Chapter 1 : Research & Surveys

In business, matching a project to the right project manager requires a similar complex Article Requirements Management, Change Management, Leadership, Resource Management, Skill Development April

Projects may be audited or reviewed while the project is in progress. Formal audits are generally risk or compliance-based and management will direct the objectives of the audit. An examination may include a comparison of approved project management processes with how the project is actually being managed. If project control is not implemented correctly, the cost to the business should be clarified in terms of errors and fixes. Control systems are needed for cost, risk , quality, communication, time, change, procurement, and human resources. In addition, auditors should consider how important the projects are to the financial statements , how reliant the stakeholders are on controls, and how many controls exist. Auditors should review the development process and procedures for how they are implemented. The process of development and the quality of the final product may also be assessed if needed or requested. A business may want the auditing firm to be involved throughout the process to catch problems earlier on so that they can be fixed more easily. An auditor can serve as a controls consultant as part of the development team or as an independent auditor as part of an audit. Businesses sometimes use formal systems development processes. These help assure systems are developed successfully. A formal process is more effective in creating strong controls, and auditors should review this process to confirm that it is well designed and is followed in practice. A good formal systems development plan outlines: Designing a new car, writing a book. Project Complexity[edit] Complexity and its nature plays an important role in the area of project management. Despite having number of debates on this subject matter, studies suggest lack of definition and reasonable understanding of complexity in relation to management of complex projects. Level 2 Project â€" develop and improve compliance to a business process with targeted completion time from 3 months to 1 year. Level 3 Project â€" develop, change and improve a business process with targeted completion time from 1 to 2 years. Level 4 Project â€" develop, change and improve a functional system with targeted completion time from 2 to 5 years. Level 6 Project â€" develop, change and improve a whole single value chain of a company with targeted completion time from 10 to 20 years. Level 7 Project â€" develop, change and improve multiple value chains of a company with target completion time from 20 to 50 years. Project managers are in charge of the people in a project. People are the key to any successful project. Without the correct people in the right place and at the right time a project cannot be successful. Project managers can have the responsibility of the planning, execution, controlling, and closing of any project typically relating to the construction industry , engineering, architecture, computing , and telecommunications. Many other fields of production engineering, design engineering, and heavy industrial have project managers. A project manager needs to understand the order of execution of a project to schedule the project correctly as well as the time necessary to accomplish each individual task within the project. A project manager is the person accountable for accomplishing the stated project objectives. A project manager is required to know the project in and out while supervising the workers along with the project. Typically in most construction, engineering, architecture and industrial projects, a project manager has another manager working alongside of them who is typically responsible for the execution of task on a daily basis. This position in some cases is known as a superintendent. A superintendent and project manager work hand in hand in completing daily project task. Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the triple constraint now including more constraints and calling it competing constraints for projects, which is cost, time, and scope for the first three but about three additional ones in current project management. A typical project is composed of a team of workers who work under the project manager to complete the assignment. A project manager normally reports directly to someone of higher stature on the completion and success of the project. A project manager is often a client representative and has to determine and implement the exact needs of the client,

based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realized. Project management types[edit] Project management can apply to any project, but it is often tailored to accommodate the specific needs of different and highly specialized industries. For example, the construction industry, which focuses on the delivery of things like buildings, roads, and bridges, has developed its own specialized form of project management that it refers to as construction project management and in which project managers can become trained and certified. Biotechnology project management focuses on the intricacies of biotechnology research and development. It focuses on three important goals: Successful projects are completed on schedule, within budget, and according to previously agreed quality standards. This allows project plans to become very thorough and highly repeatable, with the specific intent to increase quality, lower delivery costs, and lower time to deliver project results. Project management success criteria[edit] There is a tendency to confuse the project success with project management success. They are two different things. Project management success criteria is different from project success criteria. The project management is said to be successful if the given project is completed within the agreed upon time, met the agreed upon scope and within the agreed upon budget. Meanwhile, a project is said to be successful, when it succeeds in achieving the expected business case. Project risk management An example of the Risk Register that includes 4 steps: Risk management applies proactive identification see tools of future problems and understanding of their consequences allowing predictive decisions about projects. Work breakdown structure[edit] Main article: Work breakdown structure The work breakdown structure WBS is a tree structure that shows a subdivision of the activities required to achieve an objectiveâ€"for example a program, project, and contract. It is an essential element in assessing the quality of a plan, and an initial element used during the planning of the project. For example, a WBS is used when the project is scheduled, so that the use of work packages can be recorded and tracked. There have been several attempts to develop project management standards, such as: This is the first project management ISO.

