APS1013 Applying Innovation in Engineering – Final Team Projects, Fall 2012

Industrial Equipment Manufacturer- Development of a Programme Management Office (PMO)

The purpose of the project is to help our client, a manufacturer of industrial equipment, to establish a project management office. Our team tries our best effort to know the structural and operational status of the company, identify the problem and then make practical solution to the company. During third visits to the company, we already had a comprehensive understanding of how the business is running within the company and find out some elemental problems that bother the company for a long time. Meanwhile, we give our practical solution to the problems and hope it may be useful to the company.

Our project is organized in sections. We have the introduction of the project, the purpose and limitation in the first part. Then the second part is the client's background, their business, products and locations. In the third part we define our approach strategy and we develop steps to organize the team, gather information and analyze it. The next step and fourth section is the findings. In this section we make a fish-bone diagram where we were able to identify some of the root causes of the client's late project delivery. This is the main problem they are currently facing. With the information of our analysis we decided to conduct an investigation on Project Management Office, Program Management and make an evaluation of the client's performance on these practices in our conclusions section. Finally we proposed our recommendations. We proposed two main recommendations to the client. The first is to establish a PMO based on successful practices that we researched on. The second is about introducing risk management plan, where risks are identified in advance and mitigate the impact by preparing "B" plans. We close our report by showing some of the feedback from the client's managers and our personal impressions and lessons learned during this project.