Fukushima Daichii Reactors Accident Request for Proposal (Excerpt)

"Estimating Activity Resources"

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Anatomy of Project Organizations

PMGT-612

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March 5, 2017

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Estimate Activity Resources

Process Summary

According to the PMBOK (2013), Estimate Activity Resources is the process of estimating the type and amounts of material, human resources, equipment or supplies necessary to accomplish each activity. The benefit to identifying the type, quantity and characteristics of resources needed to complete each activity is it allows more accurate cost and duration estimates to be developed. This process is closely coordinated with the Estimate Costs process (PMBOK, 2013).

In order to estimate activity resources the following inputs should be utilized, the schedule management plan, the activity list, activity attributes, resource calendars, risk register, activity cost estimates, enterprise environmental factors and organizational process assets. By using tools and techniques such as expert judgment, alternative analysis, published estimating data, bottom-up estimating and project management software, the project team will be able to output the activity resource requirements, a resource breakdown structure and project document updates. The activity resource requirements will identify the types and amount of resources needed in each work package. The resource breakdown structure represents resources by category and type such as, labor, materials, equipment and supplies. Project documents which may require updating include the activity list, activity attributes and resource calendars (PMBOK, 2013).

Estimate Activity Resources in a Global Setting

When trying to estimate the resources needed to complete a project in a global setting, not only is the project team responsible for identifying the materials, human resources, and supplies, but the team must also take into consideration the cultural differences, the language

barriers, the time zone variances, and the different government regulations and laws (Juhre, 2001). For example, the materials or equipment available in this country to complete a project may not be easily accessible in another country; therefore, the team must find a way to get the resources there or find an alternative solution to complete the project successfully on budget and on schedule.

Working in a global setting may require resources to be outsourced, thus it is important for the program manager, project manager and project team to collaborate and communicate effectively with one another to ensure the resource needs are met through outsourcing. Therefore, when estimating resources, the costs associated with this process must be considered as well, which can affect budget and schedule of project activities (Wagner & Barkley, 2010).

Overall, estimating resources is a key process in project planning, but international projects also have other factors to take into account in order to avoid major problems along the way. If the project manager and team do not take the time to learn the culture, laws and regulations, effective ways to communicate and outsource resources as needed, the project will face many issues including possible failure.

Application on a Failed Project

Taking over a failing project is risky, but especially in a foreign country in which the project team is unfamiliar. While it is important for the team to estimate activity resources using the same inputs, tools and techniques as discussed above, the main priority is for the team to become acquainted with the new culture to bridge the teams together. The project manager should create a training program for the team members going into the new culture, promote communication amongst everyone involved, select team members for the global project based on skills and experience, positively acknowledge the culture and language differences and

thoroughly research the laws, regulations and permits required in the local country (Browne, Dreitlein, Ha, Manzoni, & Mere, 2016). By taking the time to understand the culture from the language to the laws, the team will find it easier to estimate the resources needed to complete each activity.

The team should also estimate the resource activities again to ensure the types and quantities for each work breakdown structure have been accurately determined. One of the reasons the project is failing can be lack of proper resources, thus it is important to estimate them again and make the necessary updates, if needed. This process can determine if more skilled employees are needed or the equipment needed is not readily available.

Fukushima Daiichi Applicability

For this proposal, it is suggested the project team be knowledgeable about the Japanese culture, laws and regulations. The project team should meet with the customer in their home country for a kick off meeting and for other major milestones identified in the project charter. Once the team has had the kick-off meeting and determined the major milestones, the team will need to estimate the resources required to get the project back on track. This will help to identify the labor, materials, supplies and equipment needed. The team can also determine if they need to outsource for any resources for each project activity, which can affect the schedule and cost of the project as well.

Once the team estimates the resources, they should create a resource breakdown structure to ensure they have the appropriate resources at each stage of the project. This way it is easy to track and communicate throughout the life of the project. The team should also employ a resource calendar and can do this utilizing project management software i.e. MS Project; however, all team members in both countries need to be familiar with the same software or

training should be made available on the chosen software.

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