Chapter 2 : Education, Research & Development , International Conference, Bulgaria

Innovative approaches to knowledge management. Higher education and the Bologna Process. Pedagogy and methodology of education. Lifelong learning. Research and educational networks.

What Is Business Development? This includes increasing revenues, growth in terms of business expansion, increasing profitability by building strategic partnerships, and making strategic business decisions. Business Development Across Departments Business development activities extend across different departments, including sales, marketing, project management, product management and vendor management. Networking, negotiations, partnerships , and cost-savings efforts are also involved. All these different departments and activities are driven by and aligned to the business development goals. Sales personnel focus on a particular market or a particular set of client s , often for a targeted revenue number. With such set goals, the sales department targets the customer base in the new market with their sales strategies. Business development initiatives may allocate an estimated marketing budget. Higher budgets allow aggressive marketing strategies like cold calling , personal visits, road shows, and free sample distribution. Strategic Initiatives or Partnerships: To enter a new market, will it be worth going solo by clearing all required formalities, or will it be more sensible to strategically partner with local firms already operating in the region? Assisted by legal and finance teams, the business development team weighs all the pros and cons of the available options, and selects the one that best serves the business. Will the latter option require an additional facility in the base country? Such decisions are finalized by the business development team based on their cost-, and time-related assessments. Regulatory standards and market requirements vary across countries. A medicine of a certain composition may be allowed in India but not in the U. These requirements drive the work of product management and manufacturing departments, as decided by the business strategy. Cost consideration, legal approvals and regulatory adherence are all assessed as a part of a business development plan. Will the new business need external vendors? For example, will shipping of product need a dedicated courier service? Or will the firm partner with any established retail chain for retail sales? What are the costs associated with these engagements? The business development team works through these questions. Negotiations, Networking and Lobbying: A few business initiatives may need expertise in soft skills. For example, lobbying is legal in some locales, and may become necessary for penetrating the market. Other soft skills like networking and negotiating may be needed with different third-parties such as vendors, agencies, government authorities, and regulators. All such initiatives are part of business development. Business development is not just about increasing sales, products and market reach. Strategic decisions are also needed to improve the bottom line , which include cost-cutting measures. An internal assessment revealing high spending on travel, for instance, may lead to travel policy changes, such as hosting video conference calls instead of on-site meetings, or opting for less expensive transportation modes. Strategic partnerships needed for these initiatives are a part of business development. The business development scenario discussed above is specific to a business expansion plan, whose impact can be felt by almost every unit of the business. For example, in the case of a merger, significant cost savings can be accomplished by integrating the common functions of the housekeeping, finance, and legal departments of the two firms. In essence, business development involves high level decision-making based on a realistic assessment of all potential changes and their impact. It is not sales, it is not marketing, it is not partnering. Instead, it is the eco-system encompassing the entire business and its various divisions, driving overall growth. Businesses often encourage employees to come up with innovative ideas, which can help in improving the potential of the overall business. However, these entities assist in business establishment and the necessary fine-tuning only during the early stages of business setup. As a business matures, it should aim to build its business development expertise internally. What Should a Business Developer Know? Since business development involves high-level decision making, the business developer should remain informed about the following: The current state of the business in terms of SWOT analysis

strengths, weaknesses, opportunities, and threats. Due to the wide open scope of business development and activities, there are no standard practices and principles. From exploring new opportunities in external markets, to introducing efficiencies in internal business operations, everything can fit under the business development umbrella. Those involved in business development need to come up with creative ideas, but their proposals may prove to be unfeasible or unrealistic. The Bottom Line Business development may be difficult to define concisely, but it can be easily understood using a working concept. Beyond the ideation, implementation, and execution of a business development idea, the end results matter the most. Trading Center Want to learn how to invest? Get a free 10 week email series that will teach you how to start investing. Delivered twice a week, straight to your inbox.

