 CHAPTER CLOSURE

The primary focus of this chapter is to develop a comprehensive plan for the project that the project manager can use to guide the implementation effort. The project detailed plan includes all of the information necessary, including the scope of work, quality requirements, risks, time and cost estimates, in addition to other factors. Approving the detailed plan is via a formal stage gate and depending on the nature of the project, we may require formal funding.

# 5 PROJECT IMPLEMENTATION STAGE

## 5.1 INTRODUCTION

In terms of project management processes, implementation is simpler than the earlier stages. With robust project management and project detailed plans in place, it is time to implement the work and deliver the project. In this case, the implementation is mostly about writing and reviews.



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**Figure 13:** Revised Project Delivery Phase

Figure 13 is a revised project delivery phase, excluding operation readiness. We divided the implementation stage into three sub-stages, which we show as sequential, but they do overlap, significantly. The sub-stages are:

1. Writing a book, which consists of three components:
  - a. The first draft
  - b. The second draft, which incorporates the internal review comments
  - c. The final draft, incorporating the external review comments

2. The reviews, and these are performed by two general groups:
  - a. Internal (SUKAD team and people that are close to us)
  - b. External (project management authors/thought leaders)
3. Finalising the book, which is mostly about the remaining issues: consistency check, tables, and images, to get ready to turn over the book to the subsequent Publishing Project.

The actual project implementation changed this sequence based on new information; the same to be discussed in the project close-out.

## 5.2 IMPLEMENTATION SUMMARY

### 5.2.1 VARIANCES TO THE PLAN

The following are some of the variances that we encountered on the project<sup>42</sup>.

1. The estimate (cost and time) did not include the time to establish the layout and formatting; the impact was about 5 hours.
2. During the writing of the book, we did enhance some of the model components.
3. Some of the chapters took less time to write, whereas other chapters took longer.
4. We did plan on an average of three hours per chapter for the writing sub-stage, that was relatively on target.
5. We expected significantly less time for the third draft, versus the first and second drafts, but that was not the case; the third draft took almost as much time as the first draft.
6. We expected the chapter on project definition stage to require more time than the other chapters and budgeted six hours in the plan for the first draft; it took 11.5 hours. However, some of that time was required for other chapters' modifications, which were due to the impact of this chapter.
7. We did split a few chapters for better clarity. That also led to the addition of a whole part, the 'Across the Project Life Span', which consists of six chapters. Most of the content of the chapters in this part was included in the stages discussion, but we felt splitting them would lead to more clarity.
8. The actual number of chapters jumped from ten at the first draft to twenty-one at the second draft and twenty-five at the final draft. This was mostly due to splitting of chapters as mentioned in the previous item. Part 4 included two additional chapters, which was necessary to clarify questions from reviewers. In our professional view, these variances were the result of 'development' (progressive elaboration); not changes in scope of the book.

9. We added two chapters since we had the opportunity to conduct public workshops<sup>43</sup> prior to publishing this book, so it made sense to add these two chapters. However, **these chapters were actual changes from the original plan.**
10. Many of the variances above were the result of feedback from the reviewers.

### 5.2.2 ONE OF THE KEY CHALLENGES

One main reason for some of the above variances is that we did the second and third drafts a few months after the initial work, whereas the plan called for this final draft within two to four months of the initial writing. Draft 1 was complete in August 2009, but draft 3 was not complete until April 2010. This was mostly due to our time constraints where we could not work on the book; we were focusing on finishing book 1, *The Inheritance*, which we published in February 2010.

### 5.2.3 PREVENTIVE ACTIONS

We did not focus on this topic or capture any specific actions.

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## 5.2.4 CHANGES

The following are the considered changes and the disposition of these changes.

1. The addition of two chapters, as mentioned in the previous section, was a change and not a variance.
2. One chapter was the result of questions from a reviewer. This chapter is necessary for the book but is it a change or a variance? It is a change since we did not intend to cover that topic in the book. However, the reviewer made a strong case to include this additional content.
3. Deleted a chapter on 'Model Justifications', since we included most of the content for that chapter in the book's Preface.
4. Considered a change to include in the book, an "Idea Management Process"; this was rejected since we did not believe it to be part of the project objectives as outlined in the idea and project authorisation document.
5. The initial draft incorporated extensive coverage of some topics related to the functions of project management, but we decided to delete those sections since they are more than adequately covered in other books and were not essential to explaining the methodology.
6. We considered discussions of other global project management standards, besides the PMBOK® Guide, however, our assessment of this change was that it was not necessary, and we rejected the change.
7. During the implementation of the project, we learned that external reviewers would not be required as part of the writing part. These professionals would typically review a completed work and would add their comments on the jacket of the book or in print. Therefore, there was no need for these reviews prior to the completion of the project. Nevertheless, we did have a book reviewed by various experts prior to the final draft.
8. SUKAD offers a postgraduate certificate program based on this model. We concluded that during the review, a consistency check would be required between the book and the certificate courses. We had not considered this consistency check during planning. We decided that this was important, and we did approve this change and performed a consistency check.
9. Considered a change to include templates and forms in this book, but the decision was to postpone this work to the future second edition or to consider as a supplement in a CD format. One of the thought leaders reviewing the proposal for the book concurred with this decision.
10. Approved a change to remove the art images from the requirements of the writing project and add them into the publishing project.

11. Decided that an Arabic edition would be a separate project and not part of this project. Technically, this was not a change, just a confirmation or a decision on a planning option.
12. Added many appendices; these were not part of the original plan.
13. Added a model frequently asked questions as one of the appendices.

### **5.2.5 PROJECT MANAGER COMMENTS**

No additional comments.

## **5.3 STAGE GATE 6**

### **5.3.1 READY FOR HANDOVER?**

Approved       Revise       Hold       Not Approved

### **5.3.2 EXPLANATION OF DECISION & SITUATION**

The book was completed, and after review of the acceptance criteria, we accepted the manuscript and put it into use.

### **5.3.3 HANDOVER DOCUMENTATION**

None required.

## **5.4 STAGE LESSONS LEARNED**

Refer to project close for all lessons learned.

# 6 PROJECT OPERATION READINESS STAGE

This project does not have any operational requirements.

