

East Tennessee State University

ENTC 4060

Project Scheduling

Missions & Objectives

Mission Statement Process

- **List stakeholder wants from top 3 stakeholders**
- **List criteria for success**
- **Identify critical events**
- **Write mission & purpose statements**

Mission Statements Ask:

- **What are we going to do?**
- **For whom are we doing it?**

Objectives vs. Tasks

- **An objective is a desired end state**
- **A task is an action taken to achieve one or more objectives**

Mission Statement Process

- 1. List ALL stakeholders**
(Anyone with vested interest)
- 2. From the list, identify customer(s)**
(someone who uses the output)
- 3. Check 3 most important stakeholders**
(at least one should be the primary customer)

Objectives Must Be...

- **Written**
 - Clarification
 - Accessible to all
 - Conflict resolution (later)
- **Specific**
 - Not vague or fuzzy

Objectives Must Be...

- **Achievable & attainable**
- **Measurable**
- **Fit organizational objectives**
- **Comprehensive**

Four Ranking Methods

- **Category Grouping**
- **Rank Order**
- **Paired Comparisons**
- **Priority Matrix**

Objectives Must Be...

- **Deliverable**
 - A single end result
- **Realistic**
- **Time limited**

Category Grouping

- **Divide into limited categories**

Example: Categories A, B, & C where category A is the highest priority, B is somewhat important and C is the lowest.

Prioritizing Objectives

- **Logical based upon**
 - Need
 - Economies
 - Social desirability

Rank Order

- **Order all objectives from highest to lowest**
Example: (e.g., 1, 2, 3, 4, etc.)
- **Rank order methods are best with a very small number of objectives (less than 10)**

Paired Comparisons

- Compare pairs & count winners
- Good for lists > 10 items

Example: (Items 1, 2, 3, 4, ...12)

1 v 2	2 v 3	3 v 4	4 v 5
1 v 3	2 v 4	3 v 5	4 v 6
1 v 4	2 v 5	3 v 6	4 v 7
...
1 v 12	2 v 12	3 v 12	4 v 12

Planning Strategy

- **SWOT Analysis:**
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats

Priority Matrix

- Matrix of paired comparisons
- Vertical axis is more important than horizontal
- Uses a spreadsheet-like format

SWOT Analysis

- **Strengths**
 - How do we maximize them?
- **Weaknesses**
 - How do we minimize them?

Priority Matrix

	1	2	3	4	5	6	7	8	9	10
1		-	-	X	-	-	X	-	X	-
2	X		X	X	-	-	-	X	-	-
3	X	-		X	-	-	-	X	X	-
4	-	-	-		X	-	-	-	-	-
5	X	X	X	X						
6	X	X	X	X						
7	-	X	X	X						
8	X	-	-	X						
9	-	X	-	X						
10	X	X	X	X						
Totals	6	5	5	9						

SWOT Analysis

- **Opportunities**
 - How do we capitalize on them?
- **Threats**
 - How do we prevent them or mitigate their effects?