Chapter 3 : Project management - Wikipedia

United Nations Development Business will not publish any material of agencies that, inter alia, are complicit in human rights abuses, tolerate forced or compulsory labour or the use of child labour, are involved in the sale or manufacture of anti-personnel landmines or cluster bombs, or that otherwise do not meet relevant obligations or responsibilities required by the United Nations.

In fact, most established consumer goods companies dedicate a significant part of their resources towards developing new versions of products or improving existing designs. However, where most other firms may only spend less than 5 percent of their revenue on research, industries such as pharmaceutical, software or high technology products need to spend significantly given the nature of their products. Basic Research When research aims to understand a subject matter more completely and build on the body of knowledge relating to it, then it falls in the basic research category. This research does not have much practical or commercial application. The findings of such research may often be of potential interest to a company Applied Research Applied research has more specific and directed objectives. These investigations are all focused on specific commercial objectives regarding products or processes. Development Development is when findings of a research are utilized for the production of specific products including materials, systems and methods. Design and development of prototypes and processes are also part of this area. A vital differentiation at this point is between development and engineering or manufacturing. Development is research that generates requisite knowledge and designs for production and converts these into prototypes. Engineering is utilization of these plans and research to produce commercial products. Thought there is often overlap in all of these processes, there still remains a considerable difference in what they represent. This is why it is important to understand these differences. This is systematic creative work, and the resulting new knowledge is then used to formulate new materials or entire new products as well as to alter and improve existing ones Innovation Innovation includes either of two events or a combination of both of them. These are either the exploitation of a new market opportunity or the development and subsequent marketing of a technical invention. A technical invention with no demand will not be an innovation. New Product Development This is a management or business term where there is some change in the appearance, materials or marketing of a product but no new invention. It is basically the conversion of a market need or opportunity into a new product or a product upgrade Design When an idea is turned into information which can lead to a new product then it is called design. This term is interpreted differently from country to country and varies between analytical marketing approaches to a more creative process. Product Design Misleadingly thought of as the superficial appearance of a product, product design actually encompasses a lot more. It is a cross functional process that includes market research, technical research, design of a concept, prototype creation, final product creation and launch. Usually, this is the refinement of an existing product rather than a new product. Often, the required knowledge already exists and can be acquired for a price. The influence of the following factors can help make this decision. Proprietariness If the nature of the research is such that it can be protected through patents or non-disclosure agreements , then this research becomes the sole property of the company undertaking it and becomes much more valuable. Patents can allow a company several years of a head start to maximize profits and cement its position in the market. On the other hand, if the research cannot be protected, then it may be easily copied by a competitor with little or no monetary expense. In this case, it may be a good idea to acquire research. In a fast paced environment, competitors may rush ahead before research has been completed, making the entire process useless. In this regard, it may be desirable to acquire the required research to convert it into necessary marketable products. There is significantly less risk in acquisition as there may be an opportunity to test the technology out before formally purchasing anything. Cost Considering the long term potential success of a product, acquiring technology is less risky but more costly than generating own research. This is because license fees or royalties may need to be paid and there may even be an arrangement