# 7 PROJECT CLOSE STAGE

## 7.1 INTRODUCTION

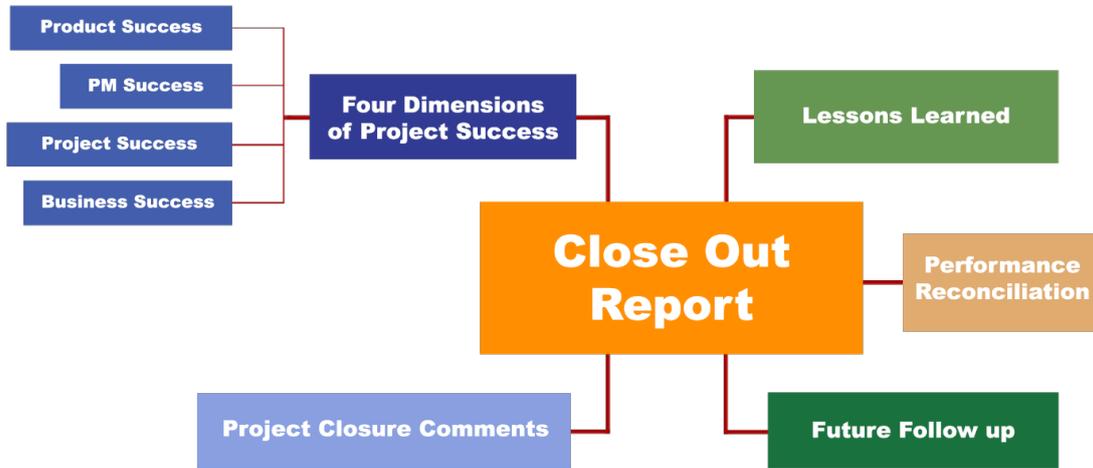


Figure 14 shows the outline of the project close out report.

## 7.2 LESSONS LEARNED

The following is a list of the key lessons learned on this project.

1. Allocate time for the template and layout of the book.
2. We wrote this book during evening hours and on weekends in an interrupted manner. At times a few days/weeks passed without a chance to write, which often resulted in reviews of what we wrote and incorporation of some modifications. This is not an efficient way for this type of projects. The total time required to write a similar book, in a continuous fashion, is about four weeks; we strongly recommend that in the future, we must consider such an option.
3. While working on the writing of a book project, we were also working on writing and publishing another book. Further, we were submitting proposals for publishing this book, which we should have deferred till the publishing project.
4. We sent the first draft to a few reviewers pre-maturely, before the author had a chance to review it. We should have finished the initial draft, waited a week or two, reviewed it with fresh eyes, and then finalised and release the official issue of the first draft.
5. Include as many reviewers as possible, more than required; in case we lose some of them we still have others. This is actually included in the risk response plan.

6. The reviewers' input was crucial for this project since they did offer a different perspective and also required clarifications for items the author thought they were clear.
7. Allow at least two to three months for reviewers. We expected that reviewers would be able to do the work in a week or two, but we did not consider that these reviewers were doing the review out of professional courtesy and not as paid work. Further, some of them are extremely busy.
8. We should have elaborated on the expectations and requirements, to avoid potential changes and to minimise risks<sup>44</sup>.
9. We should have used a different approach for the work breakdown structure; this was after the fact learning.

### **7.3 PERFORMANCE RECONCILIATION**

The performance reconciliation is a comparison of the actual work in comparison to the project's detailed plan and objectives.

#### **7.3.1 SCOPE RECONCILIATION**

There were no objective changes here. We did outline all of the project scope changes in the previous section.

#### **7.3.2 COST**

- Cost included in the feasibility study and PAD = 1,000 AED
- Cost included in the project management plan = same as feasibility
- Cost included in the project detailed plan = 2,640 AED
- Actual Cost = about 500 AED for printing only – in-house.

#### **7.3.3 HOURS**

- Hours included in the feasibility study and PAD = 100 hours
- Hours included in the project management plan = same as feasibility
- Hours included in the project detailed plan = 175 hours.
- Actual hours = 380 hours.

This was a vast difference, for many reasons such as:

- We did modify the model during the writing.
- The time constraints of the author led to a large span of time between draft 2 and 3, much longer than planned. Consequently, this led to more time for doing the revisions from one draft to another.
- We wrote the first draft of this book and for *The Inheritance* at the same time, which led to lost time due to shifting back and forth.

#### 7.3.4 TIME RECONCILIATION

- Expected duration in the feasibility study and PAD = 3 months
- Expected completion date in the project management plan = same as above
- Expected completion date in the project detailed plan = 25 September 2009
- Actual completion date = first draft 10 August 2009 and a working draft by the end of September. However, we did not have a chance to resume working on the book in an efficient manner until December 2009 when we completed the second draft, which we issued to the participants of the advanced master class.

During the above period, we had to shift focus to publish book 1, *The Inheritance*, and that led to further delay. With *The Inheritance* published at the end of February 2010, we finally had a chance to come back to this project. Further, the workshops that we did conduct at the end of February and early March 2010 were highly valuable and led to finalising the book.

In the end, we completed the final draft in April 2010, delayed by about six months.

#### 7.3.5 OTHER RECONCILIATION ITEMS

There is nothing significant to mention here.

## 7.4 PROJECT CLOSURE COMMENTS

No other comments.

## 7.5 PROJECT SUCCESS

We will re-list the success criteria from the basic requirements document and add our closing comments.

1. Most reviewers view this to be an acceptable work worth publishing. *We consider that we have achieved this measure since the feedback was quite positive.*

Other success elements that we can measure only later:

1. A recognised publisher willing to publish, although, we will not know this until the follow-up, publishing project. *Not applicable*
2. Satisfaction surveys:
  - a. Will claim success if clients, who receive the book for classes, give it an average satisfaction-rating equal to or greater than 70%.
  - b. Will claim outstanding success if the satisfaction level is higher than 85%.

*We did not conduct these surveys.*

3. Other factors to consider with publishing the book project; such as the number of copies sold, and the number of endorsements. *Not applicable*

## 7.6 FUTURE FOLLOW-UP

None defined.

## 7.7 ORGANISATIONAL RECORDS UPDATE

This is part of the project closeout, but we view it as independent from the report.

