

3. **Design & Development Phase**

- Project is designed in the light of guidelines developed in the Initiation Phase.
- Planning is done for the different stages of the project.
- Detailed schedules are developed for the implementation of Project.

4. **Implementation Phase:**

- Implementation of the project is started as per planning.

5. **Hand Over Phase:**

- Confirmation of the project completion as per design.
- Termination of the project

6. **Operation Phase:**

- If the project is on BOT terms or Project is to run any newly established facility or to re-establish any old business unit. Then the following phases also come in the domain of Project Life Cycle.

Maintenance:

1. To keep the facility functioning
2. Ease of maintenance with minimum impact on Project deliverables

Expansion:

1. When project needs major up-gradation due to competition, new market requirements, new technology or new rules and regulations.
2. These expansions are required to be done with minimum disruption to the project.

Decommission & Disposal:

1. Disposing of the facility with minimum hazards

Maturity and Excellence in Project Management

There is a misconception that maturity and excellence are same in project management.

Maturity:

- Maturity in Project management is the implementation of standard methodologies and practices to increase the likelihood of repeated success in projects.
- It means that the proper foundation of tools, techniques, processes and culture are established in an organization.
- Organizations need almost two years to achieve maturity in PM.
- During maturity more successes than failures occur.

Excellence:

- Excellence in project management is reaching the stage, where continuous stream of successfully managed projects is achieved.
- Success is measured from both the company and customer's perspective.
- Stage of Excellence comes well after stage of maturity.
- One must have maturity to achieve excellence.
- Organizations need almost five years more after maturity to achieve excellence.
- Although, during excellence, organizations obtain a continuous stream of successful projects, yet, even at this stage, there can be chances of some failures.

The Stage Gate Project Management

- 1) Project is composed of different stages and gates.
- 2) Each Stage is a group of activities that can be performed in series or in parallel.
- 3) Different Stages are managed by single or cross-functional teams.
- 4) The gates are the decision points at the end of each stage to review the progress of each stage.
- 5) Gate reviews include checklists, forms and guidelines to ensure that critical steps are not ignored during that stage.
- 6) Gatekeepers are appointed to conduct the gate reviews and help Project manager in deciding:
 - i. Proceed to next gate with original plan
 - ii. Proceed to next gate with revised plan
 - iii. Wait for decision till further information is obtained
 - iv. Cancel the project