# MODULE
# 4

# Process—
# Primary Constraints

MODULE
**4**

Process—
Primary Constraints

CHAPTER
**1**

# Project Work Performance Domain

# Project Work

| | |
|---|---|
| Project process design and tailoring/improvement | • Eliminate ineffective processes, improve effective ones.<br>• Determine need for process conformance and if to monitor. |
| Constraint and customer satisfaction balancing | • Examine if changes to constraints impact customer satisfaction. |
| Integrating project work | • Ensure that processes and deliverables can be combined effectively. |
| Sustaining team focus | • Maximize delivered value by ensuring good conditions. |
| Engaging with stakeholders | • Communicate thoroughly and interactively. |
| Managing physical resources | • Use logistics to optimize storage, materials handling, and scrap/waste. |
| Procuring resources and services | • Determine authority, process, and whom to consult (e.g., lawyers). |
| Managing changes or new work | • Use change control board or prioritized backlog to set priorities. |
| Managing project knowledge | • Pass on explicit and tacit knowledge. |

# Project Work

## Checking Outcomes

- Efficient/effective: status reports

- Right processes: tailoring, audits

- Communication: number/type, ad hoc needs, miscommunication

- Materials: scrap, rework, cost and usage variances

- Procurement: audit

- Change management: change log, rate of new scope vs. done

- Continuous improvement: errors, team velocity

## Tailoring

- Cultural biases of methods, etc.

- Complex industry: formal processes?

- Mix and match from different development approaches

- Tools from finance, etc.

- Existing continuous improvement methods and information systems

- What to collect and how to manage knowledge to promote collaboration, vital information sharing

# Assumptions and Constraints

## Assumptions

- Planning factor
- Assumed to be true, real, or certain
- No proof
- Inevitable
- Document level of control, how to test, probability, and timing

## Constraints

☐ → Mod 4
☐ → Mod 5



Scope
Risks
Quality
Budget
Schedule
Resources