Since we did not have any organisational records to update, we did start to establish a corporate record system with this project. The records would include (not all done yet since we are just starting this activity):

1. The time tracking file that we used, to track the time for every section on this project. There is a spreadsheet already in hand for this, which we need to update.
2. The final project schedule showing planned versus **actual**; this is in progress now.
3. Summarised metrics for future rough estimate; like:
  - a. Effort (hours) to develop the project from idea to a detailed plan.
  - b. Effort (hours) for the implementation (writing the book).
  - c. Average hours per chapter.
  - d. Initial versus final number of chapters.
4. Lessons learned; captured and documented above.

## 7.8 PROJECT MANAGER'S COMMENTS

We have mentioned earlier, that the WBS and Project Life Span were not the most appropriate, and we could have used an alternative approach.

Primarily, we had the following sequence: Writing >> Review >> Finalise on the project life span, and similarly we had writing and review at level 1 with drafts 1, 2 and 3 at level 2.

A better approach would have been to have Draft 1, Draft 2, and Draft 3 at Level 1 with each draft have writing >> review >> edit/update.

## 7.9 STAGE GATE 8

### 7.9.1 PROJECT CLOSURE

Approved       Revise       Hold       Not Approved

# 8 SECTION ATTACHMENTS

## 8.1 ATTACHMENT A: DRAFT OUTLINE

*Author Note: this outline is the original outline that we developed with the project detailed plan.*

1. Introductory Sections
  - a. Dedication
  - b. Acknowledgments
  - c. Table of Contents
  - d. List of Figures (tables, charts, graphics where applicable)
2. Section 1 – General Introduction
  - a. Introduction
  - b. The SUKAD Way for Managing Projects<sup>45</sup>
  - c. Reasons for the SUKAD Model and the SUKAD Way
3. Section 2 – The Model in details
  - a. Project Life Span (Disciplined Approach)
  - b. Chapter for each stage
4. Section 3 – Special Considerations
  - a. Alignment to PMI®
5. Section 4 – Model Main Features
  - a. Customising the model to an industry or company
  - b. Adaptability of the model within a company
  - c. Potential pitfalls in the model
6. Section 5 – Applied Learning through a Project
7. End Sections
  - a. List of abbreviations
  - b. Glossary of terms
  - c. Bibliography
  - d. Index
8. SUKAD and Author Information
  - a. SUKAD Profile
  - b. About the Author

## 8.2 ATTACHMENT B: DETAILED PROJECT BREAKDOWN STRUCTURE

For the purpose of this project, we show the higher-level project breakdown structure (PBS) with five elements at the first level.

For each level 1 element, we extend into lower levels, where possible.

For the Reviews, Supporting Materials, and Research, the breakdown shown here is sufficient for the project requirements. On the other hand, we expand the Project and Writing branches further in the next two attachments.

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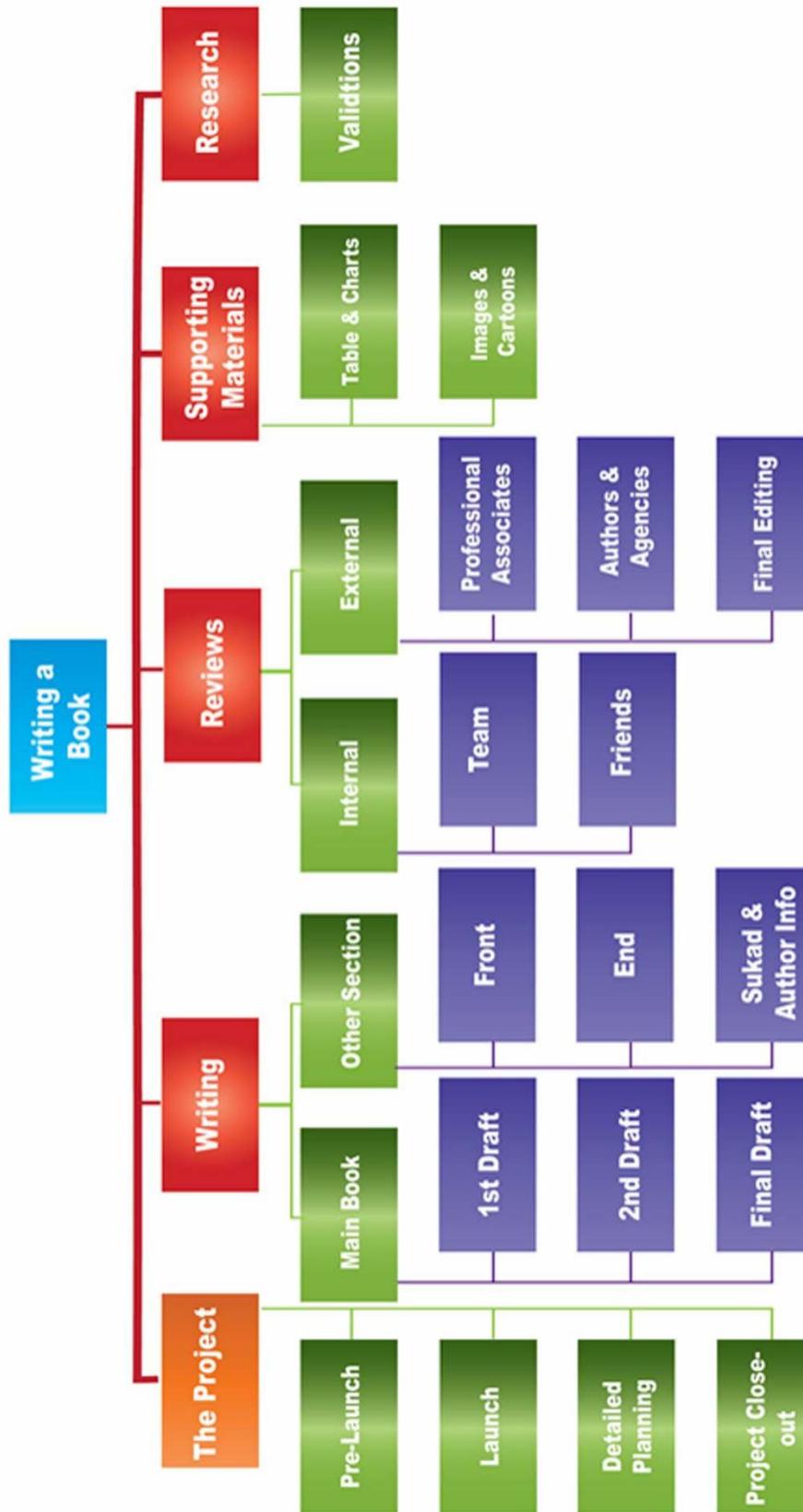