that requires payments tied to sales figures and may continue for as long as the license period. There is also the danger of geographical limitations or other restrictive caveats. In addition, if the technology changes mid license, all the investment will become a sunk cost. There needs to be massive initial investment that leads to negative cash flow for a long time. But it does protect the company from the rest of the limitations of acquiring research. All these aspects need to be carefully assessed and a pros vs. Manufacturers of a variety of products utilize this process for new product development and innovation. Though each company or industry may have its own unique research methodology, a basic research process will form the framework for it. Foster Ideas At this point the research team may sit down to brainstorm. The discussion may start with an understanding and itemization of the issues faced in their particular industry and then narrowed down to important or core areas of opportunity or concern. Focus Ideas The initial pool of ideas is vast and may be generic. The team will then sift through these and locate ideas with potential or those that do not have insurmountable limitations. At this point the team may look into existing products and assess how original a new idea is and how well it can be developed. Develop Ideas Once an idea has been thoroughly researched, it may be combined with a market survey to assess market readiness. Ideas with true potential are once again narrowed down and the process of turning research into a marketable commodity begins. Prototypes and Trials Researchers may work closely with product developers to understand and agree on how an idea may be turned into a practical product. As the process iterates, the prototype complexity may start to increase and issues such as mass production and sales tactics may begin to enter the process. Regulatory aspects are assessed and work begins to meet all the criteria for approvals and launch. The marketing function begins developing strategies and preparing their materials while sales, pricing and distribution are also planned for. Launch The product that started as a research question will now be ready for its biggest test, the introduction to the market. The evaluation of the product continues at this stage and beyond, eventually leading to possible re-designs if needed. At any point in this process the idea may be abandoned. Its feasibility may be questioned or the research may not reveal what the business hoped for. It is therefore important to analyze each idea critically at every stage and not become emotionally invested in anything. It can significantly contribute towards organizational growth and sustained market share. However, all business may not have the necessary resources to set up such a function. When all employees are encouraged to think creatively and with a research oriented thought process, they all feel invested in the business and there will be the possibility of innovation and unique ideas and solutions. This mindset can be slowly inculcated within the company by following the steps mentioned below. If it is successful, encourage employees to identify reasons for success so that these can then be used as benchmarks or best practices. If the product is not doing well, then encourage teams to research reasons why. Identify Objectives Allow your employees to see clearly what the business objectives are. The end goal for a commercial enterprise is to enhance profits. If this is the case, then all research the employees engage in should focus on reaching this goal while fulfilling a customer need. Define and Design Processes A definite project management process helps keep formal and informal research programs on schedule. Realistic goals and targets help focus the process and ensures that relevant and realistic timelines are decided upon. Create a Team A team may need to be created if a specific project is on the agenda. This team should be cross functional and will be able to work towards a specific goal in a systematic manner. If the surrounding organizational environment also has a research mindset then they will be better prepared and suited to assist the core team when ever needed. Outsource Whenever needed, it may be a good idea to outsource research projects. Universities and specific research organizations can help achieve research objectives that may not be manageable within a limited organizational budget. These include the following. Tax breaks Research and Development expenses are often tax deductible. This depends on the country of operations of course but a significant write-off can be a great way to offset large initial investments. But it is important to understand what kind of research activities are deductible and which ones are not. Generally, things like market research or an assessment of historical information are not deductible. Costs A company can use research to identify leaner and more cost effective means of manufacturing. This reduction in cost can

either help provide a more reasonably priced product to the customer or increase the profit margin. Financing When an investor sets out to put their resources into any company, they tend to prefer those who can become market leaders and innovate constantly. Recruitment Top talent is also attracted to innovative companies doing exciting things. With a successful Research and Development function, qualified candidates will be excited to join the company. These can help them gain market advantage and cement their position in the industry. This one time product development can lead to long term profits. These may include the following. High Costs Initial setup costs as well as continued investment are necessary to keep research work cutting edge and relevant. Not all companies may find it feasible to continue this expenditure. Uncertain Results Not all research that is undertaken yields results. Many ideas and solutions are scrapped midway and work has to start from the beginning. It is important for any business to understand the advantages and disadvantages of engaging in Research and Development activities. In the meanwhile, it is good practice to inculcate a research mind set and research oriented thinking within all employees, no matter what their functional area of expertise. This will help bring about new ideas, new solutions and an innovative way of approaching all business problems, whether small or large.

