Chapter 11 Review Questions

1. Why do we view project delivery as a process of preserving value?

The value proposition which is developed and agreed during project shaping identifies the value that is to be delivered by achieving the project mission. The job of project delivery is to ensure that the project mission is achieved by delivering the expected output. The challenge with attempting to gain additional value during project delivery is that it can have unintended consequences – see Chapter 7 on resilience – and end up destroying more value than is added.

1. What is the difference between the PDP and the PEP?

The Project Delivery Plan is the agreed overall strategy for the delivery of the project which is signed off by the owner as the basis for the final investment decision. The Project Execution Plan is the detailed plan for the execution of the project which is agreed with all the suppliers at the end of the Define stage. In effect, the PEP is a much more detailed iteration of the PDP.

1. What is rolling wave planning?

It is planning in more strategic terms for executing tasks that are a long way (say one year) in the future and planning in much more tactical terms for tasks that are to be executed in the near future (say next week or next month).

1. Why are planning and control synergistic?

Planning defines what is to be done, and control identifies whether it has been done. Planning without control is otiose; control without planning is oppressive. The information loop shown in figure 11.3 shows how the two are synergistic.

1. What is a critical path?

The critical path on a project is the longest path of dependency through the network of WBS tasks on the project without execution slack between those tasks. It therefore identifies the shortest possible time in which the whole project can be executed.