Figure 15: Detailed Project Breakdown Structure, Part 1, Overall Project

### 8.3 ATTACHMENT C: PBS: EXPANDED PROJECT BRANCH

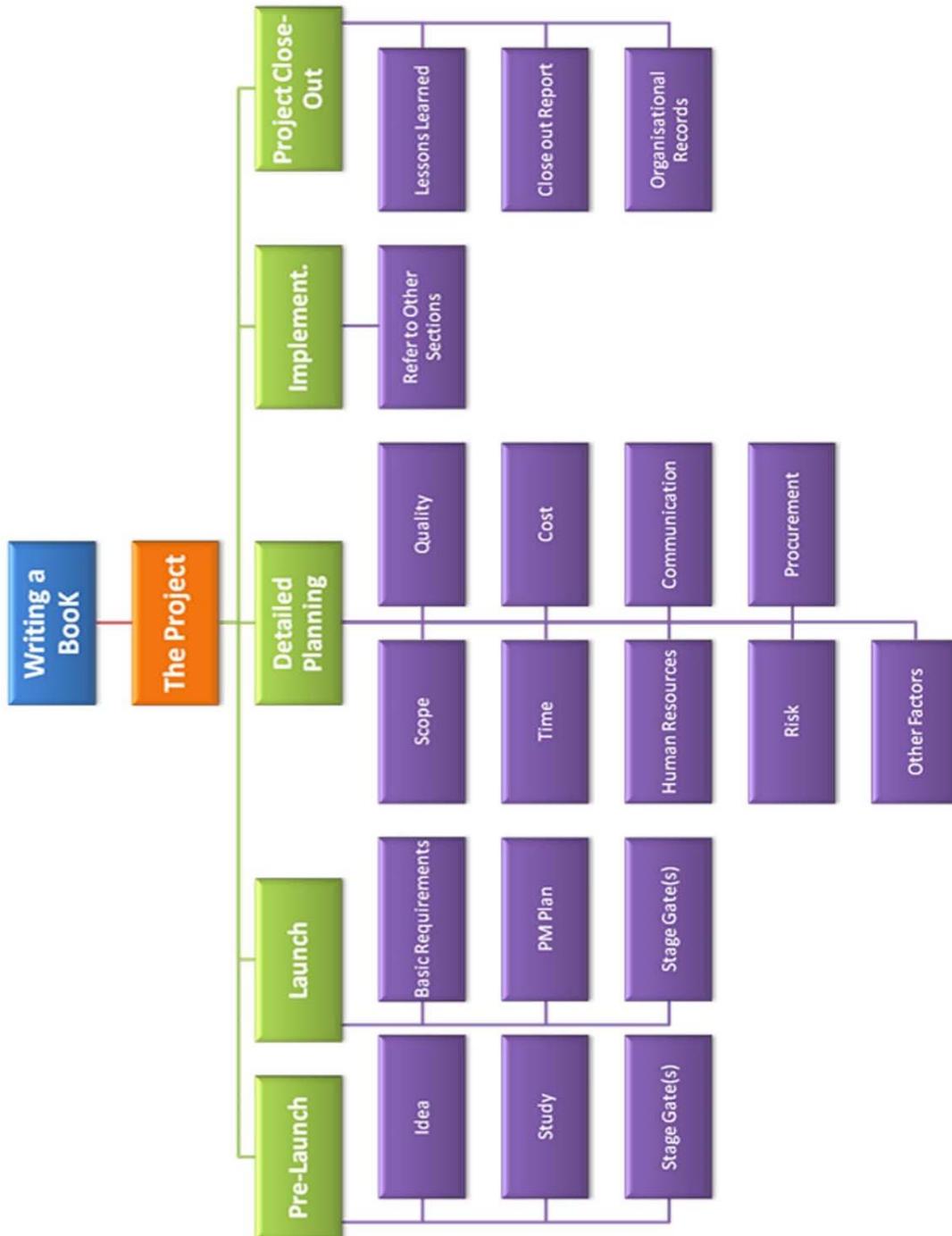
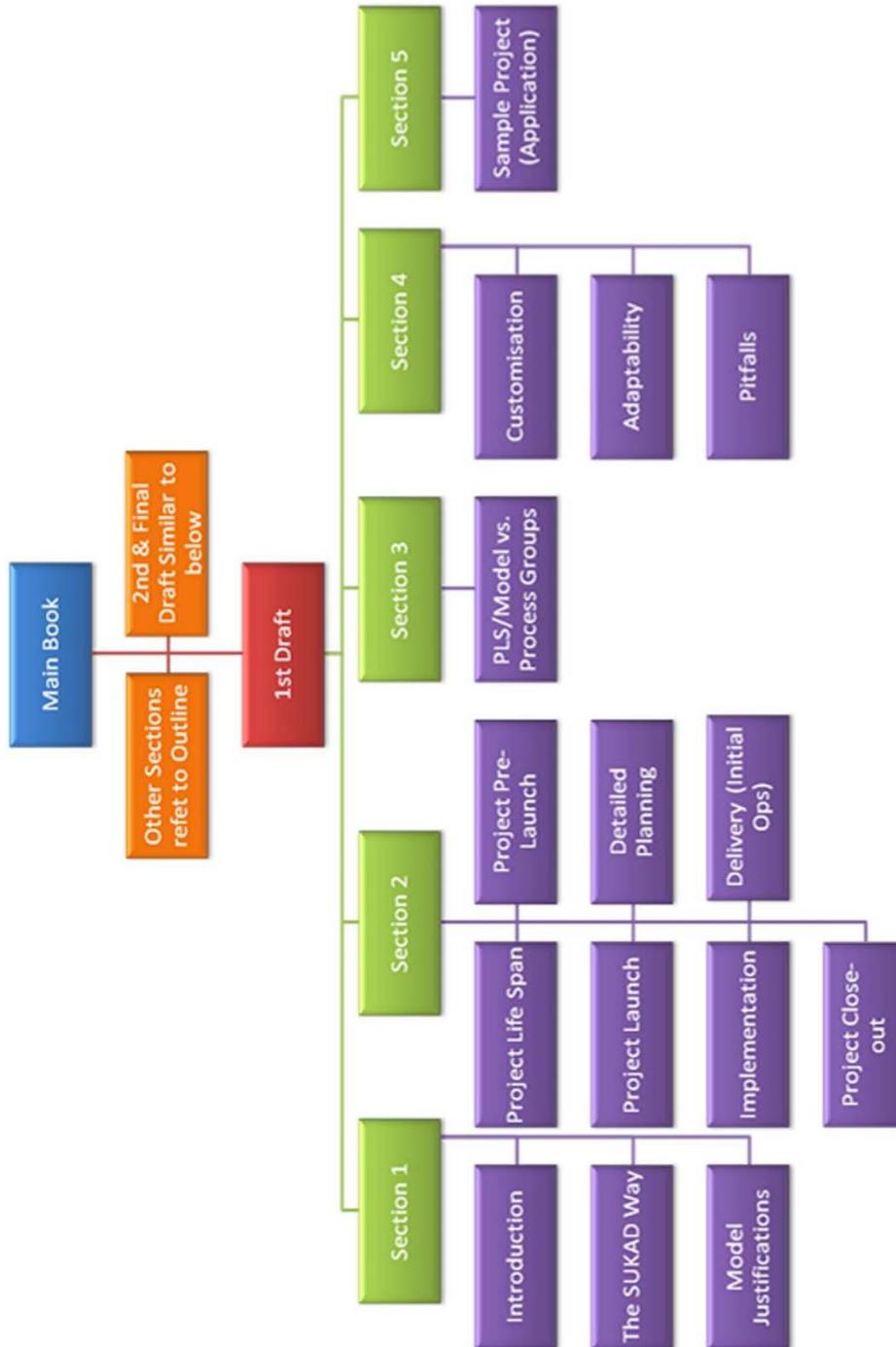