Chapter 4 : Current and recent research projects : Faculty of Education

Business Analytics. Possible projects could include for example statistical investigations of international living standards data, data mining applied to database marketing, to problems in finance or to the adoption of new technologies, or the analysis of textual data applied to business problems.

Education of children and pupils with special educational requirements Personnel, scientific, information and library services Quality of teaching, training programs and ssessment Papers on other relevant topics are welcome too. Types of participation and general information The official language of the conference is English. Translation and interpreting services will not be available. The conference room is set up in classroom style with tables and has a capacity of people. The dress code is business casual to business attire. Meeting room temperatures may vary, so wear layered clothing to ensure your personal comfort. Please arrive at the conference room at least 30 minutes before your session begins. There may be changes to the conference program, for which participants will be notified in a timely manner. There is free Wi-Fi in the conference room. Electrical outlets will not be available for use due to safety reasons. As a courtesy to speakers and other participants, mobile phones must be turned to silent before entering the sessions. The event will be photographed, audio and video recorded. If you are taking photos, please turn off your flash. The distribution of advertising messages in any form is strictly prohibited, except for sponsors. Access to the conference room is available only to registered participants and their accompanying persons. Each participant, except attendees only, can take one accompanying person to the conference. Persons under the age of 18 and those carrying large luggage are not allowed inside the conference room. Oral presentation Poster presentation Online presentation Oral presenters will be given 10 minutes to present their work and additional 5 minutes for questions and answers. Moderators will be strict about timing. Prezi, Keynote and other formats are not supported. The playback of audio and video files is not allowed. All presentations must be in standard 4: The conference room is equipped with overhead multimedia projector, very large screen, lectern, laptop running Windows 10 with PowerPoint and Acrobat Reader installed , wireless microphones for both the presenter and those willing to ask questions, wireless remote for slides control with integrated timer and laser pointer. Presenters are not allowed to use their own equipment. A technician will assist you with starting your presentation. There will be no internet access on the presentation computer. Presentations must be submitted in advance using our online submission form. Please bring a copy of your presentation to the conference on a USB memory stick as a backup. All presenters will be given the opportunity to check their presentations in advance. You are encouraged to review your presentation on the day before your talk. Your poster must be 80 cm 32 inches in width and 90 cm 36 inches in height. Text and graphics should be readable from 2 meters 6 feet. Authors should bring their own printed poster with them to the conference. We are unable to accept posters in advance by mail or to print posters on site. We will provide free-standing poster boards and suitable fixing materials. Tables or other support devices will not be provided and are not allowed. Business cards and small handouts may be attached to the poster board. The duration of each poster session is 1 hour. Please hung your poster at least 30 minutes before the start of your session. Each poster has a number in the conference program and must be placed at the board matching its number. Please remove your poster at the end of the day or it may be discarded. Presenting a poster is less formal than a talk. Your role is to stand by your poster to offer information and answer questions about your research. While some people like to read posters on their own, the majority of people are thrilled to have you "walk them through the poster". Online presentations are meant for those unable to attend the conference in person. You can have either oral or poster online presentation. For online oral presentations we prefer videos with sound or PowerPoint slide shows with narrations. You can send your online posters in PDF and we will print and hang them. Online participants receive all conference materials program, certificate, etc. Unfortunately, at this point we are unable to provide live streaming, due to internet connection limitations. Each paper is peer-reviewed by two anonymous,

independent reviewers. The official language is English. Sending a paper for publication is optional. An author can have no more than two papers published in the same volume.