Figure 16: Detailed Project Breakdown Structure, Part 2, Project Branch

**8.4 ATTACHMENT D: PBS, WRITING BRANCH, 1<sup>ST</sup> DRAFT**



**Figure 17:** Detailed Project Breakdown Structure, Part 3, Writing-1st Draft Branch.

## 8.5 ATTACHMENT E: PROJECT COST ESTIMATE

The project cost estimate is in two parts:

3. Actual cash expenditure
4. Time (opportunity cost)

### Cash Expenditure

The cash expenditure for the writing would be in two parts:

- Printing for internal and external reviews, where necessary
- Courier charges

At this time, we expect to have about 10 copies printed and distributed, each with about 200 pages. Therefore,

- Printing cost = 200 pages \* 10 copies \* 0.60 AED<sup>46</sup>/page = 1,200 AED
- Courier = 5 copies (other 5 copies are local) \* 200 AED (assume international) = 1,000 AED
- Contingency = 20%
- Total Cost = (1200 + 1000) \* 1.2 = 2,640 AED

We must note here that there might be costs for professional agencies to review this work or for publishing houses; however, we exclude those costs from this project since we consider those costs to be part of the “publishing project”.

On a similar note, there might be a cost if we hire an artist to come up with sketches, cartoons, and images for use in this book. At this time, we are also considering this part of the cost as being associated with the publishing project since this is not required for the internal use and is not part of writing a book.

### **Time/Opportunity Cost**

Based on the schedule and a detailed plan, we list the opportunity cost, which is author hours<sup>47</sup>, as per the following:

#### ***Project Development (Idea to the Detailed Plan + Close Out)***

Time for project development = 27.5 hours

#### ***Implementation***

##### ***Writing Time***

Time for 1<sup>st</sup> draft = 54 hours

Time for 2<sup>nd</sup> draft = 19 hours

Time for the Final Draft = 8.5 hours

Subtotal for writing = 81.5 hours

##### ***Other Items***

Tables and Charts = 10 hours

Research = 10 hours

Illustrations = 10 hours

Subtotal for Other Items = 30 hours

##### ***Internal Reviews***

Time for review and discussions = 20 hours

##### ***External Reviews***

We have not include time for external reviews since this information is not known to us. However, we will attempt to capture it if the reviewers are willing to share the information.

The project implementation time = 131.5 hours

Total Project Effort (Development + Implementation) = 159 hours

Total effort (inclusive of 10% contingency) = 175 hours

It is worth noting that our initial order of magnitude estimate for the time was 100 hours, and this has grown to 175 hours during the detailed planning. This growth is expected since one can expect that the order of magnitude estimate could range from -50% to + 100%. In addition, the author and SUKAD, did not have prior experience in this type of project.

# APPENDICES

# APPENDIX A: ADDITIONAL RESOURCES

The following is a list of other resources for further reading.

For the most current list of SUKAD publications, please follow this link:

<http://www.sukad.com/publications/sukad-project-management>

## Print Books

1. The Inheritance
2. Project Management Foundation
3. Redefining the Basics of Project Management

## E-Books

1. Project Management for the Accidental Project Manager<sup>48</sup>
2. Project Management I: Challenges, Opportunities, Methodology
3. Project Management II: The Customizable and Adaptable Methodology for Managing Projects™
4. Project Management III: Managing a Project across the Project Life Span
5. Project Management IV: Practical Applications of The CAM<sup>2</sup>P™ Model

## Online Resources

1. The SUKAD Group Website: <http://www.sukad.com/>
2. The SUKAD Way™ Site: <http://sukadway.sukad.com/>
3. Project Management Knowledge Portal: <http://knowledge.sukad.com/>
4. Project Management Blog (English): <http://blog.sukad.com/>
5. Project Management Blog (Arabic): <http://blog-ar.sukad.com/>
6. CAM<sup>2</sup>P™ Website: <http://www.cam2p.com/>
7. Project Management Templates: <http://www.sukad.com/project-management-templates>

## APPENDIX B: BIBLIOGRAPHY

Ajam, M.A. (2010). *The Inheritance*. Dubai, United Arab Emirates: SUKAD. Retrieved from <http://www.sukad.com/the-inheritance>

Ajam, M.A. (2014)<sup>49</sup>. *Redefining the Basics of Project Management*. Amioun, Lebanon: SUKAD Multimedia and Author House<sup>50</sup>. Retrieved from <http://multimedia.sukad.com>

PMI. (2008). *A Guide to the Project Management Body of Knowledge (Fourth Edition ed.)*. Newtown Square, Pennsylvania, United States of America: Project Management Institute, Inc.

PMI. (2013). *A Guide to the Project Management Body of Knowledge (Fifth Edition ed.)*. Project Management Institute, Inc<sup>51</sup>.

# APPENDIX C: LIST OF ACRONYMS

AACE®	The Association for the Advancement of Cost Engineers, International AACE® International
ANSI	American National Standards Institute
BP	Best Practices
BRD	Basic Requirements Document
CAM2P™	Customizable and Adaptable Methodology for Managing Projects™
CII	Construction Industry Institute
COR	Close Out Report
CRP	Control Reference Point
FS	Feasibility Study
ICB	IPMA Competence Baseline
IPMA®	International Project Management Association
NGO	Non-governmental organisation
PAD	Project Authorisation Document
PBS	Project Breakdown Structure
PDP	Project Detailed Plan
PLC	Project Life Cycle / Product Life Cycle
PLS	Project Life Span
PM	Project Management, Project Manager
PM Plan	Project Management Plan
PMBOK®	A Guide to the Project Management Body of Knowledge, PMBOK® Guide
PMI	Project Management Institute
PMP	Project Management Plan but prefer to use PM Plan instead
PMP®	Project Management Professional

PMT	Project Management Team
RFP	Request for Proposal
Request for Proposal	Stage Gate
SOW	Scope of Work / Statement of Work
SUKAD	SUKAD stands for Success Uniqueness Knowledge Attitude Development and is the name of the company co-founded by the author.
VIP	Value Improving Practices
WBS	Work Breakdown Structure

I joined MITAS because  
I wanted **real responsibility**

The Graduate Programme  
for Engineers and Geoscientists  
[www.discovermitas.com](http://www.discovermitas.com)





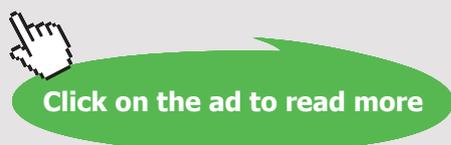
Month 16

I was a construction supervisor in the North Sea advising and helping foremen solve problems

Real work  
International opportunities  
Three work placements







# APPENDIX D: GLOSSARY OF TERMS

Term	Acronym	Description
Basic Requirements Document	BRD	The basic requirements document is the project document that outlines the key requirements for the project, as the project manager and team understand them.
Best Practices	BP	See Value Improving Practices
Challenged Project		A challenged project is one that is completed, but perhaps missing one or more objectives and/or possibly experienced issues in some of the project performance metrics, such as cost or schedule.
Control Reference Points	CRP	These are points across the project life span that we use for the purpose of project control and measuring project success.
Deliverable		A defined work item (scope) that when finished, is delivered for review/inspection and approval.
Failed Project		A failed project is one that the organisation terminates before completion, or is completed with major issues; in other words, it did not achieve the original objectives.
Gate		See stage gate
Law of Diminishing Return		Also called the principle of diminishing marginal productivity, the economic law stating that if one input in the production of a commodity is increased while all other inputs are held fixed, a point will eventually be reached at which additions of information yield progressively smaller, or diminishing, increases in output. (Encyclopedia Britannica n.d.) <sup>49</sup>
Management		In various places in the book we use the term 'management'; unless noted otherwise, this refers to executive management which could be a single person, such as owner, CEO, general manager, project sponsor. Alternatively, this term can be a reference to the executive committee, a steering committee, board of directors or any other formal management group.
Method		"A particular procedure for accomplishing or approaching something, especially a systematic or established one." <sup>50</sup>

Term	Acronym	Description
Methodology		"A system of methods used in a particular area of study or activity" <sup>51</sup>
One Size Fits All		In the context of this book, this term is not limited to size. We use the term to represent the differences between projects in term of size, complexity, domain, function, or types of organisations involved in the projects. In other words, projects might share management processes but one cannot use the same method for all types of projects.
Phase		One often uses this term interchangeably with stage, but in this book and the CAM <sup>2</sup> P™ Model, we differentiate between these terms and use 'phase' to indicate the three principal phases of a project, which are Concept, Development and Delivery phases.
Pilot (Period)		Pilot, in the context of the methodology and book, mean experimental period, where the project could start with a trial period. For example, an organisation is embarking on changing their performance management system. After the completed design of the system, they might choose to roll it out in one department before all others. This is done to capture the learning in a controlled environment.
Product		In the context of this book, unless otherwise noted, the word product, especially the project's product, refers to final output of the project delivery, such as an industrial facility, hospital, book, software application, or a new organisational system.
Project Authorisation Document	PAD	This is a document to announce management's official authorisation to launch the project.
Project Breakdown Structure	PBS	Project breakdown structure is similar to the work breakdown structure, except the WBS covers scope items only, and the PBS incorporates project management effort and other non-scope considerations.
Project Detailed Plan	PDP	The project detailed plan is the output of the project definition stage and includes details about various components of the project, such as scope, quality, time, risks.
Project Life Cycle	PLC	Equivalent to PLS (Project Life Span)

Term	Acronym	Description
Project Life Span	PLS	The project life span is the sequential timeline of the project phases and stages from idea to closure.
Project Management Team	PMT	The project management team is the team supporting the project manager in managing the project and includes cost, schedule, quality personnel, and others as necessary (safety, construction, logistics...). The project management team includes a project manager.
Project owner		This term refers to the organisation that is developing and will own the product of the project.
Project Team		The project team includes the technical (or functional) professionals who will perform the detailed work of the project (designers, engineers, specialists...). The project team in the wider context includes the project manager and other project management team members.
Project's Product		PMBOK® Guide defines the output of the project as a product, service, or result. A product being a physical facility (building, refinery), a service would be a project that delivers a service (deliver training, consultancy); a result is the output of research and development that other could use to provide a service or further research and development. In this book, we often use this term generically to refer to the product, service, or result.
Responsibility Assignment Matrix	RAM	Defines and clarifies the roles and responsibilities of the people involved on the project.
Stage		A defined time span and part of the project life span that usually ends with the production of vital deliverables. In the generic CAM2P™ Model, there are six stages: pre-launch, launch, definition, implementation, operation readiness, close.
Stage Deliverable		Same as deliverable. However, stage deliverables are the primary deliverables, usually approved at a stage gate.
Stage Gate	SG	Equivalent to an interim review, control point, or decision point. Each stage gate occurs at the end of the project stage. In the standard CAM2P™ Model, there are eight gates.
SUKAD Model		The name used alternatively to refer to the SUKAD methodology for managing projects, CAM2P™.