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After you write your proposal, create a table of contents. Mission Statement In 50 words or less, what is the mission of your project? Most importantly, this allows the reader to have an immediate understanding of what you are proposing right from the start without having to search for what you are trying to do embedded in the narrative of the proposal. Following is an example of a mission statement from a successful grant proposal: Abstract The well-written abstract is the single most important part of the proposal. Often, initial proposal review, or "first cuts", are based on the abstract alone. The abstract should not be the last part of the proposal that is written. Deadline pressures prior to submission of the proposal are often intense. The writing of this crucial aspect of the proposal should be given the time and consideration it deserves. The abstract should be written early in the proposal preparation process, and modified as needed as the proposal develops. The abstract be understandable to a scientifically or technically literate lay reader, and it should be suitable for publication. The abstract should be written in the third person. It should include objectives, methods to be employed, and the potential impact of the project. Statement of Need This is where you present the problem you are trying to solve. Our advice is as follows: Stick to one problem. Avoid circular logic in your thinking and in the development of your statement of need. Circular logic decrees that the lack of a solution is the problem. Requesting scholarship funds as a solution to the lack of scholarship funds is an example of circular logic. A more convincing argument is based on a problem with a much larger scope. For example, women are greatly underrepresented in engineering-related fields and scholarship funds will enable more women to pursue engineering as a career choice. Use a logical progression in your statement of need starting as globally as possible. You will need to prove that you have an understanding of the problem and the latest research on the problem. For example, if you are proposing a computer lab to serve a minority population your statement of need should focus on the "digital divide. Close with a discussion of what else is being done, and lead into the project narrative with a brief discussion of how your idea is better or different. To do this, you will need to cite that latest body of research and specific projects that are currently happening and how yours is different and better. Preparation is essential, and you are encouraged to pick up the phone and call people who are working on similar projects, call program officers at agencies, and gather as much information as possible. This is an area where the Sponsored Research Services office can offer guidance, advice, and assistance. Project Rationale Incorporating Literature Review Any successful grant application must incorporate a strong theoretical basis that is grounded with an extensive discussion of the literature. The rationale for the project comes from what the literature says works, does not work, is missing, needs to be looked at differently, or however you choose to broach this extensive discussion. This is how the proposal demonstrates that the individual making application is incorporating the latest research into the project. Project Narrative A project narrative has six main sections. Check the funding agency announcement for a specific outline; some agencies require a different organization of the proposal narrative. What are the major goal s and objectives of the project? Describe the expected outcomes of this project and how success will be measured in the project and reference the evaluations section below. What are the activities that are going to happen during the period of this grant? What are you are proposing to do? What timeframe are you accomplishing this during the project? Facilities, Resources, and Project Management. What facilities and resources are available? How is the project going to be managed? Who will provide leadership and management for the project, and who are the people involved in implementing the project? What credentials make this project team unbeatable? To the potential funding source, the deliverables of your project are the justification for your funding, so it is imperative that you have in place a comprehensive and accepted method to evaluate your outcomes. Be sure to give this section its due priority, and pull in an evaluator very early in the process of developing a proposal. Oftentimes,

external evaluators are included in the budget for projects. SRS can refer you to persons on campus who are schooled and well respected in the field of evaluation; contact us for more information. Evaluation plans should include both formative evaluation to inform development of the project and summative evaluation to assess the impact of the project on the target audience. Each proposal should describe a performance evaluation plan that includes goals, objectives, indicators, and specific measurements for assessing the progress toward the achievement of the goals. Information on data collection and analysis should be included. Examples of indicators that may be useful are: An outreach or dissemination plan is often required by program guidelines and will enhance any proposal. A proposal should include a detailed description of activities that disseminate information on the success and content of the project to other scientists and educators. Dissemination efforts should be tailored to specific customers and target audiences. Some suggested mechanisms for dissemination:

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Research Methods for Business and Management Devi Jankowicz PhD Devi Jankowicz is Professor Emeritus, ex-Chair in Constructivist Managerial Psychology at the Graduate.

Chapter 7 : Projects and Tenders

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link between academic research projects with the Project Management Theory. As specific objectives, this paper considers: 1) present the types of academic research projects that can be treated according to the precepts of the project, 2) provide project management theo-.

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