Term	Acronym	Description
SUKAD Way™, The		The name used to refer to the SUKAD approach for managing projects, to encompass the SUKAD Model and the other products from its research and development program, including The Seven Elements of Project Management Maturity.
Value Improving Practices	VIP	Value Improving Practices deal with practices that are not commonly used, and if organisations use them correctly, they can expect significant performance improvement in the areas of safety, quality, cost, schedule, performance, among other areas. VIP should be limited in number since they are often differentiating factors between typical performance and best in class performance.
Work Breakdown Structure	WBS	Work Breakdown Structure is the logical breakdown of the project scope into smaller and smaller components, reaching the work packages level. The breakdown is necessary to facilitate planning, estimating of cost and time, and for control of the project.
Work Package		A work package is a WBS element that is at the bottom of a given branch, the lowest level. Since it is a WBS element, it is then a deliverable, a particular scope of work.

# APPENDIX E: PROJECT MANAGEMENT ASSOCIATIONS

Acronym	Association Name	Website
AACE®	The Association for the Advancement of Cost Engineers International (AACE® International)	<a href="http://www.aacei.org">www.aacei.org</a>
APM	The Association for Project Management	<a href="http://www.apm.org.uk/">http://www.apm.org.uk/</a>
CII	Construction Industry Institute	<a href="http://www.construction-institute.org/">http://www.construction-institute.org/</a>
GAPPS	Global Alliance for Project Performance Standards	<a href="http://www.globalpmstandards.org">www.globalpmstandards.org</a>
IPMA®	International Project Management Association	<a href="http://www.ipma.ch">www.ipma.ch</a>
PMAJ	Project Management Association of Japan	<a href="http://www.pmaj.or.jp">www.pmaj.or.jp</a>
PMI®	The Project Management Institute	<a href="http://www.pmi.org">www.pmi.org</a>

# END SECTIONS

# AUTHOR BIOGRAPHY:

## MOUNIR A. AJAM

Mr. Ajam is an entrepreneur, author, speaker, coach, advisor, consultant, volunteer leader, and project management thought leader.

He is the author of '*The Inheritance, a Story about Friendship, Community, and Project Management*', *Redefining the Basics of Project Management*, and a series of e-books on project management.

He is a senior executive with close to three decades of outstanding global and practical experience in capital project industries such as engineering, construction, petroleum, utilities and project management. He has worked on projects worth billions of US dollars in North America, Europe, South East Asia, and West Asia.

Mr. Ajam is a co-founder and the Chief Executive Officer of SUKAD Group, a leading project management provider with offices in Lebanon and the United Arab Emirates.

Mr. Ajam and SUKAD play quite an active role in the project management community through various professional activities that are open to community members at no cost. He is a real volunteer servant leader. He is heavily involved with the project management community at the regional and global levels. Globally, he has served in different roles and capacities, such as serving on the Global Advisory Group to the Project Management Institute (PMI®) Registered Education Provider program and as a judge for various PMI® educational awards. He served on the 2008 PMI® EMEA (Europe-Middle East-Africa) Congress Project Action Team. He is also a graduate of the PMI Leadership Institute Master Class.

In West Asia, Mr. Ajam served on the board of directors for the PMI chapter in the Arabian Gulf. He led the efforts to establish a PMI chapter in the United Arab Emirates. He also led the efforts to establish the Global Project and Process Management Association (GPPMA) and served as its board chairperson for three years.

Mr. Ajam is an advocate of project management and recognises its strategic value. He contributes to project management growth by publishing professional papers and articles on numerous platforms, such as PMI Congresses, Construction Week Magazine, Dubai Quality Group, DKV Experts Channel, PMForum.com, Wamda.com, and other publications. He is the principal author on the SUKAD blog (<http://blog.sukad.com>), in addition to a personal blog.

For more information about Mr. Ajam, please refer to his personal page at [www.mounirajam.com](http://www.mounirajam.com).

# ABOUT THE PUBLISHER

SUKAD Multimedia is a division of the SUKAD Group with a focus on publishing project management related work. This book is the third book by the author, but it is the second one that we publish through this division, since our first book was self-published by the author.

The SUKAD Multimedia division policy is that 20% of the revenues generated from the division will be allocated for not-for-profit purposes, primarily to establish an organisation. See next section.

Further, all revenues from our first book are dedicated for the foundation.

# THE FOUNDATION

Twenty percent (20%) of the revenues that Mr. Mounir Ajam will earn from this work will go towards the foundation and supporting its projects. In addition, 100% of the revenues from our first book, *The Inheritance* and its second edition *the Project Management Foundation* (Arabic and English versions), will be donated for the foundation as well.

Al-Insan is the short name that we are using for the foundation, but the full name is Al-Insan wa Al-Mujtama Foundation. The origin of the name is Arabic, to reflect and honour the starting point of the foundation.

- Insan means human and Al-Insan means the human
- Mujtama means society, and Al-Mujtama means the society (also community)

With this in mind, the purpose of the organisation is to serve the global community through a focus on Al-Insan (individuals), directly or indirectly and serving society (al-mujtama). The mission of this organisation is to use project management as a social enabler to serve communities. The concept is to use project management for 'life projects'.

This will be done via:

1. Providing complimentary professional services (learning and consultancy solutions) to non-government organisations (NGO) that are providing social services in the least developed countries and global communities. The ultimate purpose is to help these organisations build their capacity for delivering service.
2. Providing services directly to communities, or in partnership with NGO/humanitarian organisations. The services could be youth camps, training, advisory and coaching services, among other needs.
3. Reaching out to schoolchildren by training their teachers and working with the students on school projects with a focus on using project management as an essential enabler.
4. Organising youth camps (high school and university students) to help them learn project management and apply the learning on community projects in their villages, towns, and communities.

# ENDNOTES

1. SUKAD, as a project management service provider, subscribes to the principles that project management is the approach to bridge an organisation’s strategic plan to execution. Consequently, SUKAD vision and strategic direction has been transformed into six strategic pillars (portfolios and programs). In turn, each is subdivided further, where applicable. The CAM<sup>2</sup>P™ Strategic Program is part of the Research and Development Pillar.
2. Project Management Foundation is actually the second edition of *The Inheritance*, published under a different name and with additional content.
3. All of these books are available in hardcover, paperback, or e-book format.
4. Six e-books at the time of finalising this e-book; November 2014. This e-book will be number 7.
5. Simplistically, we classify projects as S–M – Small to Medium or M–L – Medium to Large. One can also use Small/Simple, Medium/Moderate Complexity, or Large/Complex or other classifications. All of these terms are subjective; must be used relative to each other, in the context of an organisation.
6. Day-to-day projects refers to internal-business projects, typically requiring limited effort. For example involving one or more department, a few resources, and with a relatively short duration (weeks). These could be training, marketing, or similar projects.
7. Refer to A Guide to the Project Management Body of Knowledge® (PMBOK® Guide); published by the Project Management Institute.

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- STUDY A SEMESTER ABROAD AND BECOME A GLOBAL CITIZEN WITH THE BEYOND BORDERS EXPERIENCE

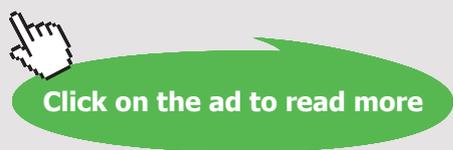
Length: 10 MONTHS  
Av. Experience: 1 YEAR  
Language: ENGLISH / SPANISH  
Format: FULL-TIME  
Intakes: SEPT / FEB

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8. Refer to the book, *Redefining the Basics of Project Management*, for further reading on the relation between process groups and project life span (phases and stages).
9. The author often uses methodology, model, or approach interchangeably.
10. Refer to the Preface of this e-book.
11. Summer of 2009.
12. This figure is updated as per CAM<sup>2</sup>P™ 2.0 and not the original outline of CAM<sup>2</sup>P™ 1.0.
13. For a better understanding of what each of the following items means, please refer to *Redefining the Basics of Project Management*. You can also refer to the last section in this e-book for the templates and instruction sheets.
14. 1 United States Dollar = 3.67 UAE Dirham.
15. This e-book (the one in your hands) is one aspect of how SUKAD is materialising this point.
16. Was not known when we worked on this project.
17. Social/Community Evaluations is similar to market evaluation, but for government, NGO, or social/community projects.
18. Participants in SUKAD learning and training programs.
19. **Post project note:** For the writing project, this was a consideration but later we realised that we could not measure for this project since the book will not go to the professional community at this time; this will be part of the publishing project.
20. This is a unique situation since the project manager is the author and the CEO of the company. If this were not the case, the project manager's authority could have some limitations.
21. Not relevant for the writing project.
22. Although the characteristics included some of the requirements and expectations, that was not enough and the author should have elaborated on these points further.
23. **Post project completion note:** We could have used a different breakdown that matches a phased approach – like Initial Draft, Second Draft, and Final Draft at the first level. Next, with each of these elements, include a sub-level such as Write, Review, and Finalise. We now realise that this alternative approach would have been the better, more realistic, approach.
24. Value Improving Practices, also known as best practices, are practices that are **not** day-to-day common practices. Implementing them would typically lead to significant performance enhancements in term of cost, time, safety or other factors, where applicable.
25. While we were working on the project's basic requirements, we had not had developed the concept of [the four dimensions of project success](#). We developed the concept as we were writing this book and this is why the success criteria here do not match the four dimensions of project success; <http://sukadway.sukad.com>.
26. **Post completion note:** Since the first two drafts of the book were out and we had a chance to obtain reviews, we can consider this is a success. All reviewers concur that this is a good book and that we should publish it. The reviewers included two global experts/thought leaders in project management, five senior managers from various organisations, one general manager for a branch of a global company, in addition to the SUKAD senior managers.

27. **Post completion note:** this was included here in error since this project is only about the writing and not publishing, therefore, there is no way for us to validate this point. Further, SUKAD intends to establish a multimedia division that will publish this work, as we did with our first book, *The Inheritance*.
28. Post completion note: These were not relevant to this writing project and were included in error.
29. Later in the project, we realised that this arrangement was not the most appropriate.
30. Later in the project we discovered that the implementation split should have been different, a split per edition (draft) would have been more appropriate.
31. No need to say more for such a project due to its unique situation, where the project manager is also the author and the CEO of SUKAD.
32. Not a typical SUKAD project.
33. Not relevant for the writing project, included in error.
34. Remember, this is the combined stages 3 and 4 from the standard model.
35. **Post project note:** Some of these items, we later moved to the publishing project, since they were mostly for public audience and not writing (example: cartoons).
36. This (the attachment) was during planning – in other words before we start the implementation (writing and reviews).
37. The only exception to this is to save paper by avoiding printing any unnecessary drafts, and depending on soft copies instead of print copies for reviews.
38. The detailed schedule is not included in this book.
39. **Post project note:** before publishing we will have another review, and updates where necessary.
40. A list of actual reviewers was developed but not listed here. For those who contributed to this work, their names appear in the acknowledgement of the book, *Redefining the Basics of Project Management*
41. Books – not book – since we were actually working two projects at the same time, Book 1 already published – *The Inheritance* – and this book. The reason for this is that both books shared the same model.
42. We documented them here since we noted most of them while working on the project. However, these could also be part of a reconciliation report during project close out.
43. To launch CAM<sup>2</sup>P™ we conducted open workshops with close to 200 people in attendance, at various locations. We explained CAM<sup>2</sup>P™ to the participants then asked them to re-draw the project life span for their work environment. The results are included in *Redefining the Basics of Project Management*.
44. This was from the Project Launch Stage.
45. This was the original name of the model.
46. United Arab Emirates Dirham; 1 US\$ ~ 3.67 AED.
47. Please note the actual estimate has more details; we are only presenting a summary here.
48. Short version of The Inheritance / Project Management Foundation.
49. <http://www.britannica.com/EBchecked/topic/163723/diminishing-returns>
50. Oxford Dictionaries (<http://oxforddictionaries.com/>).
51. Same reference.